

TOWN OF RIMBEY
TOWN COUNCIL AGENDA

AGENDA FOR REGULAR MEETING OF THE TOWN COUNCIL TO BE HELD ON MONDAY, DECEMBER 09, 2013 AT 7:00 PM IN THE COUNCIL CHAMBERS OF THE TOWN ADMINISTRATION BUILDING

1	Call to Order Regular Council Meeting & Record of Attendance	
2.	Public Hearing	
	2.1 None	
3.	Agenda Approval and Additions	
4.	Minutes	
	4.1 November 25, 2013, Regular Council Meeting Minutes.....	2-4
5.	Delegations	
	5.1 Rimbey Agricultural Society (7.4).....	5-6
	5.2 Rimbey TV – Presentation on Note Pads (7.5).....	7
6.	Bylaws	
	6.1 None	
7.	New and Unfinished Business	
	7.1 Recreation Board Membership Additions.....	8
	7.2 Rimbey Municipal Library	9
	7.3 Tagish Engineering Project Status Updates – Nov 26/13.....	10-14
	7.4 Rimbey Agricultural Society Delegation Discussion (5.1).....	
	7.5 Rimbey TV Delegation Discussion (5.2)	
8.	Reports	
	8.1 Department Reports - None	
	8.2 Boards/Committee Reports	
	8.2.1 FCSS/RCHHS Board Meeting Minutes Oct 16, 2013.....	15-18
	8.3 Council Reports	19
	8.3.1 Mayor Pankiw’s Report.....	20
	8.3.2 Councillor Olsen’s Report.....	21
	8.3.3 Councillor Jaycox’s Report.....	22
	8.3.4 Councillor Payson’s Report	23
	8.3.5 Councillor Webb’s Report.....	24
9.	Correspondence	25
	9.1 Canadian Union of Postal Workers Letter	26-40
10.	Open Forum	
11.	In Camera	
	11.1 Land (Pursuant to Division 2, Section 24(1) of the Freedom of Information and Protection of Privacy Act.)	
	11.2 Personnel (Pursuant to Division 2, Section 17(2) of the Freedom of Information and Protection of Privacy Act.)	
12.	Adjournment	

TOWN OF RIMBEY

TOWN COUNCIL

MINUTES OF THE REGULAR MEETING OF TOWN COUNCIL HELD ON
MONDAY, NOVEMBER 25, 2013, IN THE COUNCIL CHAMBERS OF THE TOWN
ADMINISTRATION BUILDING

1. Call to Order Mayor Pankiw called the meeting to order at 7:00 pm, with the following in attendance:
- Mayor Pankiw
Councillor Jaycox
Councillor Olsen
Councillor Payson
Councillor Webb
CAO Tony Goode
Assistant CAO/DO – Melissa Beebe
Director of Finance – Lori Hillis
Recording Secretary – Kathy Blakely
- Absent:
- Public:
Treena Mielke – Rimbey Review
4 members of the public
2. Public Hearing 2.1 None
3. Adoption of Agenda of 3.1. November 25, 2013 Agenda
7.3 Rimbey & District Chamber of Commerce (addition)
7.4 Rimbey Victim Services (addition)
11.1 In Camera – Land (pursuant to Division, Section 24(1) of the Freedom of Information and Protection of Privacy Act). (addition)
- Motion 314/13
- Moved by Councillor Payson to accept the agenda as amended.
- CARRIED
4. Minutes 4.1 November 13, 2013, Council Regular Meeting Minutes
- Motion 315/13
- Moved by Councillor Webb to accept the November 13, 2013, Council Regular Meeting Minutes as presented.
- CARRIED
5. Delegation 5.1 None
6. Bylaws 6.1 None
7. New Unfinished Business and 7.1 Emergency Management
- Motion 316/13
- Moved by Councillor Jaycox Council accepts the Emergency Management Summit Report submitted by Mr. Stenstrom, as information.
- CARRIED
- 7.2 Subdivision and Development Appeal Board
- Motion 317/13
- Moved by Councillor Olsen Council appoints Rhonda Tarney, an elector in the Town of Rimbey, to sit on the Subdivision and Development Appeal Board for the period November 26, 2013 to October 31, 2015.
- CARRIED

7.3 Rimbey & District Chamber of Commerce

It was the consensus of Council to advise the Rimbey & District Chamber of Commerce they would be available for a coffee and dessert get together on the evening of December 9th prior to Council meeting at 6:00 pm in the council chambers.

7.4 Rimbey Victim Services Christmas Party Invitation

Councillors' Payson, Jaycox, Olsen and Mayor Pankiw are able to attend. Councillor Webb regrets he is unable to attend. It was indicated recording secretary; Kathy Blakely should contact the Rimbey Victims Services with the names of the people who are able to attend.

8. Reports

8.1 Department Reports8.1.1 Finance Reports

Bank Reconciliation to October 31, 2013

Cash Position to October 31, 2013

Consolidated Financial Statement to October 31, 2013

Accounts Payable Cheque Listing November 15, 2013

Motion 318/13

Moved by Councillor Olsen Council accept the Bank Reconciliation for October 31, 2013, Cash Position to October 31, 2013 and the Consolidated Financial Statement to October 31, 2013 as presented.

CARRIED

Motion 319/13

Moved by Councillor Webb Council accept the Accounts Payable Cheque Listing for November 15, 2013 as presented.

CARRIED

8.1.2 Fire Department ReportMotion 320/13

Moved by Councillor Jaycox Council accepts the Fire Department Report as information.

CARRIED

8.2 Boards/Committee Reports8.2.1 Rimbey Historical Society Meeting Minutes September 17, 2013Motion 321/13

Moved by Councillor Jaycox Council accepts the Rimbey Historical Society Meeting Minutes of September 17, 2013 as information.

CARRIED

9. Correspondence 9.1 Farm Safety Centre – Thank you LetterMotion 322/13

Moved by Councillor Olsen Council accepts the Farm Safety Centre thank you letter as information.

CARRIED

10. Open Forum 10.1 Open Forum

A member of the public indicated he thought the new council was doing a

good job.

A member of the public indicated he likes the agendas and the conduct of the meetings.

A member of the public thought the new Council was doing a good job so far.

11. In Camera

11.1 Land (pursuant to Division 2, Section 24(1) of the Freedom of Information and Protection of Privacy Act.)

Motion 323/13

Moved by Councillor Webb Council go in camera at 7:19 pm pursuant to Division 2, Section 24(1) of the Freedom of Information and Protection of Privacy Act to discuss land issues.

CARRIED

Councillor Olsen withdrew from the Council meeting at 7:19 pm due to pecuniary interests.

Motion 324/13

Moved by Councillor Webb the Council meeting reverts back to an open meeting at 7:40 pm.

CARRIED

Councillor Olsen rejoined the meeting at 7:42 pm.

Motion 325/13

Moved by Councillor Jaycox to have administration get an appraised value of the land located at Lot 4, Block C, Plan 082 4500 (Tennis Courts), a cost estimate for new tennis courts and for Brix Construction to attend the December 9, 2013 Council Meetings for further discussion.

CARRIED

(Councillor Olsen abstained from the vote.)

