Town of Bon Accord
AGENDA
Regular Council Meeting
October 7, 2025 6:00 p.m. in Council Chambers
Live streamed on Bon Accord YouTube Channel

1. CALL TO ORDER

2. ADOPTION OF AGENDA

3. PROCLAMATIONS
3.1. Fire Prevention Week (enclosure)
3.2. Small Business Week (enclosure)

4. ADOPTION OF MINUTES
4.1. September 16, 2025; Regular Council Meeting (enclosure)
4.2. September 25, 2025; Special Council Meeting (enclosure)

5. DELEGATION
5.1. 6:05 p.m. Chad Moore, Sturgeon County Protective Services – Fire Master Plan (enclosure)
5.2. 6:30 p.m. Chester Castillo, MPE Engineering – Spruce Meadow Lane Engineering Study (enclosure)

6. UNFINISHED BUSINESS
6.1. EV Charging Stations: Insurance (enclosure)

7. NEW BUSINESS
7.1. FORTIS Franchise Fees (enclosure)
7.2. Monument Restoration at Veterans Memorial Park (enclosure)
7.3. Public Skating – Stick & Puck Program (enclosure)
7.4. Spruce Meadow Lane Engineering Study (enclosure)

8. BYLAWS/POLICIES/AGREEMENTS
8.1. Policies to Rescind (enclosure)

9. WORKSHOPS/MEETINGS/CONFERENCES
9.1. FCSSAA Conference (enclosure)
9.2. Gibbons Remembrance Day Ceremony Invitation (enclosure)

10. CORRESPONDENCE
GENERAL
10.1. Bon Accord Childcare Needs Assessment Report Conducted by Government of Alberta/Deloitte (enclosure)
10.2. Red Shoe Gala – SAIF (enclosure)
ACTION REQUIRED
10.3. CUPW – Canada Post Mandate Review Letter (enclosure)
10.4. GO East of Edmonton – Letter of Support Request (enclosure)

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Town of Bon Accord
AGENDA
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10.5. Royal Canadian Navy Niobe Ball Invitation (enclosure)
10.6. Invitation to Meet with Minister of Transportation and Economic Corridors at 2025 Alberta Municipalities Convention (enclosure)

11. NOTICE OF MOTION

11.1. Councillor Bidney – Financial Reporting (enclosure)

12. CLOSED SESSION

12.1. Engineering Services RFP – ATIA Section 32 Privileged information
12.2. Tax Recovery – ATIA Section 20 Disclosure harmful to personal privacy, Section 29 Advice from officials and Section 32 Privileged information
12.3. Personnel – ATIA Section 20 Disclosure harmful to personal privacy, Section 22 Confidential evaluations, and Section 29 Advice from officials

13. ADJOURNMENT

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Town of Bon Accord
building for tomorrow

PROCLAMATION

NATIONAL FIRE PREVENTION WEEK
October 5 – 11, 2025

WHEREAS the Town of Bon Accord is committed to ensuring the safety and security of all those living in and visiting our Town; and

WHEREAS fire is a serious public safety concern, both locally and nationally, and homes are where people are at the greatest risk to fire; and

WHEREAS residents who have planned and practiced a home fire escape plan are more prepared and will therefore be more likely to survive a fire: and

WHEREAS informing the public about the importance of fire safety awareness and encouraging prevention serves as an essential step toward increasing the public's safety from home fires; and

WHEREAS Bon Accord residents are dedicated to public education measures and are able to take personal responsibility to increase their safety from fire, especially in their homes; and

WHEREAS this year marks the 103rd Anniversary of Fire Prevention Week and the 2025 Fire Prevention theme is "Charge into Fire Safety™: Lithium-Ion Batteries in Your Home".

NOW THEREFORE on behalf of Council, I, Mayor Brian Holden of the Town of Bon Accord, do hereby proclaim the week of October 5-11, 2025 to be "National Fire Prevention Week", and urge all residents to participate in fire safety awareness and prevention.

