



LEVEL OF SERVICE FRAMEWORK PROTECTIVE SERVICES

FINAL REPORT

MARCH 2024

Prepared By:
Transitional
Solutions Inc.

Table of Contents

Project Overview	5
Executive Summary	6
Framework Methodology	8
PESTLE.....	8
Frontline Staffing: Roadmap to Service Levels 2024 - 2042	28
Protective Services (Recommended) Five-Year Staffing Projections	29
Growth and Emerging Trends.....	31
Significant Assumptions	31
Enforcement Services & Administration.....	34
Background & Analysis.....	35
Governance	40
Role and Duties of Municipal Enforcement Community Peace Officer.....	40
Policy and Procedures	43
Service Expectations.....	44
Setting Service Levels in Municipal Enforcement	48
Human Resources & Other Considerations	59
Education and Awareness.....	60
Information Technology and Data Analytics.....	62
Communications Dispatch Services	63
Fleet.....	63
RCMP & Administration	65
Background & Analysis.....	66
Demands For Police Services Today and Into the Future	70
Calls for Service	73
Clearance Rates.....	76
Traffic Safety	78
Police Resources.....	79
Municipal Support Staff Services	84
Service Improvements.....	85
Fire Services	86
Background & Analysis.....	87
Staffing Levels.....	92
Current Staffing.....	96

Paid-on-Call Firefighters	97
Future Demand Staffing Models.....	99
Risk Assessment: Fire	105
Level of Service	106
Community Risk Assessment.....	108
Fire Risk Assessment.....	110
Apparatus	113
Apparatus Maintenance	115
Major Equipment.....	116
Infrastructure Models: Fire, RCMP & Enforcement Services	119
Detachment Facilities & Resource Plans.....	120
Accommodation and Physical Space.....	121
Future Considerations	123
Level of Service Costing: Operating & Capital Budgets.....	126
Financial Review	127
Contribution to Reserves	130
Offsite Development Levies	132
Five-Year Budget Projection	132
Mill Rate and Assessment.....	140
Funding Option.....	142
Debt Capacity and Servicing	144
References.....	145
Appendices	148
Appendix A: Acronyms & Definitions.....	149
Appendix B: PESTLE Analysis	151
Appendix C: Municipal Comparators	152
Appendix D: Sample Level of Service Policy.....	164
Appendix E: Detail Operating Budget by Cost Centre and Account (2023)	167
Appendix F: Operating Details by Cost Centre	168
Appendix G: RCMP Five-Year Detailed Budget by Cost Centre	169
Appendix H: Enforcement Services Five-Year Detailed Budget by Cost Centre.....	170
Appendix I: Fire Services Five-Year Detailed Budget by Cost Centre.....	171
Appendix J: Officer Generated & Complaint Generated Statistics	172
Appendix K: RCMP History.....	173

Appendix L: Recommendations by Priority178

Project Overview

Key Objectives

Through in-depth research and consultation both internally with the City of Beaumont staff and externally reviewing provincial best practices, Transitional Solutions Inc. (TSI) endeavored to fulfill the following objectives of the Protective Services Review:

1. Develop a Level of Service (LOS) framework for the City's Protective Services Department to align with the City's sustainability goals and the Council Strategic Plan 2022-2026;
2. Review the current level of service provided by the City, recognizing core service levels that Alberta municipalities are required to provide and current budget decisions;
3. Develop infrastructure requirement models and projected site locations for the City to meet its 10-minute fire response time for current and future development years;
4. Develop infrastructure requirement models for the City, for its RCMP and Municipal Enforcement; including options for joint locations for current and future development years;
5. Develop staffing models for Municipal Enforcement based on similar municipalities and projected growth for the City. This shall include admin support to the division;
6. Develop staffing models for RCMP based on similar municipalities and projected growth for the City. This shall include admin support to the division;
7. Develop staffing models for the Fire Service to include the path to 24hr coverage based on the current and future growth of the City;
8. Develop a risk assessment for the current fire service and process to achieve maximum gradings for residential and commercial fire insurance ratings;
9. Prepare operating and capital budgets for the recommended service level including staffing, operational costs, capital equipment, reserve requirements, and any potential future land or infrastructure; and
10. Develop funding options for the recommended service level and budget implications including property tax, municipal levies, and grant programs.

In an effort to bring all of the above together in an understandable format for all parties, from subject matter experts to residents within the community, the TSI team felt it best to start with the Level of Service Framework. The Framework outlines our recommended Level of Service and staff complement for each service area. Particular recommendations throughout this report identify a key City of Beaumont Aspiration, indicating alignment to the Strategic Plan.



An economically prosperous and financially sustainable community to last generations



Strong volunteer spirit and a warm, neighbourly feeling



Health care services that meet the needs of our growing population



Empowered citizens who connect and collaborate with civic government



Future-proof growth for a safe, inclusive, and vibrant community

Image 1 City of Beaumont Aspirations

Executive Summary

The City of Beaumont, Alberta, has long been recognized as one of the safest communities in the province, a reputation the City and its residents should be proud to hold. However, our thorough review of the City's protective services has revealed a notable disparity between its current level of service and its esteemed reputation. While Beaumont has historically maintained a relatively low crime rate, recent trends indicate increased crime rates across Alberta. Additionally, with the City of Edmonton intensifying its enforcement efforts, there is a growing concern that crime from larger cities will spill over into neighbouring communities like Beaumont as seen in other suburbs across the country. Beaumont is currently not equipped to handle a significant increase in crime rates or enforcement challenges. The Fire Department in the City also faces challenges in meeting the 10-minute response time requirement for High-Intensity Residential Fires (HIRF) consistently. This difficulty in meeting HIRF has led to development and growth challenges for the City.

It is important to note the current state of Beaumont's protective services, which falls below the level necessary to uphold its reputation as a safe community, is not attributable to any individual or entity. Rather, it is a symptom of rapid growth and underscores the need for proactive measures to enhance the City's protective service capabilities.

Aside from safety, enforcement services also play a crucial role in maintaining cleanliness and protecting the infrastructure of a City. By enforcing regulations related to waste disposal, littering, and property maintenance, enforcement officers help ensure that public spaces such as parks, roads, and open areas remain clean and inviting. Additionally, their presence and enforcement activities help protect its assets from damage and misuse, ensuring these resources are preserved for the community's benefit. Moreover, enforcement services contribute to creating a sense of neighbourliness and community by fostering a shared responsibility for maintaining a clean and orderly environment. Their interactions with residents, including educating them about regulations and encouraging compliance, help build positive relationships and a sense of pride in the community.

Our comprehensive report provides an in-depth analysis of each area of protective services, including staffing levels, particularly front-line staffing and responders, resource allocation, infrastructure and equipment, and operational relationships between the departments and mutual aid partners. Based on this analysis, the report puts forth many recommendations aimed at strengthening Beaumont's protective services and ensuring they remain commensurate with the community's safety expectations.

Overall, our report provides a roadmap for the City of Beaumont to enhance its protective services, ensuring they remain effective and responsive to the evolving safety needs of the community. TSI has done our best to provide a long-term roadmap that is both necessary and also takes into consideration the budget impacts these recommendations will have on the community. By implementing the strategies outlined in this report, Beaumont can continue to be a safe and secure community for its residents.

The following Level of Service Framework is being presented as part of the Executive Summary to provide readers with a snapshot of the high-level LOS rerecommendations. A more fulsome explanation of the reasoning behind the recommended LOS is provided in the individual sections of the report.

LEVEL OF SERVICE FRAMEWORK: 2024 - 2042

- Multi-Service, two-level Protective Services building to house Fire, RCMP and Enforcement Services with 24/7 coverage

Infrastructure
Model: Long
Term Solution



- A leasing option for additional space or using an on-site mobile modular building (adjacent to the RCMP) for the Municipal Enforcement area.

Infrastructure
Model: Interim
Solution



- Council, Administration and the Fire Services create a Fire Level of Service Policy based on an updated risk assessment

Risk Assessment
(Fire)



- 24/7 Coverage
- 1:1100 Police to Population Ratio
- Increase and maintain the level of municipal support personnel to a ratio of 1:2.5

RCMP Services:
Bronze LOS



- 6 FTE CPOs and 2.4 FTE Admin Support
- One additional management position reporting to the Director

Enforcement
Services:
Silver LOS



- 7 day a week daytime coverage
- 6 FTE fire fighters, not including Chief Officers, Safety Officer or Administration
- Review data annually, including call volume trends, to ensure HIRF 10-minute response time is achievable

Fire Services:
Silver/Gold LOS



- A new offsite development levy for a new fire station(s).
- Budget for annual capital reserve contributions in the Fire and Enforcement cost centers.

LOS Funding



Framework Methodology

The following framework outlines an assessment conducted by TSI, which involved categorizing Protective Services provided by the Fire Department, Community Peace Officers, and RCMP Detachment into three categories, **plus the current status**:



Each service was identified as Compulsory, Core, or Extended. This categorization was based on Beaumont's existing level of service and the offerings in each service area. TSI proposes an increase in resources, including administrative, core staffing, apparatus, and equipment, to meet the heightened service levels.

After categorizing the levels of service for each department, TSI recommended a specific Level of Service based on the community's needs as of July 2023 when data was provided. The Risk Analysis section led to the creation of a PESTLE analysis for each category.

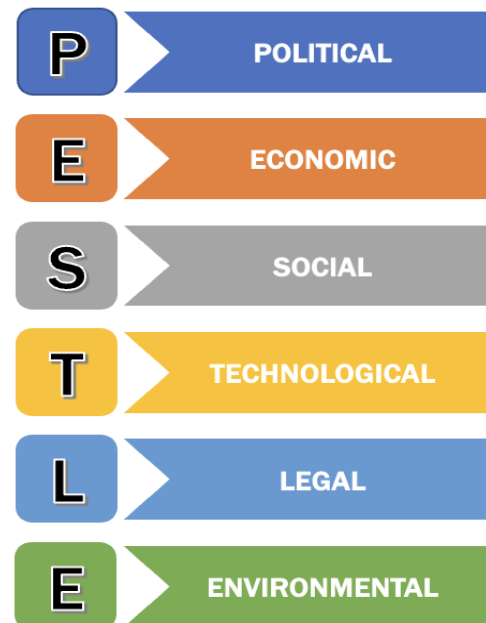
PESTLE

Much like a Strengths, Weaknesses, Opportunity, and Threats (SWOT) analysis, which identifies both internal and external influences, a PESTLE analysis is a strategic analytical tool used to identify or highlight significant external factors that are influencing or can impact an organization.

PESTLE is a strategic tool used to identify factors influencing an organization, encompassing Political, Economic, Social, Technological, Legal, and Environmental aspects. TSI performed PESTLE analyses for each of the four categories (current, bronze, silver and gold) based on desk research and interviews with municipal stakeholders including employees, administration and Council.

In this case, the PESTLE can help understand where the organization has gaps or areas of attention that must be addressed to improve operational efficiency and effectiveness.

The analysis will also spotlight those practices that are working well and adding value to the organization.



For clarity, each service area undergoes a PESTLE analysis starting from the Current Level of Service. Within these analyses, factors and their impacts are presented. For example, in the analysis of the Fire Service, a political factor is identified—the perception that the service level does not meet demand. The potential impact of a perception of this nature may be that Beaumont would fall out of favour as a preferred community for new residents and businesses.

To quantify the research and recommendations in terms of risk, TSI created a Risk Rating for each identified risk in the PESTLE analyses. Using the example of the Current Fire Services PESTLE analysis (political factor and impact), it received a medium rank of five on a scale of one to nine, placing it in the middle. The overall risk rating for Current Fire Services is 7.66 (rounded up to 8) for the City of Beaumont, which is on the higher end of the supplied Risk Matrix.

It's crucial to note that the risk assessments are based on TSI's best estimate of potential risks (e.g. life safety) and impacts (e.g. property loss), considering TSI's knowledge and understanding of the current state. **Typically, the greater the risk, the greater the costs to mitigate the risk.**

These assessments are not static, absolute, or binding. Beaumont's Council and leadership must make independent assessments and decisions based on the recommendations, free from any external influence or bias.

Decision Risk Matrix

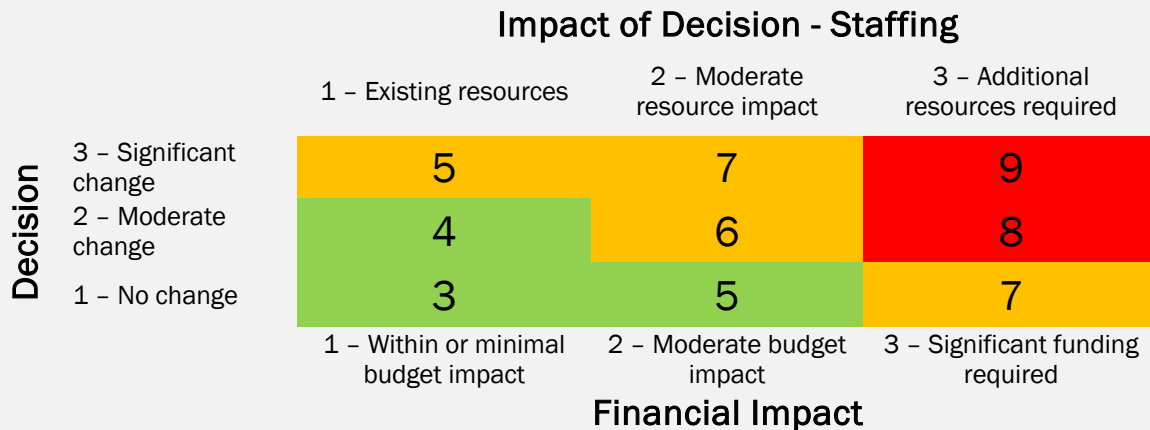


Figure 1 Risk Matrix Methodology and Results

The following pages will outline the service level categories, PESTLE, and risk matrix for each of Fire Services, CPO Services and RCMP services. Services are grouped as:

- Staffing and Equipment
- Compulsory Service or System
- Core Service
- Extended Service



Image 2 City of Beaumont (n.d.)

Fire Services Level of Service Categories

FIRE SERVICE OR SYSTEM	LEGISLATED SERVICE	CURRENT SERVICE OFFERING	BRONZE SERVICE LEVEL (CHIEF AND DEPUTY CHIEF NO LONGER RESPOND)	SILVER SERVICE LEVEL (7 DAYS/WEEK, DAYTIME RESPONSE)	GOLD SERVICE LEVEL (24/7 FULL TIME RESPONSE)	RECOMMENDED SERVICE LEVEL
1 FRONTLINE STAFFING LEVEL	-	4 FT FF 28 POC	4 FT FF (3 FF, 1 CAPTAIN) 30 POC	8 FT FF (4 FF, 2 CAPTAINS, 2 LIEUTENANTS) 30 POC	16 FT FF (8 FT FF, 4 CAPTAINS, 4 LIEUTENANTS) 30 POC	SILVER
2 ADMINISTRATIVE ASSISTANT STAFFING	-	1 SHARED	1 SHARED	1 DEDICATED	1 DEDICATED	SILVER
3 SUPERVISORY/MANAGEMENT STAFFING	-	CHIEF, DEPUTY CHIEF, CAPTAIN (FULLTIME)	CHIEF, DEPUTY CHIEF, CAPTAIN (FULLTIME)	CHIEF, DEPUTY CHIEF, 2 CAPTAINS, 2 LIEUTENANTS	CHIEF, DEPUTY CHIEF 4 CAPTAINS, 4 LIEUTENANTS	SILVER
4 HOURS OF OPERATION	-	8 HOURS FULLTIME 16 HOURS POC	8 HOURS FULLTIME 16 HOURS POC	10 HOUR DAYS FULLTIME 14 HOURS POC	24 HOUR COVERAGE POC SUPPLEMENTS	SILVER
5 YEAR	-	2023	2024	2025 OR AS CALL VOLUME INCREASES HIRF DEMANDS	2029 OR AS CALL VOLUME INCREASES HIRF DEMANDS	GOLD
6 INCREASED APPARATUS & EQUIPMENT	-	-	-	ENGINE 2	-	-
7 TEAM LEAD	AB OHS	X	X	X	X	SILVER
8 OHS (20+ Workers)	AB OHS	X	X	X	X	SILVER
9 ORIENTATION	AB OHS	X	X	X	X	SILVER
10 APPARATUS AND VEHICLE OPERATIONS	-	X	X	X	X	SILVER
11 EXTERIOR OPERATIONS	-	X	X	X	X	SILVER
12 GENERAL FIREFIGHTING	-	X	X	X	X	SILVER
13 PUBLIC EDUCATION	-	1	1	1	1	SILVER
14 DANGEROUS GOODS & HAZMAT AWARENESS	-	X	X	X	X	SILVER
15 FIRE PREVENTION AND INVESTIGATION	-	X	X	X	X	SILVER
16 INTERIOR OPERATIONS (STRUCTURAL)	-	X	X	X	X	SILVER
17 PUMPING OPERATIONS	-	X	X	X	X	SILVER
18 TRAFFIC CONTROL	-	X	X	X	X	SILVER
19 VEHICLE EXTRICATION	-	X	X	X	X	SILVER
20 VEHICLE FIREFIGHTING	-	X	X	X	X	SILVER
21 WILD LAND - GRASSLAND FIREFIGHTING	-	X	X	X	X	SILVER
22 MEDICAL CO-RESPONSE	-	X	X	X	X	SILVER







	FIRE SERVICE OR SYSTEM	LEGISLATED SERVICE	CURRENT SERVICE OFFERING	BRONZE SERVICE LEVEL (CHIEF AND DEPUTY CHIEF NO LONGER RESPOND)	SILVER SERVICE LEVEL (7 DAYS/WEEK, DAYTIME RESPONSE)	GOLD SERVICE LEVEL (24/7 FULL TIME RESPONSE)	RECOMMENDED SERVICE LEVEL
23	AERIAL OPERATIONS	-	X	X	X	X	SILVER
24	AIRCRAFT RESCUE & FIREFIGHTING OPERATIONS	-					
25	HIGHRISE BUILDING FIREFIGHTING	-	ELEVATED	ELEVATED	ELEVATED	ELEVATED	
26	INDUSTRIAL FIREFIGHTING	-					
27	MARINE FIREFIGHTING	-					
28	TECHNICAL RESCUE: ANIMAL TECHNICAL RESCUE	-					
29	TECHNICAL RESCUE: CONFINED SPACE	-	X	X	X	X	SILVER
30	TECHNICAL RESCUE: DIVE RESCUE	-					
31	TECHNICAL RESCUE: FLOODWATER RESCUE	-				X	
32	TECHNICAL RESCUE: ICE RESCUE	-	X	X	X	X	SILVER
33	TECHNICAL RESCUE: LARGE VEHICLE RESCUE	-	X	X	X	X	SILVER
34	TECHNICAL RESCUE: MACHINERY RESCUE	-				X	
35	TECHNICAL RESCUE: ROPE RESCUE	-	X	X	X	X	SILVER
36	TECHNICAL RESCUE: STRUCTURAL COLLAPSE	-				X	
37	TECHNICAL RESCUE: SURFACE WATER	-	X	X	X	X	SILVER
38	TECHNICAL RESCUE: SWIFT WATER	-					
39	TECHNICAL RESCUE: TOWER RESCUE	-				X	
40	TECHNICAL RESCUE: TRENCH RESCUE	-				X	
41	TECHNICAL RESCUE: WILDERNESS SEARCH & RESCUE	-					
42	WILD-LAND URBAN INTERFACE (WUI) FIREFIGHTING	-	X	X	X	X	SILVER
PESTLE RISK IMPACT		High Medium Low	7.6	5.8	5.0	4.2	RECOMMENDATION: SILVER/GOLD

Current Fire Services Risk Matrix



PESTLE ANALYSIS

CURRENT FIRE SERVICES
Medium 7.6







	FACTOR	IMPACT	RISK MATRIX RANKING
POLITICAL 	Perception that service level does not meet demand	Baumont is no longer a preferred for new residents and businesses	5
ECONOMIC 	Builders advised of HIRF requirements and had to adjust	Developers must meet new standards	9
SOCIAL 	Service level is not meeting expectations of residents	Residents may feel underserved and at risk	7
TECHNOLOGICAL 	No hydrant testing per NFPA 291	Firefighting water supply capacity unknown	8
LEGAL 	10-minute response time cannot be achieved consistently	Not meeting HIRF	8
ENVIRONMENTAL 	Potential delayed response to environmental disasters	Disasters could grow in size and complexity	

Bronze Fire Services Risk Matrix



PESTLE ANALYSIS

BRONZE FIRE SERVICES
Medium 5.8







	FACTOR	IMPACT	RISK MATRIX RANKING
POLITICAL 	Service Level doesn't meet after hours call demand	Higher risk of not meeting the NFPA 1720 standard	6
ECONOMIC 	Builders advised of HIRF requirements and had to adjust	Developers will need to invest more money	5
SOCIAL 	Service level is not meeting expectations of residents	Residents may feel undeserved and at risk	4
TECHNOLOGICAL 	Hydrant testing started as per NFPA 291	Work begins on ensuring firefighting water supply is met	6
LEGAL 	10-minute response time cannot be achieved consistently	Not meeting HIRF	8
ENVIRONMENTAL 	N/A	N/A	

Silver Fire Services Risk Matrix (Recommended)



PESTLE ANALYSIS

SILVER FIRE SERVICES
Medium 5.0







	FACTOR	IMPACT	RISK MATRIX RANKING
POLITICAL 	Appropriate resources to meet service level demand.	Beaumont becomes a safer community to live in	5
ECONOMIC 	Building and development continue	Developers meet new standards comfortably	5
SOCIAL 	Service level will be meeting expectations of residents	Residents will feel safe with the response	5
TECHNOLOGICAL 	Hydrant testing started as per NFPA 291	Assured firefighting water supply documented	3
LEGAL 	10-minute response time is achieved daytime hours	Meeting HIRF daytime hours	7
ENVIRONMENTAL 	N/A	N/A	

Gold Fire Services Risk Matrix



PESTLE ANALYSIS

GOLD FIRE SERVICES
LOW 4.2

	FACTOR	IMPACT	RISK MATRIX RANKING
POLITICAL 	Fire Level of Service meets NFPA requirements	Beaumont becomes a preferred city for new residents and businesses	5
ECONOMIC 	Building and development continues, generating more revenue	Developers meet City standards, better home insurance rates	5
SOCIAL 	Service Level meets NFPA standards and building code	Community is safer, improved response times consistently	5
TECHNOLOGICAL 	Hydrant testing started as per NFPA 291	Assured firefighting water supply documented	3
LEGAL 	HIRF met consistently; NFPA 1710 met	Safer community, enhanced services	3
ENVIRONMENTAL 	N/A	N/A	

Municipal Enforcement Services Level of Service Categories







ENFORCEMENT SERVICES SERVICE OR SYSTEM	LEGISLATED SERVICE	CURRENT SERVICE OFFERING	BRONZE SERVICE LEVEL	SILVER SERVICE LEVEL	GOLD SERVICE LEVEL	RECOMMENDED SERVICE LEVEL
1 STAFFING LEVEL	MGA/POLICY	3 FT 2 CASUAL	6 FT 2 CASUAL	6 FT 2 CASUAL	8 FT 2 CASUAL	SILVER
2 MINIMUM UNIFORMED OFFICERS ON DUTY PER SHIFT		1 FT/SHIFT	1 FT/SHIFT	1 FT/SHIFT	1 FT	SILVER
3 ADMINISTRATIVE ASSISTANT STAFFING		1 (SHARED)	1	2	2	SILVER
4 SUPERVISORY/MANAGEMENT STAFFING		1	1	1	1	SILVER
5 HOURS OF OPERATION		2 SHIFTS 1 AM/1 PM - INTERMITTENT (0600-0000)	2 SHIFTS 1 AM/1 PM SHIFT FULLY MODIFIED COVERAGE (0600-0000)	2 SHIFTS - 2 FT (0600-0000)	2 SHIFTS - 2 FT (0600 - 0000)	SILVER
6 YEAR	2023	2023	2024	2026	2028	SILVER
7 FRONT COUNTER SERVICES		PHONE IN COMPLAINT LINE	1 ADMIN (SEE ABOVE)	2 ADMIN (SEE ABOVE)	2 ADMIN (SEE ABOVE)	SILVER
8 HOURS OF OPERATION FRONT COUNTER SERVICE		18 HOURS - INTERMITTENT	18 HOURS COVERED	18 HOURS COVERED	18 HOURS COVERED	SILVER
9 OHS (20+ WORKERS)	AB OHS	X	X	X	X	
10 ORIENTATION	AB OHS	X	X	X	X	
11 MUNICIPAL SERVICE - BYLAW		YES	YES	YES	YES	SILVER
12 PROVINCIAL STATUES INVESTIGATIONS		YES	YES	YES	YES	SILVER
13 CRIME REDUCTION ANALYST		YES	YES	YES	YES	SILVER
14 COMMUNITY BASED ENFORCEMENT		YES	YES	YES	YES	SILVER
15 COMMUNITY CONSULTANT GROUPS		YES	YES	YES	YES	SILVER
16 COMMUNITY AWARENESS AND EDUCATION				YES	YES	SILVER
17 TRAFFIC ENFORCEMENT	PROVINCIAL STATUTES	YES	YES	YES	YES	SILVER
18 MOVEMENT OF GOODS (COMMERCIAL VEHICLE SAFETY ALLIANCE - CVSA)		YES	YES	YES	YES	SILVER
19 WORKING WITH OTHER AGENCIES		YES	YES	YES	YES	SILVER
20 PUBLIC RELATIONS ACTIVITIES AND PROACTIVE ENFORCEMENT ACTIVITIES		PROACTIVE	PROACTIVE	PROACTIVE	PROACTIVE	SILVER
21 CRIME REDUCTION ANALYST		0	1	1	1	SILVER
22 BIKE PATROLS SPECIALTY GROUP (SIDE BY SIDES, FOOT PATROLS, BIKES, ATV/ATU)		NOT AVAILABLE	NOT AVAILABLE	YES	DEDICATED	SILVER
PESTLE RISK IMPACT	High Medium Low	7.0	7.0	5.5	5.0	RECOMMENDATION: SILVER

Current Municipal Enforcement Services Risk Matrix



PESTLE ANALYSIS

CURRENT CPO
MEDIUM RISK 7.0







	FACTOR	IMPACT	RISK MATRIX RANKING
POLITICAL 	Service level does not meet the demand	Residents may not feel they have safe, clean community	7
ECONOMIC 	Impact on the individuals i.e., loss of property, damages, etc.	Financial impact individual assessed property values decrease, road maintenance issues.	6
SOCIAL 	Lack of planning for increased crime and deterioration of property maintenance	Erosion of community fabric; increase crime and disorder	7
TECHNOLOGICAL 	Record Management System is rudimentary	Data availability and integrity	6
LEGAL 	Meeting obligation	Belief they do not need to change. Civil liability.	8
ENVIRONMENTAL 	Lack of visibility because of personnel shortage	People feel unsafe. Increase in unsightly or nuisance property	7

Bronze Municipal Enforcement Services Risk Matrix (Recommended)



PESTLE ANALYSIS

BRONZE CPO M
MEDIUM RISK 7.0

	FACTOR	IMPACT	RISK MATRIX RANKING
POLITICAL 	Service level does not meet the demand	Residents may not feel they have safe, clean community	7
ECONOMIC 	Impact on the individuals i.e. loss of property, damages, etc.	Financial impact individual assessed property values decrease, road maintenance issues.	6
SOCIAL 	Lack of future planning for increased crime risk and deterioration of property maintenance	Erosion of community fabric; increase crime and disorder	7
TECHNOLOGICAL 	Record Management System is rudimentary	Data availability and integrity	6
LEGAL 	Meeting obligation	Belief they do not need to change. Civil liability.	8
ENVIRONMENTAL 	Lack of visibility because of personnel shortage	People feel unsafe. Increase in unsightly or nuisance property	7

Silver Municipal Enforcement Services Risk Matrix



PESTLE ANALYSIS

SILVER CPO
LOW 5.5







	FACTOR	IMPACT	RISK MATRIX RANKING
POLITICAL 	Service level meets the demand	Better service. Residents feel more safe	7
ECONOMIC 	Impact on the individuals i.e., loss of property, damages	Individual assessed property values improve; road maintenance issues reduced	5
SOCIAL 	Future planning for increased crime risk and deterioration of property maintenance enhanced	Avoid erosion of community fabric; decreased crime and disorder	6
TECHNOLOGICAL 	Record Management System is rudimentary	Increased data availability and maintain data integrity	5
LEGAL 	Meeting obligation	Ability to manage risks and civil liability	5
ENVIRONMENTAL 	Become more visible with additional personnel	People feel safer; avoid deterioration of property standards	5

Gold Enforcement Services Risk Matrix



PESTLE ANALYSIS

GOLD CPO
LOW 5.0

	FACTOR	IMPACT	RISK MATRIX RANKING
POLITICAL 	Service Level meets the demand	Positive municipal reputation; residents have clean & safe community	5
ECONOMIC 	Impact on the individuals i.e., loss of property, damages	Individual assessed property values improve; road maintenance issues reduced	5
SOCIAL 	Crime risk and deterioration of property maintenance enhanced	Increase community fabric; build strong neighbourhoods	4
TECHNOLOGICAL 	Record Management System is updated	Increased data availability and maintain data integrity	5
LEGAL 	Meeting obligation	Ability to manage risks and civil liability	5
ENVIRONMENTAL 	Become more visible with additional personnel	People feel more safe; avoid deterioration of property standards	5

RCMP Services Level of Service Categories

RCMP SERVICE OR SYSTEM	LEGISLATED SERVICE	CURRENT SERVICE OFFERING	BRONZE SERVICE LEVEL (24 HOURS)	SILVER SERVICE LEVEL (3 WATCHES)	GOLD SERVICE LEVEL (4 WATCHES)	RECOMMENDED SERVICE LEVEL
1 STAFFING LEVEL	MUST HAVE DETACHMENT > 5000	17	19	22	24	17
2 MINIMUM UNIFORMED OFFICERS ON DUTY PER SHIFT	MUST HAVE DETACHMENT > 5000	2 OFFICERS/SHIFTS	2 OFFICERS/SHIFTS	3 OFFICERS/SHIFTS	4 OFFICERS/SHIFTS	BRONZE
3 ADMINISTRATIVE ASSISTANT STAFFING	MUST HAVE DETACHMENT > 5000	5	7	9	9	7
4 SUPERVISORY/MANAGEMENT STAFFING	MUST HAVE DETACHMENT > 5000	4	5	6	7	5
5 HOURS OF OPERATION	MUST HAVE DETACHMENT > 5000	22 HRS	24 HRS	24 HRS	24 HRS	24 HRS
6 YEAR	-	2023	2024	2026	2028	BRONZE
7 FRONT COUNTER SERVICES	MUST HAVE DETACHMENT > 5000	X	X	X	X	BRONZE
8 HOURS OF OPERATION FCS	MUST HAVE DETACHMENT > 5000	9 HRS	9	12 HRS	12 HRS	BRONZE
9 OHS (20+ WORKERS)	AB OHS	X	X	X	X	-
10 ORIENTATION	AB OHS	X	X	X	X	-
11 CRIMINAL CODE INVESTIGATIONS	POLICE ACT, RSA 2000	YES	YES	YES	YES	BRONZE
12 PROVINCIAL STATUES INVESTIGATIONS	POLICE ACT, RSA 2000	YES	YES	YES	YES	BRONZE
13 CRIME PREVENTION	POLICE ACT, RSA 2000	YES	YES	YES	YES	BRONZE
14 COMMUNITY BASED POLICING	POLICE ACT, RSA 2000	YES	YES	YES	YES	BRONZE
15 COMMUNITY CONSULTANT GROUPS	POLICE ACT, RSA 2000	YES	YES	YES	YES	BRONZE
16 TRAFFIC ENFORCEMENT	PROVINCIAL STATUES	WORK WITH CPO	WORK WITH CPO	WORK WITH CPO	WORK WITH CPO	BRONZE
17 VICTIM SERVICES UNIT	POLICE ACT, RSA 2000	REGIONAL SERVICE	REGIONAL SERVICE	REGIONAL SERVICE	REGIONAL SERVICE	BRONZE
18 BYLAW INVESTIGATIONS	POLICE ACT, RSA 2000	CPO	CPO	CPO	CPO	BRONZE
19 ASSISTANCE GENERAL PUBLIC (TALK WITH OFFICER)	POLICE ACT, RSA 2000	YES	YES	YES	YES	BRONZE
20 WORKING WITH OTHER AGENCIES	POLICE ACT, RSA 2000	YES	YES	YES	YES	BRONZE
21 BIKE PATROLS		NOT DEDICATED	2	2	2	BRONZE
22 SCHOOL RESOURCE OFFICER		RCMP - PART TIME	RCMP - FULL TIME	FULL TIME	2 PPL FULL TIME	BRONZE
23 GENERAL INVESTIGATION SECTION (GIS)		2 OFFICERS	2 OFFICERS	3 OFFICERS	4 OFFICERS	BRONZE
24 SPECIALIZED UNITS		0	1	2	2	BRONZE
25 FAMILY VIOLENCE COORDINATOR		0	1	1	1	BRONZE
26 HARM REDUCTION UNIT		0	0	1	1	BRONZE
27 CRIME REDUCTION UNITS		0	0	2	2	BRONZE







RCMP SERVICE OR SYSTEM	LEGISLATED SERVICE	CURRENT SERVICE OFFERING	BRONZE SERVICE LEVEL (24 HOURS)	SILVER SERVICE LEVEL (3 WATCHES)	GOLD SERVICE LEVEL (4 WATCHES)	RECOMMENDED SERVICE LEVEL
28 PUBLIC RELATIONS ACTIVITIES		X	X	X	X	BRONZE
29 CRIME REDUCTION ANALYST		0	1	1	1	BRONZE
PESTLE RISK IMPACT	High Medium Low	6.6	6	5.6	5.4	RECOMMENDATION: BRONZE

Current RCMP Risk Matrix



PESTLE ANALYSIS

CURRENT RCMP
MEDIUM RISK 6.6







	FACTOR	IMPACT	RISK MATRIX RANKING
POLITICAL 	Service Level does not meet the demand	Residents do not feel safe	7
ECONOMIC 	Impact on the individuals, i.e., loss of property, damages, etc.	Financial impact for the individual; insurance increases	6
SOCIAL 	Lack of future planning for increased crime risks	Increased crime	7
TECHNOLOGICAL 	N/A	N/A	
LEGAL 	Meeting obligation	Belief they do not need to change. Higher crime rates.	8
ENVIRONMENTAL 	Lack of visibility because of personnel shortage	People would not feel safe	5

Bronze RCMP Risk Matrix (Recommended)



PESTLE ANALYSIS

BRONZE RCMP
MEDIUM 6.0







	FACTOR	IMPACT	RISK MATRIX RANKING
POLITICAL 	Service Level starts to meet the demand (24 hours)	Residents feel more safe	5
ECONOMIC 	Impact on the individuals i.e., loss of property, damages, etc.	Financial impact for the individual, insurance increases	6
SOCIAL 	Lack of future planning for increased crime risks	Increased crime	7
TECHNOLOGICAL 	N/A	N/A	
LEGAL 	Meeting obligation	Belief they do not need to change. Higher crime rates	6
ENVIRONMENTAL 	Lack of visibility because of personnel shortage	People start to feel more safe	6

Silver RCMP Risk Matrix



PESTLE ANALYSIS

SILVER RCMP
LOW 5.6







	FACTOR	IMPACT	RISK MATRIX RANKING
POLITICAL 	Service level starts to meet the demand	Better service; residents feel more safe	7
ECONOMIC 	Impact on the individuals i.e., loss of property, damages	Financial impact for the individual; insurance decreases	5
SOCIAL 	Decreased crime risks	Decreased crime and social issues	6
TECHNOLOGICAL 	N/A	N/A	
LEGAL 	Meeting obligation	Willingness to change. Lower crime rates and ability to manage risks.	6
ENVIRONMENTAL 	Become more visible with additional personnel	People feel more safe	5

Gold RCMP Risk Matrix



PESTLE ANALYSIS

GOLD RCMP
LOW 5.0

	FACTOR	IMPACT	RISK MATRIX RANKING
POLITICAL 	Service level meets the demand; other specialized units	Better service for the rate payers, safer community	5
ECONOMIC 	Better social economical impacts on public safety	Lower individual insurance rates, less public damage	5
SOCIAL 	Better community and mental health supports	Decreased crime, and other social issues i.e., mental health	5
TECHNOLOGICAL 	N/A	N/A	
LEGAL 	Meeting obligation	Reduced risk	7
ENVIRONMENTAL 	Visible and engaged with citizens	People feel more safe	3



Frontline Staffing

Roadmap to Service Levels 2024 - 2042



Year	RCMP Services	Increase of	Enforcement Services	Increase of	Fire Services	Increase of
2024	19	+2	6	+3	7	+2
2025	21	+2	6	0	9	+2
2026	22	+1	6	0	9	0
2027	23	+1	7	+1	9	0
2028	24	+1	7	0	9	0
2029	26	+2	7	0	15	+6
2030	27	+1	7	0	15	0
2031	27	0	7	0	15	0
2032	28	+1	8	+1	15	0
2033	29	+1	8	0	15	0
2034	30	+1	8	0	31 (Est. Second Station)	+16
2035	32	+2	8	0	31	0
2036	33	+1	9	+1	31	0
2037	34	+1	9	0	31	0
2038	35	+1	9	0	31	0
2039	37	+2	10	+1	31	0
2040	39	+2	10	0	31	0
2041	40	+1	10	0	31	0
2042	42	+2	11	+1	31	0
2043	44	+2	11	0	31	0

Note: RCMP and Enforcement Services projections are based on population. Fire Services projections are based on call volume and includes Chief Officers.

Protective Services (Recommended) Five-Year Staffing Projections

Fire Services

	# of FTEs					
	2023	2024	2025	2026	2027	2028
Director / Fire Chief	1	1	1	1	1	1
Deputy Fire Chief	1	1	1	1	1	1
Fire Prevention Officer	1	1	1	1	1	1
Fire Captain	0	1	2	2	2	4
Fire Lieutenant	0	1	2	2	2	4
Fire Fighter	2	2	2	2	2	4
Paid on Call (not FTE)	40	40	40	40	40	40
Total Compensation	\$ 919,672	\$ 1,168,616	\$ 1,451,384	\$ 1,480,412	\$ 1,510,020	\$ 2,331,435

RCMP

	# of FTEs					
	2023	2024	2025	2026	2027	2028
RCMP Members	17	19	21	23	25	26
Supervisors	1	1	1	1	1	1
Detachment Clerks	4	6	7	8	9	9
Total Compensation	\$ 3,822,775	\$ 5,317,379	\$ 5,788,456	\$ 6,270,847	\$ 7,023,601	\$ 7,557,481

Enforcement Services

	# of FTEs					
	2023	2024	2025	2026	2027	2028
CPO Supervisor	1	1	1	1	1	1
Community Peace Officer (FT)	3	5	6	6	7	7
Community Peace Officer (PT)	1	0.5	0	0	0	0
Administrative Assistant	0	0	1	0	1	2
Total Compensation	\$ 529,926	\$ 743,605	\$ 941,896	\$ 868,093	\$ 1,099,125	\$ 1,217,492



ASSUMPTIONS



Growth and Emerging Trends

The City of Beaumont has continued to see rapid population growth, and the last census information from 2019 has the City's population at 19,491 residents. The Alberta government reports population numbers at 21,180 and 21,198 for 2021 and 2022 respectively. This represents a 3.48% annual change. In all likelihood, the City will continue to see an upward trend in population as people continue to move to Beaumont, as evidenced by residential home starts and other developments in the area. This population growth, married with increased commuter traffic to surrounding areas, will continue to strain enforcement resources.

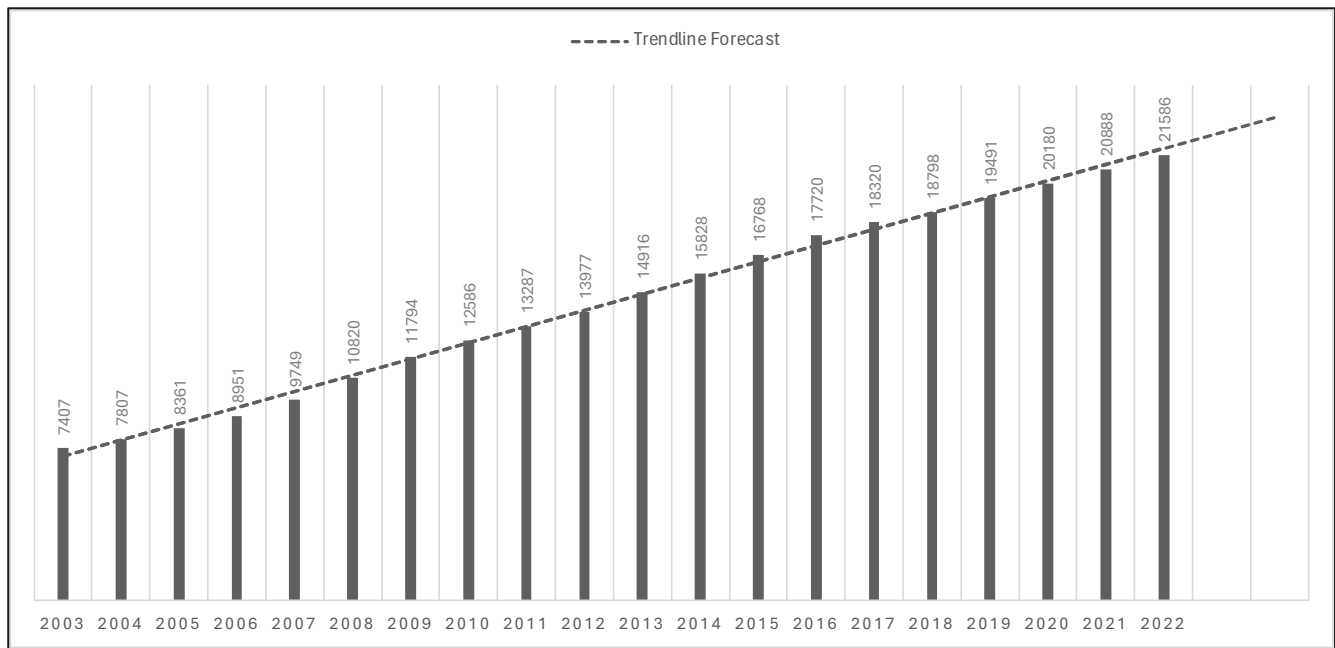


Chart 1 City of Beaumont Population 2003 - 2022

Significant Assumptions

The following is a summary of assumptions to consider while developing the framework for resourcing requirements as the City of Beaumont advances into the future.

1. Policing is a necessary service under the umbrella of Protective Services within the City of Beaumont. The primary focus is centered around:
 - preserving the peace
 - preventing crime
 - apprehending criminals who may lawfully be taken into custody; and
 - protecting life and property

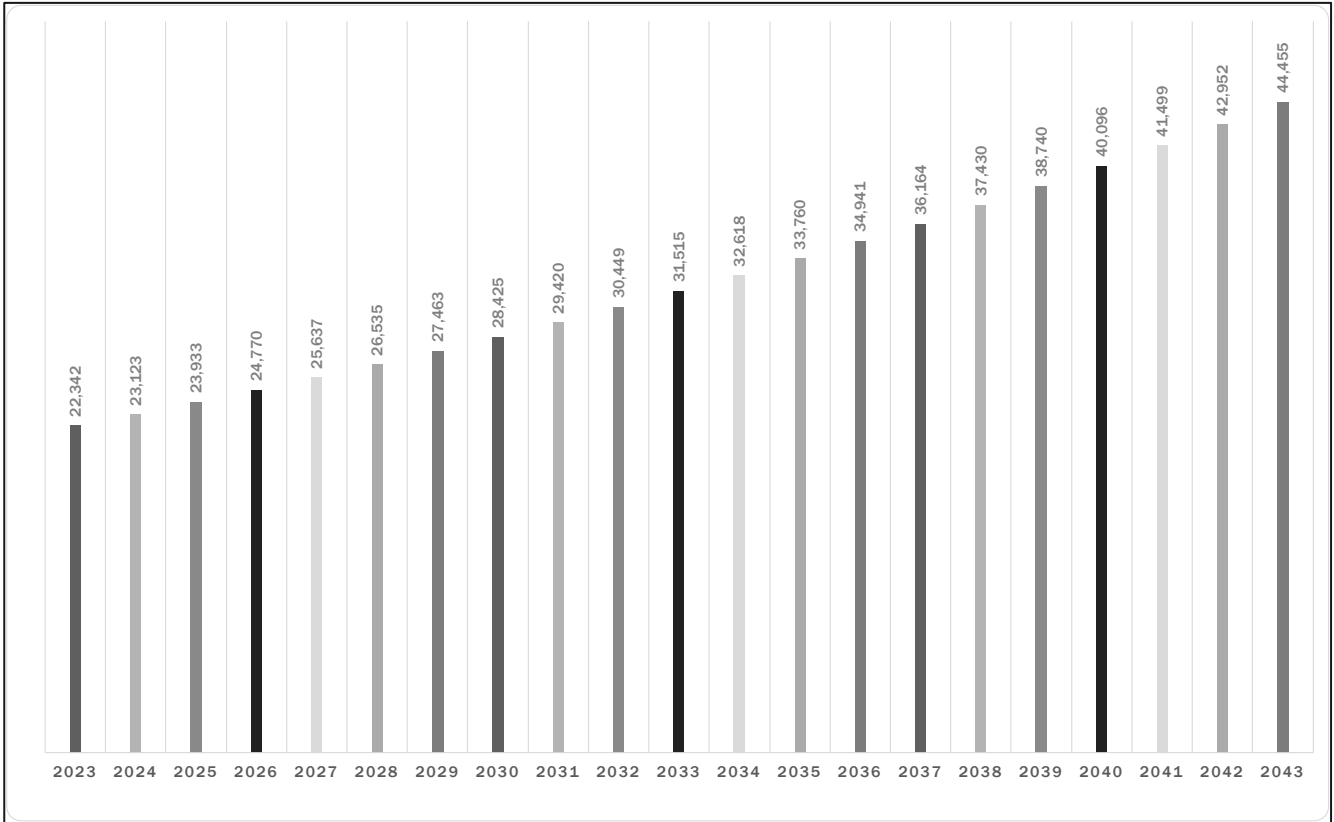
2. The City of Beaumont continues to participate in the Peace Officers Program in accordance with the Alberta Peace Officers Act:
 - enhances the legal authority of the municipal officers, allowing them to enforce selected provincial statutes.
 - enable the City to participate in the automated traffic enforcement program.