12. Adjournment

Motion 326/13

Moved by Councillor Webb to adjourn the meeting.

CARRIED

Time of Adjournment: 7:41 pm.

Mayor

CHIEF ADMINISTRATIVE OFFICER

TOWN OF RIMBEY AGENDA ITEM

Meeting	Council	Meeting Date	December 9, 2013		
Agenda Item No.	5.1	Confidential	Yes	No	xxx
Topic	Rimbey Agricultural Society				
Originated by	Tony Goode		Title	CAO	

BACKGROUND:

Documentation Attached:	Yes	No
-------------------------	-----	----

DISCUSSION:

The Rimbey Agricultural Society will be providing Council with an update on the New Agricultural Society Building.

RECOMMENDED ACTION:

Administration recommends Council accept the presentation from the Rimbey Agricultural Society as information.

CAO - <i>Assistant</i>	
DISTRIBUTION:	Council: Admin: Press: Other:

Rimbey Agricultural Society

The Rimbey Agricultural Society would like to address the Rimbey Town Council on December 9, 2013. We would like to inform the council on the progress we have made on our new building. We would like to update council on our fundraising. We would also like make a proposal to the council to see if they would consider covering the cost of the installation of shallow services to our building. There will probably be 4 of us coming to meeting. Tim Edge, Ben Ostrem, Ken Whitelock and myself. Thank you,

Shirley Ingram

TOWN OF RIMBEY AGENDA ITEM

Meeting	Council	Meeting Date	December 9, 2013		
Agenda Item No.	5.2	Confidential	Yes	No	xxx
Topic	Rimbey TV – Presentation on Note Pads				
Originated by	Tony Goode		Title	CAO	

BACKGROUND:

Documentation Attached:	Yes	No
-------------------------	-----	----

DISCUSSION:

Rimbey TV has requested to make a presentation to Council on Note Pads.

RECOMMENDED ACTION:

Administration recommends Council accept the presentation from the Rimbey TV on Note Pads as information.

Assistant
CAO

M. Bube

DISTRIBUTION:	Council:	Admin:	Press:	Other:
---------------	----------	--------	--------	--------

TOWN OF RIMBEY AGENDA ITEM

Meeting	Council	Meeting Date	December 9, 2013		
Agenda Item No.	7.1	Confidential	Yes	No	xxx
Topic	Recreation Board Membership - Additions				
Originated by	Peter Stenstrom		Title	Director of Community Services	

BACKGROUND:

The Rimbey Recreation Board had 2 resignations recently that have left a vacancy for a County Representative and a vacancy for a Town Representative. We advertised to fill the vacancies and now have 2 eligible candidates to recommend to Council today.

Documentation Attached:	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No	<input checked="" type="checkbox"/> XX
-------------------------	------------------------------	--	--


DISCUSSION:

Elma Schumacher lives just north of Rimbey and has applied to fill the **County** vacancy on the Recreation Board. Leila Maillet lives in Rimbey and she has applied to fill the **Town** vacancy on the Recreation Board. Having had the opportunity to sit down and visit with both of these ladies, the Recreation Board believes that they both possess the skills and experience necessary to contribute to our community in an advisory capacity with regards to recreation.

RECOMMENDED ACTION:

The Rimbey Recreation Board recommends that Council appoints Elma Schumacher as a County representative on the Rimbey Recreation Board.

The Rimbey Recreation Board also recommends that Council appoints Leila Maillet as a Town representative on the Rimbey Recreation Board.

<i>Assistant</i> CAO				
DISTRIBUTION:	Council:	Admin:	Press:	Other:

TOWN OF RIMBEY AGENDA ITEM

Meeting	Council	Meeting Date	December 9, 2013		
Agenda Item No.	7.2	Confidential	Yes	No	xxx
Topic	Rimbey Municipal Library				
Originated by	Tony Goode		Title	CAO	

BACKGROUND:

The Rimbey Municipal Library is requesting to be named as an Additional Named Insured under the Town of Rimbey for Liability Insurance. Currently they share the cost of the insurance of the property and contents and contents on their book.

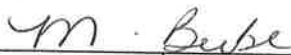
Documentation Attached:	Yes	No	XX
-------------------------	-----	----	----

DISCUSSION:

Jubilee Insurance Agencies requires a motion from Council in order to add any Additional Named Insureds to the town of Rimbey Insurance Policy.

RECOMMENDED ACTION:

Administration recommends Council approve the Rimbey Municipal Library as an Additional Named Insured under the Town of Rimbey.

<i>Assistant</i> CAO				
DISTRIBUTION:	Council:	Admin:	Press:	Other:

TOWN OF RIMBEY AGENDA ITEMS

Meeting	Council	Meeting Date	December 09, 2013		
Agenda Item No.	7.3	Confidential	Yes	No	XX
Topic	Tagish Engineering Ltd. – Project Status Updates				
Originated by	Tony Goode		Title	CAO	

BACKGROUND:

Tagish Engineering Ltd has provided a project status update on the various ongoing projects within the Town of Rimbeey.

Documentation Attached:	Yes	XX	No
-------------------------	-----	----	----

DISCUSSION:

Attached is the Project Status Update from Tagish Engineering Ltd for the period ending November 26, 2013.

RECOMMENDED ACTION:

Administration recommends Council accept the Project Status Update dated November 26, 2013, from Tagish Engineering on RV02 – RV Haven Campground, Water Operations Manual, RB00-Rimbey General, RB 100 – 51st Ave from 44 – 46th Street (2012 Construction), RB102 - South Lagoon Baffle Curtain, RB106 – Rimbeey Northeast Lagoon, RB108 – 2013 Walking Trails, RB109 – 58th Avenue Re-construction, RB111 – 53rd Avenue Re-construction, RB114 – Johnson Estates Development Review, RB115 – Hwy 53 – 51st Street Prelim Planning, RB116 – Bergum Area and Back Lane Storm, and RB117 - 2014 Capital Planning Designs and RB118 – Simpson Road, as information.

Assistant
CAO



DISTRIBUTION:	Council:	Admin:	Press:	Other:
---------------	----------	--------	--------	--------



PROJECT STATUS UPDATES

November 26, 2013

RV02 – RV Haven Campground, Water Operations Manual (GM)

This project is related to development of a water system operation manual for the campsites water system.

(October 29) No Change.

(November 12) No Change.

(November 26) No Change.

1.0 Town of Rimbey

RB00 – Rimbey General

This project is for small general requests for the Town.

Oct 1 – No Change

October 15) Rimbey Electric was called in by Town to re set parameters on VFD in Well 13.

RB100 – 51st Avenue from 44-46th Street (2012 Construction) – (LS)

(Oct 15) FAC inspections to be completed in the spring of 2014 at which time CCA will fix settlements

RB102 South Lagoon Baffle Curtain – GM

(October 15) Town has turned on blower at South Lagoon. Upgrading of cable assembly to be completed by November 8.

(October 29) No Change.

(November 12) No Change.

(November 26) Hired D & M Concrete to fabricate a wench assembly for baffle curtain.