Mayor Brian Holden

SEPTEMBER 22, 2025
Date

Town of Bon Accord
building for tomorrow

PROCLAMATION

SMALL BUSINESS WEEK
October 19 – 25, 2025

WHEREAS, Small Business Week is a national event held to honour the contributions that small businesses make to the Canadian Economy; and

WHEREAS, small businesses have navigated unprecedented challenges and are the drivers of change and positive impact toward sustainable economic growth; and

WHEREAS, we honour entrepreneurs who take a risk on an idea, choose to invest in our community, and create jobs for others: and

WHEREAS, with approximately 33 current business licenses registered with the Town of Bon Accord, the Bon Accord business community is a vital contributor to the economic health and social wellbeing of the community

NOW THEREFORE, on behalf of Council. I, Mayor Brian Holden, do hereby proclaim October 19-25, 2025 as "Small Business Week" in the Town of Bon Accord and encourage all citizens to recognize this week.

Mayor

September 22, 2025
Date

Town of Bon Accord
Regular Meeting of Council Minutes
September 16, 2025 9:00 a.m.
Live streamed on Bon Accord YouTube Channel

COUNCIL
PRESENT
Mayor Brian Holden
Councillor Lynn Bidney
Councillor Lacey Laing
Councillor Tanya May

REGRETS
Deputy Mayor Timothy J. Larson

ADMINISTRATION
Jodi Brown – Town Manager
Falon Fayant – Corporate Services Manager
Nicole Paproski – Administration and Community Services Assistant
Jessica Spaidal – Legislative Services & Communications Supervisor

CALL TO ORDER AND LAND ACKNOWLEDGEMENT
Mayor Holden called the meeting to order at 9:00 a.m.

ADOPTION OF AGENDA
There were no objections to adding item 11.2 Sturgeon County Letter of Support for FRIAA FireSmart Grant to the agenda.
COUNCILLOR LAING MOVED THAT Council adopt the September 16, 2025, agenda as amended.
CARRIED UNANIMOUSLY RESOLUTION 25-361

ADOPTION OF MINUTES
September 2, 2025; Regular Council Meeting
COUNCILLOR MAY MOVED THAT Council approves the September 2, 2025, Regular Meeting of Council minutes as presented.
CARRIED UNANIMOUSLY RESOLUTION 25-362

DELEGATION
George Ivanchikov, EVlution Charge – EV Charging Stations Cables
COUNCILLOR LAING MOVED THAT Council accepts the presentation as information.
CARRIED UNANIMOUSLY RESOLUTION 25-363

DEPARTMENTS REPORT
September 2025
COUNCILLOR BIDNEY MOVED THAT Council accepts the report as presented.
CARRIED UNANIMOUSLY RESOLUTION 25-364

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Town of Bon Accord
Regular Meeting of Council Minutes
September 16, 2025 9:00 a.m.
Live streamed on Bon Accord YouTube Channel

NEW BUSINESS

EV Charging Stations Vandalism

COUNCILLOR MAY MOVED THAT Council approve the repair and/or replacement of the vandalized EV charging stations at the Bon Accord Arena in accordance with the Municipal Climate Change Action Centre's program requirements.

AND

THAT Council approve the reallocation of $1,000 from investment revenue to the EV Charger budget to cover the insurance deductible associated with repair/replacement of the vandalized Arena charging stations and bring back more information regarding insurance.

CARRIED UNANIMOUSLY RESOLUTION 25-365

Drainage Study: 47th Avenue, 51st Street, and Highway 28

COUNCILLOR BIDNEY MOVED THAT Council approves the reallocation of $10,000 from investment revenue to the 47th Avenue, 51st Street, and Highway 28 Drainage Study project.

Councillor May requested a recorded vote.

