

**FCM Cannabis Legalization - Municipal Cost Metrics Skeleton**  
**NS Amendments May 2018**

Cost Centre	Definition/Description	Metric Examples	*Anticipated One Time Cost	*Anticipated Ongoing Cost	Y1	Y2	Y3
<b>Administrative</b>							
<b>Administration</b>	<p>Time spent by senior municipal departmental staff, city senior leadership teams, and staff in corporate support departments such as Finance, Legal and Communications to implement, administer, coordinate and support all cannabis legalization work. This could include FTE hours for both start-up and ongoing administration in positions such as policy coordination, project management, business licensing administration, legal, communications and IT. These positions could be spread across several existing departments or centralized in a new department/secretariat specifically for cannabis legalization. May also need to track programs and bylaws that were amended</p> <p>Specific tasks may include but are not limited to: prosecution lawyers reviewing the enforceability of by-laws, legal team providing ongoing support for enforcement of by-laws, intergovernmental staff to engage with other orders of government on this complex, multi-layered file, development of a communications plan to help citizens understand by-law changes</p> <p>There are also material costs such as public consultations, advertising public notices and communications products for specific local rules.</p>	<p>1. # New positions created            Estimated hourly pay rate x # of full time hours worked on cannabis legalization and administration or            Yearly salary + benefits</p> <p>2. Additional time spent on cannabis legalization across key positions (workload analysis)            Calculate FTE using number of estimated hours X approximate hourly wage + capital and operating costs (vehicle, fuel, uniforms, computers, phones, hotel costs etc.</p> <p>3. # of consultations x average cost of consultation</p> <p>4. cost for advertising and communicating (signage costs, paid radio, television and internet ads etc.)</p>					

<b>Administrative Enforcement Services</b>	<p>Personnel and capital costs required to monitor and enforce the additional activities associated with cannabis legalization as predicated on municipal by-laws and services.</p> <p>This includes the costs associated with additional staffing requirements for bylaw management and enforcement in the following areas:</p> <p><b>Property use inspection</b> – to investigate cannabis business license complaints;</p> <p><b>Zoning enforcement</b> – to ensure cannabis retail and other cannabis related establishments are in adherence with local zoning by-laws; Also need to deal with illegal operations.</p> <p><b>Property standards enforcement</b> – to address issues/complaints related to potential degradation/danger to property such as smoke dispersion in multi-residential units or home cultivation, purchase of testing equipment</p> <p><b>Training</b> – time and capital spent to develop and undertake learning exercises related to the roles and responsibilities of municipal staff tasked with administering and enforcing municipal aspects of the cannabis framework such as business licensing;</p> <p><b>Community Standards, Public Spaces and Smoke-Free or Second Hand Smoke Bylaw enforcement</b> - increase in service demand with new by-laws such such smoke-free by-laws and municipal rules for vaping lounges, restaurants and cafes (where applicable) and public consumption.</p> <p><b>Other Enforcement</b> – service changes such as increased transit authority time spent addressing consumption and odour issues on public transit; costs associated with training transit workers about the rules around cannabis consumption (i.e. length of time before transit worker must abstain from consuming cannabis before arriving for work).</p>	<p>Workload analysis less fees recovered from licensing and permitting</p> <p>FTE + capital and operating costs - licensing and permitting fees</p> <p>hours and costs of training costs number of complaints and training to handle complaints, hours spent responding</p> <p>costs and hours involved in Investigations</p> <p>costs of not doing things as resources are reallocated to handle cannabis matters</p> <p>need to amend tracking down the road if changes are made regarding retail and edibles</p> <p>Could default to Provincial Laws and not undertake additional bylaws/enforcement</p>					
<b>Planning/Zoning</b>	<p>The personnel and capital cost to conduct by-law reviews and updates, as well as the ongoing management of zoning bylaws. In addition to staff time (both in-house and consultant contracting) this also includes the cost to undertake required public consultation processes and public education related to adding a new criteria to zoning by-laws, business licensing and building code permits and inspections.</p>	<p>In-house: Additional Staff, FTEs, legal fees to draft/amend bylaws, time managing consultants</p> <p>Consultant Contracting: Average daily rate x estimated # of consultant days to address suite of by-law changes</p> <p># of public consultations/avg cost per consultation, public education content development (use equivalent existing campaign for comparison)</p> <p>costs of not doing things as resources are reallocated to handle cannabis matters</p>					