RB106 Rimbey Northeast Lagoon Subdrain Upgrades - GM

This project is related to all work involving the NE Lagoon repairs and drainage.

(October 29) Town staff removed damaged pump from sub drain manhole, pump was delivered to Corix in Red Deer for service. AMEC is analyzing water testing, should have report no later than Nov 8 and then will submit to AENV.

(November 12) AMEC is working on completing water analysis report. Addition geotechnical material was supplied on November 8, report should be completed in week of November 11.

(November 26) Received and reviewed ground water monitoring letter form AMEC. AMEC to make minor corrections before letter is sent to Town and Alberta Environment.

RB108 2013 Walking Trails– GM

(October 29) Border Paving has completed the paving on walkway October 26. AMEC will take asphalt cores, and as built survey to be completed by October 31.

(November 12) Border Paving has completed the paving of the trail, landscaping will be completed in spring of 2014 due to frost conditions.

(November 26) As built survey and drawing completed and sent to Town and Alberta Infrastructure. Progress payment submitted based on survey quantity.

RB109 – 58th Avenue Re-construction – LS

Project: There are significant settlements along 58th Ave. Roadway is to be milled, asphalt leveling course is to be applied and overlaid. Sanitary is to be re-lined with a CIPP as part of this project. Miscellaneous patching in Rimbey is also part of this project.

(October 28) As-built drawings to be finalized this week.

(November 7) As-builts were sent to the Town. Project is now complete.

(November 25) Project is now complete and will no longer be updated.

RB111 – 53rd Avenue Re-construction - LS

Project: 53 Ave. between 51 and 52 Street is to have a new water/sanitary line installed, and the road is to be re-constructed with new base, asphalt, curb and sidewalk. As part of this project new sidewalk is to be installed at 50 Ave. & 51 St. and 50 Ave. & 55 St.

(October 28) As-built drawings to be finalized this week.

(November 7) As-builts were sent to the Town. Project is now complete.

(November 25) Project is now complete and will no longer be updated.

RB114 - Johnson Estates Development Review (GM)

Project: Review of the Johnson Estates Development including seniors center

(October 29) No Change

(November 12) Meeting held with Town staff, Ponoka County CAO, Johnson Development, and Al-Terra Engineering to discuss servicing the property.

(November 26) Ongoing discussions with Town staff on servicing alternatives.

RB115 – Hwy 53 – 51st Street Prelim Planning – LS

(October 28) No change.

(November 7) Waiting on Town to review budgets that were presented for 2014 before we decide if Alberta Transportation should be contacted.

(November 25) Have a meeting with AT on November 26th regarding Hwy 53 paving, which may affect this project.

RB116 – Bergum Area and Back Lane Storm (GM)

Project: Assessment of drainage from back lane entering Bergum property

(October 29) Waiting for First Call to be completed, prior to hydrovac.

(November 12) Shallow utilities were hydrovac, working on design.

(November 26) No change.

RB117 – 2014 Capital Planning Projects – LS

(October 28) 2014 Capital Planning estimates sent for Town's review last week.

(November 7) No change.

(November 25) Have a meeting with AT on November 26th regarding Hwy 53 paving, which may affect Capital Budget's for Rimbey in 2014.

RB118 – Simpson Road – (CK)

(Nov 7) Bore holes and soils investigation have been completed. Road rehabilitation cost estimate to be completed for client next week.

(Nov 25) Cost estimate completed for client review.

TOWN OF RIMBEY AGENDA ITEMS

Meeting	Council	Meeting Date	December 9, 2013		
Agenda Item No.	8.2.1	Confidential	Yes	No	XX
Topic	FCSS/RCHHS Board Meeting Minutes Oct 16/13				
Originated by	Tony Goode		Title	CAO	

BACKGROUND:

The FCSS/RCHHS held a board meeting on October 16, 2013.

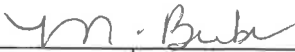
Documentation Attached:	Yes	XX	No
-------------------------	-----	----	----

DISCUSSION:

Attached is a copy of the FCSS/RCHHS Board Meeting Minutes from October 16, 2013.

RECOMMENDED ACTION:

Administration recommends Council accept the FCSS/RCHHS Board Meeting Minutes of October 16, 2013 as information.

Assistant CAO				
DISTRIBUTION:	Council:	Admin:	Press:	Other:

**Family and Community Support Services (FCSS)
Rimbey Community Home Help Services (RCHHS)
BOARD MEETING MINUTES
October 16, 2013
10:00 a.m. Rimbey Provincial Building**

Present:

Nancy Hartford, Chairperson
Irene Steeves, Vice Chairperson
Pat Weeks, Board Member
MaryAnn Josephison, Board Member
Viola Schneider, Board Member
Paul McLauchlin, Board Member
Bill Coulthard, Board Member
Sheldon Ibbotson sitting in for Scott Ellis
Peggy Makofka, Executive Director
Christine Simpson, Recording Secretary

Regrets:

Scott Ellis, Board Member

1. CALL TO ORDER

The Meeting was called to Order by: Nancy Hartford, Chairperson at 10:08 a.m.

2. APPROVAL OF AGENDA

13-10-01 MOTION: By: M. Josephison: That the agenda is adopted with the following additions and deletions:

DELETE:	4.1	FCSSAA Conference registrations
ADD:	4.1	FCSS Program surveys
	5.5	FCSS Board retreat plans

CARRIED.

3. PREVIOUS MEETING MINUTES –September 18, 2013

13-10-02 MOTION: By: P. Weeks: That the Minutes of the September 18 2013 meeting be adopted as presented.

CARRIED.

4. BUSINESS ARISING FROM THE MINUTES

4.1 FCSSAA Conference- registration

5. OLD BUSINESS

5.1 Ponoka/Rimbey FCSS Joint meeting report
5.2 2013 volunteer Fair reminder
5.3 Nov. 14, 2013- Senior Information Session- Golden Circle
5.4 FCSSAA AGM & Conference- Nov. 28-30, 2013

6. FINANCE

6.1 Finance Committee Meeting Minutes/Highlights - October 16, 2013

P. McLauchlin stepped out at 10:50 a.m.

13-10-03 MOTION: By: M. Josephison: That the Board approves the amount of \$ 24,500.00 raised from the 3rd Annual FCSS Charity Golf tournament be used for the Volunteer Center and Volunteer Development. Seconded By: B. Coulthard

CARRIED.

P. McLauchlin stepped back in at 11:00 a.m.

6.2 2014 FCSS Budget proposal

13-10-04 MOTION: By: V. Schneider: That the Board recommends the FCSS 2014 Budget to the Town of Rimbey and the County of Ponoka. Seconded by: B. Coulthard

CARRIED.

13-10-05 MOTION: By: I. Steeves: That the Minutes of the October 16, 2013, be accepted as information.

CARRIED.