- provides further police support with minimal Peace Officer authority to the frontline policing service. This may include exhibit custodians, assisting in the court process and service of legal documents.

The City is required to follow policy established by the Minister of Public Safety and the Minister of Justice. The guidelines relate to the code of conduct for its officers, operations and deployment of the Automated Traffic Enforcement Program, and how calls for service are investigated and reviewed.

3. The City of Beaumont signed an agreement with Public Services Canada for the RCMP to provide the policing service. This agreement expires in 2032. There is no indication that the City will terminate this early. At this time, it is unknown what the Federal Government's plan is going beyond 2032. The RCMP could be restructured, thus leaving provincial policing responsibilities to the provinces. The Government of Alberta has indicated that they will not renew the policing contract. However, with the 2023 mandate letter to the Provincial Minister of Public Safety and Emergency Services, there was no mention of a Provincial Police change in the immediate future. The City of Grande Prairie has officially terminated its police contract with the federal government. Other municipalities are reviewing their options.
4. The justice system in Canada continues to evolve with new case law. This leads to a significant impact on the operations and Administration of policing. It can lead to more complex investigational techniques and time-consuming processes in court. Even when new technology emerges, it usually means officers will spend more time on administrative tasks. One particular example is obtaining a cautioned statement from the accused. Initially, the courts accepted a written statement with officers' evidence. This has now evolved to audio and video statements, a more time-consuming process. New case law will continue to impact the overall efficiency of how the police gather and present evidence.
5. The organizational structure within municipal policing in the RCMP remains internal. While there is no indication of any drastic changes on the horizon, it is important to consider the ratio of supervisors to employees as the establishment increases. There will be a need for additional supervisory positions. To support frontline policing, the RCMP in the "K" Division is implementing a new program called "Real Time Operations Centre." This consists of senior officers attached to the operations communications centre with various support service personnel. The team can manage real-time critical incidents in support of Detachments.
6. It is expected that the City of Beaumont will continue to grow at a rapid pace. From 2016 to 2021, the City experienced a growth rate of 20%, placing it third amongst communities of over 10,000 in Alberta. With a low crime rate, excellent facilities, and being a bedroom community beside Edmonton, the population is anticipated to more than double by 2043. It is assumed that policing-related needs will continue to increase. The table below assumes a 3.8% growth per year from 2022 to 2043.
7. The reference "year to date" in this report covers a span up to July 2023 for Municipal Enforcement, and to August 2023 for Fire Services.

Chart 2 Estimated Population 2023 – 2042 Assuming 3.8% Annual Increase



ENFORCEMENT SERVICES & ADMINISTRATION



Enforcement Services & Administration

Background & Analysis

Setting the expectations of the Level of Service Review is of utmost importance if it is going to provide guidance and help ensure that the City of Beaumont is future-proofed and well-positioned to achieve a service delivery model that meets the needs and expectations of the community.

TSI conducted several one-on-one interviews with key members of the Protective Services area, service providers and stakeholders including members of Council and City leadership, with an eye on the organizational structure, current service levels, staffing complements and capacity. TSI also reviewed available and critical documents including the 2022-2026 Council Strategic Plan, *“Our Complete Community”* (Municipal Development Plan), *“Our Connectivity”* (Transportation Master Plan), RCMP Municipal Enforcement & Support Staff 2014-2018 Five-Year Resource Plan, 2022-2024 Traffic Safety Plan, operating guidelines, procedures, training manuals, provincial and bylaw appointments, and reporting data.



Background research was also completed on legislation, regulations, guiding documents, industry knowledge, experience, and insight, and identified best/better practices and constraints in communities of similar size. Detailed information about these findings and recommendations can be found in the analysis sections of each focus area.

TSI found that overall, the City of Beaumont's Municipal Enforcement (ME) area is functioning well and has the current operational capacity to adequately provide rudimentary service in the space. However, there are some areas of opportunity that need attention to address some concerns and ensure the City's services are being delivered effectively and efficiently, and that they are still relevant.

Moreover, areas of opportunity were identified in existing core spaces, such as updating internal and external business documents, employee training and development, building relationships, improving workplace culture, and boosting communication and program initiatives to improve community services.

This report references and makes recommendations related to a mix of short-term, medium-term, and long-term structural, operational, and planning nature. This approach guides the development of a workforce of well-intentioned and creative individuals who act with a solution-oriented mindset and approach problems from a citizen-centric perspective that will ensure optimal service delivery.

Supporting enforcement practices were also reviewed and helped inform part of the analysis. During the PESTLE analysis, TSI identified several attributes that are working well, where improvements are needed, opportunities for success or service improvements and potential risks to the organization that could arise from inefficiencies or gaps in service delivery.

It is crucial to interpret the recommendations in this report in the context of the current operational environment; it will help contextualize the suggestions being made. A summary of the completed PESTLE analysis can be found in Appendix B.

Additional Considerations and Assumptions:

1. The City of Beaumont is going to continue to see rapid population growth.
2. New Council Members may bring different levels of experience and alternative perspectives.
3. The municipal tax base will be needed to fund and finance Municipal Enforcement activities and initiatives.
4. The City of Beaumont will continue participating in the Alberta Justice and Solicitor General Peace Officer Program.
5. There will be enhanced and ongoing support from the RCMP police service of jurisdiction.
6. There will be ongoing support from citizens for Peace Officer enforcement.
7. As a result of updating and changing Records Management Systems (RMS), modifications to collection processes, and reprioritization exercises, some data integrity issues have occurred, and special consideration has been given to variances identified and those that went unnoticed.

Organizational Structure and Governance

Although a formal or in-depth governance or organizational structural review is beyond the scope of this review, TSI has identified a pinch point concerning the 'Span of Control', which usually means the number of employees that report to a single manager and is an important element of good governance. It is also beneficial to incorporate into the idea of division of labour as well as division of energy into the conversation.

Currently, the Municipal Enforcement area is reporting to the Director of Protective Services; also reporting to this position are the Automated Traffic Enforcement area, Fire Services, and the Office of Emergency Management. These are all very demanding, high-profile portfolios, and this governance structure can potentially put an undue burden on the Director position, overwhelm the leadership capacity and hence lead to a reduction in efficiency, effectiveness, and the ability to focus on what is relevant or What's Important Now (WIN). Additional adverse outcomes can include burnout, lost time, or excessive turnover.

To offset this Span of Control concern, TSI recommends the creation of a new leadership position under the Director of Protective Services, with the title of Manager in Enforcement Services. By layering this leadership level, the Sergeant can directly support, mentor and guide the Enforcement Officers, as well as handling complaints. The Sergeant position is challenged by straddling tactical, operational, and strategic states. This position should focus on the responsibilities of a team leader by helping their team achieve their goals and providing supervision for day-to-day activities, being available for handling or advising on more complex investigations and executing tactics meant to attain strategic goals like easing conflicts between road users of all types, verifying turnover in parking stalls, traffic calming and ensuring the orderly movement of goods and services throughout the municipality as per the Transportation Master Plan. This position would allow the Director to concentrate on higher-level strategic planning and decision-making concerning the entire Protective Services area.

This management position could also collaborate on strategic planning and its implementation and provide a direct connection to their counterpart within the RCMP and other municipal departments to ensure a seamless delivery of enforcement services. This position would also be responsible for updating governance documents such as policy and procedures, Memorandums of Understanding (MOUs), and service contracts to ensure they are current, reflect best practices and adhere to the Provincial Peace Officer Program.

As an added benefit, the organization could see greater opportunity for promotion, enhanced succession planning, improved coordination of efforts, a reduction in overlap or duplication of efforts, and a greater ability to liaise with stakeholders. This move will future-proof the area for growth by ensuring adequate leadership and oversight is in place for moving forward in a manner that is in lockstep with the growth and expansion of the area and service offerings.

Recommendation #1: That the Municipality creates a new management position within Municipal Enforcement that reports to the Director of Protective Services.

Municipal Enforcement currently has four (4) Level 1 Community Peace Officers (CPO). This personnel count includes three patrol officers and one Supervisory position (Sergeant). In addition to the four permanent positions, the area has two casual positions allocated for supplemental casual coverage, one of which is currently vacant. The site also has one shared Administrative Assistant providing clerical support to the Officers.

Depending on the operational service levels adopted by the City of Beaumont, current staffing levels within the Community Peace Officer Program may need to be improved to provide proper coverage, satisfy Officer safety concerns, and meet call volume expectations. Under the current staffing model, CPOs are operational for standard dayshift working hours seven days per week. They do have evening hours; however, these are only sometimes filled due to staffing issues. To meet good service standards, they need to have shifts that regularly include evenings that extend later into the evening when citizens are at home or recreating in the community.

Also of note is the reduction of operational hours in the winter months and the fact that coverage is based on one-officer units, which creates an officer safety concern. Solid and consistent Municipal Enforcement strategies enhance community safety and well-being. By using this layered approach and employing progressive levels of law enforcement personnel, increased efficiency and effectiveness can be achieved. The progression along the law enforcement continuum starts with bylaw officers, advancing to the Community Peace Officer level and culminates with the municipal police agency of jurisdiction or, in the case of the City of Beaumont, the RCMP.

Criteria for Service Determination within a Law Enforcement Continuum



Source: Government of Alberta Law Enforcement Framework, pg. 30

The progressive integration of Enforcement Officers of increasing authorities ensures seamless delivery of Enforcement Services, potentially resulting in greater citizen/customer satisfaction and perception of safety.

A common question is, "Are there cost savings if a municipality employs bylaw officers instead of Peace Officers?" In general, CPOs are better equipped than bylaw officers to handle higher-level complaints effectively, can handle broader complaint types and have more tools to address citizen concerns. Additionally, CPOs can address gaps in available municipal legislation by supplementing it with provincial legislation, thereby enabling them different options for enforcement, problem-solving tools, and, ultimately, laying charges.

Additionally, an insufficient number of CPOs can result in inadequate coverage, gaps in proactive or preventative-based initiatives, slow or delayed response to calls-for-service from citizens, and ultimately increased costs to the organization due to expensive call-out premiums or downloading to other enforcement agencies (RCMP).

"Peace officers add flexibility to law enforcement in Alberta by providing a continuum of personnel with varied levels of training and authority. This approach recognizes that many enforcement roles, such as regulatory compliance, do not require highly trained police officers. The use of peace officers for these roles enables police officers to remain focused on more complex and more serious criminal enforcement activities. Alberta is unique in Canada for its Public Security Peace Officer Program." (Law Enforcement Framework, Government of Alberta)

Alberta Law Enforcement Framework

In 2018, the Minister of Justice and Solicitor General released the recommendations made due to the Rodney Lazenby - Public Fatality Inquiry report presided over by the Honourable Judge B.R. Fraser following the death of peace officer Rodney Lazenby. Out of this report came four recommendations (summarized);

1. That no distinction be made between Level 1 and 2 CPO for the purposes of training and weaponry. The distinction should be drawn between CPOs in the field with enforcement duties involving the public and those with administrative duties only or CPOs in the field not dealing with the public. Administrative CPOs need not have training and weaponry. It would be up to each individual municipality, the authorized employer, if Levels 1 and 2 should be blended or kept separate for individualized duties.
2. That no CPO should attend for enforcement, a place where there is a known threat from a specific person or a known mentally unstable person or a known person prone to violence on their own. A CPO should only attend if accompanied by another CPO or with the attendance of an RCMP officer, depending on a risk assessment. Known risks should be distributed to all CPOs in that municipality, and a risk assessment should be flagged to avoid attending alone.
3. That a system be put in place in all municipalities that are authorized employers of CPOs, whereby every field CPO must advise a central depot, presumably the office administration or dispatch, where they are going and for what purpose. The office administrator would have a list of flagged places where a risk was present so the CPO could be advised as a check that they should not be attending alone. The CPO should report when they arrive and keep in touch until they leave. The communication should be by a radio system since cell phones are unreliable in rural areas with only sporadic reception. Such a system should be mandatory.
4. That changes be made to the requirements for passing the Physical Ability Requirement Evaluation test, the PARE test. Candidates over 40 should be given additional time to complete the test to ensure they are within their maximum suggested heart rate. Some flexibility should be examined for the requirements to pass the test in the allotted time on a prorated basis.

Recommendations 1 through 3 were accepted, and changes to the Provincial Program were made. Recommendation 4 was not supported as a whole; a PARE result is the accepted standard, and *"There are no known validated studies indicating that a prorated completion time is acceptable. Deviating from the accepted standards identified for Peace Officers may increase officer safety risk."* (Lazenby Fatality Inquiry, 2018).

Concerning communication, equipment, training and staffing levels, this fatality inquiry is the basis for some recommendations or practices outlined in this report.

The City's 1018-22 Bylaw Enforcement Officer Bylaw gives delegated authorization to City-appointed Enforcement Officers to enforce City bylaws and also sets out the Powers, Duties and Conduct expected of Bylaw Enforcement Officers. In addition to the Provincially delegated legislation, City of Beaumont Community Peace Officers also have Bylaw appointments to enforce City bylaws.

Governance

The Municipal Enforcement area and the Community Peace Officer Program appear to have a good organizational and reporting structure with the appropriate governance documents and oversight in place. When considering the governance structure and functioning of the Municipal Enforcement Area and Protective Services as a whole, TSI heard that the overall culture of the area is generally good, there is a strong and supportive leadership presence, and the area functions quite well.

The area struggles with rapid expansion and population growth; however, activities are increasing as City services attempt to match the community's growth. The employees of the department ensure that their activities are well aligned with the City and Administration's wishes and that enforcement initiatives are in lockstep with Council initiatives, guaranteeing standards are being met and compliance with City legislation is realized. Overall, the area has the appropriate structure and systems in place to achieve this alignment of the City's and organizational goals.

Prior to the completion of this review, the Municipal Enforcement Area underwent a significant restructuring with an almost complete turnover of enforcement personnel. This reimagining due to turnover is a favourable situation. It has allowed for a refresh of the unit and provides an opportunity for the department to improve its culture and reputation, or brand, internally and within the industry.

The City and Department give visionary guidance and offer glimpses of their aspirations in various forms or governance documents. Internal work area documents arbitrarily reinforce these views and share them with new staff during the onboarding and training. Although employees report they know City Council's Strategic Aspirations and understand how these goals relate to their area, a more reasoned approach is warranted. Linking these aspirational messages to the activities of the individual work area will help all civic employees recognize "the how," "the what," and, most importantly, "the why" behind the provision of programs and services at the local level.

Role and Duties of Municipal Enforcement Community Peace Officer

TSI conducted a cursory review of the day-to-day operations of the Municipal Enforcement Area, looking to identify areas where efficiencies could be found through small or large changes. Generally, the area is establishing a new sense of self. There have been several changes over the past 18 months to staffing, leadership, and Records Management Systems, and work is currently underway on aligning new policies and procedures and determining service levels. As part of this report looks to determine service levels, further analysis needs to be conducted to break down the separate components to determine effective, efficient, and relative practice in delivering compliance and enforcement initiatives.

The roles and responsibilities of the Community Peace Officers within the Municipal Enforcement Area look like this:

1. General Duty
 - a. Proactive enforcement (targeted vs. random, bike patrol)
 - b. Calls for Service
 - c. Public Safety initiatives
 - d. Traffic Safety and Movement of Goods (general and Commercial Vehicle (CVSA))
 - e. Executing the Traffic Safety Plan
 - f. Ensuring Regulatory Compliance
 - g. Application of Bylaw and Provincial Legislation (Enforcement)

- h. Automated TFC Enforcement (via contracted service)
- 2. Education and Awareness
- 3. Court attendance, court preparation, court liaison
- 4. Expanding roles and responsibilities as directed by Council or Administration
- 5. Agency Assistance (offered to partner agencies Fire Services, RCMP, and other City departments)

Automated Traffic Enforcement (ATE):

Although there may be an opportunity to supplement core strength by hiring full-time permanent positions, contracting services is sometimes the better option. ATE is currently a contracted service that reports to the Director of Protective Services for operational guidance and priority setting. Automated Traffic Enforcement should remain a contracted service and is not included in the scope of this review.

Legislative and Regulatory Governance

A myriad of relevant legislation and the associated regulations are in use by the City of Beaumont. Examples of applicable Provincial and Municipal legislation include:

1. Provincial Legislation - *Municipal Government Act (MGA) and Regulations, Environmental Protection and Enhancement Act (EPEA), Provincial Offences Procedure Act (POPA), Peace Officer Act and Peace Officer (Ministerial) Regulation, Freedom of Information and Protection of Privacy Act (FOIP) and Regulation*
2. Municipal Bylaws - *1018-22 Bylaw Enforcement Officer Bylaw, 815-13 Fire Bylaw, 1024-22 Community Standards Bylaw, 1026-23 Traffic Safety Bylaw, 851-15 Animal Control Bylaw, 837-14 Heavy Vehicles and Dangerous Goods Bylaw, 994-19 Land Use Bylaw and the 1010-22 Business License Bylaw.*

These bylaws range in purpose and authorization of several themes ranging from business licensing, animal control, ensuring community standards and property maintenance conditions are being met, citizens' behaviours, traffic safety, land use and development and parking of recreational vehicles.

Division 4 of the MGA defines and sets municipal inspections, enforcement, and remedies guidelines. The Municipal Enforcement Procedures Manual does have limited information concerning this type of enforcement; however, specific policies and procedures that provide legal interpretations and fitting direction on the application of said Sections, such as S. 542, 545, 546, 553 and Sections relating to Land Use (S.642 onwards to S. 646) of the MGA as well as other Orders, as allowed by the different pieces of legislation in use, would greatly benefit the area and provide some parameters for consistency and application without ambiguity.

A tactical matter arises in that S.545 of the MGA establishes that a designated officer may, by written order, order a contravention to be remedied. An issue that Municipal Enforcement is facing is that, currently for enforcement purposes, the CAO is the only designated officer for the municipality. Therefore, any judicial proceedings (court or tribunals) or appeals would require the attention of the CAO or their attendance at said judicial proceedings.

Under S.210 of the MGA Council may establish "one or more" designated officers' positions; if no position(s) is designated or is vacant, the CAO may exercise all of the powers, duties, and functions of the designated officer, which is the case for the City of Beaumont. Fortunately, under S.212, the CAO may

delegate the authorities afforded this position to an employee of the municipality, in this case, a Peace Officer.

Recommendation #2: That the CAO delegate authority to the Community Peace Officers to be “Designated Officers” under the MGA for the Municipality.

Doing this would negate the necessity of having the CAO serve the initial enforcement order and remove the requirement of having them attend judicial proceedings or appeals. Bylaw #1018-22, The City of Beaumont Bylaw Enforcement Officer Bylaw, includes a mechanism to achieve this under Part IV- Powers of the Chief Administrative Officer, S.11.

Recommendation #3: That the Municipal Enforcement area continue to update and amend existing training manuals, policies and procedures or develop specific policy and procedure in relation to the aforementioned enforcement activity.



Policy and Procedures

The Municipal Enforcement Area is updating and developing a more comprehensive guiding document, with work continuing on the CPO Procedure Manual. The 2023-07 Field Training Program Manual is thorough and provides a great reference guide for training new officers under a field training officer approach.

The draft CPO Procedure Manual presents an all-encompassing policy and procedural guidelines. This comprehensive document outlines the procedures, steps required and documentation approaches for enforcement activities.

Where this document needs to be finalized, it may also be beneficial to parse out specific, more targeted directives, policies, and procedures for some of the more complex enforcement-related key activities.

As previously identified, in addition to the two manuals mentioned above, TSI also completed a cursory review of the significant bylaws being enforced, and guiding principle documents such as the Transportation Master Plan, Municipal Development Plan and Council's Strategic Plan to ensure sufficient alignment exists.

The current Memorandum of Understanding with the RCMP, which sets some parameters around how the two parties intend to do business, was also reviewed. This type of agreement lays the foundation for how parties will work together and can simplify a common understanding of the responsibilities and expectations of each party. To follow the regulatory requirements of Alberta Justice and Solicitor General's Peace Officer Program, having this governance document in place and up to date is essential. Each Peace Officer program is required to have a Memorandum of Understanding with the law enforcement agency of jurisdiction to comply with the Program requirements.

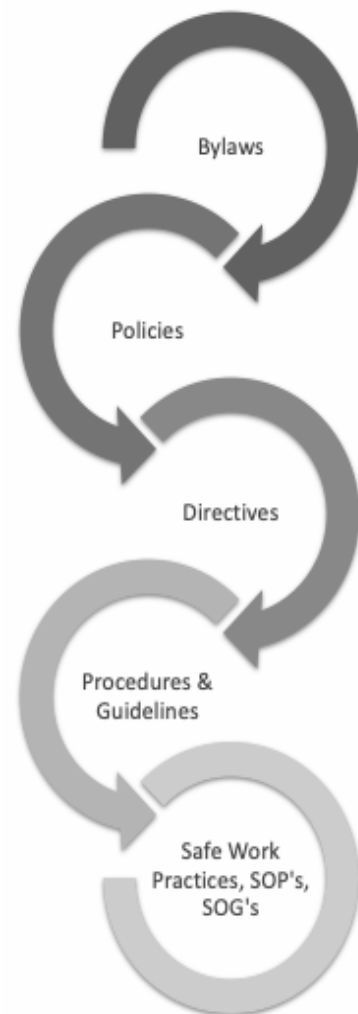


Figure 1 Documentation Hierarchy (TSI, 2023)

Recommendation #4: That the existing Memorandum of Understanding with the RCMP be reviewed annually and the required signatures be obtained to bring it into force.

Currently, the MOU does not allow for sharing information about crime or offenders via the Canadian Police Information Centre (CPIC), and CPOs are required to call the Sheriff's Operational Communications Centre (SOCC) for CPIC information. This procedure can lead to delays and potentially put officers at risk. Also missing is clarity around operational support, and although implicit support is there, emergency response and backup support needs to be clearly outlined.

Recommendation #5: That discussions be undertaken to incorporate direct access to appropriate CPIC information and operational support be added to the updated Memorandum of Understanding with the RCMP.

It is good practice to ensure that these guiding documents are regularly communicated to all employees and that ongoing updates and relevant training occur as required. This communication approach can be varied depending on the format and frequency of changes as well as differing modes of delivery. "Tailgate meetings," communiques and bulletins are all good options to keep vital information current and at the forefront of an employee's mind.

Service Expectations

Along the same storyline as population growth, corresponding enforcement data provides information on how calls for service and resourcing are impacted.

The 2014-2019 Five-Year Resource Plan prepared in 2013 outlined a 40% increase in complaints related to regulatory issues such as "parking, truck compliance and residential upkeep" and identified that in 2012, **Municipal Enforcement "has one of the fewest officer-to-population ratios in the province," with approximately one officer to every five thousand residents (1:4,972). As of 2023, that ratio has grown to one officer to every seven thousand four hundred residents (1:7447).**

Provincial comparators at the time had a ratio of approximately 1:3,939 residents; the City's population was 13,977 residents in 2012 and grew to 14,916 in 2013. The Municipal Enforcement Area had 3.2 FTEs (full-time equivalent) Community Peace Officer (CPO) positions and was projected to handle over 1,400 calls for service for the year. This contingent comprised one supervisor, two officers and a Summer Compliance Officer (bylaw appointment only).

Since then, the story has unfolded to show that the FTE count has remained unchanged, and in addition to an increase in special duties and add-on responsibilities, call volumes were 2,993 in 2017 and 2,048 in 2018, respectively. 2019-2021 saw a decrease in complaints during the Covid-19 pandemic, and the community is now seeing call volumes begin to increase again with 1,700 in 2022 and 1,169 as of July 2023.



Image 3 City of Beaumont (2023)

Table 1 Method of Complaint Count

Method of Complaint Count							
	2017	2018	2019	2020	2021	2022	2023
Null	2,993	2,048	1,560	1,339	1,213	660	
ADMIN DIRECTIVE						7	6
CIRT WORKS						13	5
COUNTER						2	1
DISPATCH					1	523	571
EMAIL						1	25
OFFICER OBSERVED						475	479
OTHER							3
OTHER ENFORCEMENT AGENCY						11	10
PHONE						4	42
RADIO						1	3
ROADSIDE						1	13
STAFF						1	1
WALK UP						1	10
Grand Total	2,993	2,048	1,560	1,339	1,214	1,700	1,169

*Null - Prior to implementation of the MRF software in 2022, the method of complaint was not being captured accurately.
 *2023 - Up to and including July 2023

Most complaint types are issues under the Community Standards Bylaw, closely followed by traffic enforcement concerns and then rounded out with matters pertaining to Animal Control. As of 2017, Beaumont's footprint was 23.5 square kilometres and is a mix of residential, industrial, recreational, and agricultural lands, all of which present unique enforcement demands.



Table 2 Enforcement Services Category Count By Date

	2017	2018	2019	2020	2021	2022	2023
Animal Control						155	162
Be On Lookout	6	22	55	39	14	5	
Case Report	1,181	1,080	825	988	1,058	505	
Community Standards						605	667
Follow Up	2	13	31	54	14	1	
Found						9	3
Occurrence Report						1	
Other						35	54
Other City Department						1	
Towed Vehicle	49	37	5	6	1	1	
Traffic						233	283
Violation Ticket	1,755	896	644	252	127	149	

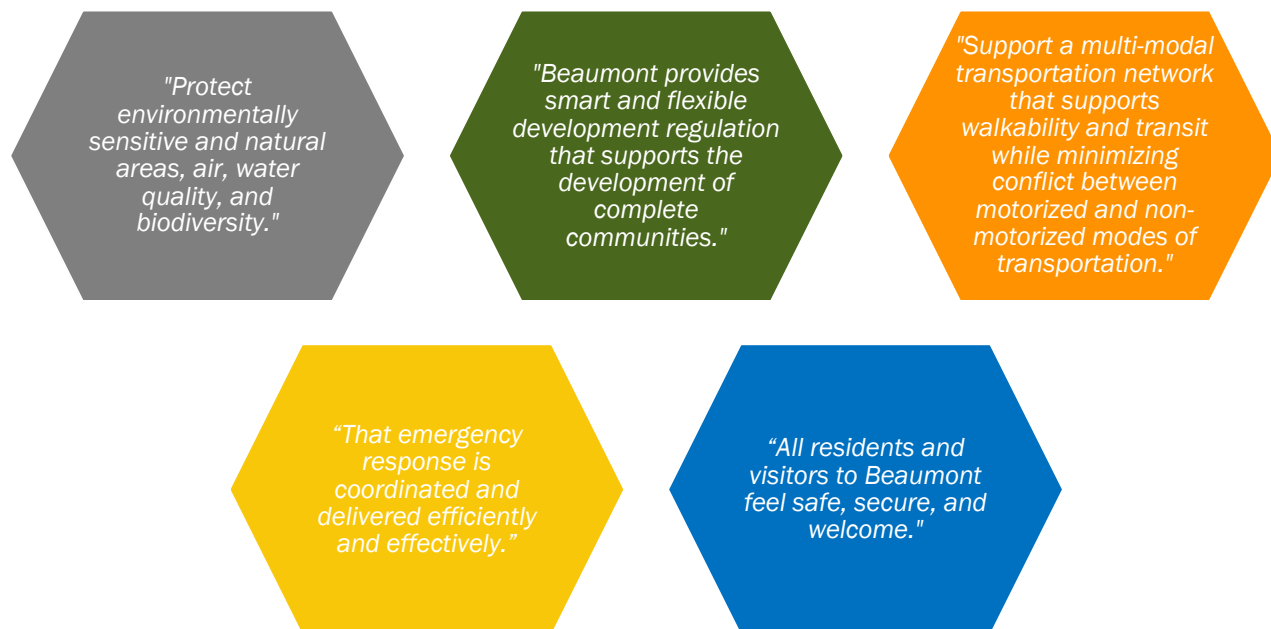
Note: 2023 - Up to and including July 2023

Coverage and officer availability depends on decisions concerning the community's needs, Council wishes and Administration's ability to balance those elements while maintaining fiscal responsibility and reasonableness.

Over time, Police Forces have used a mix of random patrols and responding to calls for service, both of which are very reactive policing models. Today's more adaptive approach, Community Policing, involves a more proactive model involving citizens and the community in blending prevention and enforcement. This is done by blending prevention and enforcement using problem-solving techniques and strategic policing that leverages crime data analysis to guide enforcement efforts. Practices use data from the agency itself, surveys, citizen feedback and crime statistics to guide enforcement activities.

It is important to recognize that while Community Peace Officers are part of the Law Enforcement Framework and make up part of the continuum, their role, responsibilities, and authority differ from those of Police Officers. From a municipal enforcement perspective, the focus should be on creating safe and clean spaces and aligning enforcement activities with the City Council's Strategic Plan.

The City of Beaumont Municipal Development Plan helps to inform decisions around service levels by highlighting and outlining relevant objectives such as:



The Municipal Development Plan also provides general policies to achieve these objectives. However, City Council and Administration must collaboratively establish priorities, set service expectations, and decide on the desired service levels for City departments and individual work areas.

A roll-up of comments from the Council Survey conducted by TSI has been themed. It shows general support for the Municipal Services Area to take on more responsibility in increasing proactive enforcement efforts, extending hours of service, and expanding enforcement efforts concerning messy or nuisance properties, noise (vehicles), construction activities, speeding and monitoring outlying roadways. Council would also like to see improved external communication and amplification of education and awareness campaigns.

Setting Service Levels in Municipal Enforcement

City Council and Administration must establish a minimum service level baseline that aligns with the Council's Strategic Plan and Goals (2022-2026 Council Strategic Plan).

In collaboration with Administration, Council needs to give direction on what hours of service they believe are necessary, what citizen behaviours they are concerned about, and expectations for reasonable response times and other attributes of Level of Service. While establishing response times, Council should consider what would be achievable at a level of Enforcement Services they are comfortable with funding.



Following this report, Administration will provide Council with solutions to address the recommendations made in this review in relation to matters such as hours of service, call types, response time, one-officer and two-officer options and identify "pinch points" and barriers to providing services.

Once Administration, with Council's input, has set the priorities and expectations and given clear direction for the Municipal Enforcement Area to follow, they can rest assured they have established a well-positioned workforce that will seamlessly deliver an integrated service product along the law enforcement continuum.

In this fashion, several decisions must be made before discussing growth models or staffing plans. For reference, a standard workweek (40 hrs/wk) equates to 2,080 hours per year, equivalent to one (1) FTE.

Decision #1: Hours of Service and Coverage

Current Enforcement Services Workforce



Table 3 Hours of Service and Coverage (Decision 1)

Option	Coverage	Hours of Service	Number of Hours/day	Number of Workdays	Total Hours per year
Current	Monday to Sunday (flexed)	0600-2400*	10	365	3,650
Option 1	Monday to Friday	0800-1800	10	260	2,600
Option 2	Monday to Sunday	0800-1800	10	365	3,650
Option 3	Monday to Sunday	0600-2400**	20	365	7,300

*Only one officer per shift, some shifts not filled. Sergeant often used as frontline officer to cover shifts

**Possible shift schedule for extended coverage from 0600-1600 and 1400-2400 totaling 20 hrs/day with overlap

Chart 2 below displays:

- **After Hours:** Dispatched received a call after hours, and no officers were on duty; and,
- **No Officer on Duty:** Dispatched received a call, and there is no available officer to assign the file to. It is meant to demonstrate the need for a shift in available hours and resourcing.
- This graphic could also be used as a determinant of a key performance indicator for discussions under Option 3 below.

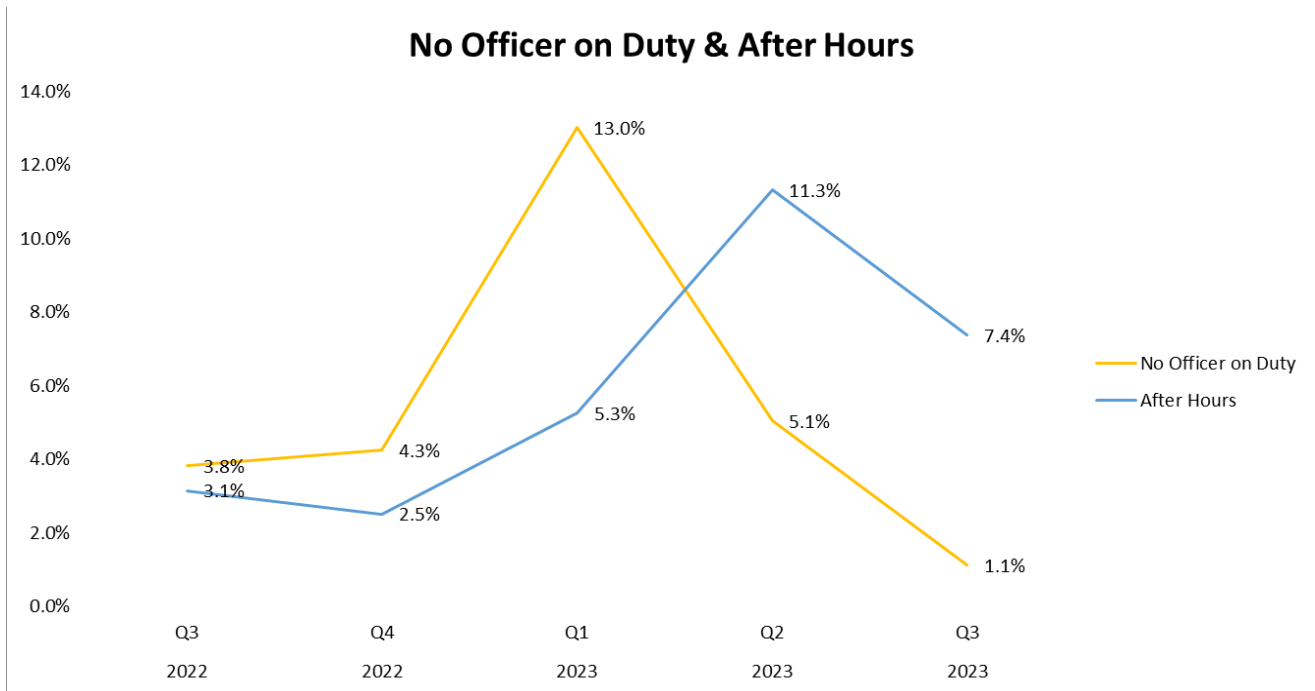
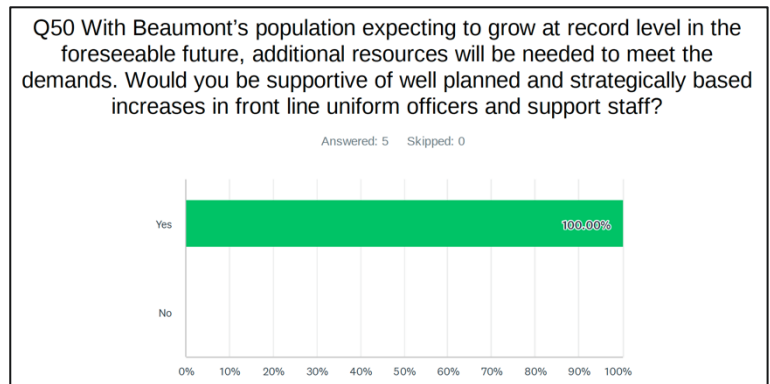


Chart 2 2022 Q3 - 2023 Q3 data up to August 31st

Decision #2: Staffing Models – Future Proofing and Accounting for Growth

In response to TSI's Council Survey question about increasing resources, City Council overwhelmingly supported the notion of strategically increasing enforcement resources and support staff.

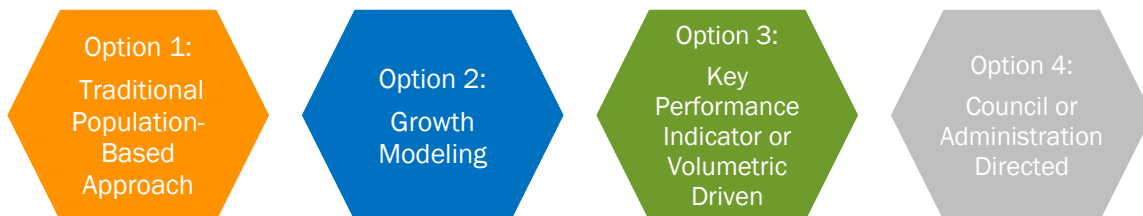
Neither mandated nor minimum staffing levels exist in the municipal enforcement industry. Determining an optimal level of resourcing requires input from Administration, City Council and a strong analysis of outside factors, including specific disorder and enforcement statistics, community feedback, and law enforcement trends. There are pivotal elements of consideration, such as whether the current human resourcing levels meet the community's needs, are being delivered effectively and efficiently, are meeting safety requirements, and are following best practices.



Source: Survey to City of Beaumont Council (TSI, 2023)

Having a roadmap for adequately assessing the optimum human resource needs is essential to ensure the measured and sustainable growth and development of a community. Complementary to having a well-planned roadmap is understanding the inherent risks associated with a lack of planning, taking no action, or not strategically responding to growth and development. At the forefront is the inability to meet the enforcement and regulatory needs of the community. Additionally, municipalities can face increased costs due to “knee jerk” reactions rather than following strategically measured responses.

TSI offers guidance by presenting four possible models to determine human resourcing levels:



Option 1: Traditional Population-Based Approach

- a. Growth in FTE counts is related to a set ratio and population growth. For example, one officer per every four thousand residents (i.e., 1:4,000).
- b. This model would also be applied to Administrative Support. For instance, one clerical position for every four officers.

Table 4 Comparator Municipalities Assessment

	Beaumont	Airdrie	Cochrane	Leduc	Morinville	Okotoks	Spruce Grove
Population (2022)	21,918	80,222	34,724	35,398	10,498	31,959	40,842
Staffing							
Enforcement Officers Total (FTE)	4	13	7	10	9	9	12
Community Peace Officers	4	13	7	10	9	8	10
Bylaw Officers	2 casual	0	N/A	N/A	0	1	2
Administrative Support	1*	4.5	2		1	1	4
FTE Ratio CPO	1:5,480	1:6,171	1:4,961	1:3,540	1:1,166	1:3,995	1:4,084
FTE Ratio Administrative Support	1:4	1:2.9	1:3.5	0	1:9	1:8	1:2.5

*Shared across Protective Services

According to a recommendation from the 2014-2018 Five-Year Resource Plan, a proposed historical target is 1:4,000.

Generally, these comparative municipalities employ a coverage model from early morning to later in the evening, seven days per week, and customarily make resourcing decisions based on population and calls for service volumetrics.

Additionally, the City of St. Albert, which boasted a 2022 population of 70,422, although not formally contacted as a comparable municipality, advocates a ratio of one (1) CPO per 5,000 population (1:5,000).

Solely using this comparative view to establish a benchmark between 1:4,000 and 1:5,000 can be easily done. However, it is prudent to exercise caution in using municipal comparators to set benchmarks, as the other municipalities may also be under-resourced. This could lead to perpetuating a trend of under-resourcing municipal enforcement teams.

If the traditional population-based approach is followed for Beaumont's population of 22,751 citizens, the corresponding CPO staffing level should be 6 FTE positions and 2.4 FTE positions allocated for Administrative Support.

Option 2: Growth Modeling

The current Municipal Enforcement workforce has:

- 1 Fulltime Equivalency - supervisor (Sgt. @ 2080 hrs),
- 3 Fulltime Equivalency - frontline officers (2080 hrs per officer), and
- 2 Casual - frontline officers (1508 hrs per officer).

For this analysis, the Sergeant position should be removed from calculations so they can focus on supervisory and administrative duties rather than responding to calls for service as a mandated function. Similarly, the two casual positions are being excluded from holding back these resources to build increased coverage to the system to allow additional resources to respond to CPO priority, special, or emerging issues.

From the data from Decision #1, we see that seven-day-a-week coverage from 6:00 a.m. until midnight totals 7,300 hours per year and would require 3.5 FTEs to provide a one-officer per shift (two shifts per day) model. This would need to be rounded to 4 FTEs for practical purposes.

Using an FTE vs. headcount blueprint, we see that having two officers per shift, for two shifts per day, would yield 14,600 hours per year. With the current headcount of three officers, we have 6,240 hours available, or a shortfall of 8,360 hrs. Municipal Enforcement would need to increase resourcing levels by four positions to adjust for the forecasted hour shortfall. However, in practical terms, you would need to adjust to an additional five positions to account for two officers per shift to achieve the total of eight officers required to fulfill 14,600 hours.

Model	Total Hours Per Year	Resources Needed (FTE)
Option 1: One-Officer	2,600	1
Option 1: Two-Officers	5,200	2.5
Option 2: One-Officer	3,650	2 (1.75)
Option 2: Two-Officers	7,300	4.0 (3.5)
Option 3: One-Officer	7,300	4.0
Option 3: Two-Officers	14,600	8.0

The approximate cost of a Community Peace Officer is \$110,000 for salary and benefits with additional startup costs of approximately \$10K for uniforms and other personal protective equipment.

TSI recognizes that the two casual positions were excluded from the original discussion on resourcing hours. However, in this case, those two positions could be rolled up and combined with the existing funding to offset costs. Any remaining funding could be topped up and allocated to fund casual PT positions as increased coverage for emerging or urgent coverage.

FTE= $\frac{\text{Total Hours FTE} + \text{Total Hours PT}}{\text{Number of available hours in a set period (2080 per yr.)}}$

Option 3: Key Performance Indicator (KPI) and/or Volumetric Driven

- Task Data from Municipal Enforcement’s Record Management System (RMS) to demonstrate delays in closing out reports due to inability to follow up, which speaks to capacity. This data is not shown in this report, due to the limitation of the current RMS and data capture; this is a proposed KPI that could be used as a trigger under this model.
- Percentage of times there is no officer on duty or available (Charts 3 through 7).