In Favour: Mayor Holden, Councillor Bidney, Councillor Laing

Opposed: Councillor May

CARRIED RESOLUTION 25-366

BYLAWS/POLICIES/AGREEMENTS

Cemetery Bylaw – 2nd and 3rd Readings

COUNCILLOR MAY MOVED THAT Council gives second reading to Cemetery Bylaw 2025-07 as presented.

CARRIED UNANIMOUSLY RESOLUTION 25-367

COUNCILLOR LAING MOVED THAT Council gives third and final reading to Cemetery Bylaw 2025-07 as presented.

CARRIED UNANIMOUSLY RESOLUTION 25-368

COUNCIL REPORTS

COUNCILLOR LAING MOVED THAT Council accepts the reports as information.

CARRIED UNANIMOUSLY RESOLUTION 25-369

CORRESPONDENCE

ACTION REQUIRED

Municipalities Conventions – RCMP Meetings

COUNCILLOR MAY MOVED THAT Council directs administration to set up a meeting with S. Sgt. McGunigal at the Alberta Municipalities Convention in November 12-14, 2025 and inform him that the discussion will be sent to him by request from the new council.

2 opposed

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DEFEATED 25-370

GENERAL

Sturgeon County Letter of Support for FRIAA FireSmart Grant

COUNCILLOR MAY MOVED THAT Council approves the letter of support for the FRIAA FireSmart Grant.

CARRIED UNANIMOUSLY RESOLUTION 25-371

CLOSED SESSION

- **Out of School Care Agreement – ATIA Section 29 Advice from officials**
- **Property Transaction, 9022300 Lot 2 – ATIA Section 19 Disclosure harmful to business interests of a third party, Section 29 Advice from officials, Section 30, Disclosure harmful to economic and other interests of a public body, and Section 32 Privileged information**
- **Personnel – ATIA Section 20 Disclosure harmful to personal privacy, Section 22 Confidential evaluations, and Section 29 Advice from official**
- **Arena Advertising Agreement – ATIA Section 29 Advice from officials**
- **Engineering Services RFP – ATIA Section 32 Privileged information**

COUNCILLOR BIDNEY MOVED THAT Council enter into closed session to discuss Out of School Care Agreement – ATIA Section 29 Advice from officials; Property Transaction, 9022300 Lot 2 – ATIA Section 19 Disclosure harmful to business interests of a third party, Section 29 Advice from officials, Section 30, Disclosure harmful to economic and other interests of a public body, and Section 32 Privileged information; Personnel – ATIA Section 20 Disclosure harmful to personal privacy, Section 22 Confidential evaluations, and Section 29 Advice from officials; Arena Advertising Agreement – ATIA Section 29 Advice from officials; and Engineering Services RFP – ATIA Section 32 Privileged information at 9:59 a.m.

CARRIED UNANIMOUSLY RESOLUTION 25-372

COUNCILLOR MAY MOVED THAT Council come out of closed session at 11:05 a.m.

CARRIED UNANIMOUSLY RESOLUTION 25-373

Out of School Care Agreement – ATIA Section 29 Advice from officials

COUNCILLOR BIDNEY MOVED THAT Council directs administration to proceed as discussed.

CARRIED UNANIMOUSLY RESOLUTION 25-374

Property Transaction, 9022300 Lot 2 – ATIA Section 19 Disclosure harmful to business interests of a third party, Section 29 Advice from officials, Section 30, Disclosure harmful to economic and other interests of a public body, and Section 32 Privileged information

COUNCILLOR MAY MOVED THAT Council directs administration to proceed as directed.