7. WRITTEN REPORTS

- 7.1 Home Support/Personal Care
- 7.2 Compass Program
- 7.3 Education Co-Ordinator
- 7.4 Seniors Information & Referral Centre
- 7.5 Volunteer Income Tax
- 7.6 Food Bank
- 7.7 Volunteer Services
- 7.8 Palliative Care
- 7.9 Medical Alert
- 7.10 Volunteer Visitor
- 7.11 Meals on Wheels
- 7.12 Kitz 4 Kidz
- 7.13 Adult Day Support
- 7.14 Community Kitchen
- 7.15 Information Technology
- 7.16 Rimbey Parent Link Centre
- 7.17 Healthy Families/Young Parent Outreach
- 7.18 Rainbows
- 7.19 Family Resource Library
- 7.20 Office Manager/Quality Control

13-10-06 MOTION: By: I. Steeves: That the Written Reports be accepted as information.

CARRIED.

8. POLICY/RISK MANAGEMENT COMMITTEE – no report

9. DIRECTOR'S REPORT

- 9.1 FCSS Director's Network report
- 9.2 Alberta Caregivers Association- HCA presentation
- 9.3 Keyera Disaster Service-Mock Disaster report
- 9.4 Grey Matters-Conference- report
- 9.5 Wellness of Life Symposium-report
- 9.6 Ponoka/Rimbey Adult Learning- update
- 9.7 Bethany/FCSS update
- 9.8 Rimbey Big Brothers & Big Sisters update

13-10-07 MOTION: By: P. McLauchlin: That the Director's Report be accepted as information.

CARRIED.

10. NEW BUSINESS

10.1 FCSS-Strategic Planning November 7 & 8, 2013

10.2 FCSSAA AGM Voting delegates

13-10-08 MOTION: By: I. Steeves: That N. Hartford and P. Makofka attend the FCSSAA AGM and are the voting delegates for the Agency.

CARRIED.

10.3 Rimbey Women's Conference 2014

13-10-09 MOTION: By: P. Weeks: That the Agency provide administration support to the 2014 Rimbey Women's Conference.

CARRIED.

10.4 Family Services of Central Alberta- Healthy Families Agreement

13-10-10 MOTION: V. Schneider: That the Executive Director P. Makofka sign the new Healthy Families Agreement.

CARRIED.

10.5 Community Kitchen- special project

10.6 Request to dispose of office equipment

13-10-11 MOTION: By: B. Coulthard: That the Agency dispose of office equipment that is no longer usable, if any individual wants some of the equipment we will supply them with a bill of sale.

CARRIED.

10.7 2014 Power of Prevention Calendar photo contest

10.8 Family violence Resource Symposium

13-10-12 MOTION: By: B. Coulthard: That P. Makofka attends the Symposium at the expense of the Agency. Seconded by: M. Josephison

CARRIED.

10.9 Rimbey FCSS Web-site unveiling- D. Harris to present

11. CORRESPONDENCE

11.1 September Payroll Memo

11.2 Verbal correspondence from Rimoka- P. McLaughlin

11.3 AHVNA Connections newsletter

12. NEXT MEETING DATE – Board retreat November 7-8, 2013 Village Creek Inn, Pigeon Lake. **Board meeting date:** November 20, 2013 at 10:00 a.m.

13. ADJOURNMENT

13-10-13 MOTION: By: N. Hartford: That the Meeting adjourns at 11:50 a. m.

CARRIED.

14. BOARD SHARING TIME

N. Hartford, Chairperson

C. Simpson, Recording Secretary

TOWN OF RIMBEY AGENDA ITEMS

Meeting	Council Meeting	Meeting Date	December 09, 2013		
Agenda Item No.	8.3.	Confidential	Yes	No	XX
Topic	Council Reports				
Originated by	Tony Goode		Title	CAO	

BACKGROUND:

The Mayor and Councillors provide reports on their activities.

Documentation Attached:	Yes <input checked="" type="checkbox"/> XX	No
-------------------------	--	----

DISCUSSION:

Attached are the following reports:

- 8.3.1 Mayor's Pankiw's Report
- 8.3.2 Councillor Olsen's Report
- 8.3.3 Councillor Jaycox's Report
- 8.3.4 Councillor Payson's Report
- 8.3.5 Councillor Webb's Report

RECOMMENDED ACTION:

Administration recommends Council accept Council reports as information.

CAO

DISTRIBUTION:	Council:	Admin:	Press:	Other:
---------------	----------	--------	--------	--------

Mayor's Report October 23 – Nov 30, 2013

- Oct 23 Met with Tony & Melissa regarding Budgeting.
- Oct 29 Met with Dennis Beesley, (Bethany Group), Tony, Melissa, Jack and Mathew re: Lodge New Proposal.
- Oct 29 Spoke with Minister Griffiths re Lodge Proposal Status.
- Oct 31 Met with Tony, Melissa and Cary Anderson regarding Evergreen Estates land available to possibly set up a place for truckers to park. Met with Melissa regarding CAO position.
- Nov 1 Travelled to Ponoka to meet with Mayor Rick Bonnett.
- Nov 4 Spoke with Minister's Griffiths office to confirm new Lodge Proposal was there.
- Nov 6 Met with Rimoka staff to listen to their concerns.
- Nov 7 Went to Best Western for information session on Incubator Program. Spoke with Rimoka Chairman Paul McLaughlin regarding Rimoka staff concerns.
- Nov 8 Met with Earl Giebelhaus regarding Masons' ideas.
- Nov 11 Attended the Remembrance Day Services at the Community Centre on behalf of the Town.
- Nov 12 Met with Tony regarding CAO vacancy. Spoke with Carey Anderson regarding land.
- Nov 14 Drove to Edmonton to attend the AAMD&C and receive a grant cheque. Also met with Paul McLaughlin and MLA Anglin regarding Rimoka land sales.
- Nov 15 attended the Interagency Meeting.
- Nov 17 Attended the AUMA Convention in Calgary (Nov 17-22/13).
- Nov 25 Attended West Country Outreach School.
- Nov 26 Attended the Lions Club Meeting with Council.
- Nov 29 Attended the BMO's 100 Anniversary and also Pauline Hansen's Grand Opening.
- Nov 30 Attended the staff training at the Town Office from 9:00 am – 4:00 pm.

Councillor Olsen's Report Oct 28 – Dec4/13

Regular Council Meetings:

October 28th

November 13th

November 25th

Interagency Committee: Nov 15

I'm glad to see all these groups get together and discuss opportunities and options for our youth in the community. I honestly did not know there were so many groups for the youth to turn to for pretty much anything from finding a job to traveling.

AUMA Conference: Nov 18-22

Effective Decision Making

The Role of the Municipal Elected Official

Met with minister of municipal affairs, Doug Griffiths

Walked through trade show and talked to quite a few businesses regarding everything from playgrounds and skateboard parks to development engineers.

Met with lions: Nov 26

It was a "get to know your new councilors/mayor" meeting. We need to bridge the gap between us and the volunteers of the community.

CAEP: Nov 27

I attended the fall meeting. It was good to see the partnership in central Alberta geared towards the economy, and how we can improve our individual municipalities.

WCPA: Dec 4

This is a good agency to be a part of. The cost alone for the information they provide is substantially less than if we, as an individual municipality, had to gather for ourselves.