Chart 3 Percentage of Times There Is No Officer On Duty Or Available (July 2022 - September 2022)

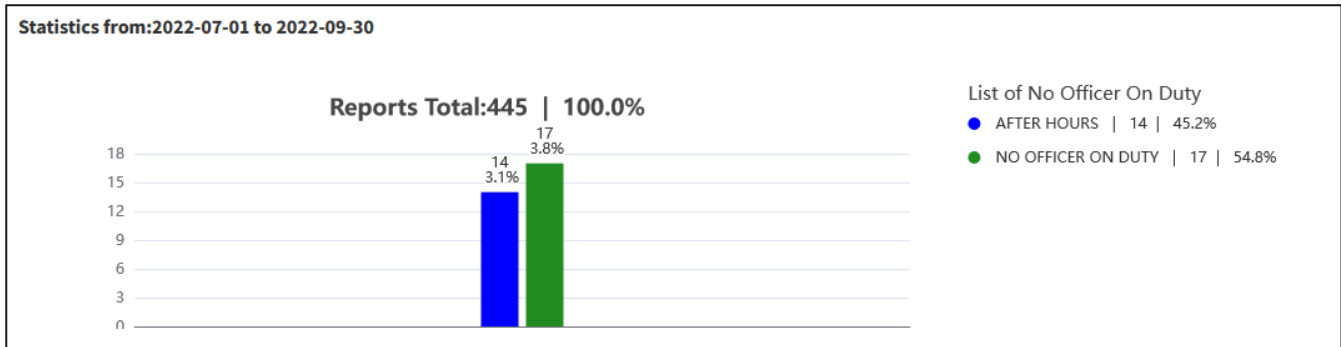


Chart 4 Percentage of Times There Is No Officer On Duty Or Available (October 2022 - December 2022)

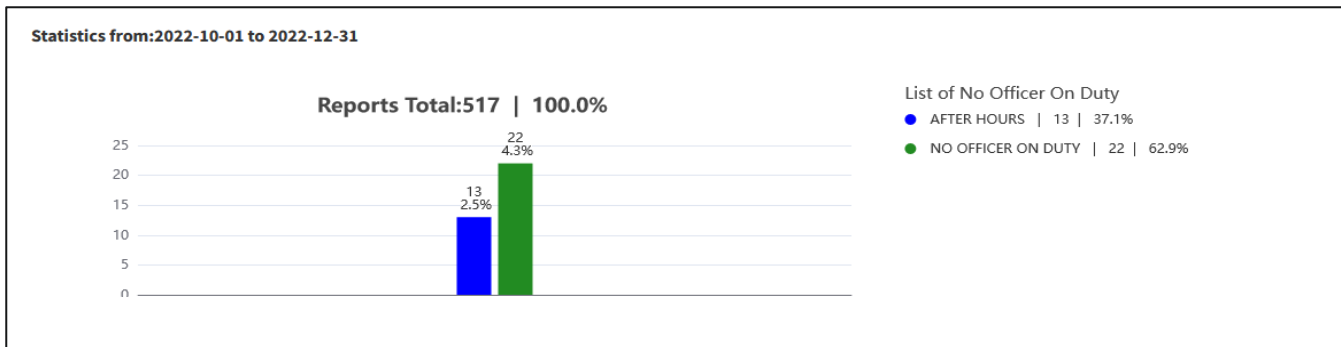


Chart 5 Percentage of Times There Is No Officer On Duty Or Available (January 2023 - March 2023)

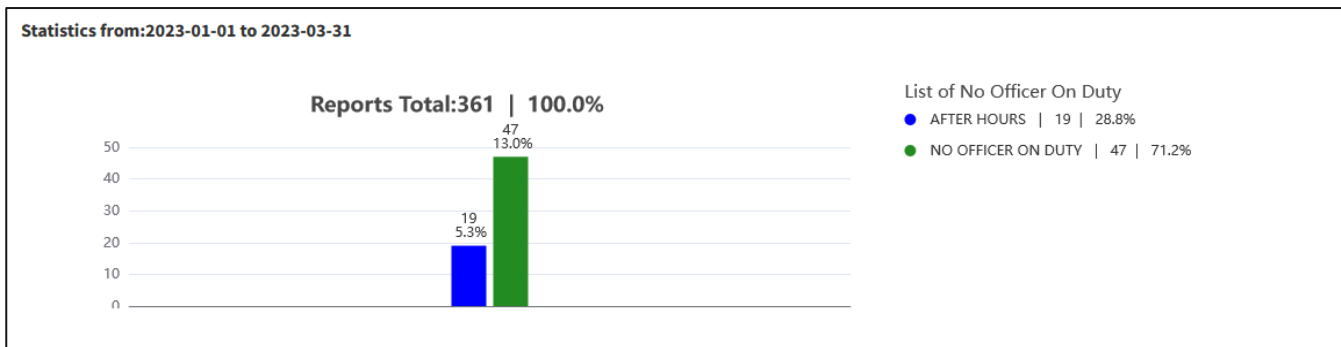


Chart 6 Percentage of Times There Is No Officer On Duty Or Available (April 2023 - June 2023)

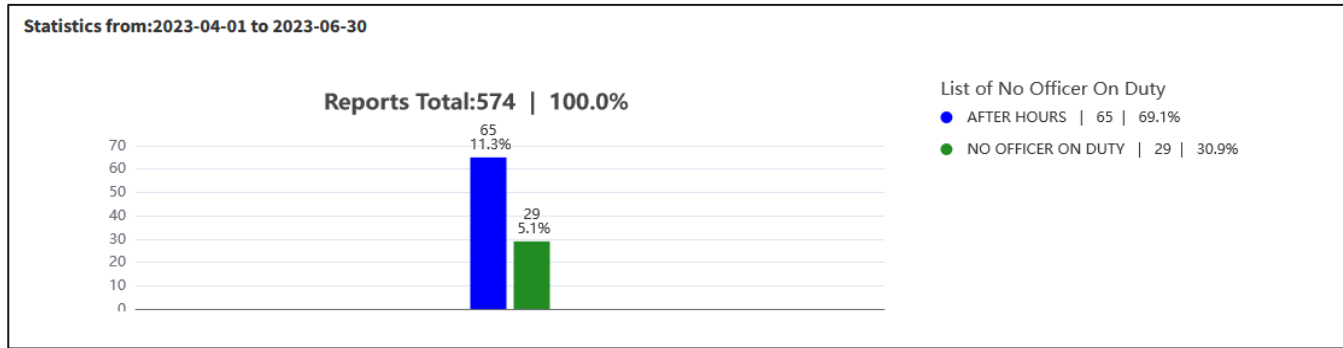
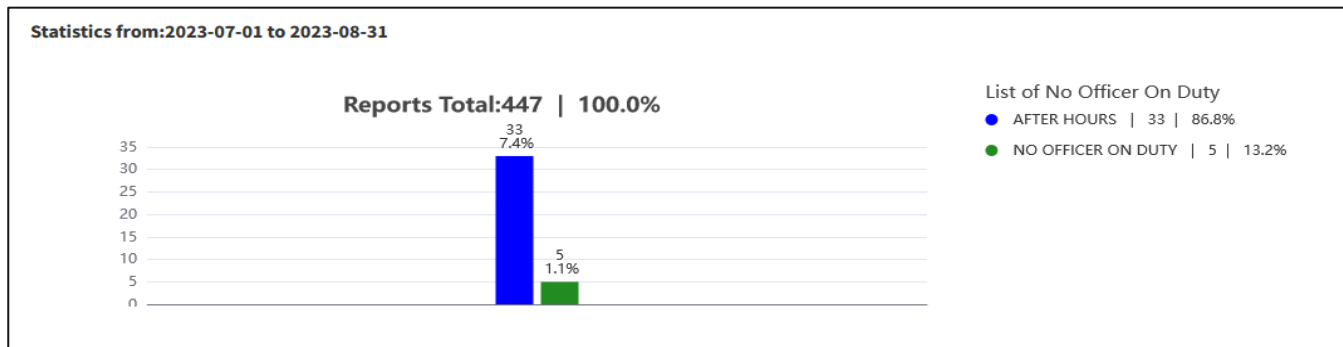


Chart 7 Percentage of Times There Is No Officer On Duty Or Available (July 2023 - August 2023)



- Use a volumetrics-based approach where dispatched calls for service, RCMP referrals, and officer-initiated outputs are used to set resourcing levels. i.e., one officer for every 500 complaints from residents per year based on approximately 2.5 calls per day or when call volumes reach "x" per day/year. This can be an aggregate of all reports created or a sample of call types, as displayed in the following examples.

Chart 8 Volumetric-Based Reports (Call-Types)

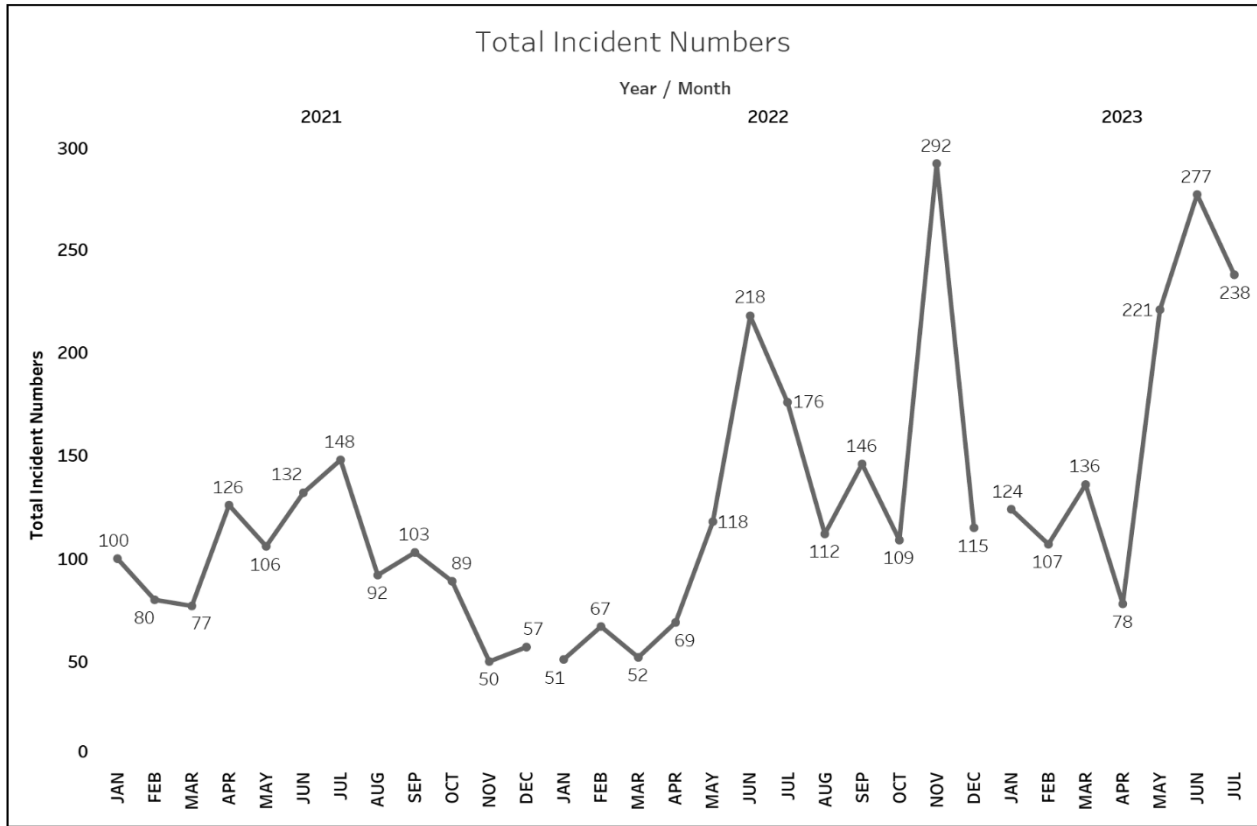
Count of Animal Control Incidents													
	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	Grand Total
2021	19	13	18	29	21	29	35	19	32	23	14	14	266
2022	6	13	18	26	38	43	20	19	41	31	21	13	289
2023	10	14	20	16	41	27	34						162

Count of Community Standards Incidents.													
	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	Grand Total
2021	35	52	41	36	26	56	46	32	22	17	8	10	381
2022	19	33	19	15	21	115	129	65	47	31	206	68	768
2023	71	65	82	32	125	183	113	0	0	0	0	0	671

Count of Traffic Incidents.													
	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	Grand Total
2021	17	15	18	38	34	24	36	23	36	44	18	26	329
2022	20	21	15	23	38	37	25	24	47	37	58	29	374
2023	38	24	29	28	41	62	69	0	0	0	0	0	291

- A more sophisticated model using headcount to task or KPI could be developed by looking at tasks or KPIs and forecasting the headcount required to meet those demands, ensuring a set service expectation level is being met consistently. An example of this could be the percentage of reactive to proactive enforcement per day/officer, establish a benchmark level and then, if above or below for a set period, adjust resourcing levels accordingly. For example, one or two incidents per week or month would trigger a resourcing level review. Base growth on continuous periods of not meeting the response threshold vs proactive call for service. An infographic with monthly breakdowns can be found in Appendix J, showing proactive officer-generated on-view complaints (teal) contrasted with citizen-reported complaints in red.

Chart 9 Volumetric Based Reports (Total Incidents)



Option 4: Council or Administration Directed

A separate service package would be required for any addition of new enforcement activity or specialty unit, emergent or emerging trends. Some examples that may trigger Council or Administration to respond:

- Events identified via a PESTLE analysis.
- Identified external factors impacting the community due to citizen feedback or significant concerns.
- Associated effects resulted from 50th Street being the main route to Nisku, Leduc, and Beaumont. Traffic issues include shortcutting through neighbourhoods and increased commercial vehicle traffic due to construction or heavy vehicles moving to Nisku, Leduc and surrounding industrial lands.
- CVSA impacts on resident safety, debris and damage to roadways.
- Growth and Economic Development.
- Demographics (population age, family make-up, age, race, ethnicity, gender, marital status, income, education, and employment.)
- Type of dwellings (single family, multi-family, rural/urban split, etc.) being constructed.

For example, a projected five-year resourcing summary could look like this:

Option #1: Population-Based

Table 5 Population Based Projection Model Assuming 3.8% Population Growth Rate

	2023	2024	2025	2026	2027
Population	22,751	23,616	24,513	25,444	26,411
CPO (FTE)	5.7	5.9	6.1	6.2	6.6
Admin Support (FTE)	2.3	2.4	2.4	2.5	2.6

To bring resourcing levels into balance, the area would need to hire an additional 2.7 (3) FTE CPO's and an additional 2 FTE Support Staff. The refinement of the hiring requirements comes in using a blend of FTE positions and PT or casual positions to make up the difference.

Option #2 Growth Modeling

To meet the need to staff 14,600 demand hours, an additional five officers would need to be hired. Support staff positions would also need to be hired to achieve a 1:2.5 support staff-to-officer ratio.

Regardless of the approach chosen, it is vital to build in "slack" to future-proof the organization and to allow for emerging or priority issues that would need additional officers to address in an urgent fashion or exigent circumstances. A summary of these comparative options is shown in Table 6.

Table 6 Growth Modeling Projection Model Assuming 3.8% Population Growth Rate

OPTION 1	Traditional Population Based (CPO ratio of 1:4,000)				
	2023	2024	2025	2026	2027
Population (3.8%/yr.)	22,751	23,616	24,513	25,444	26,411
CPO (FTE) needed	5.7(6)	5.9(6)	6.1(6)	6.2(6)	6.6(7)
Existing CPO	3	6	6	6	6
Additional CPO required	3	0	0	0	1
Additional Cost Impact (\$)	330,000	0	0	0	110,000
Admin Support (FTE) needed (ratio of 1:2.5 CPO)	2.3	2.4	2.4	2.5	2.6
Existing FTE	0	2	2.5	2.5	3
Additional FTE	2	0	.5	0	.5
Additional Cost Impact (\$)	96,384				
OPTION 2	Growth Modeling - Service Hours				
	Total Hours/Yr. (coverage)	Resources Needed (FTE)	Additional CPO required	Approximate Cost (\$)	Admin Support (FTE) needed (1:2.5 ratio)
One-Officer/shift	2,600	1.25	0	0	1.6
Two-Officers/shift	5,200	2.5	0	0	1.6
One-Officer/shift (7day/week)	3,650	2	0	0	1.6
Two-Officers/shift (7day/week)	7,300	4	1	110,000	1.6
One-Officer (extended hours)	7,300	4	1	110,000	1.6
Two-Officers (extended hours)	14,600	8	5	550,000	2
OPTION 3	Key Performance Indicator (KPI) and/or Volumetric Driven				
TBD					
OPTION 4	Council & Administration Directed				
TBD					

Human Resources & Other Considerations

A cursory workforce analysis and associated workload analysis were conducted for this review. A headcount for all relevant positions by job family was completed, and results appear throughout the analysis of the Municipal Enforcement area.

Adequate resourcing of support staff is essential to ensure that administrative functions are carried out efficiently and effectively and that the right people focus on the right tasks. The CPOs need to be freed from being overburdened with administrative tasks so that they can be available to respond to calls for service, be visible in the community and ensure the maintenance of a clean and safe community.

The Municipal Enforcement Area currently has one Administrative Assistant who is a shared resource supporting the CPOs, Fire Services and Automated Traffic Enforcement. Not adequately staffing the support positions could lead to burnout of existing staff and delays in time-sensitive processes like court briefs, enforcement orders and violation ticket processing. After reviewing comparable municipalities and leaning on experience, TSI encourages adopting a model of having one support staff position for every 2.5 Officers.

Recommendation #6: That the Municipal Enforcement area brings forward a budget service package to support the request for additional Support Staff FTEs as per the 1: 2.5 Officer ratio.

2012 Stats Canada data shows that police resourcing in Canada tends to need to catch up to other countries in the number of officers per 100,000 population. This trend can likely be extrapolated to Municipal Enforcement resourcing as well.

Other factors to be considered are the impacts on workloads due to the nature of complaint types and legal requirements changing and requiring additional time to process. Greater expectations and constraints have also been created in the areas of court documentation, records management, and public accountability. Furthermore, Council initiatives or increased enforcement activity desired by stakeholders as a response to emerging trends are straining the system. Increasing resources accordingly is an approach that could be included in the three options; however, as they occur sporadically or are sometimes urgent, they are likely best considered in the context of an added approach for dealing with emerging issues or "one-offs." These resourcing requirements would be contingent on the area's capacity, capability, and competency.

Contrasting the strategic growth proposition means maintaining the status quo or potentially reducing resourcing levels. Though this may be necessary at times, this approach often plays out negatively as the impact of not increasing resources in a measured fashion is demonstrated in failing to achieve desired outcomes. The costs associated with having to rely on overtime to prevent a loss of service levels to citizens, increased human resource wellness-related costs, a narrowing of duties to core functions, constrained resources for community events, preventative safety programs and proactive initiatives are a few impacts of under-resourcing enforcement services. The most damaging effect is a loss of trust or

confidence in the protective services area to maintain order and Council's ability to govern effectively, keep neighbourhoods clean and citizens safe.

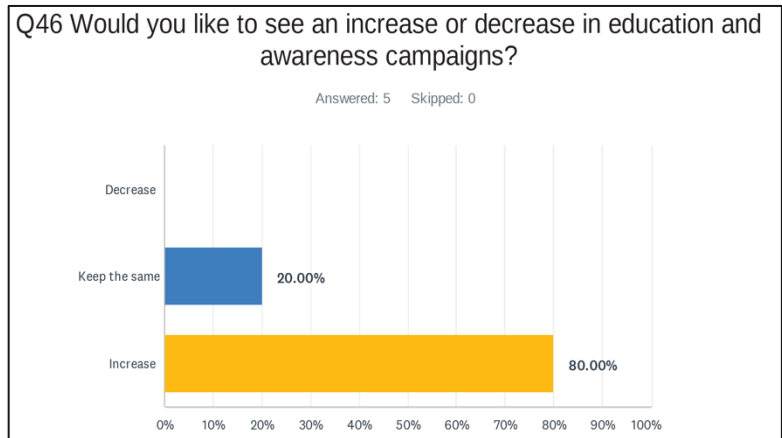


Recommendation #7: In order for resourcing to follow a 1:4,000 ratio for Beaumont's population of 22,751 citizens, the corresponding CPO staffing level be increased to 6 FTE positions and 2.4 FTE positions allocated for Administrative Support; this is an additional 3 FTE CPOs and 2 FTE additional support staff.

Education and Awareness

Human interest stories can not only personalize and solidify a community; they can help the community as a whole start to develop a sense of self. A natural affinity exists to be "like others" and form a homogeneous culture. Society is further bolstered or emboldened when citizens can see themselves in the stories being told. This approach can be leveraged to show or remind citizens of the exceptional quality of life they enjoy as citizens of Beaumont and through the services they receive or have access to.

Municipal Enforcement, in particular, should strive to tell these stories and improve overall communication with Council and residents in areas of bylaw and provincial regulatory knowledge, the purpose of Enforcement, the "why" some practices are carried out the way they are and what the area is trying to achieve. This knowledge, which can be measured through surveys to gauge uptake and adoption, can help alleviate citizen uncertainty concerns and hopefully reduce inquiries and complaints received by the City and Council.



Source: Survey to City of Beaumont Council (TSI, 2023)

Keeping in mind that the presented narrative is meant to inform, evoke emotion, raise awareness, and even serve as a "call to action," creating content and messaging through a lens of diversity and inclusion. By doing so, the City of Beaumont can ensure that they are reflective of the members who make up the community and are addressing issues that all citizens are experiencing.

Beaumont's City Council overwhelmingly supports increasing education and awareness campaigns, and Administration should work to improve efforts in this area.

Practical information that should be made available to the public includes:

1. Educational Programs describe operational basics like:
 - a. Hours of service, when to call, why to call, who to call, what to call about, and the like.
 - b. Information should also link to and align with the Council's Strategic Plan and goals.
 - c. Various methods that have been shown to be effective in getting this information into the hands of citizens are the use of open houses, school programs, or workshops that explain

bylaw creation and the purpose that Council sets them to ensure livability, health and prosperity.

2. Awareness Campaigns:

- a. Seasonal (Snow & Ice, RV Parking, Pet and Business Licensing, School Zones, Fall and Spring clean-up).
- b. Emergent or transitory events (extreme weather, emergency, temporary road closures).
- c. Scheduled and ongoing (festivals, parades, snow routes).

Officers attending events and being seen in the community is a surefire way to supplement this amplified communications approach and will pay dividends to brand reputation and building trust in officers; an ancillary benefit is the sense or perception of safety and the fact that things are being well managed.

Recommendation #8: That Protective Services works with the communications department on increasing public awareness and educational programming.

Information Technology and Data Analytics

To appropriately capitalize on Information Technology and Data Analytics, the City needs to position themselves in the best way possible. This may mean a significant investment in upgrading or purchasing hardware and software. The City's Enforcement areas are well equipped; however, some areas could be improved to enhance capabilities and offer the type and level of sophistication of data to enshrine data analytics as part of the area's DNA in decision-making.

Although a dedicated analyst is beyond the scope of the area, the groundwork should be set to allow for such a position in the future. Some employees may be identified to receive rudimentary training in this field, and other areas of the organization could be leveraged for support. Alternatively, this position could be brought to fruition as a shared resource between Municipal Enforcement, Fire Services and the RCMP.

Recommendation #9: The Protective Services Area collaborates with the RCMP and Fire Services to explore the feasibility of a shared analytical resource.

Driving both business decisions and enforcement practices can be made more efficient by using tools or methodologies such as Gap Analysis, Strengths/Weaknesses/Opportunities/Threats (SWOT), and PESTLE approaches, as well as using Artificial Intelligence (AI) or predictive analytics software.

To continue along this path, the Municipal Enforcement Area incorporated a new Records Management System (RMS) in May of 2022 through MRF GeoSystems. This new RMS can integrate with the dispatch area to create case files and associated reports. The City should consider upgrading this software from the "lite" to the full version to enhance the data output, increase the capacity for data capture and analysis, development of KPIs, tactical information that identifies top drivers of enforcement complaints like animal control, business licensing, community standards matters, traffic infractions, and parking offences.

The area has also taken advantage of in-car systems like e-tickets and mobile computer stations and is undertaking electronically generated Court Briefs.

Recommendation #10: The Municipal Enforcement Services Area upgrade the Safety-Lite RMS to the Full Safety Solution version available, to take advantage of additional analysis capability.

Communications Dispatch Services

Municipal Enforcement outsources dispatch services to a third-party provider. The Yellowhead Regional Emergency Communications Centre (YRECC) provides seven-day-a-week emergency and non-emergency coverage 24 hours per day. The City of Beaumont currently contracts YRECC to deliver call taking, process requests for calls for service and dispatch resources as per operational guidelines. As part of this service model, the YRECC also creates call files, manages workflow, and monitors Officer activity. A substantial responsibility of the Centre is monitoring officer activity, including radio traffic and officer welfare. This service satisfies requirement #3 under the Lazenby inquiry.

Although Municipal Enforcement is currently using the Alberta First Responders Radio Communications System (AFRRCS), they are not fully integrated with the Beaumont RCMP. This two-way radio system is province-wide and available for first responders. The design of the system allows for inter-agency communication which enhances communication, can improve coordination of efforts and safety, and lead to quicker response times. This system is maintained by the province, thereby reducing infrastructure costs and is supported by the current arrangement with YRECC. At the time of this writing Municipal Enforcement is pursuing access to a shared channel with the RCMP.

Recommendation #11: Municipal Enforcement Services continue to pursue gaining access to a shared channel with the RCMP on the Alberta First Responders Radio Communications System (AFRRCS).

If desirable and feasible, a cost-benefit analysis could be carried out for having an amalgamated dispatch service that blends Municipal Enforcement and Fire Services into one integrated service.



Recommendation #12: The City undertakes a feasibility and cost analysis study to determine the viability of amalgamating Municipal Enforcement and Fire Services Communication Dispatch Services.

Fleet

Municipal Enforcement has a fleet of five patrol vehicles with varying levels of equipment and capability. Presently, the fleet is subject to the 10-year replacement schedule as part of the City's equipment renewal program. Each vehicle has an associated built-in reserve account that funds the replacement vehicle, and the 10-year capital plan has funding for related capital expenditures such as equipment and required vehicle markings. Although some vehicles are new, others are approaching high mileage levels and will likely need replacement soon. As previously mentioned, a vehicle replacement schedule is in place and being managed accordingly; therefore, any deviation from this cycle requires a budget adjustment and accompanying justification.

A challenge with using a generic 10-year fleet renewal plan for enforcement vehicles is in the differentiation in the basic operation of an enforcement vehicle, the equipment considerations and the fact that the vehicles generally have higher utilization rates and reach high mileage situations at a quicker pace

than most civic vehicles, which when considering the way they may be driven, can render them unsafe and prone to more downtime due to repairs and maintenance.

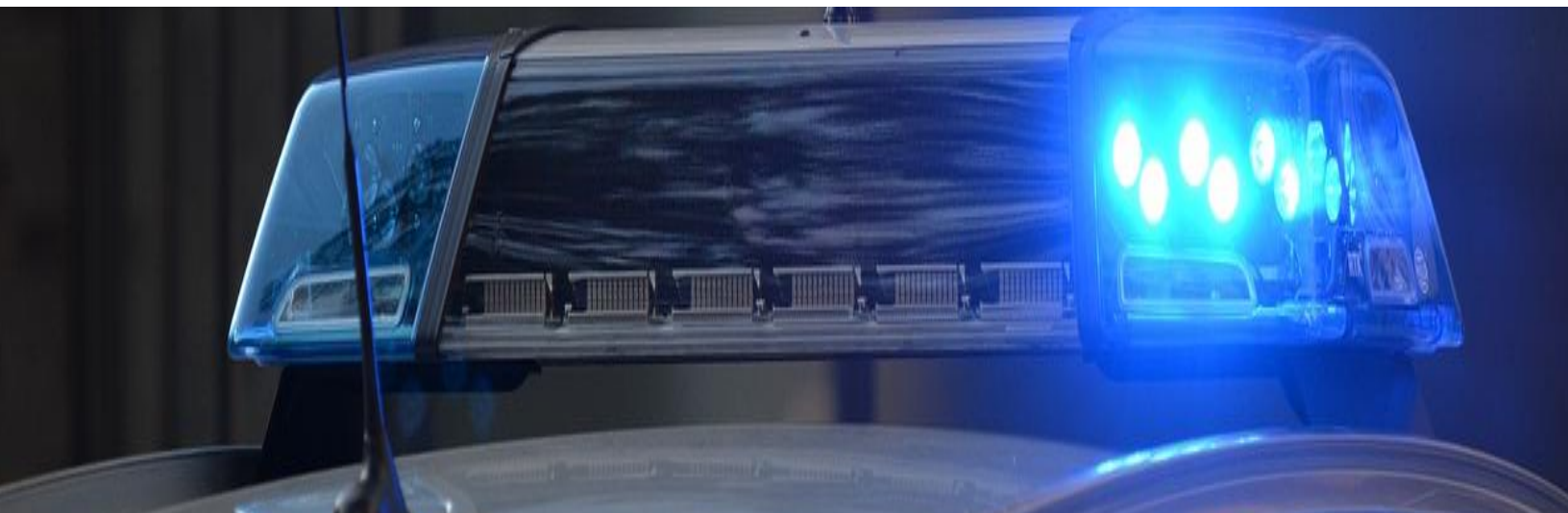
Recommendation #13: A separate equipment renewal plan with a five-year replacement schedule be developed and adopted for the Municipal Enforcement Services vehicles.

The requirement for growth vehicles depends on which of the various model(s) presented Administration decides upon (i.e., number of officers per shift, two-member units, FTE growth, etc.) and decisions made relative to the existing fleet conversion and/or replacement. It would be wise to build capacity to allow for vehicles to be taken off-line for maintenance, be available to cover extra duty requirements, or if a unit is lost/damaged this vehicle would bridge the replacement lead time gap. It is both prudent and reasonable to add one additional unit at this time.

Recommendation #14: That an additional Enforcement vehicle be purchased and added to the fleet inventory and Equipment Renewal Program.

Also problematic to this arrangement is that these vehicles need to be secured and parked in designated stalls in the main parking lot of the recreation centre. As these vehicles are marked patrol units, which are of high monetary value due to enforcement equipment either in or on them, damaging or stealing one of these vehicles can have immeasurable impacts on the organization as well as pose a high risk to the community. They should be parked in a secured area. Carrying out a separate Crime Prevention Through Environmental Design (CPTED) analysis would be beneficial to provide additional information and mitigations to decrease the risk associated with loss or damage to patrol vehicles.

Recommendation #15: A CPTED Analysis and risk assessment be completed, and recommendations be adopted.



RCMP & ADMINISTRATION



RCMP & Administration

Background & Analysis

Over the years, Beaumont has been policed by the RCMP under the Provincial Policing Agreement. When the community reached a milestone of 3,500 people, it entered into a Municipal Policing Agreement with the Government of Canada for the RCMP to continue with the Policing Service. At the time, the cost of policing was shared between Beaumont and the Federal Government at 70% to 30%. Despite having its own Detachment, Beaumont relied on the Leduc Detachment (provincial policing component) to assist and answer calls during off hours. In return, the Officers would assist outside the municipality in emergencies when required.

With the population growing and increased calls for service in both Leduc and Beaumont, the Beaumont Detachment separated from Leduc and became independent in 2013. In 2017, the population exceeded 15,000; therefore, the cost of the policing formula changed to a 90% to 10% ratio of the total cost. The Beaumont Detachment has grown with the community and is focused on the core policing services: protecting life and property, preventing crime, executing warrants, apprehending criminals, and answering calls from its citizens.

Law enforcement services continue to evolve in Canada and expectations of our front-line staff remain high. As well, running an enforcement service at any level is expensive and continues to grow. More demands are placed on law enforcement through case law, new legislation, and a rapidly growing population. Therefore, regularly evaluating these services is critical. Beaumont has evolved and responded to community needs with dedicated specialized sections such as a Plain Clothes Unit and a Community Policing Officer.

Over the years, service delivery models have changed. The RCMP have embraced the Strategic/Intelligence Policing Model, which is similar to Community Policing. While public perception is essential, it embraces evidence-based information. A wide range of strategies are used, such as problem-oriented policing, community policing, crime analysis, and statistics. Community input through open houses or townhalls is extremely important. Patrols are not random and must be target-specific, which places officers in problem areas at the appropriate time to prevent crime and apprehend criminals. Unlike the Traditional Policing model, response time or the number of persons charged with offences is not measured by police effectiveness but by public surveys, crime data and reduction of fear from crimes. This model has its challenges, such as collecting current and correct data, but proper resources help to administer this model effectively.

POLICING SERVICES PROVIDED

Beaumont Detachment provided a variety of services and activities to its citizens. To understand these activities, they are broken down into specific areas. The services provided are by various units within the Detachment under the overall control of the Detachment Commander.

1. Protective Services:

This is intended to reduce being a victim of a crime and enhance public safety. To be effective and efficient, there are two methods used.

- **Strategic Approach/ Intelligence Led:** Criminal complaints are analyzed to determine crime trends. The Detachment puts measures in place to reduce and prevent crime. This includes

but is not limited to directed patrols, visibility, surveillance in high-risk areas, apprehension of offenders on outstanding warrants, and traffic control. Participation and sharing information with other enforcement agencies is vital.

- **Reactive Approach:** This traditional approach is an appropriate reaction the Police Officers provide to a crime or potential social disorder of domestic violence, Mental Health Act, Emergency Protection Orders, Drug Abuse, and the use of Victim Services. Emergency calls, alarm responses, as well as maintaining public order.

2. Law Enforcement:

A proactive approach to address criminal, provincial and bylaw violations. This service improves public safety and quality of life. It also holds citizens accountable through the court system. Some examples include Drug enforcement through undercover operations, traffic enforcement, detecting vandalism, break-and-enters, etc.

3. Investigations:

This is a reactive approach, and the core of police services is to attend, investigate and solve crimes. This is carried out in various techniques: interviewing victims and witnesses, securing crime scenes, accurate documentation, arresting perpetrators, and court attendance:

- The process starts with attending and managing the crime scene, obtaining information on the alleged violation, and, if required, getting, and executing search warrants to recover property or to obtain further evidence. Interviews are conducted to obtain information on the violation. Depending on the seriousness of the offence, specialized units may be required, such as the Serious Crime Branch, Crime Reduction Units, Forensic Identification Services, and Police Dog Section.
- Accurate information recording generally falls under documentation within PROS (Police Reporting Occurrence System). It is an internal process that ensures the investigation's integrity and is essential to convey information to the court system. The final process is the disclosure of evidence and prosecution of any offenders. At times, officers are required to testify in court to support the evidence obtained throughout the investigation.

4. Prevention and Education:

A proactive approach to increase safety within the community and to reduce crime. Examples of these activities are:

- Engages residents in Crime Prevention activities such as Community on Patrol, Crime Stoppers, and Neighbourhood Watch.
- Connects with youth in schools and other youth groups (School Resource Officer).
- As a role model, work with high-risk youths within the City of Beaumont from engaging in criminal activities and reducing drug abuse.
- Enhances the feeling of safety and better connects the police service with the community.
- Collaboratively working with other agencies to intervene in the most vulnerable to crime, including family violence.

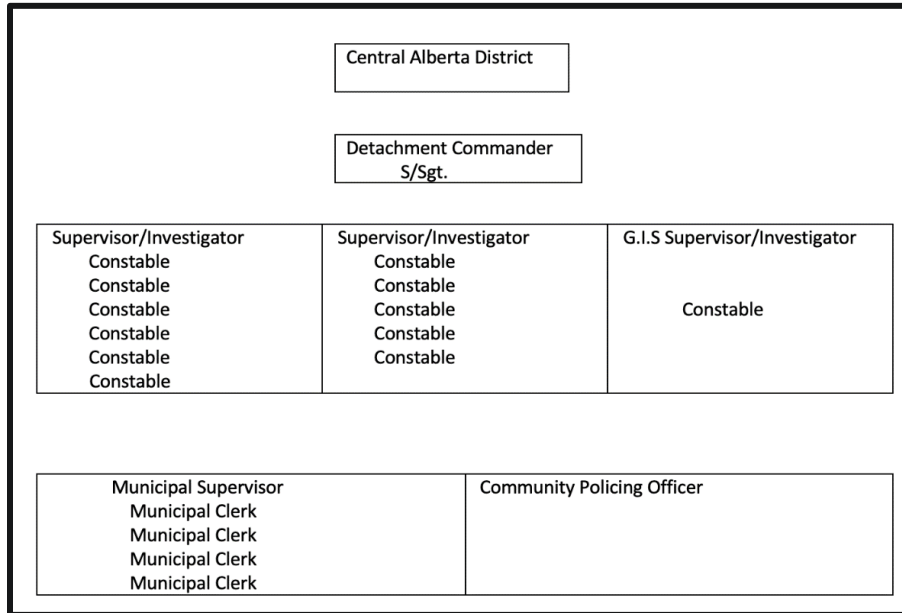
5. Other Services:

These activities are offered to the citizens that can't be obtained through other agencies. They include but not limited to:

- Criminal record checks
- Fingerprinting for identification purposes
- Assistance to the General Public, including notification of next of kin
- Recovery and return of found property
- Locating missing persons

6. Internal Administrative Support:

These internal services are important to the day-to-day operations of the Police Services. Most often, they are carried out by municipal employees attached to the Detachment. Some examples include taking complaints and accident reports at the front counter, PROS data management, exhibits custodian, data analysis, vehicle maintenance and information technology



Source: 2023 Organization Chart (Central Alberta District)

Law Enforcement Response Models:

Over the years, numerous studies were conducted with five response models emerging to run an effective and proactive organization. These can be used by both the RCMP and the Municipal Enforcement Services. The law enforcement response model in Beaumont is a combination of all models to be a proactive, efficient, effective, and strategic service:

Professional/Traditional Policing Model:

- This is to enforce the law, quickly respond to criminal activity and apprehend criminals. Success is often measured by arresting and charging a person with criminal offences, thus removing offenders from the community.
- Examples Used: Uniform Policing, Uniform Municipal Enforcement, traffic and drug enforcement.

Social Justice Model:

- Intervene with the most vulnerable who commit crimes. The changing of conditions can lead to criminal activity. The environment or living conditions where people find themselves may turn to crime to survive.
- Example: Victim Services, working with FCSS to reduce family violence and youth substance abuse.

Strategic Model:

- The purpose is to collect and analyze real-time data to identify problems and areas. Statistical facts are the most efficient source of problem identification. It is also used to set priorities and allocation of resources. Emphasis is placed on high-risk crimes that are prevalent in the community. This is the most cost-effective way to deploy valuable resources.
- Examples: Intelligence Gathering, utilizing a Crime Analyst, reviewing crime trends and locations, directed patrols into high-risk areas, utilizing Provincial Crime Reduction Units and Detachment's plainclothes officers.

Community Policing Model:

- This creates a partnership between the police and the community to problem-solve and reduce certain crimes or concerns. People living in the community are best qualified to identify local issues. Reducing crime is everyone's responsibility.
- Examples: School Liaison Program, Supporting Citizens of Patrol, working with the Community Advisory Group, and School Resource Officer.

Order Maintenance Model:

- This limits public disorder and urban deuteriation. General deterioration of the community and other environmental conditions will increase the level of criminal activities. Emphasis should be placed on nuisance crimes such as vandalism, traffic offences, public disturbances, and graffiti.
- Examples: Community Standards Bylaw Enforcement, Utilizing Public Works to eliminate graffiti and repair vandalized public property.

Demands For Police Services Today and Into the Future

Law enforcement trends today and into the future, current community priorities and population growth will impact how services are delivered. This will include new priorities and resource requirements. Law enforcement is complex and everchanging. Many factors challenge the efficiency, delivery, and cost of policing in Alberta, including the City of Beaumont.

- Crime in Alberta is more organized and severe since the increase in gang activity. Criminals are more mobile, better armed, and more sophisticated in their strategies and use of technology.
- The legal and administrative requirements have increased and are becoming more complex, which diverts from operational policing services.
- Geographic boundaries can present barriers to having an effective service. Increased information sharing, collaboration and integration are needed.
- There is a need for community input and civilian oversight to maintain the citizens' confidence in the criminal justice system.

Alberta law enforcement is unique in Canada and has evolved to include many services: police officers, sheriffs, peace officers, bylaw officers, non-police support and private security. With roles expanding, more clarity is needed to avoid confusion. It is important to understand how law enforcement is affected by provincial and criminal justice matters. In general, the crime rates will change year over year. Between 2017 and 2021, the Alberta Crime rate was higher than the rest of Canada except for 2018. The highest change was in 2019, with a significant drop in 2020.

Table 7 Criminal Code Violations per 100,000 Population for Canada Alberta
(Report on Crime and Justice Statistics (2017/18-2021/22))

	2017	2018	2019	2020	2021
Canada- Rate	5,374.51	5,512.80	5,876.92	5,337.57	5,375.18
Canada % Change	1.46	2.57	5.60	-9.18	0.70
Alberta Rate	8,604.98	8,686.04	9,327.77	8,174.70	7,802.69
Alberta % Change	4.12	.094	7.39	-12.36	-4.55

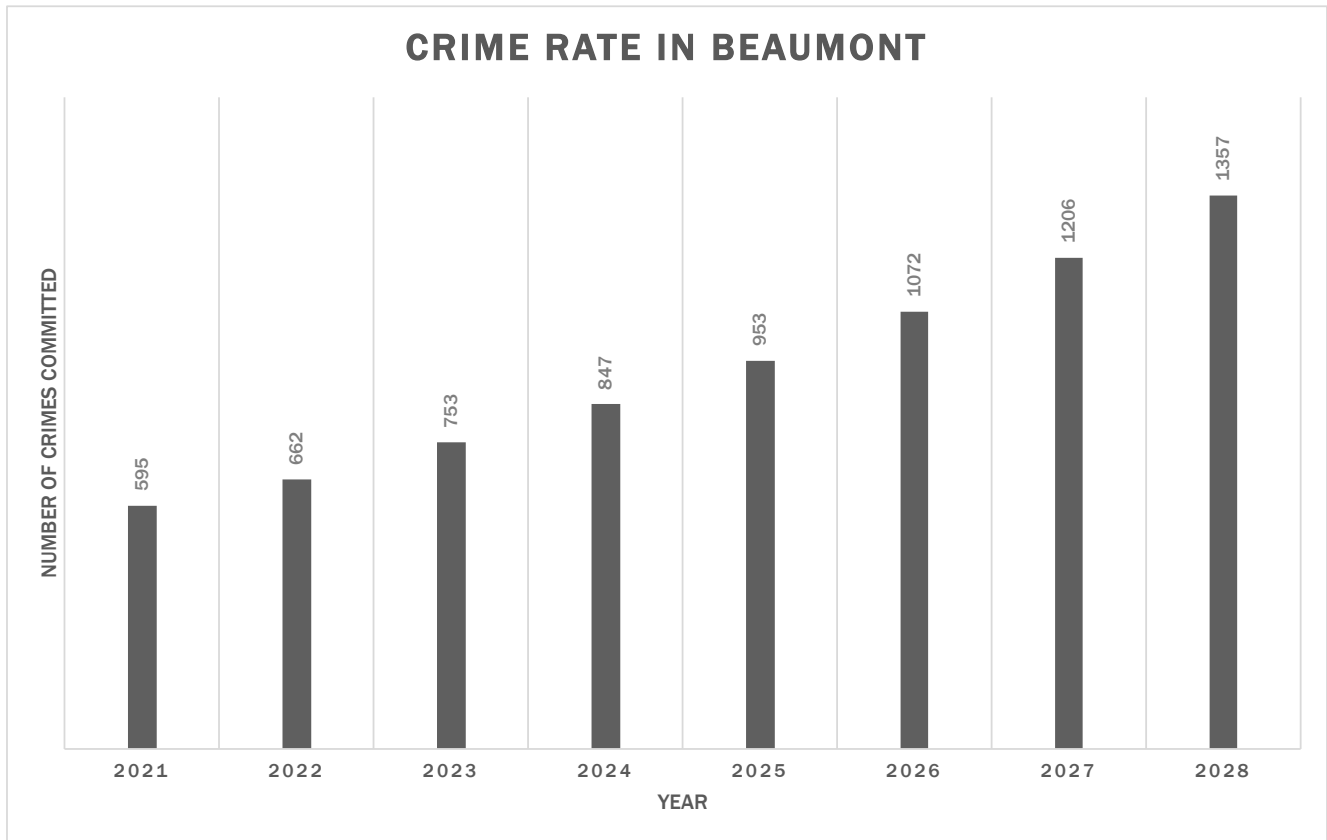
The City of Beaumont is considered a safe place to live and raise families. The primary reasons include being an affluent community, having a large percentage of the population under 15, and excellent recreational facilities. One example is the 2019 census: 15.4% reported that the population is attending kindergarten to Grade 8.

The following Information is from "K" Division Central Alberta District and Strategic Analysis and Research Unit. The Detachment area population is estimated from the 2016 to 2021 Census.

In 2022, there were a total of 662 criminal offences reported. This was a 10% increase from 2021. However, from 2018 to 2022 Beaumont experienced an overall decrease of 11%. The City of Beaumont, with its low crime and CSI rates, is classified as a safe community to live and raise a family. Historical data shows between 2018 and 2020 criminal offences were a relative constant at an average of 755 cases reported. In 2021 there was a drop to 602. This could be as a result of the pandemic. Citizens were told to stay home and social gatherings were prohibited.

In 2022, communities started to normalize, and more activities reopened. Beaumont saw its crime rate increase by 10% to 662 with a further increase in 2023 of 15% to 753, pre-pandemic levels. If this trend continues they could see its yearly crime rate increase by approximately 12.5%. Going forward this is an estimate based on an average of 12.5% from the previous two years.

Chart 10 Crime Rate in Beaumont: Actual and Predicted (2021 - 2028)



To expand further, the detachment metrics outline four key areas:

Table 8 Beaumont Municipal Detachment Metrics (2018 - 2022)

Metric	2018	2019	2020	2021	2022
CC/RM	57.2	54.7	50.4	40.1	44.1
PPR	1,446	1,392	1,346	1,393	1,439
CSI	39.4	38.4	50.4	34.4	35.3
CC/1000	39.5	39.3	37.4	28.8	30.7

1. Criminal Case per Regular RCMP Officer (CC/RM):

The Criminal Code incidents per RCMP officer refers to the proportion of Criminal Code incidents to the number of police officers on strength in the Detachment. In 2022, the CC/RM was 44.1, while the municipalities with a population between 20,000 and 40,000 were 85.