<b>Fire Services</b>	<p>Cost increases directly or indirectly incurred by the municipal department responsible for fire safety, prevention and submission. This includes the following positions and activities:</p> <p><b>Process Changes</b> - amendments to the fire inspection component of business licensing approval process, protocol for one-time and ongoing inspections</p> <p><b>Training</b> – for fire department staff regarding revisions to the Fire Code, and on immersing hazardous home cultivation processes such as for the extraction of cannabis oils and the use of flammable hydrocarbons;</p> <p><b>Public education</b> – Education campaigns informing the public about the dangers related to oil extraction processes and flammable hydrocarbons; development and printing of fire safety messaging;</p> <p><b>Fire investigation costs</b> – costs primarily due to overtime pay for fire safety officers investigating code and safety issues (e.g.hazards in retail establishments); and to a small extent for manufacturing/processing establishments / responding to fires associated with legal/illegal home cultivation. There are also public education, communications and citizen services costs to properly engage with the public and provide preventative public education campaigns.</p> <p><b>HAZMAT Response</b> - for both licenced and illegal producers</p>	<p>Training for Fire Services = cost per officer, consultant fees for development of public education material, public education advertising costs, fire prevention initiatives</p> <p>Increase in staff time and personnel to undertake increased investigations = # of cannabis related calls, estimated # of overtime hours to address these calls X average hourly overtime wage X # of Fire Services members required to respond to calls</p>				
<b>Human Resources/Labour Relations</b>	<p>Internal and external staff time committed to ensuring municipal drug policies are up-to-date/adequately address non-medical cannabis and that municipal employees are well informed of the new policies. This could include substance use policy, substance use guidelines, workplace smoking policies and hosting social event guidelines.</p> <p>There may be additional FTE time spent engaging and negotiating with municipal staff unions over the drug policy changes.</p> <p>Staff resources and capital costs may also be incurred to ensure there is capacity in place for testing municipal employees if necessary, new staff training to address safety related to cannabis in the workplace and additional adjustments to safety integrate HR policies related to cannabis edibles when they are regulated federally.</p>	<p>Legal fees to undertake research and update municipal drug and alcohol policies</p> <p>HR Staff: development of training for all staff, # of cannabis related incidence, # of hours to address cannabis in the workplace related incidence x hourly wage.</p> <p>Grievances and Arbitration costs - as uncharted areas</p>				
<b>Other</b>	<p>Possible cost centers that have been identified by municipal partners include:</p> <p><b>Provincial Offenses Act (POA) Court Costs</b> - Moving cannabis regulation and enforcement from criminal courts to POA courts will add considerable workload to municipally funded courts. Need to explore if relevant in NS.</p> <p><b>Environmental Health and Safety</b> - Amendments to workplace safety related policies, air quality testing and complaints related to production and consumption of cannabis (indoor and outdoor), food inspection concerns when edibles get introduced;</p> <p><b>Social Housing</b> – In some jurisdictions where municipalities have responsibilities over social housing there will be costs associated with writing provisions in tenancy agreements which prohibit smoking cannabis in social housing units; additional FTEs to enforce the new provisions; and an O&amp;M budget to address violations;</p> <p><b>Public Health</b> – In some jurisdictions, municipalities address varying areas of public health not covered by provincial or territorial budgets. Anticipated municipal costs related to public health include public education initiatives (consumption, health, harm reduction, prevention, rules for restaurants and festival organizers); additional social workers; municipal signage and advertisements; developing and undertaking health outcome assessments; and data collection;</p> <p><b>311 Services</b> – Increased staff time, particularly during implementation, to handle citizen inquires regarding cannabis legalization. This could also include time and resources to train 311 staff on the new changes and which municipal departments address the principle areas of concern.</p> <p><b>Waste Management</b> - The development of municipal policies and procedures that address the proper disposal of refuse from cannabis cultivation, concerns around humidity in composting</p> <p><b>Emergency Services</b> - Increase in calls related to overconsumption of Cannabis. This may be particularly prevalent when cannabis edibles are made legal.</p>	<p># of hours spent developing 311 call centre training and protocol</p> <p># of cannabis related calls in Y1, # of FTEs to respond to this increase</p> <p>costs for material goods and labour related to establishing appropriate new cannabis smoking signage. # of signs required x signage cost per unit + estimated labour required</p>				