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CARRIED UNANIMOUSLY RESOLUTION 25-375

Personnel – ATIA Section 20 Disclosure harmful to personal privacy, Section 22 Confidential evaluations, and Section 29 Advice from officials
COUNCILLOR LAING MOVED THAT Council direct Mayor Holden to proceed as directed and accept the rest of the discussion as information.
CARRIED UNANIMOUSLY RESOLUTION 25-376

Arena Advertising Agreement – ATIA Section 29 Advice from officials
COUNCILLOR MAY MOVED THAT Council direct administration to bring back after the new election.
CARRIED UNANIMOUSLY RESOLUTION 25-377

Engineering Services RFP – ATIA Section 32 Privileged information
COUNCILLOR BIDNEY MOVED THAT item "B" be brought back to the October 7, 2025 Regular Meeting of Council.
CARRIED UNANIMOUSLY RESOLUTION 25-378

ADJOURNMENT
COUNCILLOR MAY MOVED THAT the September 16, 2025 Regular Meeting of Council adjourn at 11:08 a.m.
CARRIED UNANIMOUSLY RESOLUTION 25-379

Mayor Brian Holden

Jodi Brown, CAO

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Town of Bon Accord
Special Meeting of Council Minutes
September 25, 2025, 4:30 p.m.
Live streamed on Bon Accord YouTube Channel

COUNCIL
PRESENT
Mayor Brian Holden
Deputy Mayor Timothy J. Larson
Councillor Lynn Bidney
Councillor Lacey Laing
Councillor Tanya May – virtual

ADMINISTRATION
Jodi Brown – Town Manager
Jessica Spaidal – Legislative Services and Communications Supervisor

CALL TO ORDER AND LAND ACKNOWLEDGEMENT

Mayor Holden called the meeting to order at 4:30 p.m.

ADOPTION OF AGENDA

There were no objections to changing the order of agenda items to address item 6.2 first.
DEPUTY MAYOR LARSON MOVED THAT Council adopt the September 25, 2025, agenda as amended.
CARRIED UNANIMOUSLY RESOLUTION 25-380

CLOSED SESSION

- ***Personnel – ATIA Section 20 Disclosure harmful to personal privacy, Section 22 Confidential evaluations, and Section 29 Advice from officials***
- ***IT Managed Services RFP – ATIA Section 19 Disclosure harmful to business interests of a third party and Section 29 Advice from officials***

COUNCILLOR BIDNEY MOVED THAT Council enter into closed session to discuss Personnel – ATIA Section 20 Disclosure harmful to personal privacy, Section 22 Confidential evaluations, and Section 29 Advice from officials and IT Managed Services RFP – ATIA Section 19 Disclosure harmful to business interests of a third party and Section 29 Advice from officials at 4:31 p.m.
CARRIED UNANIMOUSLY RESOLUTION 25-381

Councillor May joined the meeting virtually at 4:45 p.m.

DEPUTY MAYOR LARSON MOVED THAT Council come out of closed session at 6:01 p.m.
CARRIED UNANIMOUSLY RESOLUTION 25-382

IT Managed Services RFP – ATIA Section 19 Disclosure harmful to business interests of a third party and Section 29 Advice from officials

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COUNCILLOR BIDNEY MOVED THAT Council directs administration to proceed with Option 2.
CARRIED UNANIMOUSLY RESOLUTION 25-383

Personnel – ATIA Section 20 Disclosure harmful to personal privacy, Section 22 Confidential evaluations, and Section 29 Advice from officials
COUNCILLOR BIDNEY MOVED THAT Council directs Mayor Holden to proceed as discussed.
CARRIED UNANIMOUSLY RESOLUTION 25-384

ADJOURNMENT

COUNCILLOR LAING MOVED THAT the September 25, 2025 Special Meeting of Council adjourn at 6:03 p.m.
CARRIED UNANIMOUSLY RESOLUTION 25-385

Mayor Brian Holden

Jodi Brown, CAO

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Fire Master Plan

Bon Accord Regular Council Meeting

October 7, 2025

Sturgeon COUNTY

Background

- Sturgeon County provides emergency services to both the rural residents and businesses as well as the Towns of Bon Accord, Legal, and Redwater.

- 17 full-time firefighting staff
  - Manager of Protective Services / Fire Chief
  - 2 Deputy Fire Chiefs
  - 14 full-time fire fighters

- Operates five Fire Stations and contracts with two additional Fire Departments in Morinville and Gibbons to provide service across the County.