2. Police to Population Ratio (PPR):

The police-to-population ratio (PPR) quantifies the relationship between the number of police officers and the total population served.

3. The Crime Severity Index (CSI):

This tracks changes in the severity of police-reported crime by accounting for the crime reported by police in a given jurisdiction and the relative seriousness of these crimes. It tells us not only how much crime is coming to the attention of police but also about the seriousness of that crime. Criminal Code incidents per Regular Member refers to the proportion of Criminal Code incidents to the number of police officers.

By design, the specific Crime Severity Index value in a given jurisdiction depends on its mix of crimes and their relative seriousness. If a jurisdiction has a high proportion of less serious, and hence lower-weighted, offences, it will have a lower Index value. Conversely, a jurisdiction with a high proportion of more serious crimes will have a higher Index value. The baseline for measurement of the CSI is 100. Detachments with a population of less than 5,000 should compare CSI rates with caution. A few serious files could cause large increases in the overall CSI. The 2022 CSI will be released after April 01, 2024.

At the time of information gathering, the CSI for 2022 was 35.3. But comparing to the 2021 information, the CSI for Beaumont was 34.4, while for Cities between 20,000 – 40,000, it was 71.2.

4. Criminal Case Load Cases per 1,000 population (CC/1000):

The traditional crime rate is expressed as a rate per 1,000 population. The crime rate is calculated by summing all Criminal Code incidents and dividing by the population.

2022 Criminal Code Cases per 1,000 population was 30.7, while a City with a population between 20,000 – 40,000 was 78.

Table 9 City Population Between 20,000 - 40,000 (CC/1000)

Metric	2018	2019	2020	2021	2022
CC/RM	88	85	84	78	85
CC/1000	83	79	92	72	78
CSI (Average Rate)	84.2	60.7	79.4	71.2	N/A
PPR	1,058	1,080	918	1,082	1,081

Recommendation #16: For efficiency purposes, enter in discussions with Central Alberta District and neighbouring municipalities to examine other policing models. If agreed to, conduct a study to determine what efficiencies and cost savings can be obtained.

Calls for Service

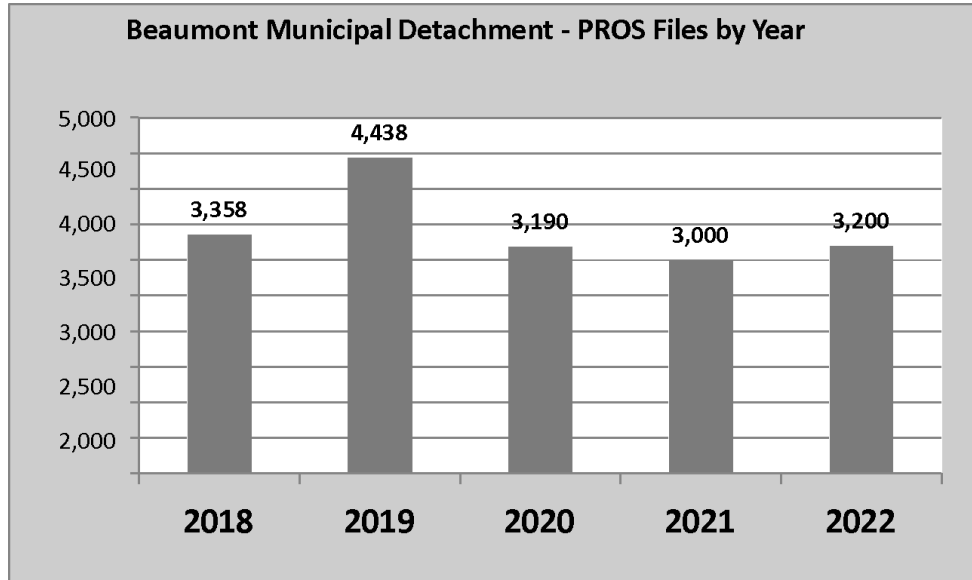
While the crime trends from 2018 to 2022 are below-average compared to similar municipalities and remain relatively constant. One cannot just look at this statistic, but the overall calls for service officers are required to perform. Calls for services are tracked by PROS (Police Reporting Occurrence System). The Police Service is needed to perform many tasks, including but not limited to the following:

- Sudden Death Investigations
- Intrusion Alarms,
- Motor Vehicle Collisions
- Criminal Record Checks
- Mental Health Issues
- Missing Person
- 911 Calls
- Crime Prevention Advice
- Fingerprinting Requests
- Neighbour Mediation
- Attending Community Events
- Serving Legal Documents
- Traffic Control,
- Assisting Other Agencies
- Welfare Checks
- Front Counter Advise
- Suspicious Persons
- Counselling Referrals
- Noise Complaints
- Notification Of Next of Kin

Table 10 City of Beaumont Crime Statistics (2018 - 2022)

CATEGORY	2018	2019	2020	2021	2022	18 - 22	21 - 22
Offences Related To Death	0	0	1	1	0	n/a	n/a
Robbery	3	3	2	0	5	n/a	n/a
Sexual Assaults	6	8	10	9	6	n/a	n/a
Other Sexual Offences	13	3	5	13	18	n/a	n/a
Assault	91	81	98	80	88	-3%	10%
Kidnapping/Hostage/Abduction	2	4	1	0	2	n/a	n/a
Extortion	2	0	3	3	4	n/a	n/a
Criminal Harassment	38	26	56	43	31	-18%	-28%
Uttering Threats	40	38	35	23	26	-35%	13%
Total Persons	195	163	211	172	180	-8%	5%
Break & Enter	36	34	36	17	21	-42%	24%
Theft Of Motor Vehicle	30	36	35	18	39	30%	117%
Theft Over \$5,000	6	4	3	2	5	n/a	n/a
Theft Under \$5,000	153	179	118	76	98	-36%	29%
Possession Of Stolen Property	9	8	23	7	10	n/a	n/a
Fraud	86	91	64	58	81	-6%	40%
Arson	0	1	4	2	1	n/a	n/a
Mischief To Property	94	131	146	137	117	24%	-15%
Total Property	414	484	429	317	372	-10%	17%
Offensive Weapons	5	4	2	8	3	n/a	n/a
Disturbing The Peace	65	60	50	36	43	-34%	19%
Fail To Comply & Breaches	38	30	40	43	44	16%	2%
Other Criminal Code	26	25	24	26	20	-23%	-23%
Total Other Criminal Code	134	119	116	113	110	-18%	-3%
TOTAL CRIMINAL CODE	743	766	756	602	662	-11%	10%

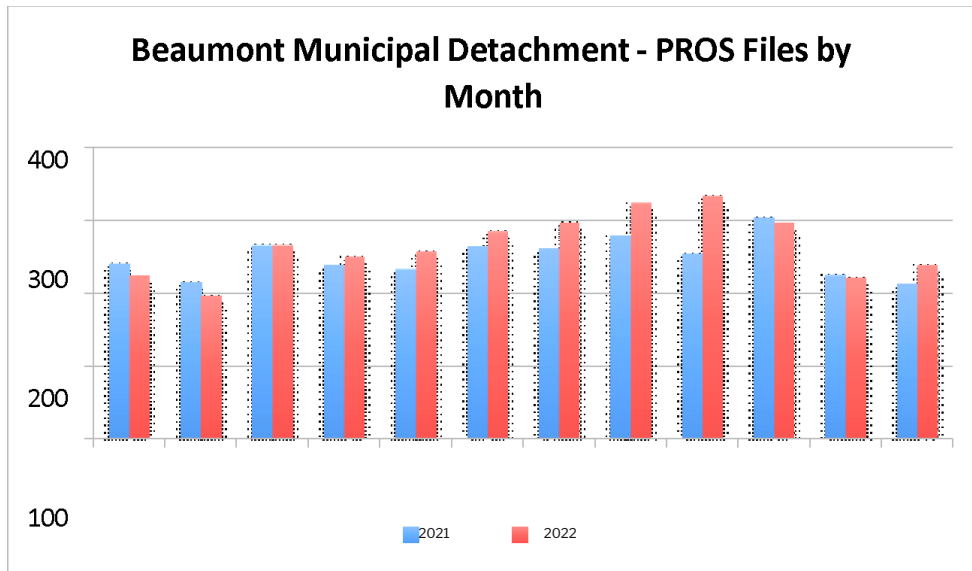
Chart 11 City of Beaumont Detachment PROS Files by Year (2018 – 2022)



Source: "K" Division 2022 Detachment Profile Report

In 2022, Beaumont Detachment generated 3,200 calls for service, an increase of 6.7% from 2021. This includes proactive files, self-generated and complaints or calls from the public. Not included are provincial traffic infractions. There were 1,642 self-generated, front counter files created those accounts for 51.3 percent of all files generated. The remainder, 1,558 calls for service, were dispatched to the members from "K" Division Operations Communions Centre (OCC).

Chart 12 City of Beaumont Detachment PROS Files by Calendar Month (2021 - 2022)



Source: "K" Division 2022 Detachment Profile Report

The tables below show the top 10 occurrences generated by estimated workload and frequency.

Chart 13 Top 10 Occurrences and Estimated Workload by Percentage

Mental Health Act - Other Activities	7.93%
MVC - Property Damage (Reportable)	5.97%
Assault	4.36%
911 Act Offences only	3.95%
Fraud Less than or equal to \$5,000.00	3.64%
Assist Other Police (non-RCMP)	3.57%
Assist Prov/Territorial Dept.	3.38%
Mischief	3.11%
Impaired Operation (by Alcohol) of Motor Vehicle	3.11%
Harassing communications	3.04%

Chart 14 Actual File Count



Source: Beaumont Municipal Detachment Calls for Service Report (2022)

Clearance Rates

This is another measurement tool used to determine the efficiency of the Police Service. It represents the number of reported incidents that are considered "solved." This doesn't necessarily mean that charges were laid before the court system. It does mean the police could confidently determine who was responsible for the incident(s). When information is applied against the suspect, the person is formally charged with an offence. From a statistical point of view, the actual incidents can be cleared by a charge. If the police decide not to lay a charge, even though they have enough evidence to do so, the incident is cleared as otherwise.

Beaumont clearance rates remain relatively stable over five years. In 2022, 58% of all person and other Criminal Code offences were solved. Due to a lack of evidence, property-related crimes have a much lower

solvency rate. The overall clearance rate was 33%. Comparing other municipal detachments with a population between 20,000 – 40,000, Beaumont clearance rates were similar. In 2022, 110 persons were charged with criminal offences, a decrease from 2021. Adult males were responsible for 76.9% of the total charges (Beaumont Municipal 2022 Detachment Profile Report).

Table 11 Beaumont Municipal Detachment Criminal Code Clearance Rates

CC Category	2018	2019	2020	2021	2022
Persons	71%	56%	53%	56%	57%
Property	12%	20%	13%	19%	15%
Other	72%	55%	47%	62%	59%
Total	38%	33%	29%	37%	33%

Table 12 Clearance Rates for Municipal Detachments with population between 20,000 - 40,000

Categories	2018	2019	2020	2021	2022
CC Persons	60%	47%	48%	52%	49%
CC Property	17%	17%	17%	17%	18%
CC Other	64%	58%	60%	63%	61%
Total CC	34%	32%	34%	36%	33%

Table 13 Adults Charged in Criminal Code Offences

CC Category	2018	2019	2020	2021	2022
Persons	57	32	67	59	56
Property	15	27	25	26	23
Other	43	28	29	46	31
Total	115	87	121	131	110

In 2022, 40 youths came to the attention of the police who were either charged or not charged with criminal offences. This represents a 25% increase from 2021. Mischief is the top offence involving young offenders. This has been consistent throughout the last five years.

Table 14 Youths Charged and Not Charged in Criminal Code Offences

CC Category	2018	2019	2020	2021	2022
Persons	22	35	18	11	15
Property	19	35	14	12	18
Other	8	4	2	9	7
Total	49	74	34	32	40

Traffic Safety

The RCMP and the CPOs work collaboratively to reduce collisions and increase traffic safety. High-risk areas are identified and are acted on through Automated Traffic Enforcement, proactive patrols, and check stops.

Beaumont Detachment is pleased to report no fatal motor vehicle collision in the previous five years. However, there was a 60% increase in motor vehicle collisions from 2021 to 2022. This could be attributed to weather conditions and the growth of traffic flow.

Table 15 City of Beaumont Motor Vehicle Collisions (2018 - 2022)

Motor Vehicle Collisions	2018	2019	2020	2021	2022	18-22	21-22
Fatalities	0	0	0	0	0	n/a	n/a
Injury MVC	10	14	7	12	28	180%	133%
Prop. Damage MVC (Reportable)	175	158	116	102	174	-1%	71%
Prop. Damage MVC (Non-reportable)	31	26	14	22	15	n/a	n/a
TOTAL MVC	216	198	137	136	217	0%	60%
Provincial Traffic	1,220	1,464	519	570	652	-47%	14%
Other Traffic	3	6	5	9	17	n/a	n/a
Criminal Code Traffic	98	131	112	68	45	-54%	-34%

Table 16 Criminal Code Traffic Per Month (2022)

Month	January	February	March	April	May	June	July	August	September	October	November	December
Criminal Code Traffic	6	2	4	6	6	2	5	0	3	6	3	5

Police Resources

Beaumont is consistently below average regarding the provincial ratio of police to population. In 2022, the provincial average of cities with a population between 20,000 – 40,000 was one officer to every 1,081 persons. The City of Beaumont had only one officer for every 1,439 persons. In the 2023 fiscal year, the City Council approved two additional officers, which brings the police-to-population ratio to 1 to 1,269. Below are the percentages from 2018 to 2022.

Table 17 Ratio of Police to Population Comparison (2018 - 2022)

Year	City of Beaumont	Detachments with 20,000-40,000 Population	% Difference
2018	1,446	1,058	-27%
2019	1,392	1,080	-22%
2020	1,346	918	-32%
2021	1,393	1,082	-22%
2022	1,439	1,081	-25%

Beaumont Detachment has 17 regular members per the 2023 budget process. In the last police resources methodology conducted, the Detachment was adequately staffed. That was based on a ratio of 1 to 1,265. When this study was completed, Beaumont relied on a regional policing model with Leduc to assist with after-hours calls, regular backup, etc. This model was unsustainable, given the population growth within the region. The Detachment is a stand-alone unit and relies on its staff for day-to-day operations.

Presently, the Detachment has 24/7 coverage; however, at times there are no officers available for anything but urgent situations. K Division operations communications centre assesses each call before an officer is deployed. If an emergency requires immediate police intervention, Leduc Detachment will assist and contain the scene. Beaumont Detachment is striving for comprehensive 24-hour coverage, but this cannot be met with the present high vacancy pattern of 40%. This is an ongoing challenge for the Detachment, largely due to factors beyond its control.



Recommendation #17: When target resources are approved and allotted, Beaumont Detachment will enhance its service and move to 24 hours seven days a week coverage. This will eliminate officers being on call to respond to calls during specific hours.

The RCMP must maintain a minimum of frontline resourcing levels while striving to staff units outside the general duty function. The general duty uniform officer must remain a priority as it responds to calls for service.

The Level of Services Framework is not intended to decide what specific function the officers are assigned to. The City has become a multicultural community, with first- and second-generation Canadians choosing it as a place to live. Generally speaking, some, not all, new Canadians could be less trustworthy of law enforcement. Corruption and abuse of authority from their country of origin could be pervasive. For the Police to build trust, it will take time. Implementing a School Resource Officer could become a bridge builder with youth. With the proper Officer in the program, Police Officers could be viewed as someone they can trust and come to with a problem. Building trust will carry on into their adult life and further generations.

Recommendation #18: When additional resources are put in place, priority should be given to implement the School Resource Officer program.

To offset the vacancy gap, the City of Beaumont can request additional resources through the Annual Resource Level Update (ARLU) process. This could assist in achieving a utilization rate of 100% or close to it, based on the approved municipal budget. Note this is not in lieu of overtime.

Beaumont is fortunate to have a favourable crime rate and a lower-than-average Crime Severity Index. Combining this with community-based activities, detachment clerks' support, strategic enforcement, and collaboration with municipal Enforcement Services have allowed the City to have a lower-than-average police-to-population ratio.

Municipal Enforcement is an integral part of the overall services provided to the City. Police officers have the authority to enforce Federal and Provincial legislation, and municipal bylaws, but it's not cost-effective and is a poor use of valuable resources. Less trained officers, such as the Municipal Enforcement Services, can provide for incidents that fall on the lower end of the Law Enforcement Continuum with fewer operating costs. Whether a call for service should be more suitably provided by a Police Officer or a Municipal Enforcement Officer, the Government of Alberta Public Safety provided an enforcement continuum chart. This chart outlines services that can be provided at a lower cost. The City had entered into a Memorandum of Understanding with "K Division" RCMP relative to the City's operability within the two services.

While Beaumont has the positive reputation, there is a need to do more proactive work and be prepared for the future. As small cities grow and transition into mid-size communities most often, they will experience a shift in the dynamics of crime activity. Generally speaking, smaller communities have a lower crime rate due to a variety of reasons such as location, strong community bonds as well as close knit social structure.

With population and commercial growth comes the added increase of crimes against persons and property. With growth there is more traffic and commuting for employment purposes which leads to an increase in motor vehicle collisions, as well as other traffic issues. There will be more potential crime victims and fewer

familiar faces to deter property offences. In addition, Beaumont is a bedroom community next to a major City. Most often law enforcement in major centers have the resources and specialty units to closely monitor and target criminal individuals. This will lead to certain criminal organizations feeling pressure and moving to the closer, smaller communities in hopes of not being detected. The influx of new citizens and the expansion of economic opportunities will attract criminals to exploit the unsuspecting.

Growing cities put a strain on enforcement and emergency services, as they are currently working at capacity. The police services will struggle to keep pace with the growing population and the additional demands it will bring. This could lead to lower solvency rates; more time spent on reactive work and less on prevention. The citizens may feel less safe and lose confidence in their police service. The deterioration of the social fabric may further exacerbate crime related activities. Growth will bring many opportunities for prosperity and development, but it will also require proactive measures to address evolving criminal activity and safeguard the well-being of this City.

If crime takes hold, it will be next to impossible to eradicate. With calls for service increasing or a change in the crime severity, it will impact the existing proactive police work. It is difficult to predict crime growth and the type of offences in specific communities such as the City of Beaumont. Criminologists will often explain that generally not one factor will increase crime but numerous issues such as environment, proximities to other nearby communities, as well as overall growth factor into increased crime. Rapid growth and social inequality, changes in demographic composition, influx of marginalized populations or youth may also influence crime. External factors such as economic up or downturns and shifts in the illicit drug market will also have an impact. In addition, changes in law enforcement strategies or resource allocation will also affect crime rates and either deter criminal activities or, unfortunately, create further opportunities for criminals.

The Detachment needs to continue to evaluate individual roles as additional resources are added. What is a priority today may not be in the future; crime trends require continual assessment. Flexibility is key when additional resources are secured to address any gaps or where the need arises. This should be in consultation with City Council and the Community Advisory Group. Considering the crime statistics, Crime Severity Index, calls for service, and future growth, TSI encourages the City to maintain a police officer to population ratio of 1:1100. The ratio established can be used as a suitable benchmark for today and in the future.

Table 18 Estimated Resource Plan: RCMP Resource Levels

Year	Authorized Police Officers	Increase	Population Ratio Target	Population Growth
2022	15	-	1:1439	21,586
2023	17	+2	1:1314	22,342
2024	19	+2	1:1217	23,123
2025	21	+2	1:1140	23,933
2026	22	+1	1:1126	24,770
2027	23	+1	1:1115	25,637
2028	24	+1	1:1106	26,535
2029	26	+2	1:1056	27,463
2030	27	+1	1:1053	28,425
2031	27	-	1:1090	29,420
2032	28	+1	1:1087	30,449
2033	29	+1	1:1087	31,515
2034	30	+1	1:1087	32,618
2035	32	+2	1:1055	33,760
2036	33	+1	1:1059	34,941
2037	34	+1	1:1064	36,164
2038	35	+1	1:1069	37,430
2039	37	+2	1:1047	38,740
2040	39	+2	1:1028	40,096
2041	40	+1	1:1037	41,499
2042	42	+2	1:1023	42,952
2043	44	+2	1:1010	44,455

Note: 2022 and 2023 are actuals; 2024 - 2043 are estimates based on a 3.8% increase from 2022.

Table 19 Estimated Resource Plan: Municipal Employees (Support Staff to RCMP) Service Levels

Year-Based	Full Time Employees (FTE)	Budgeted FTE	Ratio Target (1: 2.5)	RCMP Officers
2022	5	-	1: 4.00	15
2023	5	-	1: 4.40	17
2024	7	+2	1: 2.70	19
2025	8	+1	1: 2.60	21
2026	9	+1	1: 2.50	22
2027	10	+1	1: 2.70	23
2028	10	-	1: 2.60	24
2029	10	-	1: 2.70	26
2030	11	+1	1: 2.50	27
2031	12	+1	1: 2.50	27
2032	12	-	1: 2.60	28
2033	13	+1	1: 2.80	29
2034	14	+1	1: 2.50	30
2035	14	-	1: 2.60	32
2036	15	+1	1: 2.53	33
2037	16	+1	1: 2.50	34
2038	16	-	1: 2.62	35
2039	17	+1	1: 2.58	37
2040	18	+1	1: 2.61	39
2041	19	+1	1: 2.57	40
2042	20	+1	1: 2.60	42
2043	21	+1	1: 1.57	44

Note: The municipal employees' services levels ratio includes the municipal enforcement services. The estimated ratio is based on frontline police officers only. 2022-2023 are based on actuals; 2024 – 2043 are based on estimates.



Recommendation #19: The City of Beaumont establish a police officer to population ratio of 1:1100.

From a resource perspective, this would position Beaumont as about average compared to other municipalities with a population between 20,000 and 40,000 within Alberta. Crime reduction activities for strategic enforcement can positively impact several areas in and outside the policing world.

Municipal Support Staff Services

The trend continues within law enforcement groups where municipal support positions and Peace Officers complete more historical policing responsibilities with limited authority. Under the Alberta Peace Officers Act, municipalities are permitted to utilize Peace Officers to enforce specific Provincial Statutes. The City has also hired municipal employees to take on a wide range of other police duties, including but not limited to fleet management, finances, PROS reviews, transcribing statements, court preparations, etc.

The municipal support staff works with five data systems:

1. CPIC (Canadian Police Information System),
2. JOIN (Justice Online Information Network),
3. PROS (Police Reporting Occurrence System),
4. MFR, and
5. E-Collision.

The employees are required to enter, retrieve, link, and maintain quality control.

As of December 2022, there were five support staff: one supervisor and four clerks to assist the Detachment and the Municipal Enforcement Services on their day-to-day operations. How these positions are utilized often varies from one municipality to another. What remains constant is the link between the number of line Officers and several municipal support staff.

All support staff are cross-trained to meet the workload and regularly rotate to one of three stations. The benefits of this structure are that it allows the Police Services to use these resources in more than one capacity. It also allows the employees to deliver a high-quality administrative service in all areas despite vacancies and other absentees. An example of how a municipal employee can benefit both the RCMP officers and the Municipal Enforcement Services Officers is the preparation of court documents.

An adequate number of municipal employees can reduce the need for frontline Officers. This will result in substantial cost savings and not compromising calls for service. Every administrative function that can be assigned to the support position will increase the presence of the RCMP Officers in the community. The current ratio of municipal employees to full-time RCMP Officers and Municipal Enforcement Officers is 1:4.2. This is above the municipal provincial average of 1:2.5. The Provincial Policing Service Ratio is approx. 1:3.

Recommendation #20: Increase and maintain the level of Municipal Support personnel to a ratio of 1:2.5 as per District recommendations.

Service Improvements

The RCMP in Beaumont is committed to operating in a way that is efficient, effective and, importantly, fiscally responsible. Even though there is a high soft vacancy rate beyond their control, every effort is made not to incur overtime without jeopardizing safety. An example is an RCMP Officer temporarily assigned to Beaumont from a neighbouring detachment. The Policing Services is committed to continuously improving within by reviewing its operations and looking for functions that can be delegated to support staff. One example is the exhibit custodian: presently, the task is assigned to a Police Officer and, as an alternate, a Municipal Employee. This task should be assigned to two administrative staff.

The second area to look at is when additional municipal employees are hired; one is assigned as a crime reduction analyst. This will assist the Detachment Commander and Supervisor to deploy resources when and where required. Municipal Enforcement and Fire Services could utilize the analyst position to help in their area of responsibility.

The analyst plays an important role in today's law enforcement by using information and research techniques to prevent and solving criminal offences. Their duties involve the collection, organization and interpretation of a variety of data which includes but is not limited to crime statistics, trends, specific locations, and demographics.

The analyst provides valuable insights to the police service, helping to allocate resources to problem areas, assisting in enforcement strategies. These positions greatly assist enforcement services effectively use their resources with the ultimate goal of reducing crime and apprehend criminals.

Recommendation #21: With additional municipal support positions becoming available, a crime reduction analyst be employed.

The Beaumont Detachment front office is open Monday to Friday from 0800hr to 1700hr. With calls for service continuing to increase, there will be more demand at the Detachment front counter. Being a commuting population, it can be difficult for citizens to attend during regular business hours. There is a need to increase the municipal support staff contingent, so they can extend the hours of operations (ideally open until 2100hr). It will also give immediate support to the shift supervisor and other frontline Officers off hours.

Recommendation #22: Review the front counter hours of operations to enhance access for its citizens to deal with non-criminal matters.

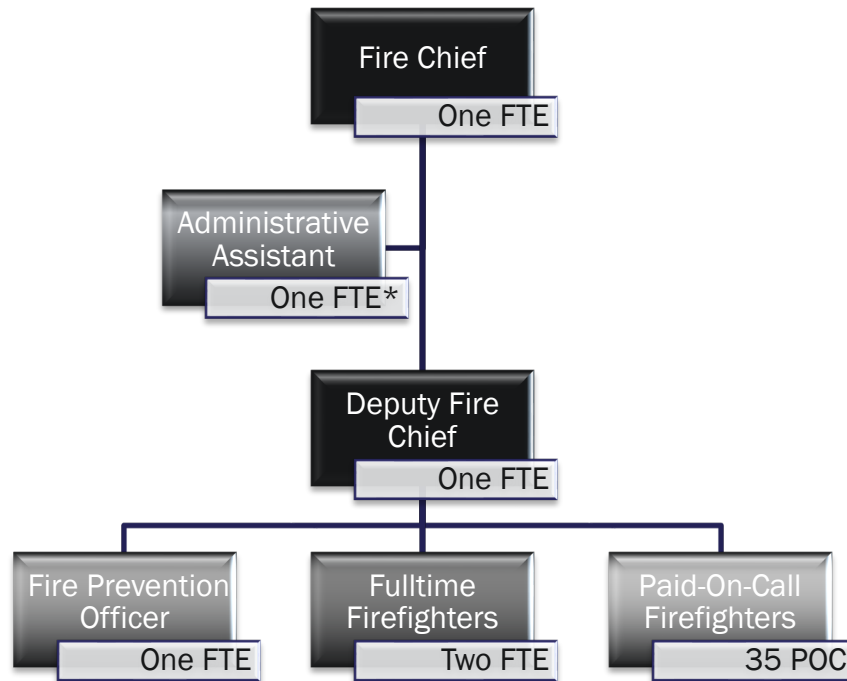
FIRE SERVICES



Fire Services

Background & Analysis

The City of Beaumont currently has a composite Fire Service working from one station located on 50th Street and 52nd Ave. The well-trained and dedicated staff, including six full-time personnel (working business hours Monday to Friday), are:



*Shared across Protective Services

Until recent years, the call for service has been managed well by this hardworking team of professionals. However, with the rapid growth experienced in Beaumont, the Fire Service was introduced to some additional challenges to manage, including travel times to meet the National Building Code - Alberta Edition (NBC-AB) demands for High-Intensity Residential Fire (HIRF) with enough personnel to manage the incident.

Following the high-intensity residential fires in Alberta during the early 2000s, the Government of Alberta formed a committee to investigate significant building fire incidents. The committee's findings led to the final HIRF report, which recommended various modifications to the 2006 Alberta Building Code and Alberta Fire Code. These revisions were subsequently published in 2009. Fundamental changes introduced in the Alberta Fire Code include:

- Protection of Adjacent Buildings: Enhanced provisions were established to safeguard neighbouring structures during fires.
- Updated Fire Safety Plans: Revised requirements were implemented to ensure comprehensive building fire safety planning.
- Revised Access for Firefighting: Updated guidelines were introduced to facilitate unobstructed access for firefighting operations.

Since the 1980s, the NBC-AB has mandated a 10-minute emergency response time. Buildings beyond this timeframe from the fire station must incorporate additional fire protection measures, such as non-combustible siding, absence of side yard windows, sprinkler installation, and/or increased distance from property lines. These measures effectively slow down fire spread and prevent the escalation of high-intensity residential fires.

The HIRF review also modified the methodology for measuring the 10-minute emergency response time. According to the update, a fire department engine, staffed with a crew of firefighters capable of initiating exterior exposure protection and suppression activities, **must arrive at the fire scene within 10 minutes**. Municipalities and developers in Alberta are strongly advised to thoroughly review the requirements outlined in the NBC-AB when embarking on Area Structure Planning, Neighbourhood Planning, and construction projects in the near future.

This standard is reflected in the 2019 National Building Code - Alberta Edition. If a fire department cannot intervene in a structure fire within 10 minutes of being notified of such a fire, including the call handling time, those buildings should be built in such a manner to resist building-to-building fire spread. A common misconception is that the 10-minute Code informs how to organize a municipal fire department or that it is a performance metric of a fire department. **The Code is silent on the organization or even existence of a fire department; it refers to how to build structures if a fire department will not be intervening within a set time.**

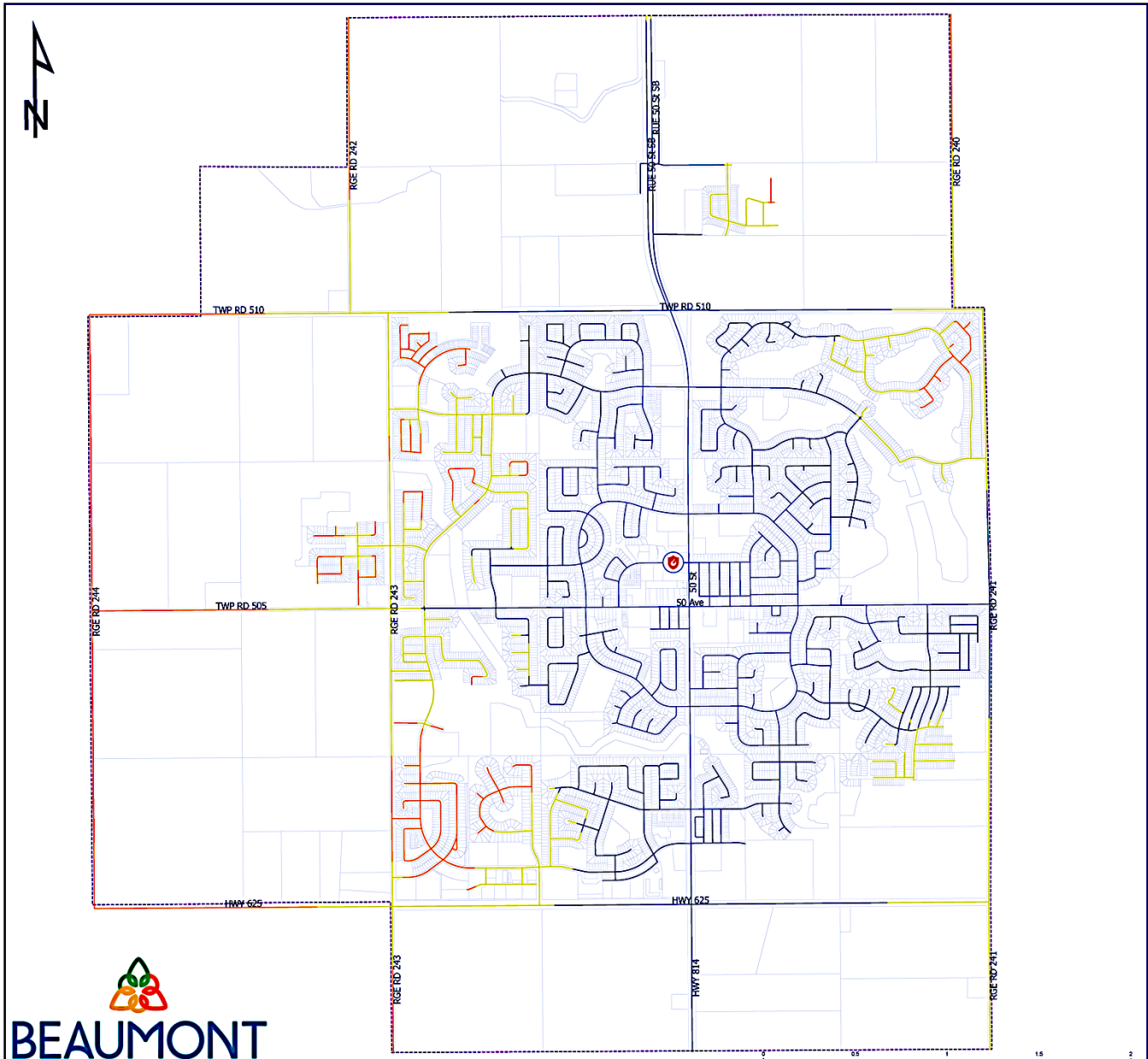
For property owners and developers in Alberta planning construction projects, reviewing the requirements outlined in the Alberta Building Code thoroughly is strongly recommended. Familiarizing oneself with these regulations ensures compliance and places a high priority on fire safety considerations.

In the context of the City of Beaumont, the 2023 Fire Drive-Time Response Map indicates that every road is reachable within a maximum of 5.5 minutes from the fire hall based solely on the speed limits of the roads. However, it's important to note that this estimation does not include turnout time or dispatch time. The Beaumont GIS team has differentiated between various drive time increments, and these estimations represent best-case scenarios, likely without traffic considerations.

To create a more comprehensive overview of response times, the next logical step should incorporate dispatch time (90 seconds) and chute times (90 seconds) into this map, along with the mean traffic times. This approach would provide a more realistic assessment that factors in response times within and outside the 10-minute zone for this growing City.



Recommendation #23: Beaumont GIS team develop a 10-minute response time map that integrates call dispatch time and turnout time for enhanced future planning and comprehensive response assessments in the City.



2023 Fire Drive-Time Response Map

Estimated time to drive to a call based on the maximum speed limits of roads

Mapped By:

C. Hart

Checked By:

J. Melvin

Projected Coordinate System:

Datum: North American 1983

Scale:

1:7,000

Version:

Date:

Changes:

1

09-19-2023

Map Created

Legend

Approximate Drive Time (Minutes)

- 0-2
- 2-3
- 3-4
- 4-5
- 5-6

- Fire Hall
- Property Boundary
- City Boundary

BEAUMONT AND ITS EMPLOYEES MAKE NO WARRANTY, REPRESENTATION OR OPINION AS TO THE ACCURACY OF THE INFORMATION PROVIDED ON THIS MAP. THE CITY OF BEAUMONT PROVIDES THIS INFORMATION AS A SERVICE TO THE COMMUNITY AND DOES NOT ASSUME ANY LIABILITY FOR ANY LOSS OR DAMAGE, INCLUDING REASONABLE ATTORNEY'S FEES, ARISING FROM THE USE OF THIS MAP. THE CITY OF BEAUMONT IS NOT RESPONSIBLE FOR ANY LOSS OR DAMAGE, INCLUDING REASONABLE ATTORNEY'S FEES, ARISING FROM THE USE OF THIS MAP. THE CITY OF BEAUMONT IS NOT RESPONSIBLE FOR ANY LOSS OR DAMAGE, INCLUDING REASONABLE ATTORNEY'S FEES, ARISING FROM THE USE OF THIS MAP.

Source: City of Beaumont (2023)

The City of Beaumont is to be commended when faced with the understanding that they couldn't meet the HIRF building requirements and fire department response times. All development was halted until the situation could be rectified. This was done through increased safety code requirements and meeting the demands of HIRF; for example, no end builds, non-combustible siding, absence of side yard windows, and/or increased distance from property lines, to name a few measures undertaken by the municipality.

Although the current fire response model has worked well until recently, it has proven to be almost impossible to sustain when met with the unprecedented growth in Beaumont. Primarily because of staffing pressures, specifically staffing after full-time hours, paid-on-call firefighter's ability to get to the hall and then respond from the hall promptly to reach HIRF requirements is proving difficult, if not impossible. Fire staffing is struggling when compared with municipalities of similar size. A municipal comparators data analysis was gathered from comparable municipalities, which indicated municipalities of similar size have larger full-time staffing complements to manage the pressures of the 10-minute response. Refer to Appendix C.

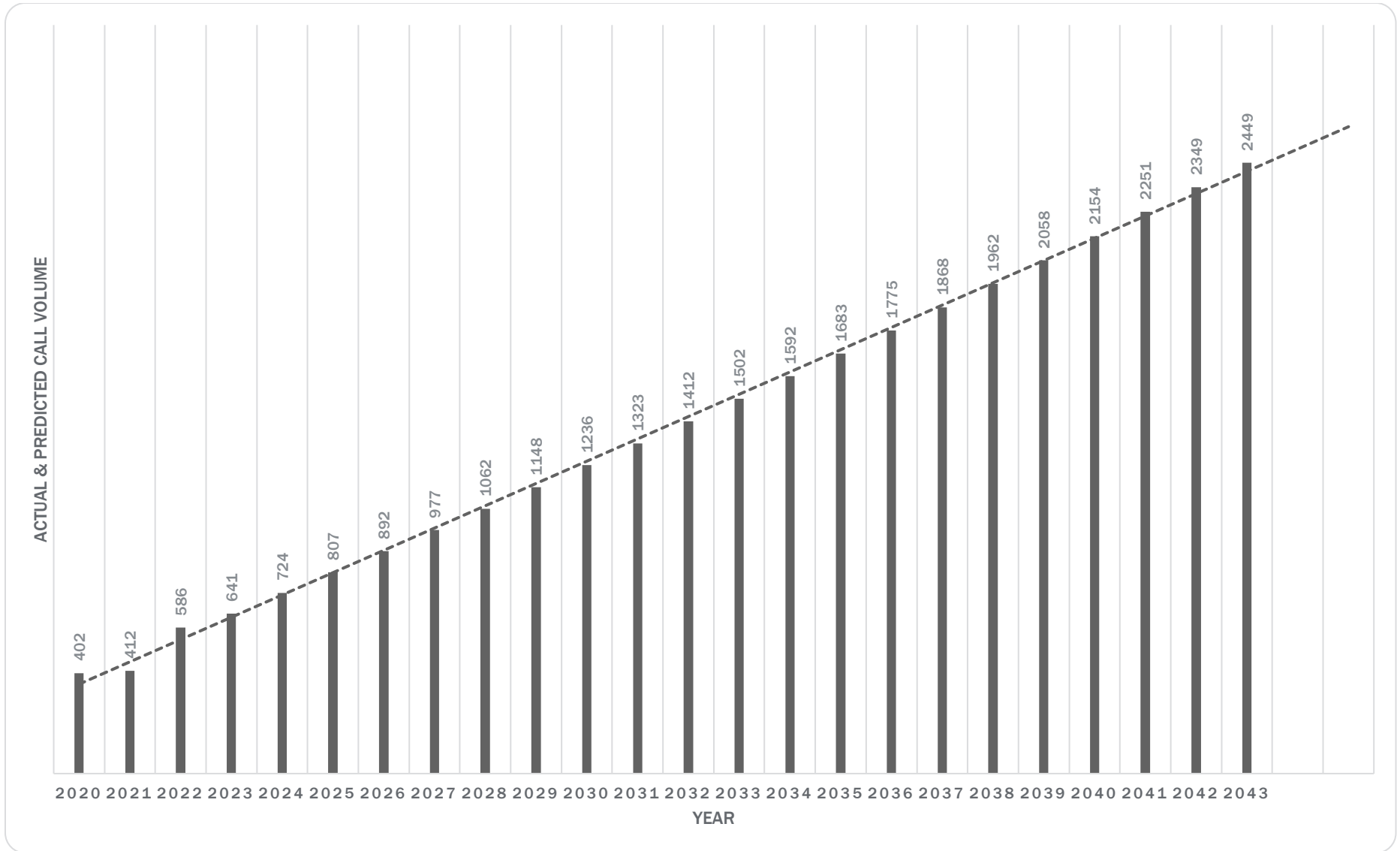
Forecasting Call Volume

To forecast future call volumes for the Beaumont Fire Department, we utilized a linear regression model, analyzing limited historical data from 2020 to 2023 alongside population estimates (Chart 17). This model predicts call volume changes by considering the year to capture time trends and population, based on the assumption that a larger population leads to more calls. However, its simplicity comes with limitations. The model's reliance on very few data points restricts its ability to foresee complex trends or the impact of sudden external factors like natural disasters or socio-economic shifts. It assumes a constant linear relationship between population growth and call volume, not accounting for how changes in infrastructure, technology, or emergency services might alter this dynamic.

While providing a valuable planning tool, the model's accuracy may be affected by its simplified assumptions and the evolving nature of factors influencing call volume, highlighting the need for flexible planning and ongoing data review.



Chart 15 Actual and Predicted Call Volume (2020 - 2043)



Staffing Levels

Industry best practices and standards prescribed by fire services and fire industry organizations such as the National Fire Protection Association (NFPA) are commonly referred to regarding staffing levels. They represent years of reaction to actual and perceived threats to community safety and can provide valuable reference points on many different topics. That said, there may be a tendency of inertia in some fire services, particularly around response models and effective response forces. As mentioned previously, a key challenge for Beaumont is promptly providing an effective response force.

An NFPA standard commonly referred to is *NFPA 1720 (Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Volunteer Fire Departments)*. Commonly used by smaller communities supported by traditionally organized volunteers or paid-on-call firefighters and often supported by full-time Chief Officers and/or some full-time fighters, the standard allows more flexibility in organizational structure and response times. For example, the standard provides 10 minutes and 30 seconds (including call handling) for a first response unit arrival, with 15 minimum staff responding, without defining precisely when the first arriving unit should arrive.

As the City of Beaumont grows at its forecasted rate, NFPA 1710 should be the goal, and working towards this standard should begin within the next five years or as population growth moves to greater than 1,000 people per square kilometre. A key challenge for many communities is the ability to provide an effective response force in a timely manner. This challenge is particularly acute in communities with less than 16 firefighters on duty 24/7. For example, *NFPA 1710 (Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Fire Departments)* states that alarm handling, turnout, and travel time for the arrival of the first engine company of four firefighters shall be 6 minutes and 50 seconds. As per NFPA 1710, the effective response force of 15 firefighters shall arrive in 10 minutes and 50 seconds. All standards are at the 90th percentile. According to Statistics Canada 2021 Census data gathered, the City of Beaumont has a population density of 845.6 per sq. km. making Beaumont a Suburban area, although both standards apply in principle to the BFS organizational model and provide information on best practices, standards, and guidelines regarding response times, staffing, and response expectations as shown in Table 19:

Table 20 NFPA 1720 4.3.2 Municipal Demand Zones (2020)

Demand Zone ^a	Demographics	Minimum Staff to Respond ^b	Response Time (minutes) ^c	Meets Objective (%)
Urban area	>1000 people/mi ² (2.6 km ²)	15	9	90
Suburban area	500–1000 people/mi ² (2.6 km ²)	10	10	80
Rural area	<500 people/mi ² (2.6 km ²)	6	14	80
Remote area	Travel distance ≥ 8 mi (12.87 km)	4	Directly dependent on travel distance	90
Special risks	Determined by AHJ	Determined by AHJ based on risk	Determined by AHJ	90

^aA jurisdiction can have more than one demand zone.
^bMinimum staffing includes members responding from the AHJ's department and automatic aid
^cResponse time begins upon completion of the dispatch notification and ends at the time interval shown in the table.

Actual operational procedures developed by the authority having jurisdiction (AHJ) should provide clear performance standards, including minimum staffing required and response time objectives for structural firefighting or response to critical events. These operational procedures should comply, as nearly as possible, with NFPA 1720 based on low hazard occupancies, service budgets and area demographics. NFPA 1720 or the "10 in 10" (the arrival of ten firefighters on scene within 10 minutes) is the standard most aspired to. Figure 4 indicates fire progression related to response in a single-family dwelling without sprinkler protection.