Councillor Jaycox's Report to Dec 6/13

Oct 29 Rimoka Proposal

Nov. 6 - Rimoka organizational meeting

Nov. 18 - 22 AUMA in Calgary

Nov 26 Lions Club Meeting

Nov. 27 - Rimoka Interim meeting

Nov. 27 - Evening - CAEP - Fall general meeting - Red Deer

Nov. 30 - Municipal governance at town office council chambers.

Dec. 4 - West Central Planning Agency – Wetaskiwin

Dec. 6 - Rimoka conference call.

Councillor Paul Payson's Report October 21-December 9

Oct 21 Recreation Board meeting

Nov 20-23 Attended AUMA Convention in Calgary

Nov 26 Attended Lions Club meeting with the rest of council

Nov 29 Attended Rimbey Municipal Library fundraiser evening, very successful event for the library

Nov 30 Attended Council and staff planning day- learned and reviewed a lot of useful information about the roles of council and staff, very informative day.

Dec 2 both Rec board and Library meetings rescheduled due to blizzard

Dec 2 spoke on phone for 20 minutes with citizen of Rimbey who was concerned about the lack of snow removal that day.

Dec 9 Rec board meeting

Councillor Webb's Report Oct 29 – Dec 9/13

Oct 29/13 Rimoka/Bethany Meeting
Nov 7-9/13 FCSS retreat at Village at Pigeon Lake
Nov 20-22/13 AUMA Convention in Calgary
Nov 26/13 Lions Meeting
Nov 30/13 Staff training with Donna Tona
Dec 1/13 Bank of Montreal's 100th Birthday Celebration

Commissioned 20 documents for Commissioner of Oaths
Signed cheques

TOWN OF RIMBEY AGENDA ITEMS

Meeting	Council	Meeting Date	December 09, 2013		
Agenda Item No.	9.0	Confidential	Yes	No	XX
Topic	Correspondence				
Originated by	Tony Goode		Title	CAO	

BACKGROUND:

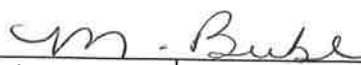
Documentation Attached:	Yes XX	No
-------------------------	--------	----

DISCUSSION:

9.1 Canadian Union of Postal Workers Letter

RECOMMENDED ACTION:

Administration recommends Council accept the Canadian Union of Postal Workers letter as information.

Assistant CAO				
DISTRIBUTION:	Council:	Admin:	Press:	Other:



November 12, 2013

Rick Pankiw
Mayor
Town of Rimbey
PO Box 350
Rimbey, AB T0C 2J0

Dear Mr. Pankiw:

Re: The future of Canada Post

Next year, the federal government will look at how it handles public postal service with a review of the Canadian Postal Service Charter. This review is important because the government could reduce Canada Post's obligation to provide service or even lay the groundwork for privatizing or deregulating our public post office.

Canada Post has been holding consultations on the future of our public postal service to prepare for the upcoming charter review. The corporation has been clear. It wants to dramatically cut service to improve its financial situation.

Cutting might help Canada Post with its money problems in the short-term but it is not a good long-term strategy and it certainly won't improve the future of postal service in our country. Fortunately, the corporation has other options according to a new study by the Canadian Centre for Policy Alternatives (CCPA).

CCPA study: Why Canada Needs Postal Banking

The CCPA study is entitled *Why Canada Needs Postal Banking*. It makes a powerful case for preserving postal services and improving Canada Post's financial picture through the addition of financial and banking services.

The study looks at the changing banking environment in our country as well as our post office's experience with banking. In addition, it reviews the status of postal banking around the world, highlighting five successful models in the United Kingdom, France, Italy, Switzerland and New Zealand. Having established that there is a need for improved financial services in our country and viable models in other countries, the study concludes by suggesting possible models for postal banking in Canada. It recommends that the federal government and Canada Post immediately establish a task force to determine how to deliver new financial services, and establish priorities for delivering new products.



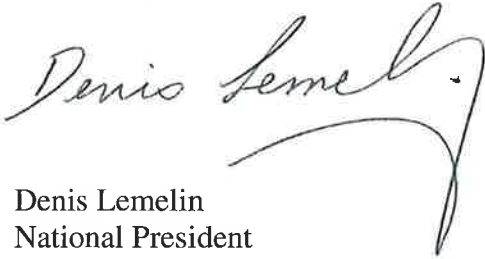
CUPW has enclosed an executive summary of the CCPA study. You can get the full report by going to <http://www.policyalternatives.ca/publications/reports/why-canada-needs-postal-banking>

The union has also enclosed two resolutions that it would like you to consider passing. These resolutions request that you ask the Minister Responsible for Canada Post:

1. To use the upcoming review of the Canadian Postal Service Charter to focus on revenue-generating services, not cuts, including financial services such as bill payments, insurance and banking.
2. To improve the Canadian Postal Service Charter and make the upcoming review of the Charter open to public input.

Thank you very much for considering our request. If you have any questions or concerns, please do not hesitate to contact me.

Yours truly,



Denis Lemelin
National President

Encl.

cc. National Executive Committee, Regional Executive Committees, National Union Representatives, Regional Union Representatives, Specialists

/bk cope 225



IMPROVE THE CANADIAN POSTAL SERVICE CHARTER

WHEREAS the federal government will look at how it handles public postal services with a review of the Canadian Postal Service Charter in 2014.

WHEREAS the public has a right to have input on matters involving its publicly owned post office.

WHEREAS the current Charter has a number of serious problems that need fixing.

WHEREAS the government could use the Charter review to reduce our public post office's obligation to provide service (instead of improving the Charter) and even lay the groundwork for privatizing or deregulating Canada Post.

BE IT RESOLVED THAT the (name of municipality, business or organization) write a letter to the Minister responsible for Canada Post to request 1) that the upcoming review of the Canadian Postal Service Charter be open to public input and 2) that the Charter be improved by:

- Ensuring that the moratorium on post office closures in small and rural communities protects the public nature of post offices
- Eliminating the exceptions to the moratorium
- Extending the consultation process over possible closures and making the process and moratorium more transparent
- Establishing an independent Canada Post ombudsperson to report on Canada Post's performance in meeting Charter expectations
- Establishing a reasonable, uniform and democratic process for making changes to the postal and delivery network (closures, downsizing, removal of rural mailboxes, etc), but only after consultation with the public and other stakeholders.

MAILING INFORMATION

Please send your resolution to: Lisa Raitt, Minister of Transport, Place de Ville, Tower C, 29th Floor, 330 Sparks Street, Ottawa, Ontario, K1A 0N5.

Please send copies of your resolution to:

1. Denis Lemelin, President, Canadian Union of Postal Workers, 377 Bank Street, Ottawa, Ontario, K2P 1Y3
2. Your Member of Parliament. You can get your MP's name, phone number and address by calling 1-800 463-6868 (at no charge) or going to the Parliament of Canada website: <http://www.parl.gc.ca/common/index.asp?Language=E>
3. Claude Dauphin, President, Federation of Canadian Municipalities, 24 Clarence St, Ottawa, Ontario K1N 5P3

FOR FURTHER INFORMATION

Contact us at "Charter Review" 377 Bank Street, Ottawa Ontario, K2P 1Y3 or feedback@cupw-sttp.org

CANADIAN POSTAL SERVICE CHARTER REVIEW SHOULD FOCUS ON REVENUE-GENERATION, NOT ADDITIONAL CUTS

WHEREAS the federal government will look at how it handles public postal services with a review of the Canadian Postal Service Charter in 2014.