Goals

- A strategic roadmap for fire and emergency services over the next 20 years
- Aligns community growth, risk profiles, and service expectations
- Provides a data-driven foundation for decisions on:
- Staffing
- Apparatus and equipment
- Station infrastructure
- Training and Technology
- Anticipate financial demands to support sustainability while maintaining community safety priorities

Why is it important?

- Strategic Resource Allocation
- Optimize Station Locations
- Leveraging Personnel Resources
- Mutual Aid Agreements
- Bylaw and Policy Review
- Standard of Cover Development
- Budget and Asset Planning
- Training
- Fire Prevention
- Predictable Roadmap

Project Timeline

Phase 1

Current Analysis

Jan 2025

Phase 2

Best Practice Benchmarking

Jan 2025

Phase 3

What We Heard

Feb 2025

Phase 4

Future Demand Modeling

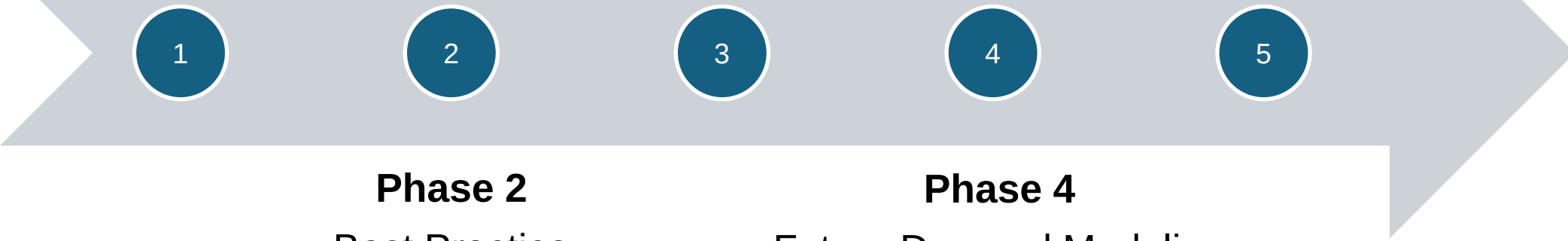
Needs Assessment

Mar 2025

Phase 5

Key Themes and Recommendations

April 2025



Final Report

Fire Master Plan

Aug 2025

Key Takeaways

Overview of key findings and recommendations

Key Recommendations

Staffing Model Transformation

Infrastructure Modernization & Expansion

Formalize & Approve Core Policy Frameworks

Strengthen Leadership, Training & Prevention

Data-Driven Planning & Technology Upgrades

Governance

- Amend the Fire Service Bylaw and formalize Mutual Aid Agreements for dangerous goods events
- Ensure policies and guidelines are accessible and linked to a Learning Management System
- Establish a regular review cycle of governance documentation
- Update Medical Response Guidelines to reflect MFR program participation

Community Risk Assessment

Figure 1: Community Risk Profiles

Highest Risk

- Public Safety Response, Critical Infrastructure

Medium Risk

- Heavy industry, transportation, human-caused emergencies, naturally occurring emergencies (climate)

Lowest Risk

- Demographic, building stock, economic, geographic

Recommendation:
Conduct reviews every 2-5 years or when significant changes occur in risk profiles. To maintain consistent service levels as the residential, commercial, and industrial sectors expand, ensure the community risk profile is tied to growth planning and development.