21

19.7%

22.9%

845.6

Provincial population rank: 21

National population rank: 217 of 4,831

In 2021, the enumerated population of Beaumont (City), was 20,888, which represents a change of 19.7% from 2016. This compares to the provincial average of 4.8% and the national average of 5.2%.

In 2021, there were 6,950 private dwellings occupied in Beaumont (City), which represent a change of 22.9% from 2016.

The land area of Beaumont (City) is 24.7 square kilometres and the population density was 845.6 people per square kilometre.

Source: Statistics Canada (2023)

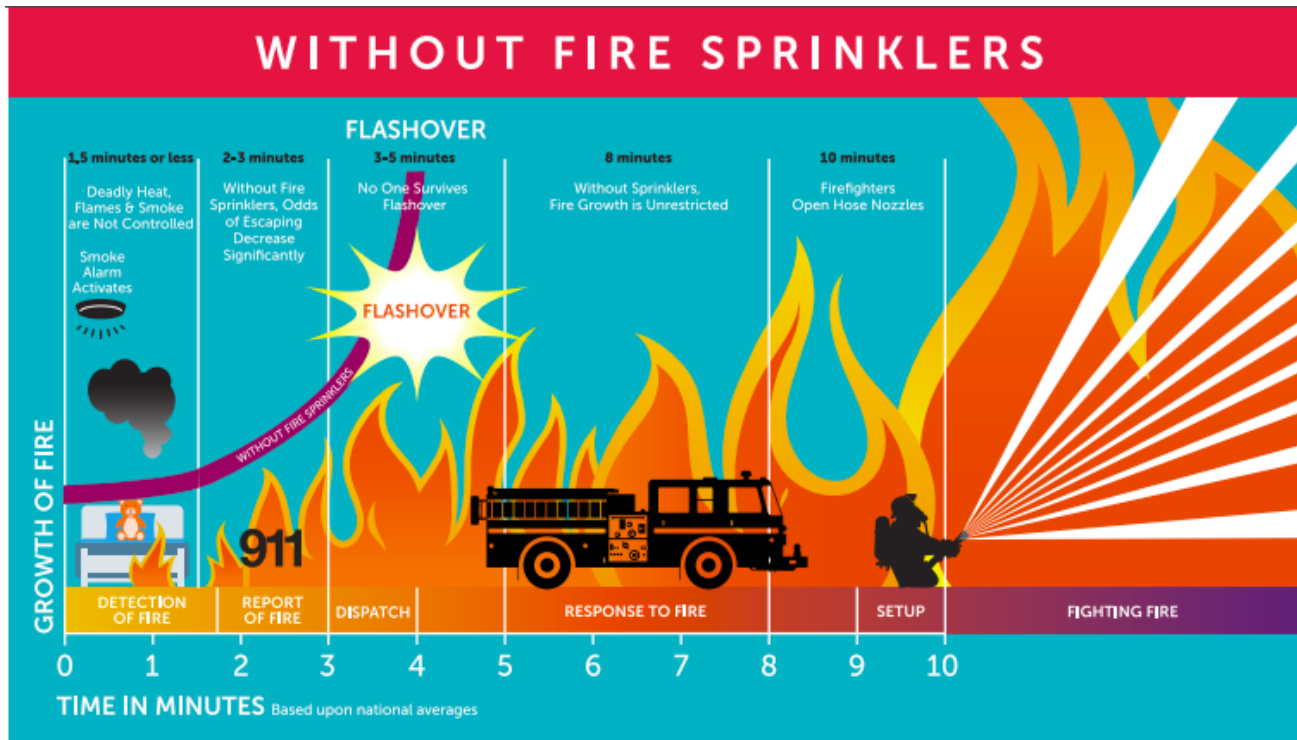


Image 4 Fire Progression Related to Response without Sprinkler Protection (HomeFireSprinkler.org)

To understand the risk associated with not meeting the HIRF requirements and NFPA 1720 standards consistently, it is critical to examine the current response model used by Beaumont Fire and determine the next steps that are most attainable and affordable to meet the projected growth pressures.

On the supplied City of Beaumont 10-Minute Response map (Image 5), noted below are the response times:

- Beaumont Fire can make the 10-minute HIRF requirement (green dots),
- Beaumont Fire cannot make the 10-minute HIRF requirement (red dots); and
- When response times were unknown (orange dots).

The inability to meet the HIRF 10-minute response requirement has been attributed to current staffing levels. As you'll note, there are both green and red dots in some places. It becomes evident that these areas are not lacking response because of driving time but because of a lack of personnel able to be in a truck and respond within the 10-minute time requirement. Furthermore, even when staffing is available, getting to the station and responding from the station to the incident takes additional time, which, based on the map, is greater than the required 10 minutes.

Recommendation #24: The BFS should perform a thorough response time test to confirm the methodology used to complete the 10-minute response time map and identify areas that cannot be reached in time. Further, the City should complete two "actual" 10-minute response travel time maps from the existing fire hall location to fully understand a daytime staffed station response and an evening and weekend response.



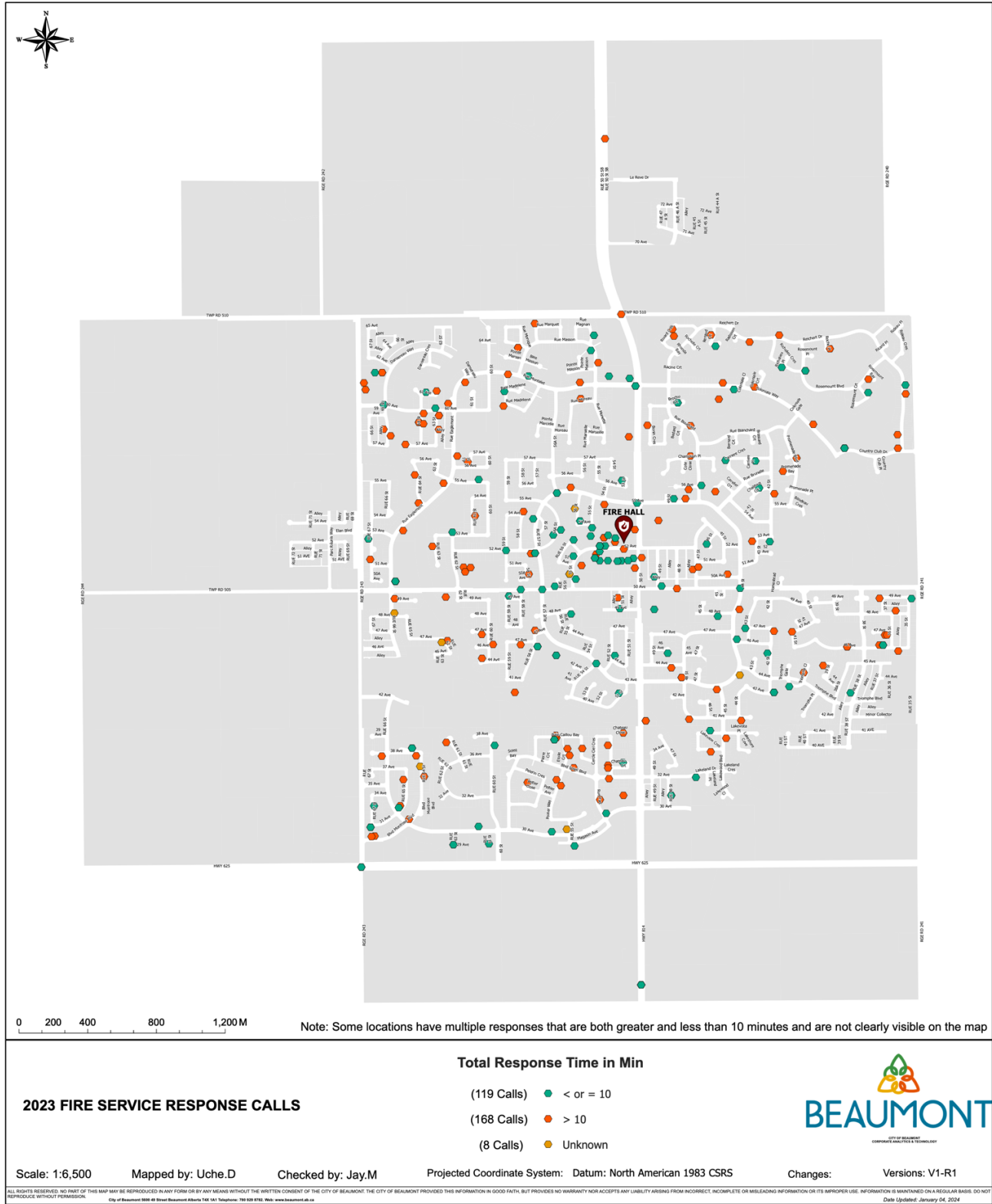


Image 5 2023 Fire Service Response Calls (City of Beaumont)

Current Staffing

Full-Time Firefighters

The current staffing model requires the Fire Chief and Deputy Fire Chief as part of the daytime response team to respond on the apparatus, often as the apparatus officer. This is not a sustainable model faced with the growth and HIRF demands experienced by the City.

As the Fire Chief is also the Director of Protective Services, this role has administrative commitments and pressures from Municipal Enforcement, RCMP, peers, and senior administration that compete with their ability to respond. Additionally, the Emergency Management portfolio rests with the Director of Protective Services. Step one in moving towards a full-time staffing model is to have a complement of firefighting staff that can manage apparatus operation so that response is not hindered by waiting for a qualified driver to attend the station.

Recommendation #25: That the Fire Chief and Deputy Fire Chief, as soon as reasonably practical, stop responding to calls for service unless it is a significant event that will need Administration and Council's attention. Additionally, there should be a dedicated position for Emergency Management reporting to the Director.

Step two would be that Chief Officers no longer perform as frontline response members and instead should be an integral part of the Management Team, enabling the Director to manage the span of control better. They only respond in a support vehicle if requested on scene based on the scope of the incident. This enables them to continue the essential day-to-day business of the Fire Service without interruption of fire calls unless necessary. Given that the City of Beaumont's Fire Chief is also the Director, it is even more critical that he and the Deputy Fire Chief discontinue doing first line response.

Recommendation #26: Immediately hire two additional fully trained, full-time firefighters to replace the Fire Chief and Deputy Fire Chief as responders.

Hire two additional fully trained full-time firefighters to replace the Fire Chief and Deputy Fire Chief as responders, bringing the total full-time responders to four without the Fire Chief and Deputy. The total number of full-time fire members, including the Administrative Assistant and Fire Prevention Officer, will be eight.

Table 21 Change in Fire Service Personnel to Move to Fulltime Responders without Chief Officers Responding

Existing Personnel	Current Responders	Proposed Responders
Fire Chief	Yes (1)	No (1)
Deputy Fire Chief	Yes (1)	No (1)
Administrative Assistant	No (1)	No (1)
Fire Prevention Officer	Yes if needed (1)	Yes if needed (1)
Captain	Yes (1)	Yes (1)
Lieutenant	No (0)	Yes (1) – new position (promoted from FF)
Firefighter	Yes (1)	Yes (2)
Total Fulltime Responders	5	5
Total Fire Personnel	6	8

Paid-on-Call Firefighters

In the early days, Beaumont was served by a volunteer fire department. This model still works well in many communities, particularly those with populations under 10,000 and where the services provided are reasonably within the practical scope of the emergency responders. A Paid-on-Call (POC) firefighter can be described as a qualified firefighter who can attend callouts for emergency response when available.

This flexible and functional model has worked well for Beaumont and is used in some comparator communities, as shown in Appendix C (Municipal Comparators). The POC firefighters are motivated to serve their community and contribute to the success of the Beaumont Fire Service and should be commended for their commitment. The weakness of this model is that the POC firefighters work full-time jobs elsewhere, including outside the City of Beaumont. Hence, their availability may be different from the needs of the community or the Fire Service. This led the Fire Service in Beaumont to where it is today, struggling to meet the demands of the City's continued rapid growth and development. With developments like Innovation Park, these members' need for service will only increase.

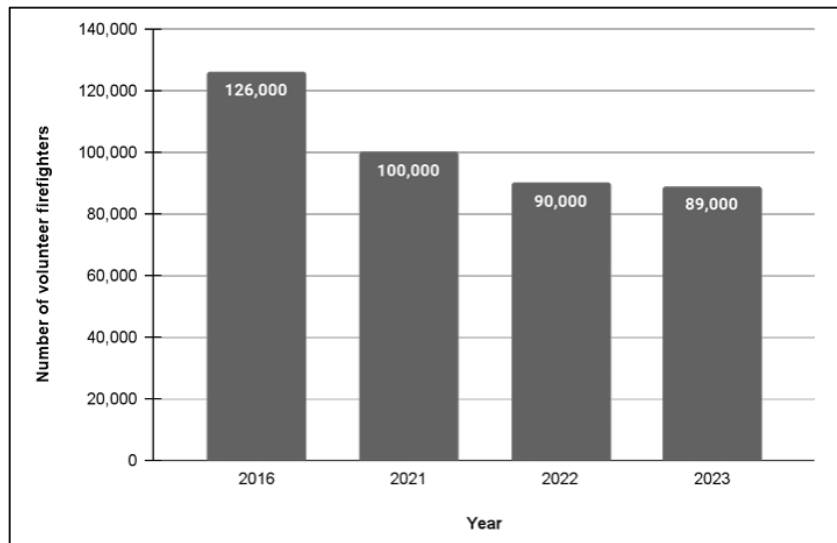
In the Canadian Association of Fire Chiefs "Great Canadian Fire Census 2023", it was reported that:

- 9,500 volunteer firefighters, averaging 10-12 years of experience, left the fire sector in 2023, losing well over 100,000 years of critical experience
- 30% (38,208) of Canada's firefighters are age 50+ and are imminently set to retire.

The report goes on to say that the numbers, when it comes to the recruitment and retention of firefighters remain, and in some cases have gotten worse:

- Declining supply of firefighters: it is estimated that Canada has about 126,000 firefighters within its 3,200 fire departments, a figure consistent with Census 2022 and a drop from 156,000 as reported in a Canadian study conducted by the National Fire Protection Association.

- Demand for service: in 2022, fire departments responded to an estimated two million calls. The figure remained consistent for 2023, however readers were reminded that the data collection occurred before the 2023 summer wildfire season. For the 12-month period ending April 2023, only 10% of those calls were fire suppression related. An astounding 50% of calls were medical response; 30% were all-hazard responses (miscellaneous), and 10% were due to atypical climate emergencies.
- Career Firefighters are most often full time paid or possibly part time paid. Volunteer firefighters are often paid on-call, paid part-time, or paid honoraria or expenses only, and in some cases receive no compensation. The table below taken from the Great Canadian Fire Census shows the decline in Volunteer firefighters across Canada.



Source: Canadian Association of Fire Chiefs Great Canadian Fire Census 2023

Recommendation #27: That the Paid-On-Call model continues and considers expanding to better support day crews and evening and weekend callouts as the City grows its coverage.

The danger for the City of Beaumont is the reliance on POC firefighters only for evening and weekend response. The data supplied by the Great Canadian Census confirms what Fire Chiefs across the country have been saying for years: the ability to recruit and retain volunteer firefighters is diminishing. Therefore, the City's ability to meet the increasing demand for service during those times is difficult due to lack of resources without the help of full-time firefighters.

The most significant contribution of the POC firefighter is to provide a trained and effective response force for callouts. This is accomplished by members signing up for shifts on evenings and weekends, resulting in a page out and optimally resulting in enough personnel responding to support an emergency event.



Recommendation #28: Promote one of the full-time firefighters to the rank of Captain, so there will be a ratio of one officer and three firefighters for the Monday – Friday shifts (after hiring the additional personnel).

Table 22 Municipal Comparators (2023)

Comparator	Beaumont	Airdrie	Cochrane	Leduc	Morinville	Okotoks	Spruce Grove
Population	21,918	80,222	34,724	35,398	10,498	31,959	40,842
Fire Chief	1	1	1	1	1	1	1
Deputy Chief	1	2	1	2	1.25	2	1
Administration	1*	3	1	4	1.25	1.5	2.5
Captains	1	12	4	8	4 POC Captains	8	4
Lieutenants	3	0	4	0	5 – (1) 1.0 FTE Fire Prevention Officer LT, (4) POC LTs	0	8
Training Officers/Instructors	1	1	0	1	2 POC Training Captains	0	1
Full Time Firefighters	1	37	16	32	0	28	56
Casual/Part Time FF	35 POC FF	0	20	28	34 POC Firefighters	8	0

*Shared across Protective Services

Future Demand Staffing Models

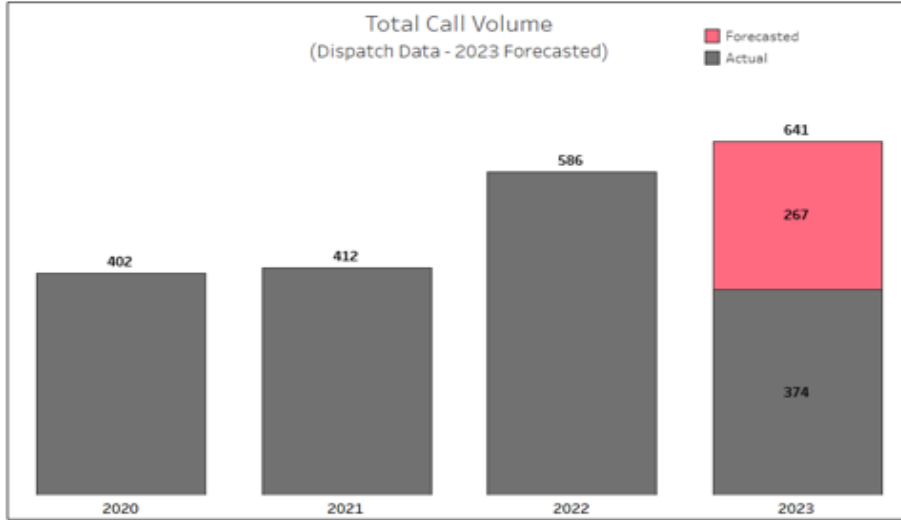
Full Time Staff – Seven Days a Week (Current Location)

With call volume increasing by 42% between 2021 and 2022 and forecasted continual call volume increase coupled with the municipal comparators for staffing shown in Table 26, the pressure to meet the HIRF demands in terms of travel response time increases and staffing levels to meet this demand are falling behind.



Recommendation #29: That Beaumont Fire Services immediately move to seven-day-a-week daytime coverage provided from its current station location.

Chart 3 Actual and Forecasted Total Call Volume (2023) – City of Beaumont Fire Services



*Note: Data for 2023 is inclusive to August 2023 only

One way to accomplish the HIRF travel time demand would be to increase coverage time to a minimum of 10 hours per day, seven days a week. This 10-hour shift would provide coverage for response times where there is a shortage of paid per-call volunteers to respond, time response, and morning and evening hours when commuting occurs.

Ideally, it will require a full-time staff of two Captains, two Lieutenants, and two firefighters while utilizing one POC member per shift to achieve two crews of four members each. This would mean hiring two additional firefighters, increasing the full-time response fire staff to six, not including the Chief Officers or Administrative Assistant.

Table 23 Change in Fire Service Personnel to Move to Seven Days Per Week Coverage

Existing Personnel	Coverage without Chiefs Responding	Proposed Responders
Fire Chief	No (1)	No (1)
Deputy Fire Chief	No (1)	No (1)
Administrative Assistant	No (1)	No (1)
Fire Prevention Officer	Yes if needed (1)	Yes if needed (1)
Captain	Yes (1)	Yes (2)
Lieutenant	Yes (1)	Yes (2)
Firefighter	Yes (2)	Yes (2)
Total Fulltime Responders	5	7
Total Fire Personnel	8	10

Recommendation #30: To get to seven days a week daytime coverage, hire two additional full-time fire personnel to bring the full-time response personnel complement from four up to six, not including the Chief Officers, Administrative Assistant or Prevention Officer.

With six full-time responders (two Captains, two Lieutenants, and two firefighters), the full-time responders can be split into two shifts of four members, each, including the two POC member who each signs up for a shift. The four days on, four days off, six days on and six days off (4-4-6, 4-4-6, 28-day rotation) is one of a few ways this coverage can be achieved. This model is the least expensive first step, requiring hiring an additional two fire personnel. Split the responders into two crews, each containing a four-member response crew of the following personnel: one Captain, one Lieutenant, one full time firefighter, and one POC firefighter.

Recommendation #31: Budget for one additional Paid on Call firefighter for each shift (two in total). This will bring the complete staffing compliment up to eight (six full-time and two POC). Ensure that a POC member only signs up for a maximum of 160 hours of work per month.

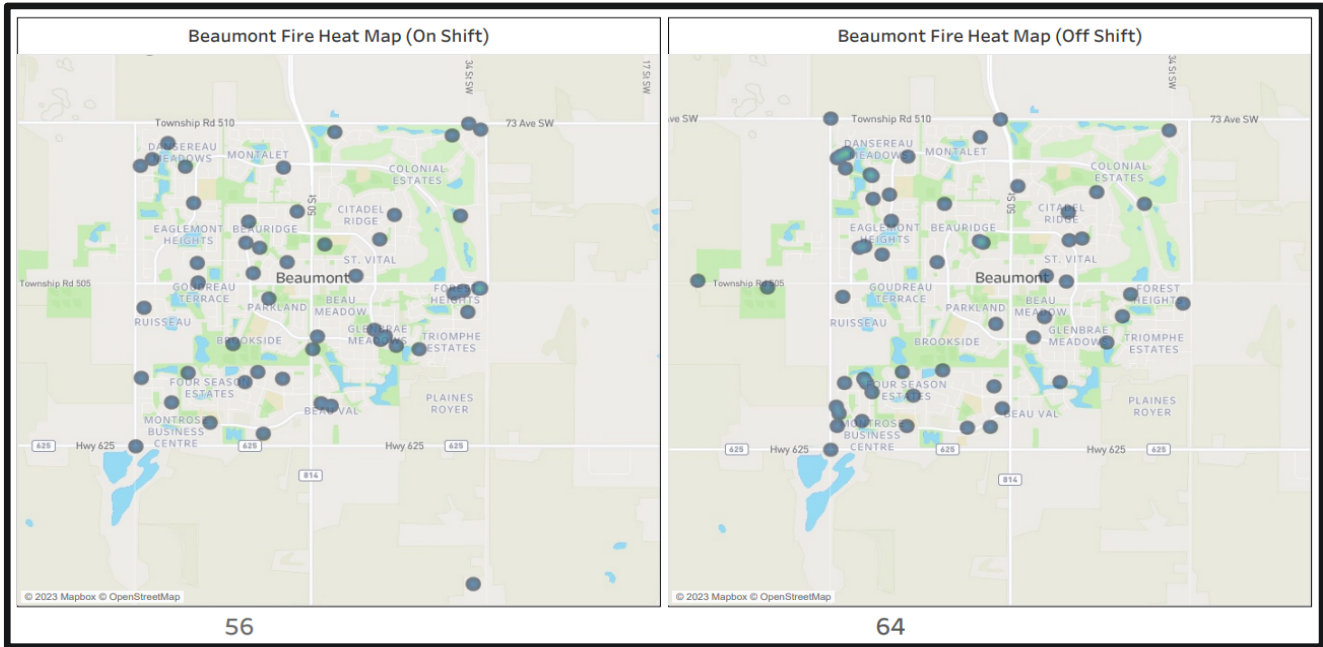
The POC firefighters would continue to support a response requiring more than one apparatus and cover off shifts for the full-time members when they are sick or on holiday while still managing after-hours and weekend calls for response, as they currently are, by signing up for shifts.

Recommendation #32: Create one position on each shift to accommodate the ability of the POC firefighters to sign up for the open shift. Purchase a fire scheduling program to manage the shifts necessary to ensure a four-member staffing complement during the 10-hour shift and to track hours equitability between POC firefighters.

Full-time Staff: Seven Days a Week, 24 Hours Per Day

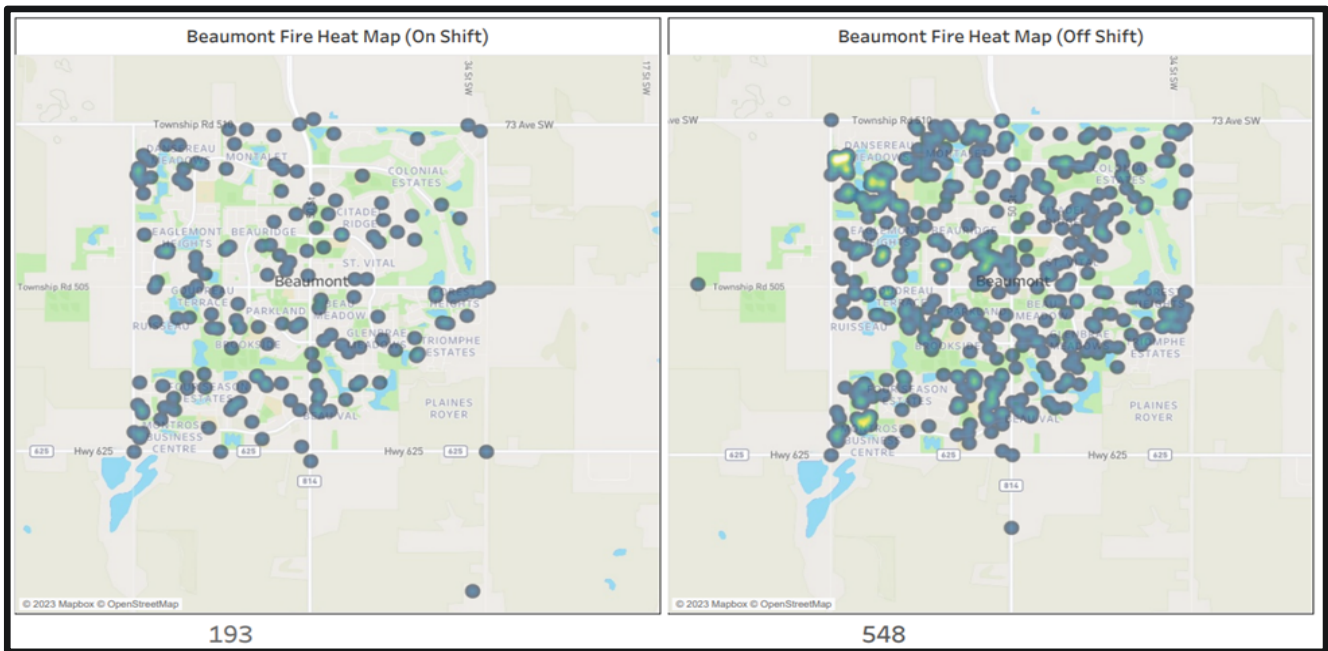
As call volume and the number of incident locations increase, the move to a full-time 24-hour service will be required to meet the pressures of HIRF and NFPA. Below both heat maps showcase the variations in response times when Beaumont has firefighters on shift compared to when they do not. For the report purposes, the on-shift time was calculated from 0700 – 1600 hours.

Image 6 Travel Time Maps 2018-2023 YTD Where Travel Time > Five Minutes



The Travel Time map reveals that the difference between on-shift and off-shift response times is minimal. As an example, data from 2018 to 2023 YTD indicates that there were 56 incidents on shift with travel times exceeding five (5) minutes and 64 incidents off shift with similar travel times. This discrepancy is relatively small.

Image 7 Response Time Maps 2018-2023 YTD Where Response Time > 10 Minutes

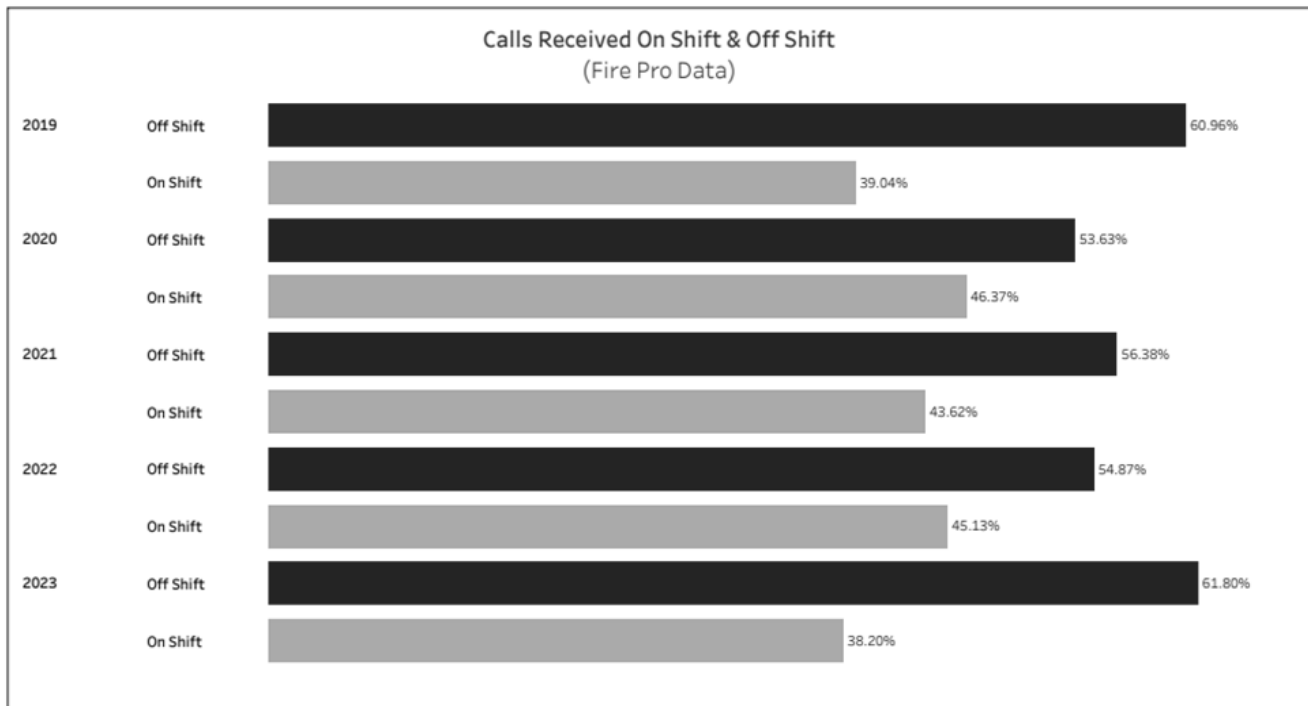


Incorporating the Response Time Maps, however, paints a significantly different picture. There were 193 on-shift incidents where Beaumont's response time exceeded 10 minutes, while there were 548 off-shift incidents with response times exceeding 10 minutes. These numbers (193 and 548) reveal a substantial

disparity, unlike the Travel Time data. This leads to the conclusion that the issue is not primarily related to Travel Time but rather Beaumont's challenge in getting their staff to the station quickly enough during off-shift hours to respond effectively.

Chart 18 notes the difference in the percentage of calls received on-shift versus off-shift. Notably, there appears to be a consistently higher volume of calls during off-shift hours, which presents a significant risk, particularly considering Beaumont's anticipated growth.

Chart 17 Percentage of Calls Received On Shift & Off Shift



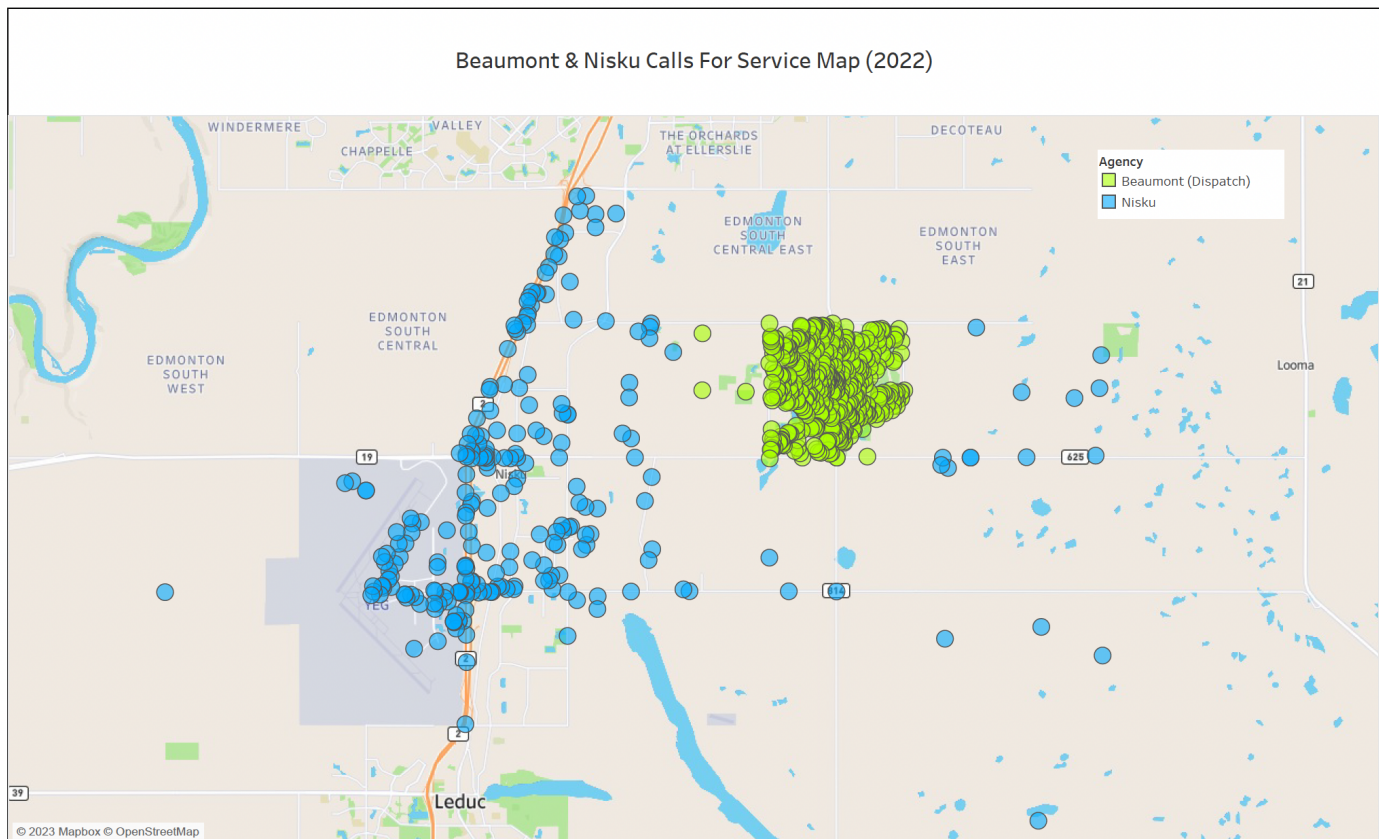
Moving to full-time staffing 24 hours a day, seven days a week will require four Captains, four Lieutenants and eight full-time firefighters with support from the POC firefighters for additional apparatus to manage as necessary. This would equate to an additional eight members added to the existing staff.

Although the City of Beaumont's Fire Service is at or near the point of this staffing model, the financial impact would be significant, and the existing fire hall would require capital funding for renovations to support 24/7 operations.

Consideration should be given to working with Leduc County as they are forecasting growth on the western edge of the City of Beaumont. Working with Leduc County is an affordable way to ensure additional coverage in the north area of Beaumont, possibly from the planned Leduc County station; in turn, consider providing coverage for the County from the recommended new Beaumont Multi-use station on the southeast side of Beaumont. *Refer to Infrastructure Section for further information.*

Recommendation #33: Work with Leduc County to ensure additional coverage in the north area of Beaumont, possibly from the planned Leduc County station; in turn, consider providing coverage for the County from the new Beaumont Multi-use station on the southeast side of Beaumont.

Image 8 City of Beaumont Response Support to Leduc County



RISK ASSESSMENT

FIRE



Risk Assessment: Fire

Level of Service

As mentioned in this report, setting a Level of Service for Fire Services is critical for the municipality's success. A Level of Service (LOS) document, whether it is formalized in a bylaw or policy, is the strategic foundation on which all modern Fire Services are established and is Council's one way to communicate its commitment to public safety to the community and provide clarity to the Fire Chief on its expectations. Council sets the service level with the help of Administration and the Fire Chief and is based on community risk.

A defined Level of Service guides Fire Services administration so they can strategically build their Fire Service the best possible service while maintaining efficiency and sustainability in the long term. Remember that the Level of Service is only intended to be implemented as a minimum standard of core services.

TSI's consultation and document review produced a snapshot of the informal LOS the Beaumont Fire Services provided. The services include the following from Fire Bylaw #815-13 Section 2.1 (a) - (e);

- a) Preventing and extinguishing fires;
- b) Investigating the cause of fires;
- c) Preserving life and property and protecting persons and property from injury or destruction by fire;
- d) Providing specialized rescue services such as ice rescue and vehicle extrication;
- e) Responding to incidents involving dangerous goods at a first responder level

In Section 3.6 of the Bylaw, it states: "required to ensure all of the following activities (but not limited to) are carried out promptly:

- a) Fire prevention, inspections and investigation, and pre-fire planning and preventative patrols in accordance with the Quality Management Plan approved by the Safety Codes Council;
- b) Firefighting and suppression;
- c) Rescue services;
- d) Emergency medical first response services;
- e) Other emergency incidents;
- f) Public education and information;
- g) Disaster planning;
- h) Training and other staff development;
- i) Preserving life and property and protecting persons and property from injury or destruction by fire;
- j) Responding to incidents involving dangerous goods at a first responder level and securing resources to control and mitigate the incident;
- k) Enforcing the provisions of the Alberta Fire Code;
- l) Enforcing the provisions of the Safety Codes Act and its Regulations."

Recommendation #34: Fire Bylaw 815 - 13 should be replaced with a Fire Bylaw that reflects current job titles, new legislation for Fireworks under the National Fire Code (Alberta Edition), and the Level of Service as either a policy contained in the appendix of the new bylaw or as a standalone Fire Level of Service Bylaw.

A great responsibility is placed on the Beaumont Fire Service (BFS) to provide these services, including core (basic/compulsory) and extended (specialty/optional) services. All the above services require consistent, regular training to maintain competency. Some require recertification on an interval based on the service type or standard.

Following best practices would ensure that a proactive fire department would assist Council in establishing a defined LOS. With exponentially rising costs in today's Fire Service industry, effective and prudent management of these resources is the key to providing efficient, effective, sustainable fire and rescue services to the community. Establishing a LOS will offer a strategic advantage in the Fire Service's overall governance, finance, and administration.

A LOS is created by having a comprehensive understanding of community hazards, vulnerabilities, and risks and then:

- Identifying and describing core services to be provided
- Identifying and describing extended services to be provided (if any)
- Identifying at what level the services will be provided:
 - i. Awareness,
 - ii. Operational, or
 - iii. Technical
- Identifying adequate staffing levels (overall and for each identified service)
- Identifying required training needs and priorities
- Identifying required apparatus that are aligned with core services
- Ensuring safety is a priority
- Creating an expectation of response
- Building a respectful, inclusive work environment
- Developing protocols and procedures that enhance response and service

To ensure that a newly developed LOS will solidify the way forward, it must align with these significant elements:

- The LOS must be attainable by the department. Capability and capacity should be sufficient to meet the minimum service level described.
- The LOS must be sustainable, both fiscally and operationally.
- The LOS should be reviewed regularly (NFPA 1720 suggests an annual review).
- The LOS should be aligned with the appropriate municipal demand zone(s).
- The LOS should be aligned with and comply with provincial legislation, including OHS.

Once a level of service is established and adopted as policy (or standalone bylaw), it must be supported in several ways, including funding, leadership, staffing, expectations, and training.

A sample Level of Service Policy is included as information in Appendix D.



Recommendation #35: Council, Administration and the Fire Services should create a Fire Level of Service Policy based on the Risk Assessment, which should be included as an appendix in a new Fire Bylaw.

Community Risk Assessment

Physical location, as well as an increased formal coverage area for the municipality and impacting identified risks along with data and historical event response, are some of the inputs used in defining community risk. Frequency vs impact will help with decision-making. There are five basic ways to manage risk:

1. **Avoiding:** choosing not to undertake a specific type of activity. An example is putting a fire advisory or ban in place during hot and dry conditions or not allowing dangerous goods routes through a community.
2. **Sharing:** risk may be mitigated by working with our neighbouring municipalities to use mutual aid to improve response and service.
3. **Transferring:** transferring the risk to third parties through outsourcing or insurance.
4. **Mitigating:** minimize risk through fire prevention initiatives, detective control measures and overall efforts in community risk reduction.
5. **Accepting:** recognizing the benefits of accepting the risk outweighs the cost of transfer or mitigation.

Council's commitment to community safety:

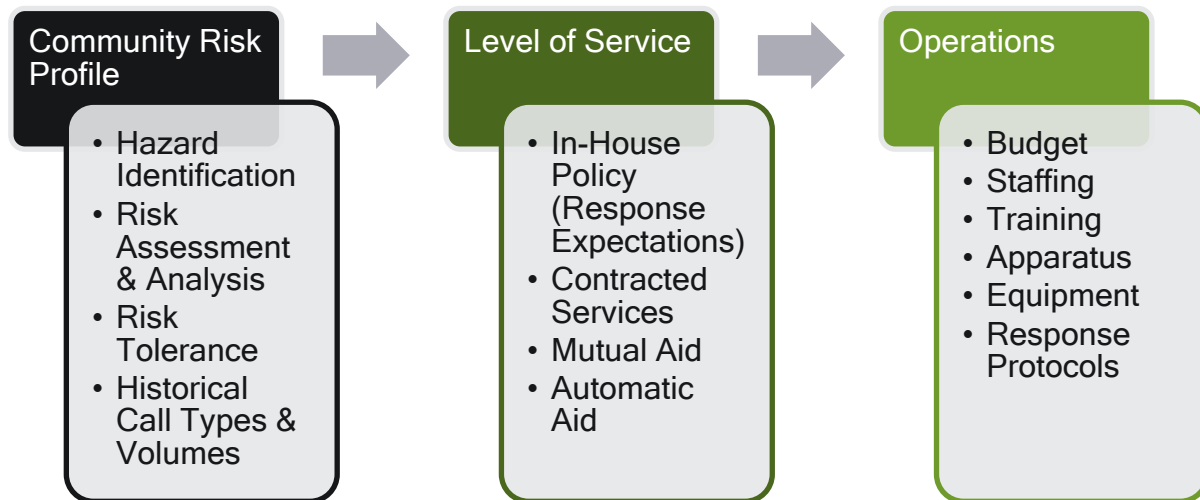


Figure 2 Linkage from Community Risk Assessment to Level of Service and Fire Service Operations (TSI)

A clear community risk assessment and a gap analysis would lead to a mitigation discussion and a level of service discussion with the elected officials and Administration. TSI held a workshop with Council, informing them of their responsibility as a council to set the Level of Service. This should be based on data provided by the Administration and the Fire Chief, and then work from the level of service decision to the requirement for apparatus, equipment, facilities and staffing levels, which finally, translates into a budget requirement.

Recommendation #36: Council, Administration and the Fire Chief should undertake a Community Hazard Identification Risk Assessment (HIRA).

Mutual Aid Agreements

As mentioned, one way to manage risk is to share it with other agencies so that agreements with mutual aid partners can improve response and provide aid when necessary. During the desk research portion of this process, TSI was supplied with two mutual aid agreements, both the same for Beaumont Fire Service's two mutual aid partners; while both mutual aid agreements have been renewed within the last four years, they should be reviewed annually to ensure proper alignment with the Level of Service set by Council.

A few things may expedite the request for aid; TSI learned while interviewing that a few Beaumont residents who volunteer in other Fire Services will leave Beaumont and then drive back through it to respond with the other Fire Service. Additionally, Beaumont will leave its area and respond through partner municipalities to get to different partner municipalities to provide aid. In other words, Beaumont will go through Leduc County to get to the City of Leduc to provide aid, when Leduc County could probably have provided aid. This driving through one area to get to another area of the response could be improved by removing the charges for providing aid. This is a hard one for departments to understand as, for the most part, they are reluctant to spend taxpayer money on responses out of their area, feeling instead they should be compensated for responses that are not within their own municipalities and into mutual aid partner's areas which their taxpayers should pay.



Recommendation #37: Work with Parkland Dispatch to improve the response protocols to ensure the next closest available fire department to any jurisdiction is utilized when the Beaumont Fire Service is unavailable or needs assistance.

Imagine for a moment that no compensation was owed (other than consumables, i.e., foam, hose, etc.) and that Leduc County, the City of Beaumont and the City of Leduc helped when asked no matter where the call was. The next, closest department available would respond to that area. The response jurisdictions would cease having rigid boundaries bound by compensation for responses outside their jurisdiction. So, if Leduc County, for example, could attend a call on the west side of the City of Beaumont before Beaumont Fire Services could, they would attend, and no compensation would be owed. Conversely, if the City of Beaumont could attend a call quicker to the east side of the County than its nearest station, Beaumont would attend, and no compensation would be due. They are putting the needs of the customer as a priority over the need to respect taxpayers' boundaries. This would not prevent the authority having jurisdiction (AHJ) from attending an event in their area; it would provide a timely first response from the closest fire station.