WHEREAS Canada Post is preparing for the review by campaigning for major service cuts.

WHEREAS Canada Post has already dramatically cut service by closing or downsizing public post offices, eliminating rural mailbox delivery and removing street letter collection boxes.

WHEREAS Canada Post and the federal government should do everything in its power to prevent additional cuts during the upcoming review, and instead deal with financial issues by adding revenue-generating services like many other post offices around the world, including lucrative financial services like bill payments, insurance and banking.

BE IT RESOLVED THAT the (name of municipality, business or organization) write a letter to the Minister responsible for Canada Post to request that the government consider innovative ways to generate postal revenue during the Charter review, including financial services like bill payments, insurance and banking.

MAILING INFORMATION

Please send your resolution to: Lisa Raitt, Minister of Transport, Place de Ville, Tower C, 29th Floor, 330 Sparks Street, Ottawa, Ontario, K1A 0N5.

Please send copies of your resolution to:

1. Denis Lemelin, President, Canadian Union of Postal Workers, 377 Bank Street, Ottawa, Ontario, K2P 1Y3
2. Your Member of Parliament. You can get your MP's name, phone number and address by calling 1-800 463-6868 (at no charge) or going to the Parliament of Canada website: <http://www.parl.gc.ca/common/index.asp?Language=E>
3. Claude Dauphin, President, Federation of Canadian Municipalities, 24 Clarence St, Ottawa, Ontario K1N 5P3

FOR FURTHER INFORMATION

Contact us at "Charter Review" 377 Bank Street, Ottawa Ontario, K2P 1Y3 or feedback@cupw-sttp.org

SUMMARY

Why Canada Needs Postal Banking

John Anderson





CCPA
CANADIAN CENTRE
for POLICY ALTERNATIVES
CENTRE CANADIEN
de POLITIQUES ALTERNATIVES

This report is available free of charge at www.policyalternatives.ca. Printed copies may be ordered through the CCPA National Office for \$10.

PLEASE MAKE A DONATION...

Help us to continue to offer our publications free online.

With your support we can continue to produce high quality research—and make sure it gets into the hands of citizens, journalists, policy makers and progressive organizations. Visit www.policyalternatives.ca or call 613-563-1341 for more information.

The opinions and recommendations in this report, and any errors, are those of the authors, and do not necessarily reflect the views of the publishers or funders of this report.



ABOUT THE AUTHOR

John Anderson is an independent researcher and consultant. He is the former Director of Parliamentary Affairs for the Official Opposition, and, before that was Director of Government Affairs and Public Policy for the Canadian Co-operative Association. He has also been a Senior Policy Analyst at the National Council of Welfare and the Vice-President of Strategic Partnerships and of Research for the Canadian Council on Social Development. In the nineties, he was Co-ordinator of the Technology Adjustment Research Program of the Ontario Federation of Labour. He is the author of and researcher on numerous studies and briefs on the economy, poverty, technology and the workforce, co-operatives and Aboriginal issues. He received his education at McGill University, University of Sussex and the London School of Economics. He has taught at McMaster, Western and York Universities. He has been a long time supporter of and participant in the CCPA Alternative Budget process.

ACKNOWLEDGEMENTS

The author would like to thank the Canadian Union of Postal Workers (CUPW) for their generous support of this research. The views are the author's own and do not necessarily reflect those of CUPW. He would like to especially thank Katherine Steinhoff and Geoff Bickerton of CUPW for their help and for their own groundbreaking research on this topic. He would also like to thank all those who agreed to be interviewed for this project and all those who helped review the manuscript. Thanks are due to the dedicated staff at CCPA especially Bruce Campbell, David Macdonald, Kerri-Anne Finn, and Tim Scarth for his work on layout. Also a very special thanks to the translation team at CUPW, including Guy Laflamme, Manon Parrot, Anne Boulet, Charles Drouin and Maryse Prévost for all their excellent work and suggestions.

Summary

Why Canada Needs Postal Banking

OVER THE LAST two decades, we have seen a major decline in the number of branches and locations for banks and credit unions. In 1990, there were almost 8,000 branches (7,964) and, by 2002, the number had fallen to 5,908, a decline of 26%.

The Canadian Bankers' Association reports that, between 2006 and 2012, there was a small increase in the number of bank branches in Canada: from 5,902 to 6,205. But since 1990, there has been a decline of more than 1,700 branches, a 22% drop, and the number of branches increased by only 5.1% from 2002 to 2012, with most of the new branches added in Ontario (195), Alberta (98), and British Columbia (37).

In many communities today, credit unions or caisses populaires are the only financial institution. In 2012, the Credit Union Central of Canada reported that credit unions were the only financial in-

stitution in 380 communities. The Desjardins Group noted in 2013 that caisses populaires are the only financial institution in 388 towns and villages in Quebec. But the total number of credit union and caisse locations has also dropped from 3,603 in 2002 to 3,117 in 2012, a decline of 13.5%.

The Rise of Banking Fees and High Credit Card Rates

In 2010, a study by Vision Critical (commissioned by ING Direct bank before it was taken over by the Bank of Nova Scotia) found that banking fees in Canada were among the highest in the world. More than half of Canadians (55%) have fee-based chequing accounts and, on average, pay \$185 per year in fees for these accounts. Credit card rates remain high in spite of

low Bank of Canada prime rates. Typical bank card interest rate hover around 20% annually and department store cards are closer to 30%.

ATM, Internet, Telephone Banking

The decline of branch banking is not only linked to banks rationalizing their bricks-and-mortar locations. It is also linked to the rise of ATMs, Internet and telephone banking. Today there are more than 58,000 ATMs across Canada, 61% of them so-called white machines owned by non-bank companies. Online banking has grown at a tremendous rate in recent years, with 67% of Canadians now using this form of banking, according to a CBA study. The study also noted that 47% of Canadians “now use the Internet as their main means of banking, up from 8 % 12 years ago.”

Retail Store Banking

Canadian Tire, WalMart, and PC Financial (to name only the largest) are all major challengers to the traditional banks. Clients of these institutions are not using traditional bank branches. There has also been a rise of branchless banking. ING Direct Canada, a branchless bank, which was originally a subsidiary of a major Dutch bank, now has some 1.8 million clients and almost \$40 billion in assets. It was absorbed by the Bank of Nova Scotia in 2012, but still maintains autonomous activity.

Fringe Financial Institutions

Another major change in the banking environment that shows there is an opening for new financial services is the rise of Fringe Financial Institutions. These FFIs provide short-term loans and cheque cashing services, as well as money transfers and prepaid credit cards.

While offering services customers want, the interest rate charges for their services on an annual basis can only be considered usurious. A study of FFIs in Prince George, B.C., for example, concluded: “Given that the average pay-day loan in Canada is \$280 for a 10-day period, a pay-day lender in B.C. can now legally charge \$64.40 for this transaction. This computes to a nominal annual percentage rate of interest (APR) of 839.5%.”