Level of Service

- Formalize LOS Policy with key metrics & discipline levels
- Fire Prevention, Education, Inspection – dedicated staff; plan for dedicated division
- Monitor annually for triggers to change or modify the Levels

Fire Leadership & Administration

- Review job descriptions to support current organizational structure and future growth
- Review administrative assistant’s role and consider dedicated administrative staff for the department
- Review the dual role of the Fire Chief with Enforcement Services
- Ensure the Deputy Chiefs have the administrative bandwidth to lead strategically

Staffing

- Monitor and report on Effective Response Force performance, supported by data analytics
- Hire a full-time Training Officer position
- Hire full-time fire prevention staff
- Tactical Implementation Plans for Bon Accord and Namao Stations: 24/7 full time staffing (4 FFs)

Response

- Establish system for real-time performance monitoring
- Strategic resource allocation and infrastructure planning with adequate fire protection in new development areas
- Review and enhance mutual aid agreements

Infrastructure

- Replace Station 5; to include:
  - Headquarters & administrative staffing
  - Training facilities
  - 24/7 staffing
- Renovate Station 4 to accommodate full-time 24/7 staffing
- No recommended station in the Heartland or at the Villeneuve Airport currently.
- Expand scope of future Infrastructure Master Plans to include improved firefighting water supply
- Strategic assessment of and planning for aging fire station infrastructure

Apparatus & Equipment

- SCES maintains a well-equipped fleet and inventory of apparatus and equipment
- Establish support from Fleet & Facilities after regular business hours, and during significant incidents
- Add integrated in-cab communications, radio, and hearing protection
- Add mobile data terminals (MDTs) on all front-line apparatus

Training

- Define mandatory training requirements to support LOS – emphasis on roles like apparatus operators and fire officers
- Prioritize core training programs; specialty training should be justified by LOS needs
- Develop and implement training calendar; improve record keeping; link incident reviews to training needs assessments
- Ensure budget and resourcing supports department growth, succession planning, and OHS competency standards

Wellness

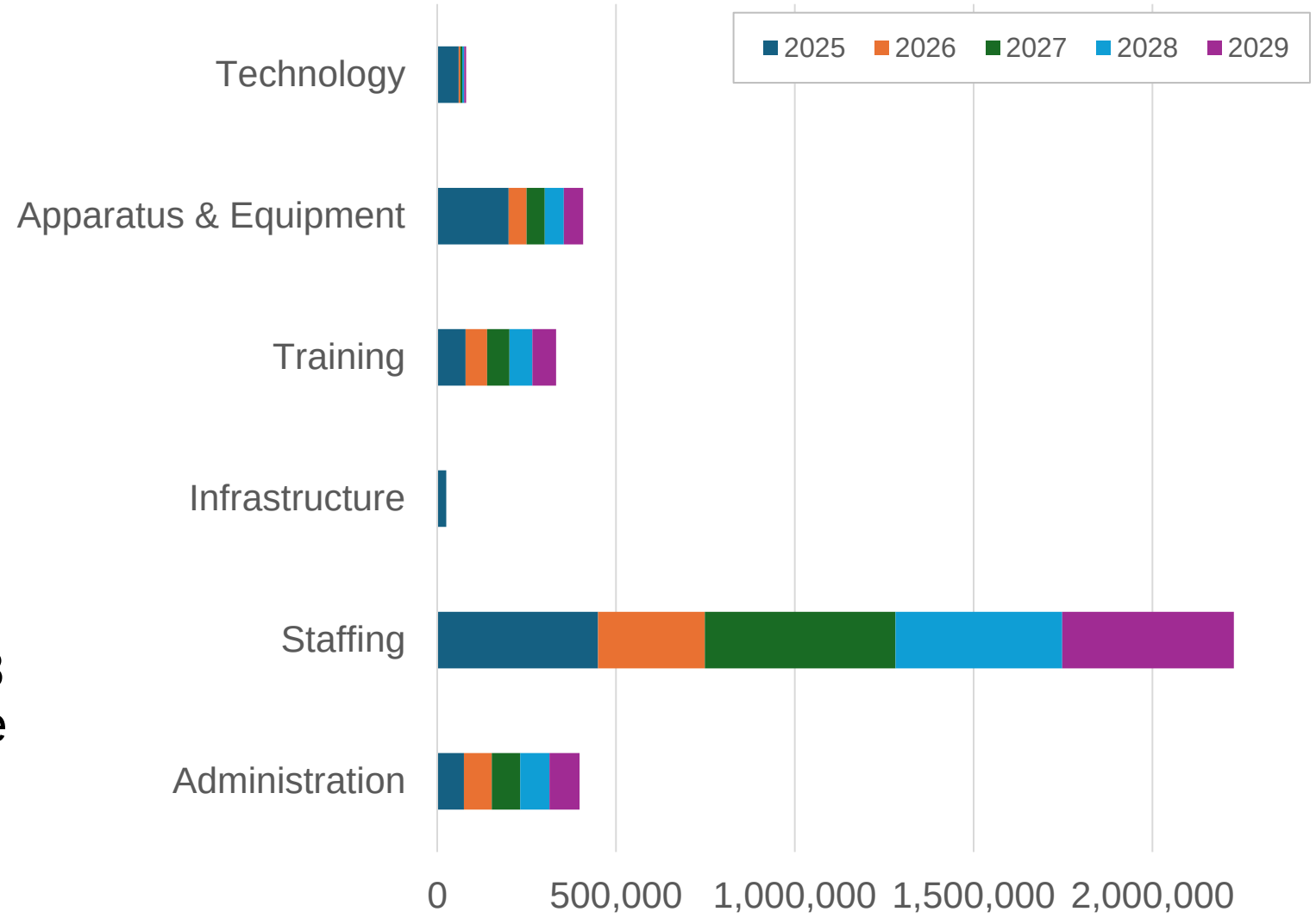
- Create a central wellness resource hub
- Conduct bi-annual surveys to identify wellness needs and gaps
- Create wellness programs for the spouses/partners of firefighters
- Align return-to-work protocols with both medical and operational readiness