Recommendation #38: Consideration should be given to working on Mutual Aid Agreements with neighbouring municipalities that reflect no charge for service, except for consumables such as firefighting foam and any equipment loss on scene.

It was made clear to TSI that all mutual aid partners have a strong relationship with each other and like to work together to benefit their citizens and communities. Seamless response would improve conditions for both responders and the citizens of all the communities. Additionally, the Chiefs of the Fire Services mentioned above have a good working rapport with each other.

Table 24 City of Beaumont Mutual Aid Agreements (Fire Services)

Municipality	Agreement Type	Date issue/expiry
Leduc County Signed 2019	Mutual Aid Agreement: Fire	Remain in place; however, you can, in writing, opt-out.
City of Leduc Signed March 15, 2021	Mutual Aid Agreement: Fire	Remain in place; however, you can, in writing, opt out.

An additional Mutual Aid agreement is suggested with the City of Edmonton for its response capabilities, including HazMat and any technical rescue requirements unavailable with existing mutual aid partners. The major metro departments typically charge a fee for their response outside their jurisdiction. A request for assistance from this major metro is unlikely; however, having an agreement in place before needing it allows for seamless decision-making when necessary.

Recommendation #39: Pursue a mutual aid agreement with the City of Edmonton Fire Rescue Services.

Fire Risk Assessment

The City of Beaumont Fire Service has several challenges and risks contributing to effective and efficient response times and service delivery. One of the most significant risks identified during this review is the road networks and traffic congestion, specifically in the evenings and weekends. This is compounded with winter weather and snow clearing. Additionally, there are neighbourhoods that have a single or narrow point of access and egress. This could potentially impede response into those neighbourhoods by Fire Services if the residents are trying to leave at the same time. Once BFS has staged apparatus and deployed hose for response it will effectively trap residents and prevent any other fire apparatus from entering the area of this single access/egress. This is a contributing factor in meeting the HIRF 10-minute response demand. Consideration should be given to future Area Structure Plans (ASPs) to consider road widths, taking fire apparatus into account, and ensure that there is a requirement for second-way access and egress of a neighbourhood.

Recommendation #40: That future ASPs consider road widths, taking fire apparatus into account, and ensure there is a requirement for a second way into and out of a neighbourhood.

Traffic lights and congestion are contributing factors to slower response times. Implementing traffic signal preemption systems can expedite the response time of emergency vehicles. By equipping fire apparatus with devices communicating traffic signals, the system can prioritize their passage by pre-empting red lights and optimizing traffic flow. This helps firefighters reach emergency scenes quickly and efficiently, reducing response times.

Recommendation #41: Traffic Preemption Systems be installed on all existing traffic lights and be required on any new installations.

During TSI's review, it was identified that the hydrant system leads to many dead-end hydrants, creating an on-scene water supply issue throughout sections of the City. This situation cannot be rectified in the existing infrastructure.

Recommendation #42: Consideration should be given to purchasing a single-axle tanker, which does not require a Class 3 license, with a rated fire pump to support fire operations.

NFPA 291 Recommended Practice for Fire Flow Testing and Marking of Hydrants stipulates hydrant flow tests every five years to ensure that changing conditions in the piping and system demands won't impede hydrants' ability to deliver water. 4.15.1 Public fire hydrants should be flow tested every five years to verify the capacity and marking of the hydrant. Both the interviews and desk research conducted by TSI confirmed that the City was very diligent in performing hydrant flushing, a vital part of maintaining a hydrant system; however, the lack of hydrant flow testing and dead-end hydrants could impact fire operations without knowing a hydrant's flow capabilities.

Recommendation #43: Establish a Fire Hydrant flow testing program and painting hydrants to NFPA 291 standards.

TSI learned of a neighbourhood with legal basement and garage suites, creating a single address that could house three different families. This in itself is not the risk; the risk lies in lack of notification to all residents in the event of a fire.



Recommendation #44: The City's Planning and Development department consider a requirement for builders to ensure an interconnected alarm system to notify other residents of a fire situation in homes with more than two occupancies.

When TSI toured the City, one location stood out as a high risk for fire response. The Adult Living Residence, Place Du Canal Estates at the bottom of the hill on the east side of 50th Street, has one hydrant that would provide an insufficient fire flow for a building of this size and is placed in what could be the collapse zone based on the building's height, (meaning the structure under fire conditions could collapse where the hydrants are located). The next closest hydrant is farther than the total hose length that any apparatus carries and would require laying lines by hand across a field or laying lines down 50th Street, blocking off traffic and responding apparatus.

Pre-incident planning is a cost-effective, proactive endeavour that should be implemented as part of the local fire and emergency services operations involving a collaborative approach between Fire Prevention and Operations. Creating an organizational goal in this regard will ensure compliance by staff. Setting a minimum goal, such as completing one Pre-incident Plan every quarter, would bode well for a Fire Prevention Program and assist the justification for training and a demonstrated need for appropriate apparatus. It also promotes officer development, teamwork and trust between Fire Administration and Staff. There are numerous benefits to the pre-fire planning process including:

- Fire Department interaction with stakeholders.
- The Public sees the fire service in a preventative role.
- Mentorship opportunities throughout the ranks.
- Training opportunities regarding different building systems and sharing results.
- Enhancing teamwork among the staff.
- Creating competence and increasing confidence for Officers.
- Compiling useful information on complex or large structures.
- Familiarize with building ingress, egress, fire alarm panels, and sprinkler system locations.
- Having pre-planning information available can make an overwhelming situation more manageable.

Pre-plan information could include:

- Building layout and size
- Type of occupancy: commercial, industrial, institutional
- 24-hour building manager or maintenance contact information
- Type of construction
- Identify local hazards and the potential for an incident to occur
- Location of the main fire alarm panel
- Hazardous materials storage areas
- Fire protection systems and equipment
- Familiarization with on-site evacuation plans
- Initial response capabilities and capacities - (minimums)
- Initial response actions
- Gauge industry capabilities
- Gauge industry expectations

Pre-incident planning is not required in defining an LOS but should be included as a component of Fire Service functions and preparedness.

Recommendation #45: A specific fire response strategy pre-plan be developed and trained for apartment occupancies, starting with the Place Du Canal Estates.

Apparatus

A review of apparatus and equipment is based on vehicle condition, maintenance programs, replacement schedules, expected service demands and compliance with NFPA 1905, Standard for Automotive Fire Apparatus. Apparatus and critical equipment acquisition, procurement and management were also considered, as were any strategic long-range plans regarding future needs to address growth. An evident pride and ownership of all apparatus and the station was evident during the Station tour.

Table 25 Type 1 Structural Suppression Apparatus Fleet

Type	Year of Manufacture	Model/Builder	Pump Capacity	Tank Capacity	Foam Capacity	Replacement Year
Engine 1	2017	Spartan Gladiator	5000 L/min	2700 L	2/113	2032
Engine 2	2006	Spartan	7000 L/min	3000 L	2/110	2021 Past due
Aerial 1	2022	Rosenbauer Viper 30m	5000 L/min	1300 L	1/113	2037
Rapid 1	2020	HME Dodge 5500	7000 L/min	1300 L	N/A	2040 See <i>recommendations</i>

The frontline fire suppression apparatus age is well within industry standards, with an average of 7.5 years. The replacement schedule identified is based on a 15-year cycle provided to TSI. Apparatus can go out as far as 20 years; however, a very close eye needs to be kept on fire flow requirements for the risk being protected as the flow rating for reserve apparatus (older than 15 years) drops by half and could affect flow requirements for commercial or light industrial needs. It also should be noted that manufacturers are stating delivery times can be as much as three years out from ordering, so planning and purchasing now need to be considered several years before desired delivery dates.

Engine 1 has a Hale pump and is the frontline or first-out unit with a capacity of 5000 LPM. The 2700 L tank and foam capabilities provide ample fire suppression capacity for an initial fire attack apparatus.

Image 9 Beaumont Fire Service Engine 1 (2023)



Aerial 1 is a critical piece of fire apparatus that provides rescue, rooftop access and fire suppression capabilities to buildings up to 7 stories tall. The 5000 LPM-rated fire pump and 1300 L tank enable elevated master fire streams during significant fire events. It is expected that testing is done according to [NFPA 1911 Standard for the Inspection, Maintenance, Testing, and Retirement of In-Service Emergency Vehicles](#).

Image 10 Beaumont Fire Services Aerial 1 (2023)



Engine 2 is an operational "reserve engine" due to its age and is used when required. It provides seamless redundancy and capacity in cases where maintenance and mechanical issues remove the frontline apparatus from service. Its 5000 LPM fire-rated Waterous pump and 3600 L tank and foam system provide ample capacity for any fire event. Based on a 15-year cycle, this apparatus is past due for replacement.

Image 11 Beaumont Fire Services Engine 2 (2023)



Recommendation #46: Considering the replacement of Engine 2, which is 17 years of age.

Rapid One is a 2020 HME Dodge 5500 with a large 7000 LPM Hale pump and 1300 L tank. Although this apparatus is rated for structural fire protection, it does not have the necessary equipment for this activity. It should be considered a unit for responding to wildland and grass fire incidents and added Wildland Urban Interface (WUI) capability.

Image 12 Beaumont Fire Services Rapid One (2023)



Recommendation #47: Fire Administration look at the usefulness (now and in the future) of Rapid 1 and consider selling this unit to support the purchase of a single axle Tanker with a rated pump.

Apparatus Maintenance

Maintenance of frontline apparatus is completed using several qualified outside contractors and is based on apparatus type, best practice, addressing general service issues, vehicle history and age. The Administration delegates the Deputy Chief to manage fleet maintenance. Qualified outside contractors complete annual CVIPs. All indications are that frontline emergency vehicles are maintained and equipped in compliance with NFPA 1901 and 1911.

Inspection and Maintenance Program

Scheduled maintenance is based on the Alberta Vehicle Inspection Regulation (AR 211/2006). At least 30 critical vehicle components are checked regularly during a scheduled maintenance inspection at each oil change. All fleet preventative maintenance, repair and servicing records should be retained for the life of the Fleet Vehicle.

The overall internal objective of the apparatus life cycle is 15 years as frontline, if needed, five more years as a reserve apparatus, and to avoid using apparatus over 20 years old. General and past practice has had the Fire Chief implement recommendations based on best practices, strategic priorities, capital funding, specific apparatus needs, and anticipated growth. This proactive approach to fleet management will ensure that future apparatus requirements of the fire service can be met.

Recommendation #48: Establish some form of apparatus replacement program or guideline involving desired apparatus life cycles and an annual review of all apparatus regarding the need, replacement, and procurement of all types of fire department apparatus.

Major Equipment

Equipment and personal protective equipment (PPE) are essential for any Fire Service to ensure firefighters' operational effectiveness and safety. All the listed equipment will be utilized in the new Multi-use facility; at this time, TSI doesn't anticipate purchasing anything new besides what has been listed below other than anticipated lifecycle replacements. BFS provided a list of equipment that included:

Self-Contained Breathing Apparatus (SCBA)

All modern-day fire departments use SCBA and protect members when it is required to enter any hazardous area or building. Purchased in 2018, 2022, and 2023, BFS uses the Scott X3 harness, regulator, 4500psi air cylinders, and masks. This critical fire service equipment is on a ten-year replacement cycle.

BFS uses the Scott 2216 as training packs to prevent frontline packs from being taken out of service whenever possible. All packs are flow-tested annually, and cylinders are hydro-tested as required.

Radios

BFS has fully transitioned to the Alberta First Responders Radio Communication System (AFRRCS) in 2023, providing seamless communications throughout the City and mutual aid response areas.

Hydraulic Tools

BFS uses an older set of extrication tools with the ram purchased in 2000, cutters in 2002, combination tool in 1998 and pump in 2002. To keep up with new vehicle technology and the power capabilities of new rescue tools, consider replacing this set of tools in the next 3-5 years.

Positive Pressure Ventilation Fans

Ventilation is a fireground tactic used to remove smoke, make a building more tenable for people to survive and manage fire conditions. BFS has three PPV fans at their disposal, an older gas and two battery-powered fans for these purposes.

Thermal Imaging Cameras

There are several uses for thermal imaging, from identifying hot spots to assisting in rescue activities in a home or building. There are three Flir TIC Cameras purchased between 2017 and 2021.

Gas Detection Instruments

Identifying hazardous environments at an emergency scene supports good command decision-making and prevents unnecessary risks. Three Ventis multi-gas detectors have been purchased between 2019 and 2020.

Decontamination Equipment

The safety of firefighters starts with well-maintained PPE. Preventing fire carcinogens is critical to health and safety. BFS has a commercial grade washing machine for cleaning that was purchased in 2014 and a Ready Rack drying cabinet purchased in 2023. BFS also has a Clean Cab Policy in place and should be recognized for being leaders in this space.

Breathing Air

The BFS has an expected delivery of a Jordair 6000 psi cascade and fill station for 2023.

Personal Protective Equipment

PPE ensembles are of industry-standard quality Lakeland and Starfield models purchased in 2018 and 2022. This PPE is on a 10-year replacement cycle, allowing interior fire suppression and rescue activities to occur. It is assumed that regular inspection and maintenance is conducted according to NFPA 1851 standards, OH&S requirements and industry best practice.

By all accounts, the BFS is well and appropriately equipped to meet current service expectations.

Recommendation #49: Consider replacing the Power Hydraulic rescue tools in the next three to five years to keep up with the innovation and power of these tools.



Training Facility

The City of Beaumont Fire Service is fortunate to have a modular training facility with movable walls and areas to allow for various training options. The training centre is in a secure municipal operations yard at the City's north end. Being located in the City allows certified training to occur without leaving the service area, and training crews can respond to calls even when training occurs.





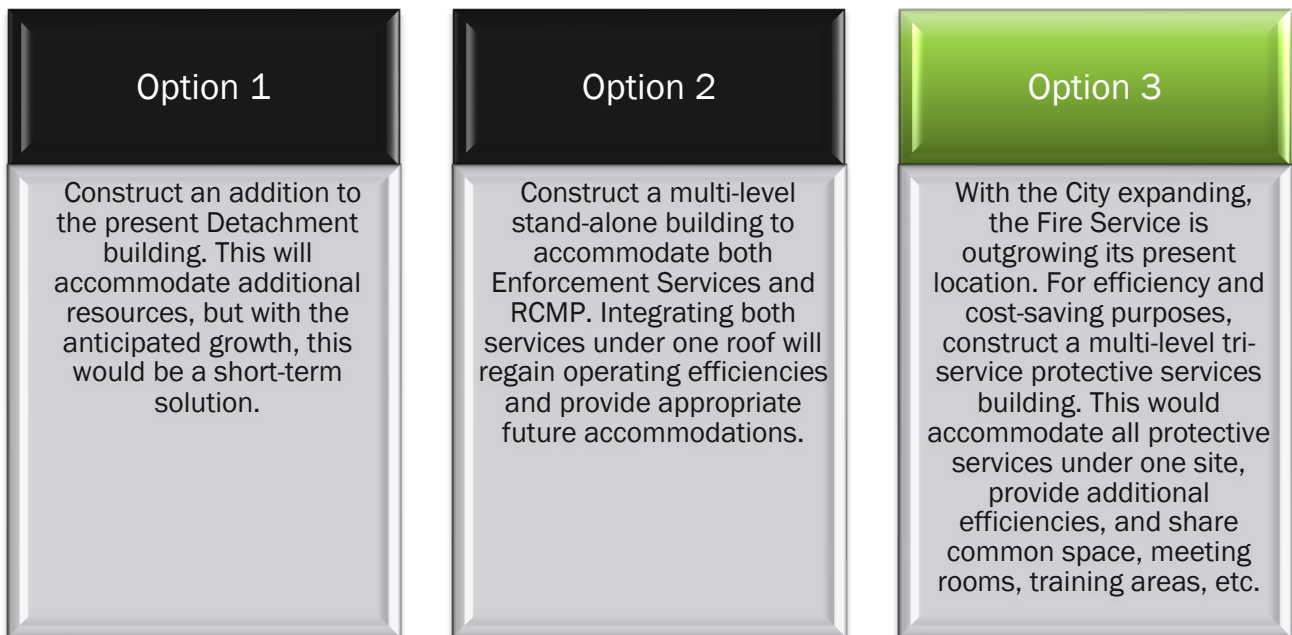
INFRASTRUCTURE MODEL

RCMP, FIRE &
ENFORCEMENT SERVICES

Infrastructure Models

Detachment Facilities & Resource Plans

Beaumont Detachment operates out of a City-owned facility (5501 Magasin Avenue). When initially constructed, it accommodated both the Police Service and Municipal Enforcement. However, with increased police resources, Municipal Enforcement had to look for alternate accommodations. Currently, the Police facility is close to maximizing its space. By redesigning the office with modern workstations, the Police Services can comfortably accommodate the present and short-term future requirements. It's anticipated that beyond 2028, it may grow out of the current footprint. Three options are available to meet the short- and long-term needs outlined in this report.



Recommendation #50: A co-located model (Option 3) should be adopted, and a single physical space should be explored to accommodate amalgamating physical space for the Municipal Enforcement Services, RCMP and Fire Services.

Accommodation and Physical Space

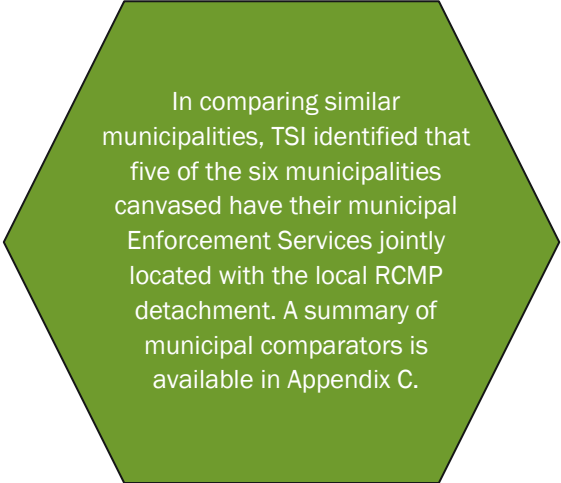
The Peace Officer Program is housed in isolation at the Ken Nichol Regional Recreation Centre. This arrangement has the group segregated from the rest of Protective Services and the RCMP.

The current office space has a degree of separation from the rest of the facility and non-enforcement personnel do not have access to it. The space consists of an office area and a locker room; however, there is no shower or bathroom as part of the space. Both exclusions create issues of not only convenience concerning uniformed Officers but also pose an officer safety issue with weapons considerations and decontamination concerns in the event of exposure to hazards (oleoresin capsicum spray (OC Spray), contamination from clean-ups or CVSA inspections, etc.)

Being housed with the RCMP and Fire Services in one physical location can improve operational collaboration and integrated enforcement initiatives that are seamless and have greater opportunities for Joint Force Operations (JFOs). Additional benefits of co-located teams are improved communication, promotion of mutual trust and respect, and shared values and goals, which lead to greater alignment with City strategy and adopt an agile approach fostering creativity and critical thinking.

Co-location or amalgamation of similarly focused work units can also yield efficiencies and cost savings realized through economies of scale (technology, purchasing, security, infrastructure), shared management (facility, maintenance, housekeeping) where applicable and joint services or programming (training and development, cross-training, shared health facility, organizational structure/location, ease of access to and for partner or shared services)

Occupational Health and Safety concerns are managed by adopting a holistic approach to health and well-being. As such, a sense of belonging and overall feelings of inclusion and being valued as part of the team can positively affect the employee's mental and physical health. Just as emphasizing mental health can increase productivity, reduce injury, and help Officers develop an overall happy and positive outlook at work and home, so does prioritizing physical fitness and operational readiness. Some additional benefits of a fitness area in the enforcement building are ensuring the safety and security of Officers while exercising, increasing availability due to shift work and after-hours access. This can be easily achieved again by providing a fitness facility in a shared space that can be accessed by multiple work units around the clock, thereby optimizing utilization rates and benefiting all involved needs more justification.



In comparing similar municipalities, TSI identified that five of the six municipalities canvassed have their municipal Enforcement Services jointly located with the local RCMP detachment. A summary of municipal comparators is available in Appendix C.



Recommendation #51: That the Facilities Team lead a planning exercise with stakeholders to accommodate present, short-term, and long-term modern workstations and Information Technology at the RCMP Detachment and Fire Hall.

As the City evolves and becomes more sophisticated, so do the individual departments or program areas. With this appearance comes increased citizen expectations in the level of professionalism and approach; having the Enforcement Services area conduct business from a side room within the arena complex does

not facilitate good citizen interaction, nor does it foster an air of confidence and potentially detracts from providing a positive customer experience for citizens.

While “gazing to the horizon” and the long-term best-case scenario of a co-located shared space, we can also sharpen our focus and look to a practical short-term solution. In the meantime, an interim solution of leasing space near the detachment for the CPOs to base their operations out of and to strike an agreement with the RCMP to use their public interaction spaces (front counter, low or unsecured interview rooms) for appointments while the feasibility studies, capital planning, public engagement, design, and costing can be carried out for the co-located space.

Recommendation #52: A leasing option for additional space or using an on-site mobile modular building (adjacent to the RCMP) for the Municipal Enforcement area be explored in the short term.



Future Considerations

Multi-Service Building

To accommodate a full-time Fire Service, which would mean working 24-hour days, it will be necessary to have the ability to provide sleeping quarters, a functioning kitchen, and a workout facility; the latter two would be shared spaces with the Municipal Enforcement and RCMP staff. The Director of Protective Services is responsible for all the above-mentioned groups. Currently, this leader has no way to provide hands-on supervision to all groups without moving to three different locations when necessary.

When the development in the City moves into the Innovation Park area, noted in the Development Staging Forecast Map as Stage 5, there should be serious consideration of having a new Multi-Service facility built in that area to manage both the requirements of HIRF and industry guidelines of NFPA 1710 and 1720 as noted previously. Using municipally owned land in the very southeast of the municipality, for example, Innovation Park area, makes the most financial sense. While at first glance it may not appear to be the ideal location for Fire Service coverage to the northeast and northwest, being able to use the primary road networks on the perimeter and through the middle of Beaumont supported by traffic attenuation on all traffic lights will help and would limit the times Fire Services would have to travel through congested neighbourhood roads.

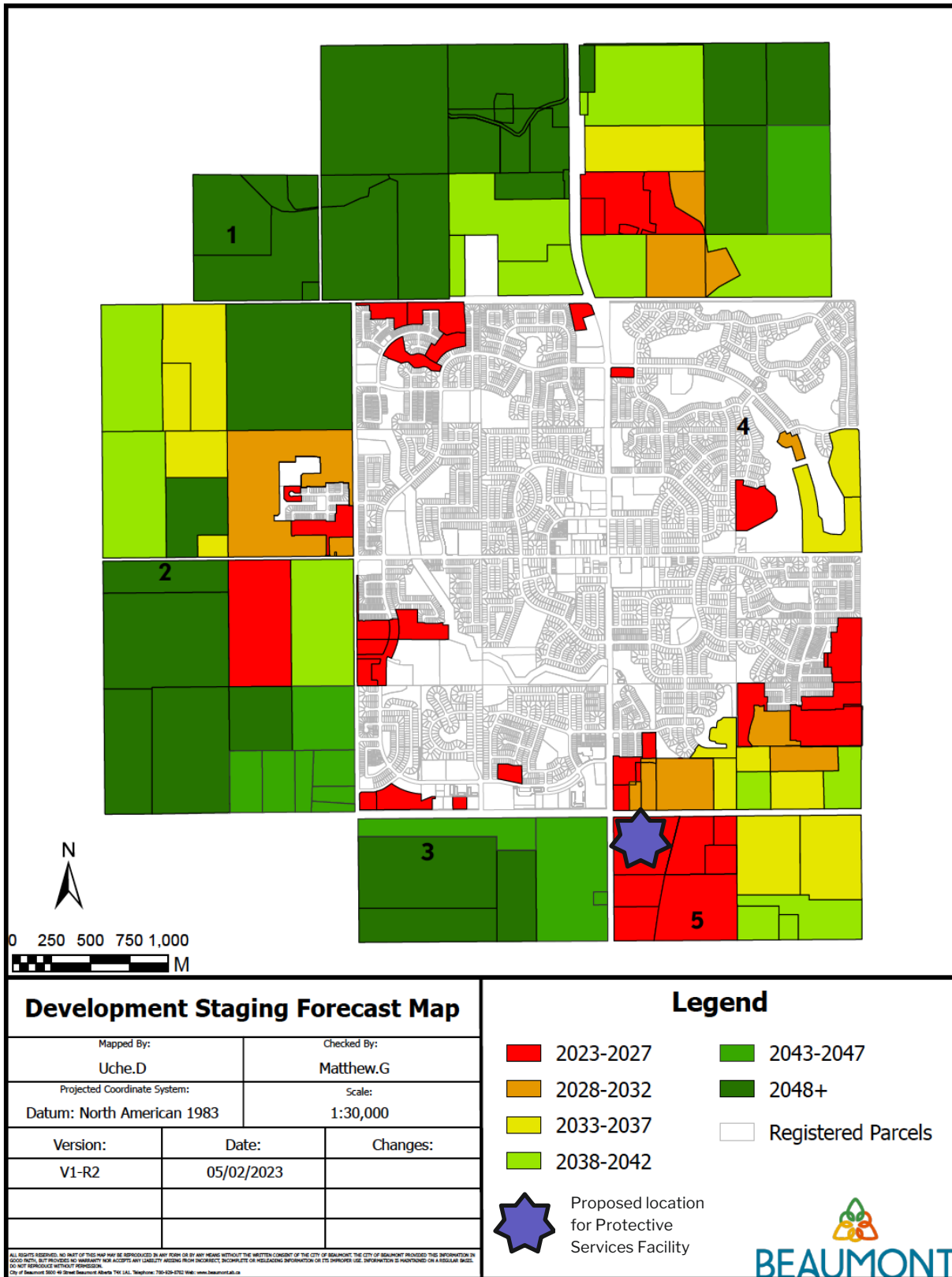
Recommendation #53: That a Preliminary Site Plan and Traffic Impact Assessment (TIA) be developed by collaborating with Alberta Transportation to determine the site feasibility and an appropriate access to the site from either 50th Street or Hwy 625.

Fire service provision can continue from this building on the seven-day-only schedule until the trigger of call volume coupled with travel time again makes meeting HIRF a challenge.

In reference to the City of Beaumont Development Staging Forecast Map (Source 10 on the following page), as the areas forecasted for development in 2033 - 2037 and 2038 - 2042 are completed, a second Station in the northwest should be considered to manage the increase in call volume and travel distance. Staffing this station with four firefighters Monday - Friday would allow for coverage when paid on call firefighters are least available. This station would be temporary until growth in call volume and location makes it no longer practical for response, and a new fire station location has been identified and built.



Recommendation #54: Develop a financial strategy that aligns with establishing a new fire station and full-time 24/7 staffing.



Source City of Beaumont Development Staging Forecast Map (2023 - 2048+)

Using Table 26 below is a suggested guideline for potential for new fire stations when using population base only as the trigger point when applying the ratios to Beaumont's predicted population; the formula would work as such:

Beaumont Population (in thousands) x Stations per 1,000 Population = Suggested Inventory
30 x 0.091 = 2.73 stations recommended for (2023 - 2043) Beaumont Population

Table 26 NFPA Canadian Fire Department Profile Study

AVERAGE APPARATUS AND STATION RATES PER 1,000 POPULATION BY COMMUNITY SIZE, 2014-2016				
Community Size	Suppression			
	Pumpers per 1,000 Population	Vehicles per 1,000 Population	Aerial Apparatus per 1,000 Population	Stations per 1,000 Population
500,000 or more	0.034	0.011	0.011	0.034
250,000 - 499,999	0.042	0.018	0.008	0.043
100,000 - 249,999	0.045	0.025	0.013	0.05
50,000 to 99,999	0.072	0.053	0.016	0.068
25,000 to 49,999	0.11	0.086	0.027	0.091
10,000 to 24,999	0.206	0.144	0.033	0.151
5,000 - 9,999	0.306	0.232	0.038	0.234
2,500 - 4,999	0.438	0.399	0.016	0.35
Under 2,500	1.025	1.074	0.026	1.101

When considering building a new multi-use facility, it is important to ensure adequate infrastructure (in terms of equipment and apparatus) in place to accommodate the growth of the Fire Service with the increase in call volume coupled with the increase in staffing numbers. TSI was informed of the Utilities Master Plan, which will account for all below-ground utilities needed to simplify the building of a new facility.

While not in scope of this project, TSI offers the following cost considerations for a new construction Protective Services facility:

- Holding cells are a major cost for the policing side of a facility; safety and standards are very specific and cannot be deviated from
- Costs will be impacted by overall square footage and number of apparatus bays
- Cancer risk reduction strategies must be engineered into the design
- Inflation and supply availability
- Designing for and leasing space to Alberta Health Services
- Opportunity to include Leduc County equipment into the new facility

In today's dollars, a new multi-use Protective Services facility is likely to cost upwards of \$25 Million.



LEVEL OF SERVICE COSTING

Operating & Capital Budgets

LOS Costing: Operating & Capital Budgets

Financial Review

A review of the City's finances was completed; this process included interviewing the Director of Protective Services. The interview was comprehensive and included discussions regarding the operating budgets, capital reserves, agreements, and financial processes.

Methodology

This review included analysis of past and current budgets, budget details, and past financial reports. The interview information and financial documentation formed a good base from which to analyze the City's Protective Services. Our review included a review of recent financial documents, including:

- The 2023 Budget presentation to Council
- The 2021, 2022 and 2023 Divisional operating budgets
- The 2021 and 2022 year-end actuals
- The Division's lists of equipment, machinery, apparatus, and buildings
- The salary grid by position and class
- The organizational chart
- The current RCMP resource plan
- The dispatch and monitoring agreement with Parkland County
- The offsite levy bylaw
- The 2023 mill rate bylaw
- The RCMP agreement and multi-year financial plan
- The 2022 Audited financial statements
- The Council strategic plan 2022 - 2026

Observations

The following are detailed observations regarding the City's revenue and expenditure budgets. The intent is to identify what the City is budgeting for and to provide comments on the content of the budget amount. The 2023 budget was used in this analysis and the comments will be based on it as well.

General Comments on Budget

The Protective Services division includes five cost centres: Emergency Management, Fire Services, Municipal Enforcement, Automated Traffic Enforcement and RCMP. Each area has a dedicated budget.

The three main service areas are Fire, Enforcement and RCMP. Emergency management and Automated Traffic Enforcement have their own cost centres so that these activities can be tracked on their own.

The City's total protective services budgets for \$1,794,200 in revenue and has total expenses of \$5,616,200. The division requires \$3,822,000 (net) in tax revenue to fund the operations. The total City budget is \$51.5M so the division's budget accounts for approximately 10.9% of the total budgeted expenses.

The table below is a summary of the 2023 budget by cost centre. This financial data is shown in summary form. The detail account budget by cost centre can be found in Appendix E.

Table 26 Beaumont Protective Services Operating Budget Summary By Cost Centre (2023)

Description	Emergency Management	Fire	Municipal Enforcement	Photo Radar	RCMP	Total
Revenue						
804 - Expense Recovery	-	20,000	1,000	-	-	21,000
821 - Building Permits	-	2,000	-	-	-	2,000
830 - Traffic & Bylaw Fines	-	-	255,000	430,000	223,400	908,400
831 - Weed & Other Fines	-	-	5,400	-	-	5,400
832 - Pet Fines	-	-	700	-	-	700
840 - Licenses	-	-	37,800	-	-	37,800
950 - Conditional Operating Grants	-	500	-	-	590,900	591,400
976 - Transfer from Reserve	7,500	100,000	-	-	-	107,500
980 - Community Contributions	-	-	120,000	-	-	120,000
Total Revenue	7,500	122,500	419,900	430,000	814,300	1,794,200
Expense						
Total Personnel	-	946,500	583,600	-	457,200	1,987,300
Total Contacts and General Services	2,000	223,200	60,200	100,000	2,706,700	3,092,100
Total Materials, Supplies & Maintenance	1,500	153,300	47,400	-	4,600	206,800
Total Reserve Contribution	-	-	-	330,000	-	330,000
Total Operating Expenses	3,500	1,323,000	691,200	430,000	3,168,500	5,616,200
Net	(4,000)	1,200,500	271,300	-	2,354,200	3,822,000

Cost Centres

Emergency Management

The emergency management cost centre budgets for the operations of the Emergency Coordination Centre (ECC). The cost centre only has two expenses totaling \$3,500 (training - \$1,500 and program supplies - \$2,000) These costs are funded by a transfer from reserve. The 2023 budget has more budgeted from reserve than expenses. In the future this cost centre should be a net zero budget or remove the reserve transfer and fund the operations from taxes.

Fire

The fire cost centre budgets for \$122,500 in revenue and \$1,323,000 in expenses. Significant budget amounts include:

- \$20,000 in revenue from insurance claims and \$2,000 from fire permits
- There is a one-time transfer from reserve for \$100,000 that is funding a consulting project
- The personnel budget is \$946,500. This budget funds both full time and paid on call firefighters, overtime, and employee benefits. The staffing complement includes:
 - Director / Fire Chief
 - Deputy Fire Chief
 - Fire Prevention Officer
 - 4 full time firefighters
 - Paid on call firefighters
- Training and courses budget of \$54,300
- Software and license fees of \$7,100
- Parkland dispatch contract of \$47,500
- Vehicle maintenance of \$57,000, this is outsourced
- Equipment, gear, goods, and supplies budget of \$87,100

Municipal Enforcement

The Enforcement cost centre budgets for \$419,900 in revenue and \$691,200 in expenses. Significant budget amounts include:

- \$255,000 from traffic tickets and \$5,400 from bylaw fines
- \$37,800 from pet licenses
- \$120,000 in donations that was intended to fund a school resource officer. This program is not being developed.
- The personnel budget is \$583,600. This budget funds regular salaries, overtime, and employee benefits. The staffing complement includes:
 - CPO Supervisor
 - Three full time CPOs and one part time CPO
 - An administrative assistant
- \$13,900 training and courses
- \$33,500 for the Pound facility agreement and the Yellowhead County dispatch agreement for CPOs
- Vehicle maintenance of \$9,300, this is outsourced
- Equipment, gear, goods, and supplies budget of \$26,900

Automated Traffic Enforcement

The Automated Traffic Enforcement cost centre budgets for \$430,000 in revenue and expenses. This cost centre captures all the Automated Traffic Enforcement traffic ticket revenue and the cost of the contracted

operations. There is a transfer to reserve that moves excess revenue to reserve to balance out the cost centre.

- \$430,000 from traffic ticket revenue
- \$100,000 for the contracted operations of the Automated Traffic Enforcement program. Conduent Business Services is the contracted operator.
- \$330,000 transfer to reserve to balance the cost centre

Police (RCMP)

The Police (RCMP) cost centre budgets for \$814,300 in revenue and \$3,168,500 in expenses. Significant budget amounts include:

- \$223,400 from traffic tickets fines
- \$590,900 from the Alberta policing grant
- The personnel budget is \$457,200. This budget funds regular salaries, and employee benefits. The staffing complement includes:
 - A municipal supervisor
 - Four detachment clerks
- The main expense in this cost centre is the RCMP contract. The City current contract includes 17 RCMP members. Due to transfer vacancies, maternity leaves and illnesses the City currently has 13 active RCMP members. The City only pays for the number of active members. The budget for the RCMP contract in 2023 is \$2,672,600.

Contribution to Reserves

In 2023 the City is budgeting \$330,000 in transfer to capital reserves. This is in the Automated Traffic Enforcement cost centre where excess revenue over expenses is transferred to reserves.

A long-term reserve strategy should include an optimal reserve balance and annual contribution. The City should create two new reserves, one for Fire and the other for Municipal Enforcement. These reserves would fund future apparatus and vehicle replacements.

The City transfers funds annually into a vehicle and equipment reserve and this transaction is completed in the Corporate Transactions cost center. A portion of this transfer is intended for the future replacement of protective services vehicles and equipment. The City has a full review of their reserve funds planned for 2024.

At a minimum the City should be contributing annually to these two reserves the value of the annual depreciation of the apparatus and vehicles.

The following tables show the calculation of annual depreciation using the replacement cost and useful life. The long-term reserve contribution for Fire should be \$200,000 and \$60,000 for Municipal Enforcement. The reserve transfers should be indexed to inflation.

Table 27 Beaumont Fire Services Proposed Reserve Contribution

Reserve Contribution should equal annual depreciation with annual inflation increases					
Unit Type	Description	Inventory Units	Replacement Cost	Useful Life	Annual Depreciation
Aerial truck	Ladder Truck	1	\$1,500,000	20	\$75,000
Large Response Vehicles	Engines, pumpers	2	\$1,500,000	20	\$75,000
Wildland	Rapid Response	1	\$300,000	10	\$30,000
Support Vehicles	Command / Truck	2	\$150,000	10	\$15,000
Hydraulic Rescue Tools	Vehicle Extraction	1	\$50,000	10	\$5,000
Total		7	\$3,500,000		\$200,000

Table 28 Beaumont Enforcement Services Proposed Reserve Contribution

Reserve Contribution should equal annual depreciation with annual inflation increases					
Unit Type	Description	Inventory Units	Replacement Cost	Useful Life	Annual Depreciation
CPO Unit	SUV / Truck	5	\$500,000	10	\$50,000
CPO Unit	SUV / Truck (Growth)	1	\$100,000	10	\$10,000
Total		6	\$600,000		\$60,000

Offsite Development Levies

The Alberta Municipal Government Act (MGA) allows municipalities to charge offsite development levies on new developments. Section 248.2.1C specifically states that a municipality can fund any part of a fire hall expansion or an additional fire hall using offsite levies on new development.

The theory of offsite development levies is that new residential growth in a municipality creates the need for expanded services in areas like water, sewer, roads, and fire stations. The new growth should fund this new capital, not existing taxpayers. These levies become part of the cost of each new residential lot. The City will need to do a further analysis to define the offsite levy calculation to understand what portion the developers and the City will each contribute to future expanded services specific to fire.

Currently the City is not collecting fire offsite levies. Residential growth in the next 10 years is projected to continue. The City should consider implementing a fire offsite levy on new development.



Recommendation #55: The City consider implementing a new offsite development levy for a new additional fire station(s).

Five-Year Budget Projection

The City has identified areas where residential and commercial growth will occur over the next five years. The Protective Service budgets will need to increase due to this growth. Table 29 is a summarized five-year projected operating budget for all cost centres in the division. Five-year projections for all cost centres are shown in Table 29. Where costs were known over the next five years they were included in the projections. Growth projections are used to calculate the five-year budget projections. 2% was used to calculate inflation over the five years. Refer to Appendix F for the five-year budget details.

Table 25 Beaumont Protective Services Five-Year Operating Budget Projection (2024 - 2028)

								5 Year Impact	
	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget	\$ Increase	% Increase	
Revenue	\$1,794,200	\$1,712,589	\$1,737,372	\$1,762,556	\$1,788,148	\$1,814,155	\$19,955	1.1%	
Salary & Benefits	\$1,961,072	\$2,592,817	\$3,183,454	\$3,252,365	\$3,630,925	\$4,591,142	\$2,630,070	134.1%	
Contracts & General Services	\$3,092,100	\$4,976,051	\$5,348,180	\$5,728,038	\$6,370,470	\$6,904,060	\$3,811,960	123.3%	
Materials, Supplies & Maintenance	\$205,300	\$269,308	\$264,401	\$218,194	\$232,676	\$359,253	\$153,953	75.0%	
Contribution to Reserve	\$330,000	\$592,300	\$599,803	\$607,413	\$615,131	\$622,959	\$292,959	88.8%	
Total Expenses	\$5,588,472	\$8,430,476	\$9,395,838	\$9,806,009	\$10,849,201	\$12,477,413	\$6,888,941	123.3%	
Net	\$3,794,272	\$6,717,887	\$7,658,466	\$8,043,453	\$9,061,053	\$10,663,258	\$6,868,986	181.0%	
Year over Year increase	-	\$2,923,615	\$940,579	\$384,987	\$1,017,600	\$1,602,205	\$6,868,986	-	
Total Taxes for City	\$28,308,300	\$31,231,915	\$32,172,494	\$32,557,481	\$33,575,081	\$35,177,286	\$6,868,986	-	
Tax % Increase		10.33%	3.01%	1.20%	3.13%	4.77%			

Emergency Management Five-Year Projection

This cost centre is used for annual emergency training exercises and these costs are funded by a reserve transfer. This is projected to continue over the next five years. The amount transferred from reserve equals the budgeted expenses to balance out the cost centre. No other changes are projected for this cost centre. The Director of Protective Services retains the designation as the Director of Emergency Management.

Table 30

	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
976 - Transfer from Reserve	7,500	2,040	2,081	2,122	2,165	2,208
Total Revenue	7,500	2,040	2,081	2,122	2,165	2,208
290 - Courses & Training	2,000	2,040	2,081	2,122	2,165	2,208
Total Contacts and General Services	2,000	2,040	2,081	2,122	2,165	2,208
621 - Program Materials, Goods, Supplies	-	-	-	-	-	-
Total Materials & Supplies	-	-	-	-	-	-
Total Operating Expenses	2,000	2,040	2,081	2,122	2,165	2,208
Net	(5,500)	-	-	-	-	-

Fire Five-Year Projection

Fire services has significant growth projected over the next five years. The biggest growth area will be within staffing. The five-year projection includes the following growth additions and changes:

- No change to the Fire Chief position, Deputy Fire Chief position and fire prevention officer position. They remain in the same position over the next five years.
- Currently there are four (4) full time firefighters. The growth recommendation is to have four (4) fire captains and four (4) fire lieutenants over the next five years, while retaining the four (4) full time firefighters.
- The City utilizes Paid-on-Call firefighters. This is recommended to continue over the next five years.
- It is recommended to always have one paid on call firefighter on shift each day.
- The number of FTEs is recommended to increase from seven (7) to 15 over the next five years.
- A 2% cost of living increase is added each year for each position.
- Corresponding benefit budgets increase over the five years due to the increase in staffing costs.
- 2% inflation is added in most accounts over the five years.
- A new reserve contribution of \$200,000 is added in 2024 as per the recommendation and is indexed with 2% inflation over the next five years.

The table below shows the fire five-year operating summary budget projection. The five-year detailed budget by cost centre and by individual account can be found in Appendix I.

Table 31 Beaumont Fire Services Five Year Operating Budget Projection

	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
Revenue	\$122,500	\$22,220	\$22,442	\$22,667	\$22,893	\$23,122
Salary & Benefits	\$920,272	\$1,168,616	\$1,451,384	\$1,480,412	\$1,510,020	\$2,331,435
Contract & General Services	\$223,200	\$131,592	\$138,067	\$144,985	\$148,261	\$163,998
Materials, Supplies & Maintenance	\$153,300	\$196,268	\$200,300	\$163,011	\$166,389	\$301,841
Contribution to Reserve	\$0	\$200,000	\$204,000	\$208,080	\$212,242	\$216,486
Total Expenses	\$1,296,772	\$1,696,476	\$1,993,752	\$1,996,488	\$2,036,912	\$3,013,760
Net	\$1,174,272	\$1,674,256	\$1,971,310	\$1,973,821	\$2,014,019	\$2,990,638

Municipal Enforcement Five-Year Projection

The Enforcement Services five-year budget projection includes:

- Increasing from three full time CPOs and one part time CPO to seven full time CPOs
- A new administrative position will be added in 2025, and a second administrative position added in 2028
- Traffic fines will grow by 1% per year
- Pet licenses will grow by 2% per year
- The school funded resource officer will continue
- Growth in public relations initiatives
- A new annual contribution to capital reserve of \$60,000, which is indexed to 2% inflation. This contribution will need to increase as the size of the Enforcement fleet grows
- All other expenditure areas projected to increase 2% per year

The table below shows the Enforcement five-year operating summary budget projection. The five-year detailed budget by cost centre and by individual account can be found in Appendix H.

Table 32 Beaumont Enforcement Services Five-Year Operating Budget Projection

	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
Revenue	\$419,900	\$425,677	\$431,543	\$437,501	\$443,550	\$449,694
Salary & Benefits	\$583,600	\$743,605	\$941,896	\$868,093	\$1,099,125	\$1,217,492
Contract & General Services	\$60,200	\$68,854	\$70,231	\$71,636	\$73,068	\$74,530
Materials, Supplies & Maintenance	\$47,400	\$68,348	\$59,315	\$50,301	\$61,307	\$52,333
Contribution to Reserve	\$0	\$60,000	\$61,200	\$62,424	\$63,672	\$64,946
Total Expenses	\$691,200	\$940,807	\$1,132,642	\$1,052,454	\$1,297,173	\$1,409,301
Net	\$271,300	\$515,130	\$701,099	\$614,953	\$853,623	\$959,607

RCMP Five-Year Projection

The Police Services five-year budget projection includes significant increases and will impact the operating budget. The Police Services five-year budget projection includes:

- The number of approved RCMP members will accommodate the increase from 17 to 26. This increase in RCMP members is needed to move to a 24/7 police service.
- This budget projection does not consider any vacancies and shows the true cost of a full complement of active RCMP members.
- The number of detachment clerks is projected to increase from four to nine.
- Traffic ticket fine revenue is projected to increase by 1% per year.
- The provincial policing grant is projected to continue and increase by 2% per year.

