

February 7, 2024

Talal Dakalbab  
Co-Chair, Contract Management Committee  
Assistant Deputy Minister  
Crime Prevention Branch  
Public Safety Canada  
Via email: [talal.dakalbab@ps-sp.gc.ca](mailto:talal.dakalbab@ps-sp.gc.ca)

Michael Koppang  
Co-Chair, Contract Management Committee  
Assistant Deputy Minister  
Public Safety Division  
Province of Manitoba  
Via email: [michael.koppang@gov.mb.ca](mailto:michael.koppang@gov.mb.ca)

**Re: Municipal Concerns and Priorities**

Dear Mr. Dakalbab and Mr. Koppang,

In our capacity as associate members, representing RCMP-policed municipalities on the Contract Management Committee (CMC), we write to you regarding the importance of enhancing communication, engagement and information sharing between all contract partners and the RCMP. This correspondence follows our December 2022 letter (enclosed), which came in response to several questions regarding communication and information sharing during the collective bargaining process. While the prompt questions were appreciated, a conversation ultimately did not emerge. We respectfully request that process improvements be implemented to address such ongoing gaps impacting CMC's effectiveness.

It is important to first acknowledge the positive steps that have been taken at CMC to better incorporate feedback from municipal associate members. Notably, changes to the companion document, sharing of CMC records of discussion, distribution of consultation documents, and greater inclusion of municipal representatives at the sub-committee level have been welcomed and appreciated. The new solutions-oriented approach at the CMC table is also welcomed. We wish to thank your teams, as well as the CMC Secretariat, for implementing these changes.

The federal government's questions about how communications regarding collective bargaining could be improved indicate an effort to rethink and enrich the dialogue taking place at the CMC. While we believe that recent efforts are sincere, we would like to see a more deliberate

commitment to improved collaboration. For instance, we would like to be more involved in the process to develop meeting agendas and a quarterly and/or annual meeting calendar since meetings are often scheduled with minimal notice.

As stated in the CMC Terms of Reference, the objective of the CMC is to bring focus and strong collaboration to the management of the Policing Service Agreements by actively engaging Canada and the provinces, territories, and municipalities. In pursuit of this objective, we want to reiterate the need for more direct communication between Public Safety Canada, RCMP, and all contract partners to increase transparency and accountability and demonstrate a commitment to an enriched dialogue. This commitment to dialogue is all the more important when tough decisions need to be made.

Direct communication with contract partners should include improved engagement at the initial stage of any process. For example, the federal government diligently consulted with contract partners during the recent assessment of contract policing. This type of approach would have also added value to the most recent collective bargaining process, to allow for CMC municipal associate members and all contract partners to provide input prior to the start of negotiations. The municipalities that we represent increasingly express concern that their perspectives are not being considered at decision-making tables. The lack of meaningful involvement is especially significant because municipalities must absorb the financial repercussions of decisions made with their wallets but without their input.

These gaps in communication directly impact the procurement process, which we feel is occurring without adequate municipal input. For example, contract partners were recently advised that the Chemical, Biological, Radiological and Nuclear (CBRN) gas mask carry bag was being replaced. However, in the consultation document that was shared with the CMC, there was a lack of consideration for municipal priorities, notably cost containment. We believe we can adequately address this gap with an improved and more clearly defined consultation process.

As you are aware, municipalities with their own Policing Service Agreement (MPSA, MPUA) pay the largest share of policing costs among contract partners. Even when receiving services through a Provincial Policing Service Agreement, municipalities pay a significant share of the costs of these agreements. As you may also be aware, contract policing costs make up a substantial portion of the budget for municipalities receiving RCMP policing services. Considering this level of investment by municipalities, it is important to ensure that levels of input and influence over matters affecting the governance, cost, quality, and capacity of RCMP police services are commensurate to the financial burden that municipalities carry. With the cost of policing increasing on a yearly basis, it is more important than ever that we work together to address gaps and ensure an appropriate municipal lens is provided on key issues.

In closing, we wish to clearly state our appreciation for the involvement of municipalities at the CMC table, and our commitment to working with contract partners to address the gaps identified in this letter. The ongoing development of consultation, the CMC Municipal Engagement and

Communications Strategy, and Annual Priorities and Workplan tracking provide valuable opportunities to collaboratively accomplish the objectives of the CMC.