These are extremely profitable operations. DFC, the owner of Money Mart, the largest Canadian pay-day loan firm, made global profits before tax of \$387 million on revenues of \$1.062 billion in 2012, and 28.7% of their total global revenues for the fiscal third quarter 2013 came from Canada.

A new group of Internet branchless companies, such as Zippy Cash and Wonga, have also started up in Canada in the last few years. In Canada, on the Wonga website, the cost for a \$200 loan for 30 days is \$40.10, or a rate of over 240% per year.

The rise of this kind of institution is linked in a chicken-and-egg fashion to the increase in the number of “unbanked” or “underbanked.” It is estimated that between 3% and 15% of the population do not

have a bank account. If we take the lowest figure of 3% that was estimated to be 842,000 people in 2005. Today, the number of unbanked, using the same method of calculation, would approach 910,000.

Aboriginal communities remain largely without banks or credit unions. Over the past decade, the Aboriginal population has increased dramatically, growing by 20.1% between 2006 and 2011. Some 1.4 million people now identify as Aboriginal, or 4.3% of the Canadian population. But banks and credit unions lag behind in providing services. While the major banks all have Aboriginal services, there are very few branches on reserves. There are 615 First Nations communities in Canada today and many other Métis and non-status communities. A quick tally of branches of banks and credit unions on reserve shows only 54.

All these trends in financial services have opened up the potential for the entry of new banking and financial services in Canada. They show there is a market demand that is not being met by the existing major banks and credit unions.

Postal Banking: The Canadian Debate

Postal banking is not something new to Canada. For over 100 years after Confederation, Canada had a postal savings system.

The high point of deposits for the Post Office Savings Bank was \$47.5 million total in 1908. This would be around \$1 billion in today's money. The total shrank to \$17.2

million in 1968. In 1968, the Postal Savings Bank was closed down, although the legislation still remains on the books.

Today, over 45 years later, the debate around the need to revive or relaunch a Post Office Bank has begun to grow again.

In 2005, a study from Library of Parliament research services supported the extension of financial services as an important means of preserving the post office across Canada, and particularly in rural areas. "At present, the idea of establishing a postal bank underpinned by Canada Post's network is not based primarily on a need to change the banking landscape. Rather, it stems from the growing need to breathe new life into Canada Post so that it can both cope with globalization and guarantee universal postal service, which is a real, if not official, part of its social mandate, particularly in rural areas."

A recent study by the Conference Board of Canada, commissioned Canada Post, provided a positive analysis of the effects of financial services in post offices around the world, but failed to recommend financial services or even to examine their possible application in Canada, on the grounds that a highly developed banking system in Canada left no room for a postal banking option.

Public support has been confirmed in a recent survey by Strategic Communications of 1,514 Canadians from May 24–26, 2013, commissioned by the Canadian Union of Postal Workers. The survey showed that nearly two-thirds (63%) of Canadians "supported Canada Post expanding revenue-generating services, including financial

services like bill payments, insurance and banking.” Politically the New Democratic Party has supported the expansion of financial services in Canada Post.

Postal Banking Around the World

Postal banking has deep roots internationally and is entering a period of expansion of services. This has been shown in a major global study of postal banking recently carried out in 2012 by researchers of the Universal Postal Union, of which Canada is a member.

The UPU report shows that, “After banks, postal operators and their postal financial subsidiaries are the second biggest world-wide contributor to financial inclusion, far ahead of microfinance institutions, money-transfer organizations, co-operatives, insurance companies, mobile money operators, and all other providers of financial services.”

There are many large and important postal banking operations around the world, from Japan Post Bank, the world’s largest deposit holder with ¥203 trillion (c\$2.15 trillion) in assets, to the Postal Savings Bank of China, the fifth-largest commercial bank in China with over 400 million customers, to the Deutsche Post Bank, which is now owned by Deutsche Bank but remains one of the largest in Germany with its own network of over 100 branches and 4,500 postal outlets.

Our study does not examine these banks, but rather looks at five successful

models in industrialized countries — the United Kingdom, France, Italy, Switzerland, and New Zealand — which have all maintained an important relationship between the financial services offered through post office outlets and the post office. These countries have been chosen because of their relevance to Canadian options. In all five countries, the Post Office is publicly owned, although the UK is in the process of privatizing its delivery services, the Royal Mail, while keeping the Post Office public.

The United Kingdom’s Post Office’s financial services, in their present form, offer a model which is based on a major partnership with a private sector financial institution, some new products, as well as access for customers of most existing banking services.

France’s Banque Postale is a chartered bank owned by the Post Office that offers a wide range of products, including insurance, and is particularly concerned with offering products to the NGO and mutual sector, as well as to low-income citizens. The bank makes the list of the world’s top 50 safest banks.

Italy’s BancoPosta presents the model of a non-chartered bank that offers a wide range of services and excels in offering them through mobile phones as well as banking cards.

Switzerland’s PostFinance, wholly owned by the Swiss Post Office, is the leader in money transfers and one of the largest banks in a country famous for its private sector banking. It has just this year become a chartered bank. It also offers

FIGURE 1 Summary of Postal Banking Models and Services in the United Kingdom, France, Italy, Switzerland and New Zealand

Postal Financial Services	Name of Financial Services Institution(s)	Structure of ownership of Financial Services	Services Offered	Bank Charter	% of Post Office sales or profits for latest year	Rank of Services
United Kingdom	Post Office	Main partnership with Bank of Ireland and agreements with other banks	All financial services, including new chequing accounts	No	25% of sales	No ranking
France	La Banque Postale	La Poste	All services	Yes	36% of before-tax earnings	44 th Safest Bank in World
Italy	BancoPosta and insurance companies	Poste Italiane	All services; savings in partnership with the CDP (Cassa Depositi e Prestiti)	No	67% of total profits	Largest retail bank in Italy
Switzerland	PostFinance	Swiss Post, with partnership on all loan and insurance products	All services	Yes	71% of total Swiss Post operating profits	Number 1 in payment services and number 3 in customers
New Zealand	Kiwibank	NZ Post	All services	Yes	70% of profits	Largest NZ-owned bank

mortgages and loans in partnership with major private sector financial institutions.

Finally, Kiwibank, owned by New Zealand Post, is a relatively new entrant in the world postal banking sector and has been able to offer a wide range of services, including special mortgage products to low-income earners and to the Maori community.

Postal Banking for Canada

When we examined these five national postal banking systems in detail, we found that they were all successful in their own way. However, success did not seem to be

linked to the particular form of structuring of the financial services (which ranged from full ownership by the Post Office to various kinds of partnership with the private sector), or to the kind of products offered, as some offered all major financial products and some fewer. The diversity in successful models shows that the key component for success seems to be characteristics of the Post Office itself, including widespread locations, trust in the institution, and the staff.

Why Postal Banking?

Our study shows clearly that postal banking would succeed in Canada and would help improve and stabilize Canada Post's services and revenues. The five post offices we studied in other countries are all publicly owned, and receive a substantial percentage of their sales and profits from financial services while other sources of revenue declined.