The table below shows the Police Service five-year operating summary budget projection. The five-year detailed budget by cost centre and by individual account can be found in Appendix G.

Table 33 RCMP Five-Year Operating Budget Projection

	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
Revenue	\$814,300	\$828,352	\$842,663	\$857,237	\$872,080	\$887,197
Salary & Benefits	\$457,200	\$680,596	\$790,173	\$903,860	\$1,021,779	\$1,042,215
Contract & General Services	\$2,706,700	\$4,671,565	\$5,033,761	\$5,403,174	\$6,038,733	\$6,552,916
Materials, Supplies & Maintenance	\$4,600	\$4,692	\$4,786	\$4,882	\$4,979	\$5,079
Total Expenses	\$3,168,500	\$5,356,853	\$5,828,720	\$6,311,916	\$7,065,491	\$7,600,209
Net	\$2,354,200	\$4,528,501	\$4,986,057	\$5,454,679	\$6,193,411	\$6,713,012

The current RCMP Multi Year Financial Plan (MYFP) was used to project the cost of the RCMP contract over the next five years. The following table shows the new projected five-year MYFP. The cost per RCMP member will increase from \$244,041 to \$250,587.

Table 34 Beaumont RCMP Recommended Multi-Year Financial Plan (MYFP)

Description	5 Year Projected RCMP Contract Budget				
	2024 - 2025	2025 - 2026	2026 - 2027	2027 - 2028	2028 - 2029
# of Officers - As per MYFP	19	21	23	25	26
RCMP Payroll	\$2,826,929	\$3,232,500	\$3,665,214	\$4,123,214	\$4,437,333
Operational Equipment - Annual	\$106,910	\$118,436	\$130,019	\$141,652	\$141,052
Operational Equipment - One time	\$138,030	\$28,418	\$14,030	\$0	\$0
Vehicle changeovers	\$24,400	\$12,700	\$13,200	\$13,700	\$20,000
IT Equipment	\$53,466	\$41,997	\$30,528	\$58,139	\$34,750
Secret Expenses	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000
Training	\$79,670	\$89,817	\$100,338	\$111,245	\$110,139
Travel	\$60,375	\$61,784	\$64,229	\$65,710	\$68,227
Corp of Commission	\$15,188	\$15,377	\$15,570	\$15,764	\$15,961
Fuel	\$63,800	\$66,000	\$68,200	\$70,400	\$73,700
Vehicles	\$143,000	\$173,500	\$75,500	\$177,500	\$264,500
Total Direct Costs	\$3,512,768	\$3,841,529	\$4,177,828	\$4,778,324	\$5,166,663
Indirect Costs - Administration	\$1,124,015	\$1,156,755	\$1,189,159	\$1,223,498	\$1,348,604
Cost per officer - Approved	\$244,041	\$238,014	\$233,347	\$240,073	\$250,587
Increase from current 5 MYFP	\$812,829	\$1,266,918	\$1,545,554	\$2,046,889	\$2,106,307

Automated Traffic Enforcement Five-Year Projection

The Automated Traffic Enforcement five-year projection does not recommend any changes to the program. There are three budget lines, one for ticket fine revenue, one for contracted operations and a third one for transferring the surplus revenue into reserve. This is the current method of operation, and no changes are recommended. Ticket revenue and the contracted operations costs are increased with inflation over the five-year term.

The table below shows the ATE five-year operating summary budget projection.

Table 35 Beaumont Automated Traffic Enforcement Five-Year Operating Budget Projection

	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
Revenue						
830 - Traffic & Bylaw Fines	430,000	434,300	438,643	443,029	447,460	451,934
Total Revenue	430,000	434,300	438,643	443,029	447,460	451,934
Expense						
412 - Photo Radar Fees	100,000	102,000	104,040	106,121	108,243	110,408
Total Contacts and General Services	100,000	102,000	104,040	106,121	108,243	110,408
Reserve Contribution	330,000	332,300	334,603	336,909	339,217	341,526
Total Reserve Contribution	330,000	332,300	334,603	336,909	339,217	341,526
Total Operating Expenses	430,000	434,300	438,643	443,029	447,460	451,934
Net	-	-	-	-	-	-

Recommendation #56: The City should begin to budget for annual capital reserve contributions in the Fire and Enforcement cost centres.

Mill Rate and Assessment

TSI completed a review of Beaumont’s mill rates, assessment values and budgeted tax revenue from the year 2019 to 2023. They also compared Beaumont’s 2023 mill rates with other comparable communities.

The City’s mill rates have remained relatively flat over the five years, only increasing by 5.3% to 5.9%. In fact, the mill rates in 2023 went down versus 2022. This may have been a lost opportunity to keep the mill rates the same while earning increased revenues off the assessment growth and increasing contributions to future capital reserves. Mill rate increases have not kept up with inflation.

The City’s assessment has shown strong steady growth. Over the past five years assessment has increased by 23.6%. This steady growth has anchored the increased property tax revenue generation. Property tax revenues have increased by \$6M over the last five years, while keeping the mill rates relatively flat.

Table 36 below shows the mill rates over the past five years. Residential mill rates have increased 0.38 and non-residential mill rates have increased 0.48 over the past five years.

Table 36 Mill Rates by Category (2019 - 2023)

	2019	2020	2021	2022	2023	% Increase
Residential	6.41100	6.70920	6.87540	6.91840	6.78740	5.9%
Non-residential	9.02710	9.44690	9.68090	9.68580	9.50230	5.3%

Table 37 below shows the City’s assessment values by category over the past five years. There has been very strong assessment growth over this period. Overall assessment values have increased by \$694M or 23.6% with strong growth in both residential and non-residential categories.

Table 37 Assessment Values by Category (2019 - 2023)

	2019	2020	2021	2022	2023	% Growth
Residential	\$2,738,302,150	\$2,729,776,270	\$2,729,270,390	\$3,032,024,380	\$3,367,246,690	23.0%
Non-residential	\$207,612,630	\$227,562,160	\$226,160,950	\$233,339,190	\$249,138,250	20.0%
Annexed Res	\$0	\$0	\$16,865,060	\$20,692,390	\$22,011,620	30.5%
Annexed Farm	\$0	\$0	\$750,940	\$665,770	\$665,770	-11.3%
Annexed Non-Res	\$0	\$0	\$1,021,120	\$1,065,850	\$1,079,200	5.7%
Total	\$2,945,914,780	\$2,957,338,430	\$2,974,068,460	\$3,287,787,580	\$3,640,141,530	23.6%

Table 38 below shows the budgeted tax revenue by category over the past five years. Overall tax revenue generation has increased by \$6M or 30.8% with strong revenue generation in residential and non-residential categories.

Table 38 Budgeted Tax Revenue by Category (2019 - 2023)

	2019	2020	2021	2022	2023	% Growth
Residential	\$17,555,400	\$18,314,560	\$18,764,854	\$21,087,633	\$22,975,291	30.9%
Non-residential	\$1,874,100	\$2,149,748	\$2,189,446	\$2,260,077	\$2,367,386	26.3%
Annexed Res	\$0	\$0	\$49,161	\$61,456	\$65,374	33.0%
Annexed Farm	\$0	\$0	\$5,163	\$4,606	\$4,519	-12.5%
Annexed Non-Res	\$0	\$0	\$6,505	\$6,928	\$7,230	11.1%
Total	\$19,429,500	\$20,464,308	\$21,015,129	\$23,420,700	\$25,419,800	30.8%

TSI gathered comparative data on mill rates. We have selected municipalities that are similar to Beaumont. We chose peer municipalities that rely upon mostly residential assessment, have comparable populations, have shown growth over the past five years and are around Edmonton. The two municipalities that meet this criterion are Stony Plain and Camrose.

Table 39 below shows the comparisons between the three municipalities. Camrose has higher residential and non-residential mill rates than Beaumont by 27% to 41%. Stony Plain has lower mill rates; however, they have a separate mill rate for protective services. Given the importance of protective services having a separate mill rate for these services allows residents and businesses to see the true cost and budget requirements of these services. It adds transparency to the mill rate bylaw. If you add the Stony Plain mill rates together, they are comparable to Beaumont.

Table 39 Peer Review Mill Rates (2023)

	Beaumont	Stony Plain	Camrose
Population	21,586	18,567	19,847
Residential	6.78736	4.3306	8.6014
Non-Residential	9.50230	5.7277	13.41
Protective Services - Residential	N/A	2.0566	N/A
Protective Services - Non-Residential	N/A	2.7201	N/A

Funding Option

TSI is projecting that the Protective Services operating budget will increase over the next five years due to growth in staffing and service levels. The tax funding required to fund Protective Services in 2023 was \$3.8M. Over the next five years the tax funding required to fund Protective Services will increase to \$10.7M, an increase of \$6.9M.

It is also projected that the City will continue to grow over the next five years similar to what it experienced over the last five years. In the past five years assessment values increased by 23%. Extending the same growth over the next five years will increase assessment values by an estimated 5% per year. Table 40 below shows the expected assessment growth over the next five years. This assessment growth will greatly assist the funding requirement for Protective Services.

Table 40 Assessment Values by Category (Projected) 2024 - 2028

	2024	2025	2026	2027	2028
Residential	\$3,535,609,025	\$3,712,389,476	\$3,898,008,950	\$4,092,909,397	\$4,297,554,867
Non-residential	\$261,595,163	\$274,674,921	\$288,408,667	\$302,829,100	\$317,970,555
Annexed Res	\$23,112,201	\$24,267,811	\$25,481,202	\$26,755,262	\$28,093,025
Annexed Farm	\$699,059	\$734,011	\$770,712	\$809,248	\$849,710
Annexed Non-Res	\$1,133,160	\$1,189,818	\$1,249,309	\$1,311,774	\$1,377,363
Total	\$3,822,148,607	\$4,013,256,037	\$4,213,918,839	\$4,424,614,781	\$4,645,845,520

There is value in creating new mill rates dedicated to Protective Services. These mill rates can be set each year to ensure these important services are funded, and that they can meet the growth demands of the City.

Recommendation #57: Create new mill rates dedicated to Protective Services.

Table 41 shows the tax revenue funding required for Protective Services over the next five years by assessment category. This assumes that the City retains the same mill rate percentages.

Table 41 Tax Revenue Funding Requirement for Protective Services (2024 - 2028)

	2024	2025	2026	2027	2028
	Tax Revenue	Tax Revenue	Tax Revenue	Tax Revenue	Tax Revenue
Residential	\$6,071,858	\$6,921,985	\$7,269,950	\$8,189,692	\$9,637,820
Non-Residential	\$625,647	\$713,245	\$749,099	\$843,870	\$993,086
Annexed Residential	\$17,277	\$19,696	\$20,686	\$23,303	\$27,423
Annexed Farm	\$1,194	\$1,361	\$1,430	\$1,611	\$1,896
Annexed Non-Residential	\$1,911	\$2,178	\$2,288	\$2,577	\$3,033
Total Tax Requirement	\$6,717,887	\$7,658,466	\$8,043,453	\$9,061,053	\$10,663,258
Tax % Increase	10.33%	3.01%	1.20%	3.13%	4.77%

Currently the City breaks down its mill rates by the following percentages, with the corresponding dollar value shown in Table 42:

Table 42 Mill Rate Percentage Breakdown

Category	Mill Rate Percentage Split	Dollar Value
Residential	90.38%	\$22,975,291
Non-Residential	9.31%	\$2,367,386
Annexed Residential	0.26%	\$65,374
Annexed Farm	0.02%	\$4,519
Annexed Non-Residential	0.03%	\$7,230
Total	100.00%	\$25,419,800

If the City were to retain this same mill rate percentage split over the next five years, we can project what the Protective Services mill rates would be each year. Table 43 below shows what mill rates would be required each year. Since Protective Services has their own mill rates the general municipal mill rates will reduce respectively as in the Stony Plain example.

Table 43 Protective Services Annual Mill Rates (Projected) 2024 - 2028

Category	2024	2025	2026	2027	2028
Residential	1.7173	1.8646	1.8650	2.0009	2.2426
Non-Residential	2.3917	2.5967	2.5974	2.7866	3.1232
Annexed Residential	0.7475	0.8116	0.8118	0.8710	0.9762
Annexed Farm	1.7084	1.8549	1.8553	1.9905	2.2309
Annexed Non-Residential	1.6862	1.8307	1.8312	1.9647	2.2020

Debt Capacity and Servicing

TSI has recognized the need for a new facility to house Fire Service, Enforcement Services and the RCMP. The current facilities will quickly become too small to meet the service demands as the City grows.

To fund this new facility the City has several options:

- Use Local Government Fiscal Framework (LGFF) and Canada Community Building Fund grant funding.
- Seek new grant opportunities that fund green buildings.
- Reserve funding.
- Debenture funding.
- Off-site levies.

Growth will be one of the biggest reasons for the need of the new facility. That being said, growth should be funding a portion of this facility. A new off-site levy for Fire Halls should be implemented to assist with the funding of this new facility. A combination of all the funding options above will likely be required.

At year end 2022 the City had \$32.2M in debt limit remaining. This debt capacity could be utilized to fund this new facility. A portion of the debt servicing requirement each year could be funded from new off-site levies.

The Alberta Capital Financing Authority (ACFA) is currently funding 25-year debentures at 5.89%. A \$10M debenture over 25 years would require debt servicing costs of \$769,212. A new facility depending on how it is built will be in \$10M range to construct. This is an operational / functional facility. If design requirements are increased, then you can expect the construction costs to increase, and the debenture amount and debt financing will increase with it.





REFERENCES

References

1. 2019 National Fire Code (Alberta Edition): <https://www.beaumont.ab.ca/322/History>
2. Alberta Vehicle Inspection Regulation (AR 211/2006)
3. Law Enforcement Framework: <https://open.alberta.ca/dataset/a7aa4d1e-9e39-4279-8a10-c832e1d9939c/resource/d59c6722-736e-43ed-9206-a401dd877c69/download/law-enforcement-framework-2010.pdf>
4. <https://www.aihr.com/blog/knowledge-skills-abilities-ksa-examples/>
5. NFPA 1710: Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Fire Departments
6. NFPA 1720: Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Volunteer Fire Departments
7. NFPA 1851: Standard on Selection, Care, and Maintenance of Protective Ensembles for Structural Fire Fighting and Proximity Fire Fighting
8. NFPA 1901: Standard for Automotive Fire Apparatus
9. [NFPA 1911: Standard for the Inspection, Maintenance, Testing, and Retirement of In-Service Emergency Vehicles](#)
10. NFPA 291: Recommended Practice for Fire Flow Testing and Marking of Hydrants
11. NFPA Canadian Fire Department Profile Study
12. Rodney Lazenby - Public Fatality Inquiry Report: <https://open.alberta.ca/publications/fatality-inquiry-lazenby-2018-01-09>
13. Law Enforcement Framework: "Balancing Enforcement with Prevention"
14. Stats Canada: <https://www12.statcan.gc.ca/census-recensement/2021/as-sa/fogs-spg/Page.cfm?lang=E&topic=1&dguid=2021A00054811013>
15. [Municipal Government Act \(MGA\)](#)
16. [Peace Officer Act](#)
17. [Peace Officer \(Ministerial\) Regulation](#)
18. [Peace Officer Regulation](#)

19. [Provincial Offences Procedure Act \(POPA\) & Regulations](#)
20. [Criminal Code of Canada \(https://www.canlii.org/en/ca/laws/stat/rsc-1985-c-c-46/latest/\)](https://www.canlii.org/en/ca/laws/stat/rsc-1985-c-c-46/latest/)
21. Canadian Association of Fire Chiefs:
https://cdn.ymaws.com/cafc.ca/resource/resmgr/grweek2023/2023/English_Census_Report.pdf



APPENDICES

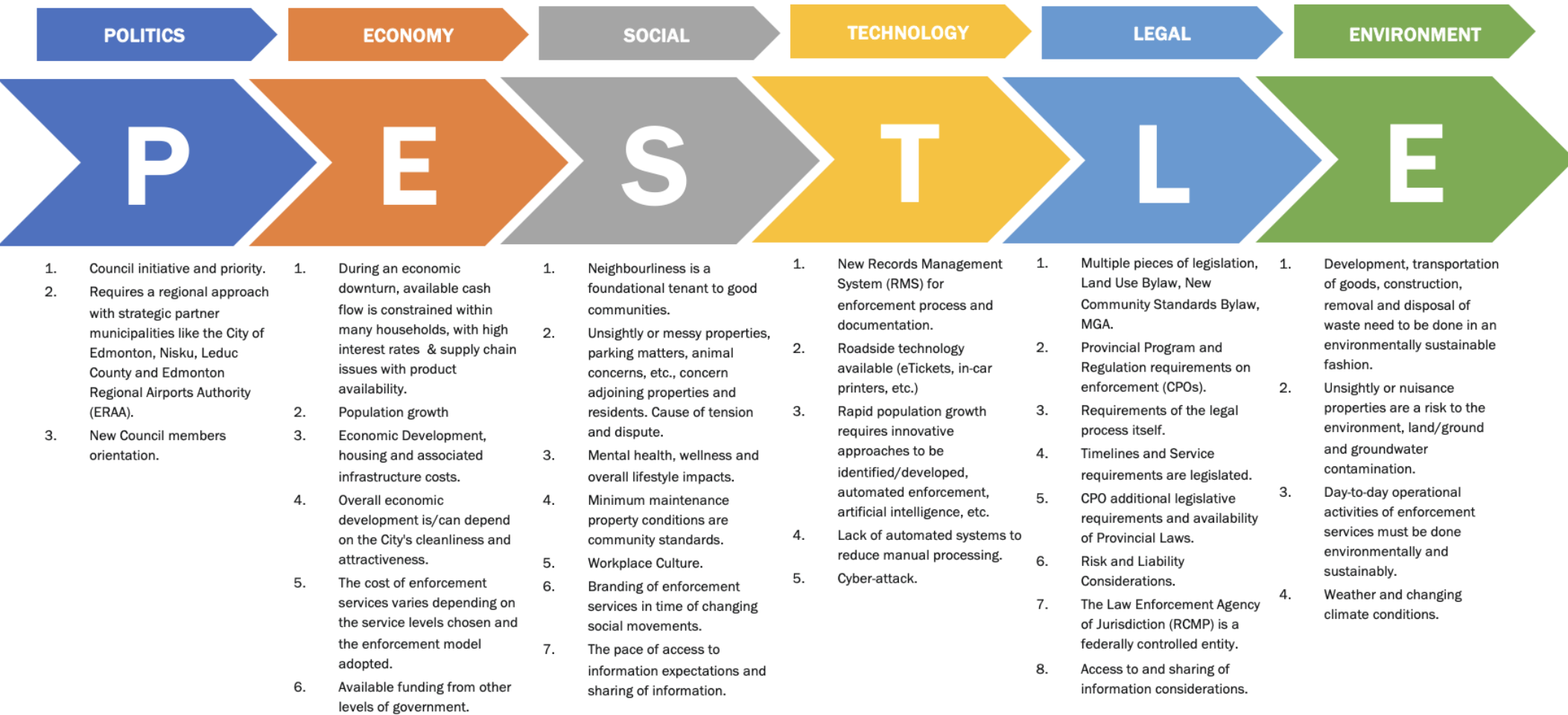
Appendix A: Acronyms & Definitions

24/7	Twenty-four hours, seven days per week
AFRRCS	Alberta First Responders Radio Communications System
AHJ	Authority Having Jurisdiction
ARLU	Annual Resource Level Update
ASP	Area Structure Plans
ATE	Automated Traffic Enforcement
BFS	Beaumont Fire Services
CAO	Chief Administrative Officer
CLASS	Culture, Leadership, Alignment, Systems & Structure
CPIC	Canadian Police Information Centre
CPO	Community Peace Officer
CPTED	Crime Prevention Through Environmental Design
CTA	Community Tripartite Agreement
CVIP	Commercial Vehicle Inspection Program
CVSA	Commercial Vehicle Safety Alliance
EPEA	Environmental Protection and Enhancement Act
FOIP	Freedom of Information and Protection of Privacy Act
FTE	Full Time Equivalency
GIS	Geographic Information System / General Investigation Section
HIRA	Hazard Identification and Risk Assessment
HIRF	High Intensity Residential Fire
JFO	Joint Force Operations
JOIN	Justice Online Information Network
KSAO	Knowledge Skills Abilities and Other Characteristics
L	Litres
LOS	Level of Service
LPM	Litres per minute
ME	Municipal Enforcement
MGA	Municipal Governance Act
MOU	Memorandum of Understanding
MVC	Motor Vehicle Collision
MYFP	Multi-Year Financial Plan
NBC-AB	National Building Code - Alberta Edition (2019)
NFPA	National Fire Protection Association
OC	Oleoresin Capsicum
OCC	Operations Communication Centre
PARE	Physical Ability Requirement Evaluation
PESTLE	Political, Economic, Social, Technology, Legal/Legislation, Environment
POA	Peace Officer Act
POC	Paid-On-Call
POMR	Peace Officer Ministerial Regulation
POPA	Provincial Offences Procedure Act
PPE	Personal Protective Equipment
PROS	Police Reporting Occurrence System
PT	Part Time
RCMP	Royal Canadian Mounted Police
RMS	Records Management System
RNWMP	Royal Northwest Mounted Police

SCBA	Self-Contained Breathing Apparatus
SOP/SOG	Standard Operating Procedure / Standard Operating Guideline
SWOT	Strengths Weaknesses Opportunities Threats
TIC	Thermal Imaging Camera
TSI	Transitional Solutions Inc.
WIN	What's Important Now
WUI	Wildland Urban Interface
YRECC	Yellowhead Regional Emergency Communications Centre

Term	Definition
Provincial Policing Contract	The RCMP provides policing services to all counties (any size) and towns (under 5,000 in population) at no additional cost to the citizens. The Government of Alberta pays 70% of the contract, with 30% funded by the Federal Government. This does not include overtime or administrative support.
Municipal Policing Contract (population 5,000 to 15000):	This service is provided to all towns and cities who wish to use the RCMP as their municipal police service. The municipalities must pay 70% of the contract, with 30% funded by the Federal Government. Like the provincial contract, this does not include overtime. The municipality supplies any administrative or clerical support required. If they choose to do so, the towns or cities may provide their own municipal police service or contract with another municipal policing service.
Municipal Policing Services (population over 15,000):	The RCMP provides this service to the cities over 15K within the Province of Alberta. The City of Lloydminster is an anomaly to the rule. The contracting cities are responsible for paying 90% of the total cost of policing, while the Federal Government funds 10%. Overtime, administrative support, and infrastructure are some of the extra expenses the City bears. Detachment Commander vacancies that need to be filled are usually completed with a formal three-person selection committee. A City or town representative sits on the board with direct input with a vote. Alternatively, the City or town may opt out of this process and leave it up to the Administration of the RCMP to staff the position.
Triparti Policing Agreement:	A Community Tripartite Agreement (CTA) exists between a First Nations Community, the Provincial, and the Federal Government. The CTA outlines the specific details of the community policing service. The federal government is responsible for 52% of the cost while the province 48%. The officers dedicate 100% of their time to the reserve.

Appendix B: PESTLE Analysis



Appendix C: Municipal Comparators

Municipal Enforcement

	Beaumont	Airdrie	Cochrane	Leduc	Morinville	Okotoks	Spruce Grove
Population (2022)	21,918	80,222	34,724	35,398	10,498	31,959	40,842
Staffing							
Enforcement Officers Total	4 – 1.0 FTE 1 – 0.3 FTE	13	7	10	9	9	12
Community Peace Officers	5 (Level 1)	13	7	10	9	8	10
Bylaw Officers	1 Seasonal Weed Inspector (0.3 FTE)	0			0	1	2
Administrative Support	1	4.5	2		1	1	4
Hours of Service	Hours are flexed during this time period. Max coverage is 10hrs per days (e.g. 0600-1600, 0800 – 1800, 1200-2200)	0630-2100	0730-1900	0730 – 2400 (Summer) 0730-1030 (Winter)	0700-2200	<ul style="list-style-type: none"> ● 0700-2200 Mon-Thurs ● 0700-2400 Friday ● 0900-2400 Saturday ● 0900-2200 Sunday Office hours – 0800-1600	0545-2210
Coverage - Day of the Week	7 (flexed during the week)	7	7	7	Mon-Sat	7	7
Single or 2-person patrol	Single	Both	Single	Single	Single	Single	Single
Operations							
# of Municipal Enforcement vehicles	4 plus 1 Bylaw vehicle	7	4	5	3	5	6
Specialty equipment	2 bicycles	6 bicycles	3 bicycles (includes 1 e-bike)	2 bicycles	2 bicycles	Electric cart, 1 e-bike	3 bicycles
Specialized enforcement activities	Commercial vehicle, JFO's with RCMP, speed enforcement when resources are available	Commercial Vehicle Safety Vehicle Noise Targeted School traffic enforcement Targeted Youth Social Disorder	Traffic safety initiatives and will have joint ventures with other enforcement agencies.	2 person Traffic CPO Unit, One Community Safety CPO	CVSA, Weight and Measure	Proactive Activities: Speed Tool Set-Up, Laser Operations, Cellphone Operations, Joint Operations with RCMP	1 x Mobile Outreach 1 x per watch Traffic Duties

	Beaumont	Airdrie	Cochrane	Leduc	Morinville	Okotoks	Spruce Grove
Enforcement area responsible for Public Education/Awareness Programs	Yes	Yes	Yes	No	Yes	Yes	Yes
Total Call Volume 2022	1525	Do not track	3944	3053	2000	1496	4011
Types of calls for service	Bylaw/select provincial statutes	Traffic, Bylaw and Animal Control	Range from all municipal bylaw matters, provincial legislations that we are authorized to enforce based on our appointments. Community safety and extended authorities that may be granted due to a public health emergency or local emergencies.	Animals, Parked Vehicles, Unsightly Property, Snow on Sidewalk and any other Bylaw. Also Traffic related complaints such as speeding.	Bylaw, Animal Control, Traffic, Vehicle equipment regulation, Trespassing, Dangerous Goods, CVSA	Speeding, Bylaw Education,	Municipal Bylaws Provincial Traffic Provincial Stats – as per Appointment Motor Vehicle Collision Support Fire Services Support
Enforcement model follows a Proactive Patrol vs. Call Response approach	Both	Yes	Both	Calls for service first with priority areas for patrol	Mixed 80/20 reactive/proactive	Yes	Both
Traffic Enforcement conducted	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Joint Location - With RCMP, other City Departments	Joint with Recreation Department	Joint with RCMP	Joint with RCMP	Joint with RCMP	Joint with RCMP	Joint with RCMP and other Town departments	Joint with other City department
Internal Training Officers/Instructions	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Enforcement priorities	Municipal enforcement and traffic enforcement	Traffic safety – speeding, Intersection and pedestrian safety,	Management & Service Delivery, Traffic Safety, Animal Control & Education,	In addition to calls for service, have hot spot patrol areas	Bylaws, Traffic	Road Safety, Bylaw Education, School Safety	Traffic enforcement, unsheltered response, unsightly/nuisance properties

	Beaumont	Airdrie	Cochrane	Leduc	Morinville	Okotoks	Spruce Grove
		school zone traffic safety during pick and drop off times	Employee Development, Identifying Community Needs & Strengthening Connections				
ME Services integrated with RCMP or Law Enforcement Agency of Jurisdiction	No	Yes, on a limited basis	Yes	Yes	Share the building but not fully integrated	Integrated with RCMP	No
Dispatch provider	Yellowhead Dispatch	Currently, dispatched in-house by Admin Staff.	Admin during regular business hours. Officers after hours by monitoring an on-line system.	Yellowhead Dispatch	No	Foothills Regional Emergency Services Commission (FRESC)	Other Third-Party Provider
Does ME meet the demands of the municipality within an adequate time period?	Yes	Yes	Yes	Yes	No	Yes	Yes
Are there presently enough resources based on the municipality's population?	No	Yes	Yes	Yes	No	No	Yes
Governance							
Priorities determined by	Communicated through the Director of Protective Services	Administration sets priorities in consultation with the community	Councils strategic plan is a guiding document	Administration with some input by Council	Administration & Council	Administration	Administration & Council
Council approved service level standard	No	No	No	No	No	Yes	No
Staffing and service level standards used to determine resources	Supervisor supplies Director with Monthly/Yearly stats then	Staffing request are made annual based on identified need such as calls per	Staffing and service levels are discussed with Department heads and	Number of Calls for Service, CPO/Population ratio	None formally established	Citizen Surveys, Call volume and Operational priorities	Generally speaking, administration reviews officer to population comparison, call

	Beaumont	Airdrie	Cochrane	Leduc	Morinville	Okotoks	Spruce Grove
	determine resources based on these stats and needs forwarded from council	service, population growth	mangers to try and forecast standards and expectations				volume, and service priorities/expectations to project staffing resources
Municipal Enforcement Services reports to	Director of Protective Services/Fire Chief	Manager of Municipal Enforcement and RCMP Support Services and then to the Director of Community Growth and Protective Services	Executive Director of Community and Protective Services.	Manager, Enforcement Services	Manager of Community Safety/Fire Chief	Municipal Enforcement Manager/Inspector	Fire Chief is responsible for Protective Services (Fire, Enf, EMS). Serves in essence as a Director that the Manager of Enforcement Services reports to
Policing plan that includes Municipal Enforcement	Yes	Yes	No	Yes	No	No	No

RCMP

	Beaumont	Airdrie	Cochrane	Leduc	Morinville	Okotoks	Spruce Grove
Resources							
# of RCMP Officers assigned to the Municipal Contract	17	69	24	33	10	25	31
# of Supervisor attached to the Detachment (Cpl. Sgt. S/Sgt, Officers)	1 S/Sgt, 2 GD Cpl, 1 GIS Cpl	1 S/Sgt, 5 Sgt, 4 Cpl	9	1 Insp., 1 S/Sgt., 6 Sgt, 4 Cpl	S/Sgt, Sgt, Cpl. x 5	1 S/Sgt., 1 Sgt., 4 Cpl's.	0 Officers, 1 S/Sgt, 2 Sgt's, 4 Cpl's
Specialized units with the Detachment	GIS (1 Cst, 1 Cpl), CPVS 1 Cst	GIS, Drugs, Traffic, CPVS, SRO/DARE	6	GIS, Drugs, CPVS	GIS	GIS	Drugs, Crime Reduction Unit, GIS, Domestic Violence, Sex Assault, Community Policing, School Resource Officers
# of Municipal Employees attached to the Detachment	5	25.5	6	17	4	8	13
Ratio of M.E.s to Regular Officers	1:3.4	1:3	1:4	1:2.52	1:25	1:3	1:2.4
Police to Population Ratio	1:1439	1:1129	1:1446	1:1090	1:1000	1:1228	1:1279
Detachment's hours of operations	24/7 (3 hrs on call)	24/7	0800-1700 M-F	24/7	24/7	24/7	24/7
Operations							
Hours Detachment is open to the public	0800-1700 M- F	0830-1630 M/T/T/F & 0830 - 1830 Wed, public can access	0800-1700 M-F	0800-1630 M/Tues/F, & 0800-1900 W/ Thurs	0800-1600	0800-1700	0830-1630

	Beaumont	Airdrie	Cochrane	Leduc	Morinville	Okotoks	Spruce Grove
		police 24/7 with the phone outside.					
Total PROS files generated in 2022	3,200	15,334	6,209	9,116	2,568	5,062	10,380
Criminal Code Case load per member	44.1	71.09 (2014-2018)	70	82.6	76.7	47	99
Criminal Case load per 1000	30.7	42.5	48.1	82.8	73.1	38.3	77.4
Clearance ratio in 2022	Persons 57% Property 15% Other 59% Total 33%	Persons 36% Property 9% Other 51% Total 23%	Persons 42%, Property 15%, Other 69%, Total 37%	Persons 46% Property 15% Other 56% Total 28%	Person 62%, Property 16%, Other 77% Total 52%	Persons 51% Property 14% Other 46% Total 28%	Persons 39% Property 15% Other 32% Total 22%
Proactive enforcement provided	Traffic, school zones, foot patrols	Crime Reduction Unit, Offender Management , Sex Crime Unity, GIS, Mental Health and Domestic Violence	CRU Prolific Offender Management	Crime Prevention/ Victim Services Constable, Catalytic Converter, 9 pm Routine.	Hotspot, targeted, Lock it or Lose it, Cold Start, Bait vehicles	Habitual Offender Management compliance checks Traffic Enforcement	Prolific Offender Management, condition checks, warrant round ups, proactive impaired driving enforcement, BAIT projects, drug trafficking enforcement
Shared resources or integrate with other Detachments	Central Alberta District has a CRU Team and GIS team who are available to assist	Work with rural for traffic and CRU	CRU Cochrane with others, Regional Police and Crisis Team (RPAC)	Operates under a post model and is a Municipal/Rural Detachment. Detachment can utilize District GIS and Crime Reduction Unit	No	No	Shared resources with Stony Plain and Provincial members
Stand alone building or share with other Departments	Stand Alone building	Shared with Peace officers, SAD, and City employees	Shared	Detachment houses RCMP, Enforcement Services & RCMP QEII Traffic Unit	Shared with CPO	Shared with Peace Officers, Fire Department and Foothills Dispatch Centre	Stand alone
Community bases programs in place	Citizens on Patrol, Community Advisory Committee,	School patrols & meeting, crime prevention presentations,	Coffee with a Cop, SRO/CRO	Mochas with Mounties, Stuff a Cruiser, Positive Ticketing Program	N/A	Citizens on Patrol & Alternative Justice Committee	Engrave it to Save it (partner with Rural Crime Watch and local garages),

	Beaumont	Airdrie	Cochrane	Leduc	Morinville	Okotoks	Spruce Grove
	Positive Ticketing, VTRA	YCJA, sextortion, Vaping & Cannabis, Police Perceptions, Cyber Bullying & On-line Safety. Operation Life Saver, Remembrance Day Ceremonies, Raising money for food bank, Sirens Hockey game vs. Airdrie Fire, Airdrie Festival of Lights, Christmas Caroling, parades. Mocha's with Mounties		(partnering with Municipal Enforcement)			Toy Drive/Food Drive/Assistance to Families, ongoing partnership with Kin Club and Parkland Food Bank
Top 10 files by workload by percentage in 2022	MHA 7.93% MVC 5.97% Assault 4.36% 911 Act-offences only 3.95% Fraud Less than \$5000- 3.64% Assist Canadian Police- 3.57% Assist Provincial 3.38% Mischief 3.11% Impaired Op MV 3.11% Harassing Communications 3.04%	Mental Health Act – Other Activity Other Moving Traffic Violations Other Non-Moving Traffic Sexual Assault Disturbing the Peace Fraud less then or equal to \$5000 Harassing Communications MVC Property Damage – Reportable Mischief Assault	CSI = 81.5% of CC Offences CSI = 44.4	Mental Health Act- Other Activities Mischief Disturbing the peace Assault MVC Fraud <\$5000 Theft<\$5000 from MV Uttering Threats 911 Act (Offences Only) Harassing Communications	Mental Health Act, Sexual Assault, Non-Moving Traffic, Mischief, Harassment, Moving Traffic, Fraud<5000, Uttering threats, Failure to comply, Failure to attend	Mental Health Act 6.65% MVC – Property Damage – Reportable 5.3% Other Non Moving Traffic 5% Mischief 4.48% Attempted Murder without Firearm 4.07% Fraud under \$5000 3.38% Assault 3.29% Disturbing the Peace 3.2% Impaired Operation of MV 2.97% Other Moving Traffic Violations 2.76%	Mental Health Act 8.35%, MVC Reportable 4.39%, Mischief 4.91%, Disturbing the peace 3.98%, Assist Canadian Police (non-RCMP) 3.89%, Assault 3.5%, Fraud less than \$5000 3.34%, Harassing Communications 3.15%, Sexual Assault 3.02%, Assist Provincial Dept 2.83%

	Beaumont	Airdrie	Cochrane	Leduc	Morinville	Okotoks	Spruce Grove
Top 10 files by count in 2022	MVC-reportable, Susp. Pers/Veh/Prop, Other moving traffic, Other non moving Traffic, Moving traffic-speeding, MHA, Mischief, Assist Police, Items lost/found, Assis provincial Dept	Moving Traffic, Other Moving Traffic, Other Non-Moving Traffic, Moving Traffic – Intersection Violations, Suspicious persons, Assistance to General Public, MVC- Property Damage-reportable, Mischief Municipal Bylaw other, Mental Health Act	Fail to Comply & Breaches, Prop. Damage MVC (Reportable), Mischief to Property, Theft Under \$5,000, Other Provincial Stats, Mental Health Act, Assault, Fraud, Municipal By-laws, Disturbing the peace	Mischief, MVC-Property Damage, Reportable Suspicious Persons/Vehicle/Property, Wellbeing Check, Mental Health Act, Other Non-Moving Traffic, Disturbing the Peace, Other Moving Traffic Violations, Theft <\$5000 from MV, Items Lost/Found-except passports	Non-Moving Traffic, Moving Traffick, Suspicious person/vehicle, Mischief, Mental Health Act, MVC Reportable, Assist Public, Assist, Provincial, False Alarms, Assist Canadian Police	Other Non Moving Traffic, MVC – Property Damage – Reportable, Mischief, Other Moving Traffic Violations, Items Lost/Found – except Passports, Mental Health Act – Other Activities, False Alarms, Suspicious Persons/Vehicle/Property, Fail to Stop/Remain MVC Scene, Municipal Bylaws	MVC reportable , mischief, other moving traffic violations, suspicious person/vehicle/pr operty, Mental Health Act, Assist Canadian Police (non-RCMP), items lost/found, Breach of Peace, Assist Provincial Dept, Wellbeing Check
Does the RCMP meet the demands of the citizens?	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Programs in place with other agencies (IE family violence, drug addition)	Beaumont Inter Agency Committee (FCSS, counsellors, low income housing, food bank, plus additional) Youth Services Round Table	The detachment works with many agencies, unable to list exact agencies	ITRAC, Family and Community Social Services (FCSS)	Police and Crisis Team (RCMP/AHS)	Victim Services	Probations Services, Alternative Justice	Domestic Violence Support (partner with Safe Horizon's), Violence Threat Risk Assessment (partner with School Divisions), Sex Assault Support (partner with Saffron Centre)
Governance							
How priorities determined are determined	Council and Administration, Town Halls	Municipal Policing Advisory Board and Town Halls	Council, Town Hall meeting, Policing Priority Survey, Victim Services	Consultation between RCMP and Council	Council	Administration in collaboration with RCMP K Division	Community Police Advisory Committee, Council, Administration,

	Beaumont	Airdrie	Cochrane	Leduc	Morinville	Okotoks	Spruce Grove
							RCMP employee's, statistical data
Service Standard in place and how they are determined	Annual Performance Plan where priorities are laid out and there are objective goals	No	N/A	No	N/A	Yes, via community-based priorities which are tracked within our annual performance plan	No
Metrics used to determine resources requirements	Multi-Year Financial Plan (MYFP)	Population growth, crime severity index, geography	Police to population ratio and Crime Severity Index	Calls for service, police/ population ratio, CSI	Multi-Year Financial Plan (MYFP)	Cop to pop and crime stats	MYFP analysis/stats. Current – officer to population ratio, crime severity index, caseload per member, etc.
Long-term policing plan	Yes (MYFP)	Yes (MYFP)	No	Yes	Yes (MYFP)	Yes	Under development
Detachment Commander reports to	Director of Protective Services	Mayor according to the Service Agreement	An Executive Director and Director of Protective Services	GM Community and Protective Services	CAO	RCMP Liaison – Corporate Services Director	General Manager of Community and Protective Services
City Peace Officers Report to	Separate Entity	Separate Entity	Separate Entity	Separate Entity	Separate Entity	Separate Entity	Separate Entity

Fire Services

	Beaumont	Airdrie	Cochrane	Leduc	Morinville	Okotoks	Spruce Grove
Fire Prevention							
Commercial Inspections	23	609	169	768	39	421	50-75
Other Inspections	37	50-100	N/A	1001	24	60	400-500
Public Education Programs	3	89	Yes	5	2	60	Yes
Fire Investigation	12	43	25	54	5	25	61
Fire Loss (Report to OFC)	\$3,000,000 (approx.)	\$8,777,298	All reported (unable to provide \$)	\$2,723,245	\$1,650,05.00	\$4,290,000	\$1,440,522
Staffing							
Fire Chief	1	1	1	1	1	1	1
Deputy Chief	1	2	1	2	1.25	2	1
Administration	1	3	1	4	1.25	1.5	2.5
Captains	1	12	4	8	4	8	4
Lieutenants	3	0	4	0	5	0	8
Training Officers/Instructors	1	1	0	1	2	0	1
Full Time Firefighters	1	37	16	32	0	28	56
Casual/Part Time FF	35	0	20	28	34	8	0
Staffing on duty per shift	4	18	6	10	N/A	8	14
Min # response staff/ shift	3	12	4	10	N/A	None	10
2022 Response							
Total calls	563	2520	1167	2940	345	1293	8205 (7628 are AHS related)
MVC	23	252	90	176	65	125	72
Structure Fire	1	76	47	49	21	24	21
Non-Structural Fire	20	56	29	27	28	12	41
Alarms	144	688	256	425	112	324	359
Hazmat	4	66	2	3	7	25	1
Medical Assist	310	1233	639	2205	62	610	1548

	Beaumont	Airdrie	Cochrane	Leduc	Morinville	Okotoks	Spruce Grove
Other	4	149	104	55	50	173	83
Stations							
# of Current Stations	1	3	1	2	1	2	1
Future Plans	Not yet developed	1	0	3	1	3	0
Engines	2	3	2	4	1	3	3
Ladder/Aerial	1	2	1	1	1	1	1
Tender	0	1	1	1	0	1	0
Rescue	0	1	1	1	1	0	3
Wildland Unit	0	2	1	2	1	2	2
Other (Watercraft, etc.)	1 Rapid Response Vehicle 2 Commercial Pattern Vehicles	6	2	0	2	1 Jet Boat 1 Side by Side 3 Command Trucks 1 Command Trailer	4 Ambulances
Training							
Training Level Firefighters: 1001 LI, 1001 LII, In-house Certification, etc.	1001 L1- 10 1001 L2- 30	68 (All except admin & business analyst)	1001 LI & LII - 44	1001 L1 & L2 – 70 Pump Operator – 63 Ariel Operator – 51	1001 L1- 35 1001 L2- 28 1002 Ch.4-26 1002 Ch.5- 22 1002 Ch.6-19 1041 L1- 3	45	1001(II) 1002, 472 operations
Training Level Officers: 1021 LI, 1021 LII, 1021 LIII, 1021 LIV, In-house, etc.	1021 L1- 10 1021 L2- 6 1521- 10 Blue Card - 15	32 (all Qualified Captains L1 & all Platoon Chiefs & Captains LI & LII)	1021 LI -16 1021 LII -14 1021 LIII - 2 1021 LIV -2	1021 L1 – 24, 2021 L2 – 13, Blue Card - 22	1021 L1- 13 1021 L-2 1041 L1- 10 1041 L2-4 Blue Card- 10	1021 Level 2 -18 Fire Chief 1021 Level - 4	Capt. 1021(III) (1021 III JIBC), Lt 1021(II) inhouse training program, Safety Codes etc.
Medical Training: ACP, PCP, EMR, MFR, Advanced First Aid	ACP- 1 PCP- 5 EMR- 2 MFR- 20	PCP - 68 ACP – 22 (approx.)	ACP – 8 EMR – 9 PCP – 13 First Aid – 16	ACP – 39 PCP – 31 EMR - 1	AFA - 1 MFR - 7 EMR - 12 PCP - 4	ACP - 2 PCP - 36 EMR - 8	Min Hiring Standard PCP- ACP/ training program inhouse to train to ACP for PCP Hires within 4 years of Date of Hire
Specialty training and level:	Hazmat Ops – 28 Hazmat Tech – 3	Technical level of vehicle extrication, ice rescue and	Rope Rescue – 17 Water Rescue – 17	1072 Awareness – 64 1072 Operations – 39	1072- Awareness 36 1072 Ops-36	Haz mat ops. - 45	In House Fire Ground Survival, Petzl Exo systems

	Beaumont	Airdrie	Cochrane	Leduc	Morinville	Okotoks	Spruce Grove
i.e. HazMat-Operational, etc.	Ice Rescue Specialist- 19 Water Rescue	entrapment. Operations level of rope and confined space - 68 Hazmat - 15		1072 Technical – 1 ICS 100 – 62 ICS 200 - 56 ICS 300 – 23	1072 Technician-5 Ice/Rescue- 34 Ice/Rescue Trainers-3	In house training for other specialty teams.	
Budget							
Annual municipal operational budget	\$51.8MM	\$187.6MM	\$74.3MM	\$112.5 MM	\$24.2MM	\$66.11M	\$80MM
Annual Fire operational budget	\$1.18MM	\$16.6MM	\$7.3MM	\$8.0MM	\$993,850	\$11.760MM	\$9.6MM
% of fire budget to total municipal budget	2.28%	8.85%	9.8%	7.1%	4%	17.8%	12% (includes Fire/EMS and Enforcement Services)
10 min. HIRF response map publicly available	No	Yes	no	No	No	No	No
Community/Planning/Service Levels							
% of muni covered by a 10 min. 1st response unit (4 firefighters)	Not covered by a 10 min response time	90%	Unable to calculate	0	N/A	91% response rate Jan-June 2023.	100%
Council approved Fire Service Level Standard	Yes	Yes	Yes	Yes	No	Yes	Yes
Metrics included in Service Level Standard	Service Levels only	No	No	No	N/A	HIRF 4 Firefighters with 10 minutes.	Fire Services bylaw + NFPA 1710 Standards
Staffing and service level standards used to determine resources	NFPA recommendations and Internal	Internal, master plans and consulting around station placements	Unknown	Working towards NFPA 1710	Internal, Fire Services Master Plan, NFPA recommendations	HIRF. Master plan currently being completed. CPSE applicant status.	Internal documentation targeting 1.2 FF/1000, driven by Corporate Leadership and the Corporate Planning Processes

Appendix D: Sample Level of Service Policy

POLICY STATEMENT:

To manage identified hazards and risks within the borders of the Municipality and provide direction on the specific Level of Services to reduce and mitigate these risks to increase the safety of the residents of the Municipality.