Policing						
<b>SFST Training</b>	<p>% of police force who require the Standard Field Sobriety Test training. This would include the per officer cost to undertake this training (time spend in class, course fees) plus any additional instructor fees</p> <p>The new SFST training curriculum, Introduction to Drug-Impaired Driving, is now available and has been shared with all police services across Canada. Any officer trained in SFST since January 2018, received this course as part of their training. The training focuses on what are the most commonly seen clues that indicate recent drug use and impairment, with a specific in-depth focus on cannabis impairment. Additional training that is also now available includes the new online SFST and Introduction to Drug-Impaired Driving geared towards already trained SFST officers; an online basic education session about drug-impaired driving for non SFST trained members; and an in-person International Association Chiefs of Police (IACP) certified SFST “refresher” course.</p>	<p># of officers trained in first year x cost of training + officer time for training</p> <p># of officers requiring recertification + training of new recruits on an annual basis x cost of training + officer time for training</p> <p>SFST course costs</p>				
<b>DRE Training</b>	<p>Drug Recognition Expert training is a more specialized diagnostic examination of a suspected drug-impaired driver undertaken after the initial SFST. Currently the majority of this training is undertaken in the United States meaning travel costs, exchange rates, extra time etc. need to be factored into the costing analysis for this expenditure.</p> <p>The International Association of Chiefs of Police (IACP), the governing body for the Drug Recognition Expert (DRE) process, has determined that an appropriate number of DREs is 1-3% of frontline police officers.</p>	<p># of officers trained in first year x cost of training + officer time for training</p> <p># of officers requiring recertification + training of new recruits on an annual basis x cost of training + officer time for training</p> <p># of DRE courses x instructor time</p> <p>DRE course costs</p>				
<b>Facilities Upfit to address increased cannabis seizures (evidence)</b>	An increase in cannabis seizures was experienced in the US. Costs associated to additional evidence storage capacity.	cost of additional storage capacity				
<b>Bill C-45/46 General Training</b>	Cost to develop and deliver a 1-day training program on the implications of Bills C-45 and C-46 to all officers, with specifics on the roles and responsibilities of the force within the local community.	<p># of officers in police force x cost per officer to deliver the one-time training in year 1</p> <p># of new recruits requiring re-training on a year over year average x cost training per officer</p>				
<b>Roadside Screening Equipment and Supplies</b>	A Government of Canada certified roadside drug screening device has not yet been approved (as of May, 2018). The total cost will include the number of devices a police force requires, the cost of non-reusable detection cartridges and the cost to update and repair equipment over time.	# of roadside screening devices required per 100 officers x cost of roadside screening device				

<b>Illegal Dispensary/Grow Op Initiatives</b>	<p>One of the primary federal objectives for the legalization of non-medical cannabis is to eliminate the illicit market. With expectations from the public, there will be pressure on local police forces to take action on this issue. Establishing and training specialized units to undertake this work and calculating the FTE required to undertake these disruption activities will help establish a cost estimate.</p> <p>Costs associated to initiatives to close dispensaries/growth operations (FTEs)</p>	<p>FTE to establish and run illegal dispensary / grow op initiatives for the population it serves x average hourly wage of officer on a disruption team</p>					
<b>Youth Education and Prevention in Schools &amp; Community Engagement</b>	<p>Policing costs extend far beyond traditional enforcement duties as officers may be called upon to undertake important public education and prevention activities with the public. This includes both education on the changing rules and information on prevention of excessive or illicit cannabis consumption. These costs can include establishing public education resources, training and FTEs to deliver the appropriate cannabis specific messaging.</p>	<p>FTE to develop community education content</p> <p>FTE to deliver training course X hourly wage X number of schools in community and estimated number of relevant events</p> <p>FTE - Development Youth Diversion program and delivery</p>					
<b>Increase in Forensic Laboratory Capacity</b>	<p>The proposed legislation enables police to undertake blood draws for suspected drug impaired drivers. An increase in blood draws, testing equipment and forensic analysts is required.</p>	<p>Average cost to administer a blood draw X increased number of blood draws associated with cannabis legalization</p>					
<b>Additional Officers</b>	<p>Potential increases in illicit production activity, motor vehicle accidents, roadside testing, enforcement of public consumption rules etc. to place additional responsibilities on police services. Additional responsibilities will require additional officers to address issues safely and effectively. This category represents additional FTEs not captured in the other proposed categories.</p> <p>Specific trackable items:</p> <ul style="list-style-type: none"> <li>-Drug Seizures</li> <li>-RIDE spot checks</li> <li>-Drug related criminal investigations</li> <li>-Drug Complaints</li> <li>-Cannabis specific violations</li> <li>-Motor vehicle Collisions</li> <li>-Cannabis related demands for service tracked through DFSS (proactive)</li> <li>-DRE testing</li> <li>-SFST testing</li> </ul>	<p>Estimated # of FTEs required to fulfill additional duties X average hourly wage for senior and junior officers to undertake tasks</p>					
	<p>*Many municipalities reported challenges in distinguishing between one-time and ongoing costs. An anticipated spike in new costs for both municipal administration and policing were referenced (such as the initial purchase of drug detection devices, or FTE intensive time for business licensing the handle the initial influx of applications) however in most of these cases ongoing regulatory and policy adjustments are anticipated in the first five years of legalization and beyond.</p> <p>Municipalities are still encouraged to make the distinctions between one-time and ongoing costs where possible.</p>						