Yours truly,



Juanita Spencer, Nova Scotia Federation of Municipalities



Dan Murphy, Union of the Municipalities of New Brunswick/l'Union des municipalités du Nouveau-Brunswick



Loren Schinkel, Chair – Provincial-Municipal Justice Advisory Committee (Manitoba)



Jean-Marc Nadeau, Saskatchewan Urban Municipalities Association



Tanya Thorn, Alberta Municipalities



Gary MacIsaac, Union of B.C. Municipalities

CC: Carole Saab, Chief Executive Officer, Federation of Canadian Municipalities



NOVA SCOTIA  
FEDERATION OF  
MUNICIPALITIES

Stephen Diotte  
Executive Director of Strategic Compensation Management  
Treasury Board of Canada Secretariat (TBS)

Dear Mr. Diotte:

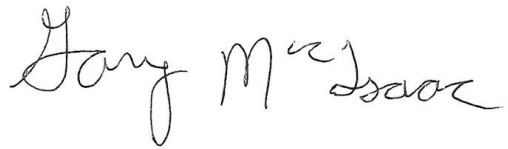
Thank you for your November 22, 2022, presentation to the Contract Management Committee (CMC) on the upcoming round of collective bargaining between the National Police Federation (NPF) and the federal government. During this presentation, you requested feedback from provincial/territorial and municipal representatives at the table on two key questions. Please see our joint responses below.

1. What kind of information would have been useful to have in the first round?
  - Agreed-upon joint statements from TBS and NPF that outline bargaining priorities, items in scope for negotiation, timelines, and progress updates. Such statements could be issued at the beginning of the bargaining process and after key milestones are achieved and/or negotiations on specific items are concluded.
  - An estimated range of the net impact on costs to contract partners.
  - Previous bargaining priorities from the first round of negotiations, such as the proposals that NPF withdrew after the competitive wage increase was offered.
  
2. What do you suggest would be the most effective manner to communicate with contract partners?
  - While we believe it is essential to keep CMC informed throughout the negotiation process, direct communication with contract partners is equally important.
  - Our municipal associations are happy to support/facilitate communications with our members, but we are ultimately not party to these contracts and our communications on this topic do not carry the same weight as communications from the federal government.
  - During the last round of negotiations, estimates of cost impacts were provided on quarterly RCMP invoices, with no explanation and this created significant confusion for contract partners.
  - We recommend direct communications from Public Safety Canada that:
    - Inform contract partners that a new round of negotiations is forthcoming.
    - Outline what contract partners can expect in terms of negotiation timelines, progress updates, and future communications on this topic.

Due to the short timelines for providing this feedback, we were unable to engage all provinces/territories, municipal associations, and municipal contract partners in our discussion. We would also like to provide feedback that falls outside of the scope of the above questions. Consequently, we are working to develop a second letter highlighting municipal concerns and priorities based on discussions with our members who contract the RCMP as their municipal police service. We expect to provide this letter to you in early January 2023.

We very much appreciate the opportunity to provide feedback from a municipal perspective for your consideration and we look forward to continuing this discussion in the New Year.

Yours truly,

A handwritten signature in black ink that reads "Gary MacIsaac". The signature is written in a cursive, flowing style.

Gary MacIsaac, Union of BC Municipalities

A handwritten signature in black ink that reads "Tanya Thorn". The signature is written in a cursive, flowing style.

Tanya Thorn, Alberta Municipalities

A handwritten signature in black ink that reads "Jean-Marc Nadeau". The signature is written in a cursive, flowing style.

Jean-Marc Nadeau, Saskatchewan Urban Municipalities Association

A handwritten signature in black ink that reads "Denys Volkov". The signature is written in a cursive, flowing style.

Denys Volkov, Association of Manitoba Municipalities

A handwritten signature in black ink that reads "Juanita Spencer". The signature is written in a cursive, flowing style.

Juanita Spencer, Nova Scotia Federation of Municipalities

CC: Talal Dakalbab, Assistant Deputy Minister of Crime Prevention Branch, Public Safety  
Canada