Notwithstanding anything contained within these Level of Service guidelines, due to the nature of the Fire Protection Service, the Municipality cannot guarantee a response or a specific response time for any incident or location. The Municipal Department may not be able to respond or may be delayed in its response. As a result, residents may have to wait for other Fire Departments to arrive at any particular location.

PURPOSE & SCOPE:

This policy applies to the Municipality Fire Department and all fire department members for the delivery of fire service within the municipal boundaries of the Municipality. The scope is to create a foundation of core services from which to direct fire and emergency services strategic planning, including training requirements, staffing levels, apparatus requirements, response protocols, Fire Department operations and the overall provision of service.

IDENTIFICATION OF SERVICE DELIVERY:

Response Levels & Minimum Staffing

- a) **Awareness level:** Firefighters will recognize risks and hazards, secure the area, and call for trained assistance.
- b) **Operations level:** Firefighters will take defensive action to contain and control the incident and seek assistance from outside agencies equipped to mitigate the incident. Operations depend on adequate staffing levels to provide an effective response force.
- c) **Technician level:** Firefighters will initiate offensive action to bring the incident under control and to an end. This depends on adequate staffing levels to provide an effective response force.
- d) **Minimum staff** refers to the minimum staff number required to initiate a response without mutual or automatic aid.

MUNICIPAL LEVEL OF SERVICE MATRIX

ORGANIZATIONAL SERVICES			
<i>Foundational pieces are necessary to have a Fire Department. OHS & Human Resources fall into this category.</i>			
Service	Service Type	General Description of service	Comments
Orientation	Core	Initial onboarding; Human Resources; Occupational Health and Safety; Equipping new staff with the tools, equipment, apps, and PPE	Compulsory Service

OHS: 5 - 19 Members	Core	Minimum Alberta OHS requirements for worksites with 5 - 19 workers.	Compulsory Service
Fire Prevention	Core	Includes all fire prevention services managed in the Municipal QMP; Public Education, Fire Inspections, and Fire Investigations.	Compulsory Service Optional services may be outsourced to contractors
Team Lead	Core	Development of senior staff and Officers; Leadership; Safety; Critical Thinking and decision-making skills; Administration & Record Keeping; Operational standard NFPA 1021	Compulsory service
Municipal Demand Zone(s)	Core	Municipality is considered suburban for response within its borders	Compulsory Service
CORE SERVICES			
<i>The most common and important "Core" Fire Services offered throughout the Alberta Fire Service.</i>			
Service	Service Level	General Description of service	Comments
General Firefighting	Operations	Required basic skills and training post orientation; involves personal and team safety; all basic JPRs from NFPA 1001-L1	Compulsory Service
Apparatus & Vehicle Operations	Operations	Driver training to meet Traffic Safety Act; operations of vehicle systems excluding pump operations	Compulsory Service
Fire Suppression (Exterior Operations)	Technician	Training based on NFPA 1001-L1; Optional certification achieved through the province	Compulsory Service Min staff 3
Fire Suppression (Interior Operations)	Operations	Training based on NFPA 1001 - F1 & F2; Optional certification achieved through the province	Optional Service Min staff 4
Wildland - Grassland Firefighting	Technician	Training based on NFPA 1051 JPRs	Compulsory Service Min staff 3
Dangerous Goods and HazMat	Awareness	Ability to identify a Hazmat event and potential consequences; ability to ensure public safety and secure hazardous zone(s) and perform evacuation if necessary; NFPA 470	Compulsory Service Min staff 3

Vehicle Firefighting	Technician	Identifying and training in special techniques and practices related explicitly to Vehicle fires	Compulsory Service Min staff 3
Traffic Control	Technician	Basic competencies in working on roadways; providing a safe working area for all responders; traffic control and flow; NFPA 1091	Compulsory Service Min staff 3
Pumping Operations	Technician	Competencies related to the operation and use of fire pumps on apparatus as identified in NFPA 1002	Compulsory Service
Response to Alarms	Operations	Response to occupancies that include monitored alarms systems, CO alarms, suspicious odours; Basic knowledge of fire alarm panel functions	Compulsory Service Min staff 3

EXTENDED SERVICES

Unique services requiring additional expertise, training, and resources.

Service	Service Level	General Description of service	Comments
Vehicle Extrication	Awareness	Can be provided in conjunction with the regional FDs; Traffic Control; Providing medical assistance to trapped persons or persons involved in MVCs	Optional Min staff 3
Medical Co-Response	Operations	Basic first aid; CPR; AED; assist AHS/EMS with support at a medical emergency that involves intervention for immediately life-threatening medical conditions; AHS MFR Program	Optional Min staff 2

Appendix E: Detail Operating Budget by Cost Centre and Account (2023)

Description	Emergency Management	Fire	Municipal Enforcement	Photo Radar	RCMP	Total
Revenue						
804 - Expense Recovery	-	20,000	1,000	-	-	21,000
821 - Building Permits	-	2,000	-	-	-	2,000
830 - Traffic & Bylaw Fines	-	-	255,000	430,000	223,400	908,400
831 - Weed & Other Fines	-	-	5,400	-	-	5,400
832 - Pet Fines	-	-	700	-	-	700
840 - Licenses	-	-	37,800	-	-	37,800
950 - Conditional Operating Grants	-	500	-	-	590,900	591,400
976 - Transfer from Reserve	7,500	100,000	-	-	-	107,500
980 - Community Contributions	-	-	120,000	-	-	120,000
Total Revenue	7,500	122,500	419,900	430,000	814,300	1,794,200
Expense						
200 - Full Time Wages	-	634,900	441,500	-	350,600	1,427,000
220 - Casual Wages	-	-	36,100	-	15,700	51,800
222 - Volunteer	-	179,100	-	-	-	179,100
230 - Overtime	-	3,000	8,000	-	-	11,000
250 - Employee Benefits	-	128,900	97,500	-	90,400	316,800
279 - Other Benefits	-	600	500	-	500	1,600
Total Personnel	-	946,500	583,600	-	457,200	1,987,300
Total Contacts and General Services	2,000	223,200	60,200	100,000	2,706,700	3,092,100
300 - Stationary & Supplies	-	3,900	2,600	-	1,400	7,900
302 - Photocopier & Supplies	-	-	-	-	-	-
310 - Postage & Courier	-	1,900	1,100	-	500	3,500
370 - Fuel	-	3,400	7,500	-	-	10,900
520 - Maintenance & Repair	-	57,000	9,300	-	1,700	68,000
621 - Program Materials, Goods, Supplies	1,500	87,100	26,900	-	1,000	116,500
Total Materials, Supplies & Maintenance	1,500	153,300	47,400	-	4,600	206,800
Reserve Contribution	-	-	-	330,000	-	330,000
Total Reserve Contribution	-	-	-	330,000	-	330,000
Total Operating Expenses	3,500	1,323,000	691,200	430,000	3,168,500	5,616,200
Net	(4,000)	1,200,500	271,300	-	2,354,200	3,822,000

Appendix F: Operating Details by Cost Centre

	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
Description						
Revenue						
804 - Expense Recovery	21,000	21,210	21,422	21,636	21,853	22,071
821 - Building Permits	2,000	2,020	2,040	2,061	2,081	2,102
830 - Traffic & Bylaw Fines	908,400	917,484	926,659	935,925	945,285	954,738
831 - Weed & Other Fines	5,400	5,454	5,509	5,564	5,619	5,675
832 - Pet Fines	700	707	714	721	728	736
840 - Licenses	37,800	38,556	39,327	40,114	40,916	41,734
950 - Conditional Operating Grants	591,400	602,718	614,772	627,068	639,609	652,401
976 - Transfer from Reserve	107,500	2,040	2,081	2,122	2,165	2,208
980 - Community Contributions	120,000	122,400	124,848	127,345	129,892	132,490
Total Revenue	1,794,200	1,712,589	1,737,372	1,762,556	1,788,148	1,814,155
Expense						
200 - Full Time Wages	1,367,403	1,964,703	2,448,902	2,502,209	2,811,141	3,600,310
220 - Casual Wages	51,800	-	-	-	-	-
222 - Volunteer	180,000	180,000	183,600	187,272	191,017	194,838
230 - Overtime	13,000	18,160	18,523	18,894	19,272	19,657
250 - Employee Benefits	347,269	429,954	532,428	543,990	609,495	776,337
279 - Other Benefits	1,600	-	-	-	-	-
Total Personnel	1,961,072	2,592,817	3,183,454	3,252,365	3,630,925	4,591,142
280 - Travel	3,500	3,570	3,641	3,714	3,789	3,864
290 - Courses & Training	72,200	73,644	78,623	83,996	85,676	99,763
295 - Membership Fees - Employees	4,400	4,488	4,578	4,669	4,763	4,858
400 - Insurance	3,100	3,255	3,418	3,589	3,768	3,956
410 - Licenses, Permits & Fees	10,300	10,506	10,716	10,930	11,149	11,372
412 - Photo Radar Fees	100,000	102,000	104,040	106,121	108,243	110,408
415 - Animal Fees	2,000	2,040	2,081	2,122	2,165	2,208
431 - Public Relations	7,000	20,000	20,200	20,404	20,612	20,824
433 - Appreciation - Volunteer	3,500	3,520	3,540	3,561	3,582	3,604
440 - Contracted Services	2,753,600	4,719,878	5,083,530	5,454,442	6,091,545	6,607,319
441 - Consulting Fees	100,000	-	-	-	-	-
443 - Legal Fees	3,000	3,060	3,121	3,184	3,247	3,312
610 - Program Expenses	29,500	30,090	30,692	31,306	31,932	32,570
Total Contacts and General Services	3,092,100	4,976,051	5,348,180	5,728,038	6,370,470	6,904,060
300 - Stationary & Supplies	7,900	8,058	8,219	8,384	8,551	8,722
310 - Postage & Courier	3,500	3,570	3,641	3,714	3,789	3,864
370 - Fuel	10,900	11,220	11,552	11,895	12,251	12,620
520 - Maintenance & Repair	68,000	69,360	70,747	72,162	73,605	75,077
621 - Program Materials, Goods, Supplies	115,000	117,300	119,646	122,039	124,480	126,969
Staff additions - Safety gear and Equipment	-	59,800	50,596	-	10,000	132,000
Total Materials, Supplies & Maintenance	205,300	269,308	264,401	218,194	232,676	359,253
Reserve Contribution	330,000	592,300	599,803	607,413	615,131	622,959
Total Reserve Contribution	330,000	592,300	599,803	607,413	615,131	622,959
Total Operating Expenses	5,588,472	8,430,476	9,395,838	9,806,009	10,849,201	12,477,413
Net	3,794,272	6,717,887	7,658,466	8,043,453	9,061,053	10,663,258

Appendix G: RCMP Five-Year Detailed Budget by Cost Centre

	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
Revenue						
830 - Traffic & Bylaw Fines	223,400	225,634	227,890	230,169	232,471	234,796
950 - Conditional Operating Grants	590,900	602,718	614,772	627,068	639,609	652,401
Total Revenue	814,300	828,352	842,663	857,237	872,080	887,197
Expense						
200 - Full Time Wages	350,600	562,012	652,496	746,375	843,748	860,623
220 - Casual Wages	15,700	-	-	-	-	-
250 - Employee Benefits	90,400	118,584	137,677	157,485	178,031	181,592
279 - Other Benefits	500	-	-	-	-	-
Total Personnel	457,200	680,596	790,173	903,860	1,021,779	1,042,215
280 - Travel	1,500	1,530	1,561	1,592	1,624	1,656
290 - Courses & Training	2,000	2,040	2,081	2,122	2,165	2,208
295 - Membership Fees - Employees	100	102	104	106	108	110
433 - Appreciation - Volunteer	1,000	1,020	1,040	1,061	1,082	1,104
440 - Contracted Services	2,672,600	4,636,783	4,998,284	5,366,987	6,001,822	6,515,267
610 - Program Expenses	29,500	30,090	30,692	31,306	31,932	32,570
Total Contacts and General Services	2,706,700	4,671,565	5,033,761	5,403,174	6,038,733	6,552,916
300 - Stationary & Supplies	1,400	1,428	1,457	1,486	1,515	1,546
310 - Postage & Courier	500	510	520	531	541	552
520 - Maintenance & Repair	1,700	1,734	1,769	1,804	1,840	1,877
621 - Program Materials, Goods, Supplies	1,000	1,020	1,040	1,061	1,082	1,104
Total Materials & Supplies	4,600	4,692	4,786	4,882	4,979	5,079
Total Operating Expenses	3,168,500	5,356,853	5,828,720	6,311,916	7,065,491	7,600,209
Net	2,354,200	4,528,501	4,986,057	5,454,679	6,193,411	6,713,012

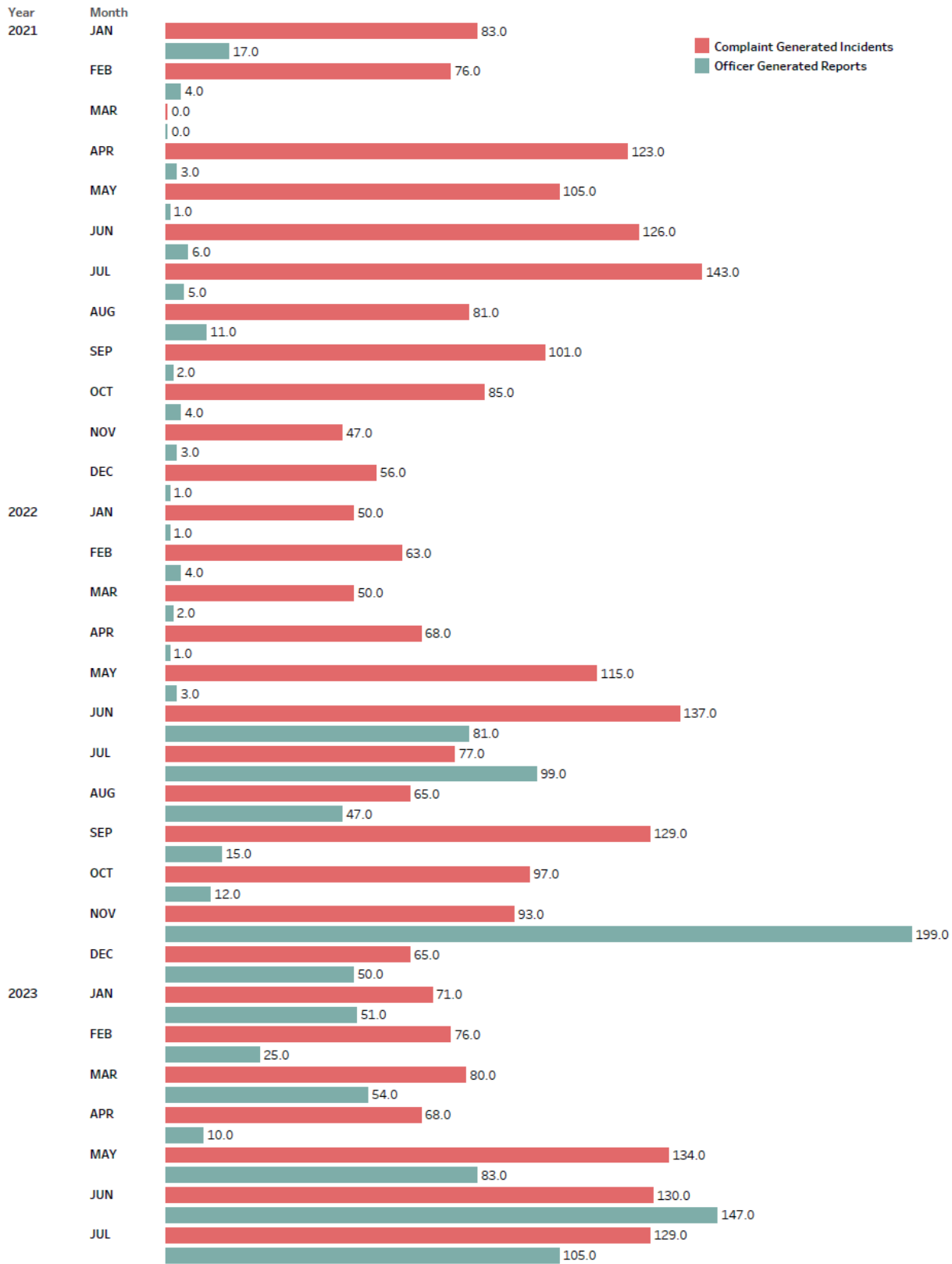
Appendix H: Enforcement Services Five-Year Detailed Budget by Cost Centre

	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
Revenue						
804 - Expense Recovery	1,000	1,010	1,020	1,030	1,041	1,051
830 - Traffic & Bylaw Fines	255,000	257,550	260,126	262,727	265,354	268,008
831 - Weed & Other Fines	5,400	5,454	5,509	5,564	5,619	5,675
832 - Pet Fines	700	707	714	721	728	736
840 - Licenses	37,800	38,556	39,327	40,114	40,916	41,734
980 - Community Contributions	120,000	122,400	124,848	127,345	129,892	132,490
Total Revenue	419,900	425,677	431,543	437,501	443,550	449,694
Expense						
200 - Full Time Wages	441,500	605,882	769,461	708,350	898,958	996,528
220 - Casual Wages	36,100	-	-	-	-	-
230 - Overtime	8,000	8,160	8,323	8,490	8,659	8,833
250 - Employee Benefits	97,500	129,563	164,112	151,253	191,507	212,131
279 - Other Benefits	500	-	-	-	-	-
Total Personnel	583,600	743,605	941,896	868,093	1,099,125	1,217,492
280 - Travel	1,000	1,020	1,040	1,061	1,082	1,104
290 - Courses & Training	13,900	14,178	14,462	14,751	15,046	15,347
295 - Membership Fees - Employees	1,100	1,122	1,144	1,167	1,191	1,214
410 - Licenses, Permits & Fees	3,200	3,264	3,329	3,396	3,464	3,533
415 - Animal Fees	2,000	2,040	2,081	2,122	2,165	2,208
431 - Public Relations	2,500	10,000	10,200	10,404	10,612	10,824
440 - Contracted Services	33,500	34,170	34,853	35,550	36,261	36,987
443 - Legal Fees	3,000	3,060	3,121	3,184	3,247	3,312
Total Contacts and General Services	60,200	68,854	70,231	71,636	73,068	74,530
300 - Stationary & Supplies	2,600	2,652	2,705	2,759	2,814	2,871
310 - Postage & Courier	1,100	1,122	1,144	1,167	1,191	1,214
370 - Fuel	7,500	7,650	7,803	7,959	8,118	8,281
520 - Maintenance & Repair	9,300	9,486	9,676	9,869	10,067	10,268
621 - Program Materials, Goods, Supplies	26,900	27,438	27,987	28,546	29,117	29,700
Staff additions - Safety gear and Equipment	-	20,000	10,000	-	10,000	-
Total Materials & Supplies	47,400	68,348	59,315	50,301	61,307	52,333
Reserve Contribution	-	60,000	61,200	62,424	63,672	64,946
Total Reserve Contribution	-	60,000	61,200	62,424	63,672	64,946
Total Operating Expenses	691,200	940,807	1,132,642	1,052,454	1,297,173	1,409,301
Net	271,300	515,130	701,099	614,953	853,623	959,607

Appendix I: Fire Services Five-Year Detailed Budget by Cost Centre

	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
Revenue						
804 - Expense Recovery	20,000	20,200	20,402	20,606	20,812	21,020
821 - Building Permits	2,000	2,020	2,040	2,061	2,081	2,102
950 - Conditional Operating Grants	500	-	-	-	-	-
976 - Transfer from Reserve	100,000	-	-	-	-	-
Total Revenue	122,500	22,220	22,442	22,667	22,893	23,122
Expense						
200 - Full Time Wages	575,303	796,809	1,026,945	1,047,484	1,068,434	1,743,159
222 - Volunteer	180,000	180,000	183,600	187,272	191,017	194,838
230 - Overtime	5,000	10,000	10,200	10,404	10,612	10,824
250 - Employee Benefits	159,369	181,807	230,639	235,252	239,957	382,614
279 - Other Benefits	600	-	-	-	-	-
Total Personnel	920,272	1,168,616	1,451,384	1,480,412	1,510,020	2,331,435
280 - Travel	1,000	1,020	1,040	1,061	1,082	1,104
290 - Courses & Training	54,300	55,386	60,000	65,000	66,300	80,000
295 - Membership Fees - Employees	3,200	3,264	3,329	3,396	3,464	3,533
400 - Insurance	3,100	3,255	3,418	3,589	3,768	3,956
410 - Licenses, Permits & Fees	7,100	7,242	7,387	7,535	7,685	7,839
431 - Public Relations	4,500	10,000	10,000	10,000	10,000	10,000
433 - Appreciation - Volunteer	2,500	2,500	2,500	2,500	2,500	2,500
440 - Contracted Services	47,500	48,925	50,393	51,905	53,462	55,066
441 - Consulting Fees	100,000	-	-	-	-	-
Total Contacts and General Services	223,200	131,592	138,067	144,985	148,261	163,998
300 - Stationary & Supplies	3,900	3,978	4,058	4,139	4,221	4,306
310 - Postage & Courier	1,900	1,938	1,977	2,016	2,057	2,098
370 - Fuel	3,400	3,570	3,749	3,936	4,133	4,339
520 - Maintenance & Repair	57,000	58,140	59,303	60,489	61,699	62,933
621 - Program Materials, Goods, Supplies	87,100	88,842	90,619	92,431	94,280	96,165
Staff additions - Safety gear and Equipment	-	39,800	40,596	-	-	132,000
Total Materials, Supplies & Maintenance	153,300	196,268	200,300	163,011	166,389	301,841
Reserve Contribution	-	200,000	204,000	208,080	212,242	216,486
Total Reserve Contribution	-	200,000	204,000	208,080	212,242	216,486
Total Operating Expenses	1,296,772	1,696,476	1,993,752	1,996,488	2,036,912	3,013,760
Net	1,174,272	1,674,256	1,971,310	1,973,821	2,014,019	2,990,638

Appendix J: Officer Generated & Complaint Generated Statistics



Appendix K: RCMP History

The Royal Canadian Mounted Police is the Canadian national police service and an agency of the Ministry of Public Safety Canada. It is a unique organization because it's a National (i.e., crime laboratories, CPIC, DNA data bank, fingerprint data bank, national sex offender registry), Federal, Provincial and Municipal police service. In addition to providing federal policing services to all Canadians, the RCMP provides provincial and territorial police services under a contract to the following:

- eight provinces (except Ontario and Quebec),
- three territories,
- more than one hundred and fifty municipalities,
- over six hundred Aboriginal communities; and
- four international airports – Vancouver, Edmonton, Victoria, Winnipeg

The RCMP's mandate, as outlined in Section 18 of the Royal Canadian Mounted Police Act, is multi-faceted. It includes preventing and investigating crime, maintaining peace and order, enforcing laws, contributing to national security, ensuring the safety of state officials, visiting dignitaries and foreign missions, and providing vital operational support services to other police and law enforcement agencies within Canada and abroad.

Background

The Royal Northwest Mounted Police (RNWMP) signed a contract to police the new provinces of Alberta and Saskatchewan in 1905. They were a fundamental feature of the development of Calgary and southern Alberta. The provincial policing contracts terminated in 1917, and the RNWMP was now responsible for federal law enforcement only in Alberta, Saskatchewan, and the territories. In 1918, federal enforcement extended to all four western provinces.

Alberta had its provincial police force, the Alberta Provincial Police, from 1917 to 1932. Many of its members transferred from the RNWMP to the APP. Economic hardships in the late 20s and early 30s forced the province to rethink its policing arrangements, and Alberta reverted to RCMP policing services on April 1, 1932 - an agreement that continues today.

The employees of the RCMP are committed to our communities through:

- unbiased and respectful treatment of all people
- accountability
- mutual problem-solving
- cultural sensitivity
- enhancement of public safety
- partnerships and consultation
- open and honest communication
- effective and efficient use of resources
- quality and timely service

Since the March West in 1874, the RCMP has built a strong foundation of trust, respect, and compassion in the Alberta communities they serve. As Alberta's provincial police service, the RCMP assists more than 1.5 million Albertans at the federal, provincial and municipal levels. Nearly 4,200 employees work out of 113 detachments throughout the province's four policing districts. From the Rocky Mountains to the prairies to the oil patch, Alberta RCMP employees stand at the ready, committed to providing exemplary service through our partnerships and innovative policing techniques.

Provincial Policing Contracts

In the "K" Division, there are four primary contracts under which the RCMP delivers their services to Albertans. They are as follows:

1. Provincial Policing
2. Municipal policing (population between 5,000 and 15,000)
3. Municipal policing population over 15,000 and
4. Tripartite policing agreement

While conducting this review, "K" Division Central Alberta Headquarters was contacted, and they were kind enough to supply further information. The present cost for an RCMP officer in Alberta is estimated at \$240,000. This is all-inclusive for a fully trained and equipped officer.

Peace Officer

The following Peace Officer information is from the Government of Alberta, Public Security Peace Officer Program - Policy and Procedures Manual (Rev March 2022):

The Public Security Peace Officer Program in Alberta is unique in Canada. It allows different levels of government to obtain peace officer status for community safety enhancement or specialized law enforcement needs.

This program operates under the auspices of the Peace Officer Act, allowing the Government of Alberta to designate agencies and provide individuals with peace officer status for specific job functions. Duties and functions within the program vary greatly, from out-of-province police officers to parking control personnel employed by a municipality. Regardless of the participating agency, the Public Security Peace Officer Program is designed to ensure minimum standards of training, accountability, and professionalism.

Under Section 5 of the Peace Officer Act (POA) and Section 2 of the Peace Officer (Ministerial) Regulation (POMR), an agency may only employ the services of a peace officer if they are designated as an authorized employer by the Director. All authorized employer and peace officer designations are validated and issued under the Director's signature.

Applying agencies must:

- a) Have a legitimate need for Peace Officer services.
- b) Be a government or quasi-government agency. The level of government can be federal, provincial, or municipal. Examples of quasi-government agencies are health regions, post-secondary institutions, commissions or boards that report directly to a government ministry, or any other group designated by a federal or provincial ministry to carry out Enforcement of federal or provincial legislation.
- c) Private agencies or individuals are not eligible for participation under this legislation.

Alberta Peace Officers – Levels 1 and 2

Alberta Peace Officer – Level 1

- a) Employed through Alberta Solicitor General and Public Security. May have authority to carry a sidearm under the authority of the Act.
- b) Peace Officers are provided with approved training and possess the authority to enforce provisions of federal and provincial statutes specific to their mandate. This includes enforcing traffic violations

on Alberta highways, providing prisoner transport and court security. Also included in this level would be protection services for the Premier, Lieutenant Governor, VIPs and other individuals as deemed necessary.

Alberta Peace Officer – Level 2

- a) Employed by the Government of Alberta or the Government of Canada.
- b) These Peace Officers possess knowledge specific to a particular subject and conduct a range of duties, including fraud investigations, fish and wildlife officers, and inspector and compliance officers conducting Enforcement under provincial statutes.
- c) Alberta Government Peace Officers/Federal Peace Officers in this category who carry firearms or other weapons have the authority to do so via an enactment other than the Peace Officer Act.

Community Peace Officers – Levels 1 and 2

Community Peace Officer – Level 1

- a) They are employed by municipalities and counties in Alberta to fulfill a range of roles, including Enforcement of provincial statutes. A Level 1 Community Peace Officer enforces moving violations under the Traffic Safety Act and/or Gaming and Liquor Act elements.
- b) Agencies responsible for providing a safe and secure environment for public and/or private property are included in this category if they are armed with batons and/or OC spray and have requested peace officer authority beyond the ability to enforce non-moving traffic offences.
- c) This category includes transit security agencies operated by a municipality, some post-secondary institutions, and a county and/or municipal patrol service.

Enhanced Authorities

- a) Within the Peace Officer Program, the Community Peace Officer Level 1 may hold enhanced authority to provide a better service to the community and/or a supplemental service to the police service of jurisdiction. These authorities, as follows, will only be granted after specified and approved training programs have been successfully completed:
 - o Non-urgent community calls: Criminal Code authority may be granted for the offences of 'Theft not exceeding \$5000' and 'Mischief not exceeding \$5000'.
 - o Criminal Code warrants: Ability to arrest and release unless a Judicial Interim Release hearing is required.
 - o Motor vehicle collisions: Ability to investigate and submit reports involving noninjury events.

Community Peace Officer – Level 2

- a) Fulfill a range of roles that are administrative in nature or have a narrow focus. Authority at this level does not include moving violations under the Traffic Safety Act (except for Automated Traffic Enforcement operators) or any Gaming and Liquor Act elements.
- b) Examples are exhibit custodians for police services, RCMP detachment clerks, parking enforcement officers, automated traffic enforcement operators, and animal control specialists.
- c) No Uniform Requirement. Level 2 Community Peace Officers are not held to a uniform requirement; however, the Level 1 uniform and vehicle requirements may be utilized if the authorized employer so desires.

Legal And Regulatory Requirements

Several factors contribute to how policing services are delivered in the City of Beaumont. In developing this Level of Service Framework, the combination of documents, agreements, and existing initiatives is important to consider. A summary of the most noteworthy factors is included here:

The Alberta Police Act, the Peace Officer Act, and the Municipal Government Act

Alberta municipalities with populations exceeding 5,000 are responsible for providing policing services in their communities, as per the Alberta Police Act. Three options exist:

1. contract the federal or provincial government or another municipality for the provision of policing services;
2. establish a stand-alone municipal police service; or
3. create a regional police service with other municipalities, which may include support from the province.

The first option is how Beaumont has chosen to deliver policing, with a contract between the City and the federal government that sees the RCMP provide the majority of policing services. This contract, known as the Municipal Policing Agreement, was renewed in 2012 and expires in 2032.

Municipalities looking to extend their services beyond core police work can decide to bring in Bylaw Enforcement Officers under the Municipal Government Act and/or Peace Officers under the Peace Officer Act.

Beaumont elected to introduce Peace Officers to complete its Municipal Enforcement Service as part of its commitment to maintaining a safe community. This allows for enhanced policing and additional RCMP support while ensuring policing is delivered most cost-effectively. Given that RCMP members come at a higher cost to the municipality, using Peace Officers is a fiscally responsible yet very practical choice. These three pieces of Provincial legislation impact what choices and rules must be followed as a Municipality provides policing services to their community.

RCMP (Public Safety Canada) Municipal Policing Agreement (2012)

A contract between the City and the Government of Canada, the Municipal Policing Agreement outlines general services, roles and responsibilities and financial obligations for policing services.

This agreement is an essential guiding document for policing. It is the agreement on what services the RCMP will and will not provide and what support and resources the municipality has agreed to give the RCMP. This document also outlines several roles, responsibilities, and processes. For example, this agreement outlines that the municipality will:

“Provide, without any cost to Canada, all necessary Support Staff; such staff will meet the job and other related requirements as determined by the Commissioner.”

In addition, the agreement sets out communication protocols on matters such as policing priorities:

“The CEO may set the objectives, priorities and goals of the Municipal Police Service which are not inconsistent with those of the Provincial Minister and document those objectives, priorities and goals no more frequently than annually, and in concert with the annual RCMP planning cycle.”

Alberta Law Enforcement Framework (2010)

The Government of Alberta developed the Alberta Law Enforcement Framework. This plan sets out nine strategic directions to guide the future of the province's law enforcement system in three main areas. All of these elements are considered in planning for policing in Beaumont.

Strengthening Service Delivery Communities will have flexibility in meeting their policing needs and access to integrated specialized investigation services province-wide. Roles, responsibilities, and competencies of law enforcement personnel in the province will be apparent, relevant and consistent.

Strategic Direction 1: Capable, flexible and responsive operational policing will be the foundation of modern law enforcement in Alberta.

Strategic Direction 2: The full continuum of law enforcement delivery will provide flexibility in policing approaches throughout the province.

Strategic Direction 3: Alberta Law Enforcement Response Teams (ALERT) will be the mechanism to coordinate and enhance the delivery of integrated, specialized policing services on a province-wide basis.

Strategic Direction 4: Law enforcement in Alberta will be intelligence-led.

Strategic Direction 5: Alberta law enforcement will be guided and assessed using clear, strong standards and performance indicators.

Strategic Direction 6: Alberta communities will be safer by balancing traditional enforcement activities and community-led prevention initiatives to reduce crime over the long term. The trust and confidence of Albertans in law enforcement will be retained through structures and processes that provide community input into policing priorities and credible oversight mechanisms for addressing public concerns.

Strategic Direction 7: All Alberta municipalities will have adequate, transparent, and meaningful community input into local policing needs and priorities.

Strategic Direction 8: The police public complaint process will be responsive and timely, thereby enhancing oversight of Alberta police officers and police services.

Appendix L: Recommendations by Priority

Service Area	#	Recommendation	Priority
Enforcement Services	1	That the City creates a new management position within Municipal Enforcement that reports to the Director of Protective Services.	Immediate
Enforcement Services	2	That the CAO delegate authority to the Community Peace Officers to be "Designated Officers" under the MGA for the Municipality.	Immediate
Enforcement Services	4	That the existing Memorandum of Understanding with the RCMP be reviewed annually and the required signatures be obtained to bring it into force.	Immediate
Enforcement Services	7	In order for resourcing to follow a 1:4,000 ratio for Beaumont's population of 22,751 citizens, the corresponding CPO staffing level be increased to six (6) FTE positions and 2.4 FTE positions allocated for Administrative Support this is an additional three (3) FTE CPOs and 2 FTE additional support staff.	Immediate
Enforcement Services	11	Municipal Enforcement continue to pursue gaining access to a shared channel with the RCMP on the Alberta First Responders Radio Communications System (AFRRCS).	Immediate
RCMP	19	The City of Beaumont establish a police officer to population ratio of 1:1100.	Immediate
Fire Services	25	That the Fire Chief and Deputy Fire Chief, as soon as reasonably practical, stop responding to calls for service unless it is a big event that will need the Administration and Council's attention. Additionally, there should be a dedicated position for Emergency Management reporting to the Director.	Immediate
Fire Services	26	Immediately hire two additional fully trained, full-time firefighters to replace the Fire Chief and Deputy Fire Chief as responders.	Immediate
Fire Services	27	That the Paid-On-Call model continues and considers expanding to better support day crews and evening and weekend callouts as the City grows its coverage.	Immediate
Fire Services	28	Promote one of the full-time firefighters to the rank of Captain, so there will be a ratio of one officer and three firefighters for the Monday - Friday shifts (after hiring the additional personnel).	Immediate
Risk Assessment (Fire)	34	Fire Bylaw 815 - 13 should be replaced with a Fire Bylaw that reflects current job titles new legislation for Fireworks under the National Fire Code (Alberta Edition), and the Level of Service as either a policy contained in the appendix of the new bylaw or as a standalone Fire Level of Service Bylaw.	Immediate
Risk Assessment (Fire)	35	Council, Administration and the Fire Services should create a Fire Level of Service Policy based on the Risk Assessment, which should be included as an appendix in a new Fire Bylaw.	Immediate
Risk Assessment (Fire)	37	Work with Parkland Dispatch to improve the response protocols to ensure the next closest available fire department to any jurisdiction is utilized when the Beaumont Fire Service is unavailable or needs assistance.	Immediate
Risk Assessment (Fire)	40	That future Area Structure Plans consider road widths, taking fire apparatus into account, and ensure there is a requirement for a second way into and out of a neighbourhood.	Immediate
Risk Assessment (Fire)	41	Traffic Preemption Systems be installed on all existing traffic lights and be required on any new installations.	Immediate
Risk Assessment (Fire)	44	The City's Planning and Development department consider a requirement for builders to ensure an interconnected alarm system to notify other residents of a fire situation in homes with more than two occupancies.	Immediate
LOS Costing	55	The City consider implementing a new offsite development levy for a new additional fire station(s).	Immediate
LOS Costing	56	The City should begin to budget for annual capital reserve contributions in the Fire and Enforcement cost centers.	Immediate

Service Area	#	Recommendation	Priority
Enforcement Services	5	That discussions be undertaken to incorporate direct access to appropriate CPIC information and operational support be added to the updated Memorandum of Understanding with the RCMP	Year 1
Enforcement Services	6	That the Municipal Enforcement Area brings forward a budget service package to support the request for additional Support Staff Fulltime Equivalencies (FTEs) as per the 1: 2.5 Officer ratio.	Year 1
Enforcement Services	8	The Director of Communications increase public awareness and education communications programming for the Protective Services area.	Year 1
Enforcement Services	10	The Municipal Enforcement Services Area upgrade the Safety-Lite RMS to the Full Safety Solution version available. MRF offers a full version of the Safety Solutions software that has additional elements/enhancements. Beaumont is currently using the lite version, so some functionality is not currently available.	Year 1
Enforcement Services	12	The Municipality undertakes a feasibility and cost analysis study to determine the viability of amalgamating Municipal Enforcement and Fire Services Communication Dispatch Services.	Year 1
Enforcement Services	13	A separate equipment renewal plan with a five-year replacement schedule be developed and adopted for the Municipal Enforcement Services vehicles.	Year 1
Enforcement Services	15	A CPTED Analysis and risk assessment be completed, and recommendations be adopted.	Year 1
RCMP	17	When target resources are approved and allotted, Beaumont Detachment will enhance its service and move to 24 hours seven days a week coverage. This will eliminate officers being on call to respond to calls during specific hours.	Year 1
RCMP	20	Increase and maintain the level of Municipal Support personnel to a ratio of 1:2.5 as per District recommendations.	Year 1
Fire Services	23	Beaumont GIS team develop a 10-minute response time map that integrates call dispatch time and turnout time for enhanced future planning and comprehensive response assessments in the growing City.	Year 1
Fire Services	24	The BFS should perform a thorough response time test to confirm the methodology used to complete the 10-minute response time map and identify areas that cannot be reached in time. Further, the City should complete two "actual" 10-minute response travel time maps from the existing fire hall location to fully understand a daytime staffed station response and an evening and weekend response.	Year 1
Fire Services	29	That Beaumont Fire Services immediately move to seven-day-a-week daytime coverage provided from its current station location to address the noted shortfall.	Year 1
Fire Services	30	To get to seven days a week daytime coverage, hire two additional full-time fire personnel to bring the full-time response personnel complement from four up to six, not including the Chief Officers, Administrative Assistant or Prevention Officer.	Year 1
Fire Services	31	Budget for one additional Paid-on-Call firefighter for each shift (two in total). This will bring the complete staffing complement up to eight (six full-time and two POC). Ensure that a POC member only signs up for a maximum of 160 hours of work per month.	Year 1
Fire Services	32	Create one position on each shift to accommodate the ability of the POC firefighters to sign up for the open shift. Purchase a fire scheduling program to manage the shifts necessary to ensure a four-member staffing complement during the 10-hour shift and to track hours equitability between POC firefighters.	Year 1

Service Area	#	Recommendation	Priority
Risk Assessment (Fire)	36	Council, Administration and the Fire Chief should undertake a Community Hazard Identification Risk Assessment (HIRA).	Year 1
Risk Assessment (Fire)	43	Establish a Fire Hydrant flow testing program and paint hydrants to NFPA 291 standards.	Year 1
Risk Assessment (Fire)	45	A specific fire response strategy pre-plan be developed and trained for apartment occupancies, starting with the Place Du Canal Estates.	Year 1
Infrastructure Models	52	A leasing option for additional space or using an on-site mobile modular building (adjacent to the RCMP) for the Municipal Enforcement area be explored in the short term.	Year 1
Enforcement Services	3	That the Municipal Enforcement area continue to update and amend existing training manuals, policies and procedures or develop specific policy and procedure in relation to the aforementioned enforcement activity.	Year 2
Enforcement Services	9	The Protective Services Area collaborates with the RCMP and Fire Services to explore the feasibility of a shared analytical resource.	Year 2
Enforcement Services	14	That an additional Enforcement vehicle be purchased and added to the fleet inventory and Equipment Renewal Program.	Year 2
RCMP	18	When additional resources are put in place, priority should be given to implement the School Resource Officer program.	Year 2
RCMP	21	With additional municipal support positions becoming available, a crime reduction analyst be employed.	Year 2
Risk Assessment (Fire)	39	Pursue a mutual aid agreement with the City of Edmonton Fire Rescue Services.	Year 2
Risk Assessment (Fire)	42	Consideration should be given to purchasing a single-axle tanker, which does not require a Class 3 license with a rated fire pump to support fire operations.	Year 2
Risk Assessment (Fire)	47	Fire Administration look at the usefulness (now and in the future) of Rapid 1 and consider selling this unit to support the purchase of a single axle Tanker with a rated pump.	Year 2
Infrastructure Models	51	That the Facilities Team within the Infrastructure Department responsible for workspace solutions lead a planning exercise with stakeholders to accommodate present, short-term, and long-term modern workstations and Information Technology at the RCMP Detachment and Fire Hall.	Year 2
LOS Costing	57	Create new mill rates dedicated to Protective Services.	Year 2
RCMP	16	For efficiency purposes, enter in discussions with Central Alberta District and neighboring municipalities to examine other policing models. If agreed to, conduct a study to determine what efficiencies and cost savings can be obtained.	Year 3
RCMP	22	Review the front counter hours of operations to enhance access for its citizens to deal with non-criminal matters.	Year 3
Risk Assessment (Fire)	38	Consideration should be given to working on Mutual Aid Agreements with neighbouring municipalities that reflect no charge for service, except for consumables such as firefighting foam and any equipment loss on scene.	Year 3
Risk Assessment (Fire)	46	Considering the replacement of Engine 2, which is 17 years of age.	Year 3
Risk Assessment (Fire)	48	Establish some form of apparatus replacement program or guideline involving desired apparatus life cycles and an annual review of all apparatus regarding the need, replacement, and procurement of all types of fire department apparatus.	Year 3

Service Area	#	Recommendation	Priority
Infrastructure Models	54	Develop a financial strategy that aligns with establishing a new fire station and full-time 24/7 staffing.	Year 3
Fire Services	33	Work with Leduc County to ensure additional coverage in the north area of Beaumont, possibly from the planned Leduc County station; in turn, consider providing coverage for the County from the new Beaumont Multi-use station on the southeast side of Beaumont.	Year 4+
Risk Assessment (Fire)	49	Consider replacing the Power Hydraulic rescue tools in the next three to five years to keep up with the innovation and power of these tools.	Year 4+
Infrastructure Models	50	A co-located model (Option 3) should be adopted, and a single physical space should be explored to accommodate amalgamating physical space for the Municipal Enforcement Services, RCMP and Fire Services.	Year 4+
Infrastructure Models	53	That a Preliminary Site Plan and Traffic Impact Assessment (TIA) be developed by collaborating with Alberta Transportation to determine the site feasibility and an appropriate access to the site from either 50th Street or Hwy 625.	Year 4+

REPORT
PREPARED BY:



240, 2833 Broadmoor Blvd | Sherwood Park, AB | T8H 2H3 | 587-583-4308

www.transitionalsolutions.ca