The rise of virtual and new retail banking and the growth of Fringe Financial Institutions in Canada show that the traditional financial banking sector is not meeting all the needs of Canadians. Millions of Canadians have opened accounts in or are using the services of these new institutions; but, although they operate in a similar fashion to traditional banks, they tend to be concentrated in urban areas and are not available in many parts of the country.

A new Canada-wide financial institution could offer products and services that challenge the existing patterns. The ability to offer competition for existing fees would be helped by the fact that banking services would be delivered through existing premises and staff. Use of the e-post system, as well as existing Canada Post delivery services, could help keep costs low.

Clearly, offering postal financial services would allow the millions of Canadians without local bank branches or easy access to banking the access they need.

First, there are many Canadians living in large parts of Canada who lack physical access to banks or credit unions. The

number of bank and credit union branches has shrunk over the last two decades. In rural Canada, many bank branches have closed in small towns and, while credit unions have purchased some of these branches, this process has slowed markedly in recent years.

Because postal outlets are present in both rural communities and inner city neighbourhoods, new postal banking could offer to citizens and businesses in many communities banking services where they do not currently exist. In Northern and rural Canada, on Aboriginal reserves, and in the three Northern territories, there have always been fewer banks and credit unions than are needed. (There are no credit unions in the territories.)

Second, it is estimated that some 3% to 8% of Canadians do not have a bank account. This represents a potential of more than a million new customers for postal financial services. Many Canadians use fringe financial services at a high personal cost. New postal banking services could also be combined with legislation requiring the immediate roll-back of FFI interest rates to bring them in line with existing banking rates.

The Kiwibank and Banque Postale are both excellent examples of how a postal bank can offer special services to low-income people, such as home mortgages, rent-to-buy, and even social housing loans. In the case of Kiwibank, a special mortgage program for Aboriginal peoples has been developed that could be replicated in Canada.

Canada Post's Banking Advantages

- Canada Post has the largest network of retail outlets already in place across Canada.
- Canada Post had a total of almost 6,400 postal outlets in 2012.
- 3,800 Canada Post outlets (60%) are in rural areas where there are fewer banks and credit unions. The post offices in these locations could provide key services for individuals, but also for local businesses.
- Some communities in Canada have a postal outlet, but no other (or limited) banking services, especially since the closure of 1,700 bank branches and hundreds of credit unions over the last two decades.
- Canada Post has a high trust factor among Canadians, and an already existing skilled and stable workforce of 68,000 employees, some of whom could easily be trained to handle financial services. Thus it would not mean starting from scratch, but rather building on what already exists.
- Many Canada Post outlets are already open 6 or 7 days a week and could operate longer daily hours if necessary. Many of them are located in drug stores or small convenience stores with long weekday and weekend opening hours.
- Since Canada Post is owned 100% by the federal government, it could use

the expertise developed at the Bank of Canada, the Business Development Bank of Canada, Farm Credit Canada, Canada Mortgage and Housing Corporation, Export Development Canada, and Canada Savings Bonds.

The financial services Canada Post could provide would be tested regionally first; would be fair and transparent; be delivered from bricks-and-mortar branches as well as through the telephone and Internet; expand existing services; and contribute to financial literacy. All services, of course, would be profitable for Canada Post to provide.

Canada Post already provides some financial services, such as postal money orders, domestic and international money transfers, bill payment and financial transaction and payment notices, and prepaid Visa cards.

Brand new services could consist of:

- access by all banks and credit union customers to their accounts to deposit or withdraw cash, as is the case in the UK;
- savings accounts and low-fee chequing accounts;
- low-interest credit cards; and
- prepaid debit cards.

In the future, services could be extended to:

- mortgages;
- small-business loans and agricultural loans;

- insurance products;
- mutual funds and stocks; and
- special new products for low-income and Aboriginal peoples.

Canada Post financial services should offer new competitive products to all Canadians, but they could also make sure that there were special services offered to low-income and Aboriginal Canadians, similar to services offered by both the French and New Zealand post office financial systems.

The postal bank could also provide special services for NGOs and social economy organizations. The Banque Postale in France has become a banker for NGOs, social economy and mutual organizations in fields such as social housing. For a while it looked as though Citizen's Bank would take on this role in Canada, but its retreat from the sector means that once again there is no bank specializing in the needs of this kind of business.

Delivering Financial Services

Canada Post Corporation could examine the optimum method of delivering these services. This could be done by establishing a task force of experts from the financial and postal services to examine how they are delivered in other jurisdictions, the best method for Canada Post (in terms of profit and sales), and the best method for users of these services.

Who Should Own the Services?

There are several possibilities:

- Create a non-chartered bank — a Canada Post-owned subsidiary — to deliver financial services. This is the route taken in Italy
- Create a chartered bank wholly owned by Canada Post. This is the route taken by France, Switzerland, and New Zealand
- Create a bank to deliver some of the services and partner with banks and others to deliver the rest. This is the route taken by Switzerland.
- Create a national credit union or mutual to deliver the financial services in partnership with Canada Post. A national credit union is one such possibility, as it would allow for widespread ownership by Canada Post employees as well as the public.
- Partner directly with one or more financial institutions to deliver the services. This is the route taken in the U.K.

What Mix of Financial Services Should Be Offered? Who Should Deliver Them?

Canada Post already has partnerships with a number of different institutions that could be approached to assist with these services. Once the first question is answered, the second one could be exam-

ined and the experience of other countries taken into account.

All potential partnerships, if that is a route taken, should be determined by open tender on delivering a service for a specific period of time. With its 6,400 outlets, which often serve populations with no competition in financial services and sometimes no services at all, Canada Post would undoubtedly be courted by many financial institutions anxious to supply services. There is also no reason to necessarily have all services provided by the same stakeholder or stakeholders across the country.

Whatever the ownership mechanisms, some services could be completely owned by Canada Post and others delivered by a partnership with existing credit unions or banks. Partnerships could be made nationally or developed on a regional basis. This would also allow Canada Post to partner with regionally-based credit unions and *caisse populaires* in different provinces.

The question of delivery has become easier with the uptake in Internet and mobile phone technology. For example, the UK Post Office Ltd. delivers its services with a core of 300 financial specialists, as well as trained Post Office staff for 11,500 outlets. Internet and telephone technologies allow people in remote areas to connect with financial specialists.

Conclusion

- Canada's existing financial and banking system is not providing competi-

tive services to Canadians, nor adequate service to many of the under- or unbanked.

- Canada's postal system has a long history of delivering financial services. Currently delivering some products, it could develop a full banking system.
- Postal banking systems are proliferating around the world and are prominent in most of the developed countries. They have shown themselves capable of generating the additional income needed to preserve the postal system as traditional letter volumes decline.
- Analysis of the postal banking systems in the five developed countries we have selected has demonstrated that there are many ways of creating a successful system. We can use the experience of these countries to create our own model in Canada.
- Our study concludes that the idea of Canada Post expanding into financial services is a sound one. Other studies, as well as opinions of past Canada Post presidents and experts around the world, have reached the same conclusion.
- We recommend that the federal government and Canada Post immediately establish a task force to determine how to deliver new financial services, and determine priorities for delivering new products.