Emerging Technologies

- Review firefighter alert system, Active911; determine if other software systems could provide services to improve usage.
- Investigate Record Management Systems to determine the best solution for SCES’ needs

Financials

- Create new Cost Centres
- 14 recommendations have cost implication
- Bon Accord replacement is already in Capital Budget ($8 million; 2028); could increase to $15 million if upgraded to Headquarters (not shown in graph)
- Staffing costs reflect hiring training officer and fire prevention officers



Summary of Recommendations

99 Recommendations Over 20 Years

28 Immediate

45 Short-Term

16 Medium-Term

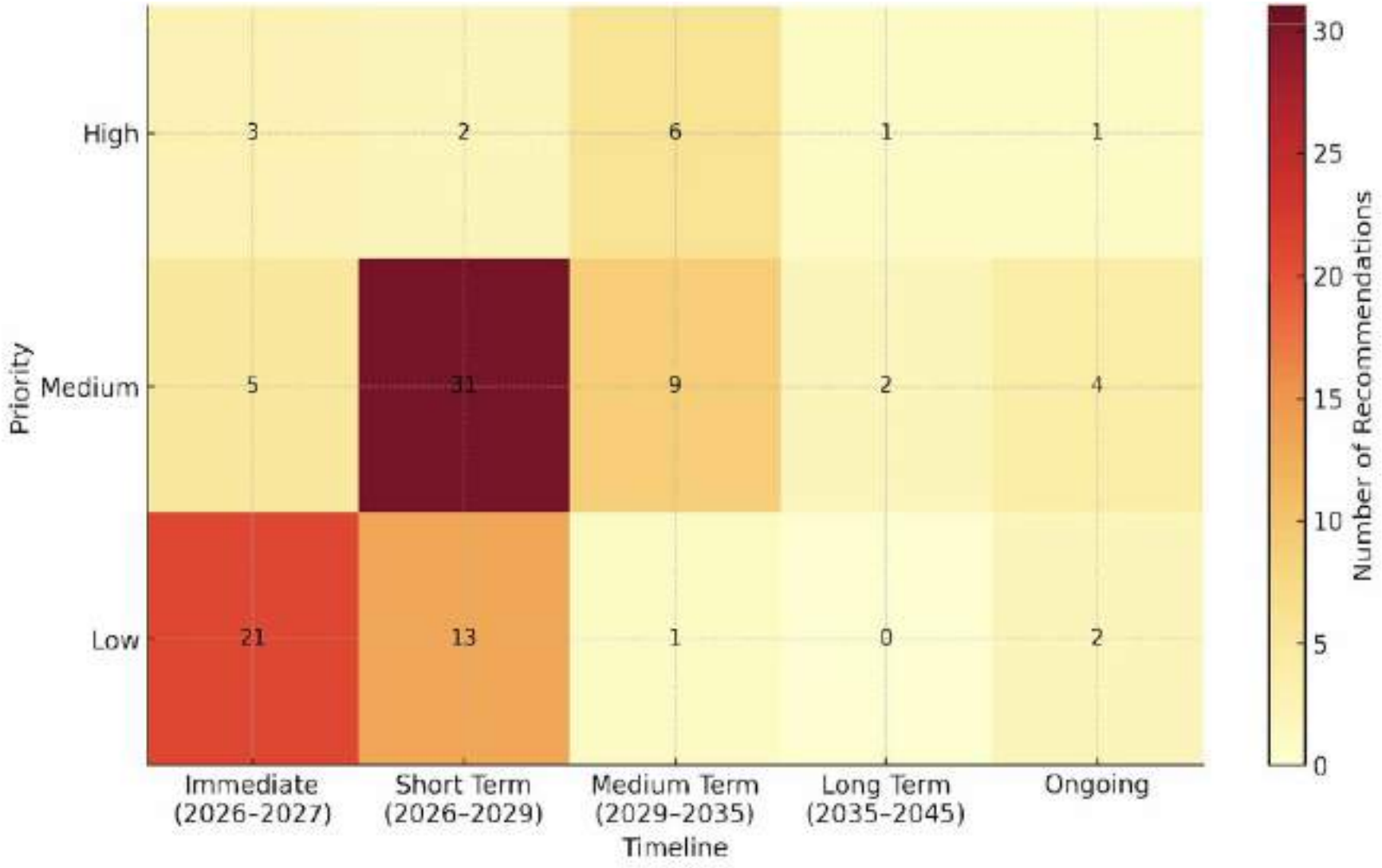
3 Long-Term

6 Ongoing

13 High Priority

49 Medium Priority

37 Low Priority



Implementation Roadmap

Approve and Adopt a Level of Service Policy

Transition Bon Accord and Namao Stations to 24/7 Full-Time Staffing

Create a Dedicated Fire Prevention Division

Replace Station 5 (Bon Accord) with Headquarters

Invest in Modern Data and Technology Systems (RMS, CAD, MDTs)

	Immediate	Short Term	Medium Term	Long Term
Staffing Model Transformation	Approve 24/7 staffing plans for Bon Accord & Namao; Hire Training Officer	Implement 24/7 staffing; Hire fire prevention officers	Address coverage gaps; Add officer positions	Match staffing to growth in Sturgeon Valley & Heartland
Infrastructure Modernization & Expansion	Approve replacement of Station 5 HQ; Plan Namao renovations	Build new HQ; Upgrade water supply	Renovate Namao; Expand training facility	Plan/build new stations in growth nodes
Core Policy Frameworks	Approve LOS policy & risk framework; Update bylaws	Establish governance review cycle	Expand inter-municipal agreements	Adjust LOS with changing risk profile
Leadership, Training & Prevention	Clarify leadership roles; Define mandatory training	Implement training matrix; Create fire prevention division	Expand specialty training; Add admin staff	Sustain officer development program
Data-Driven Planning & Technology	Select RMS; Review alert system	Install MDTs; Integrate CAD	Add comms/hearing protection systems; GIS risk mapping	Adopt NextGen 911; Tech refresh cycle

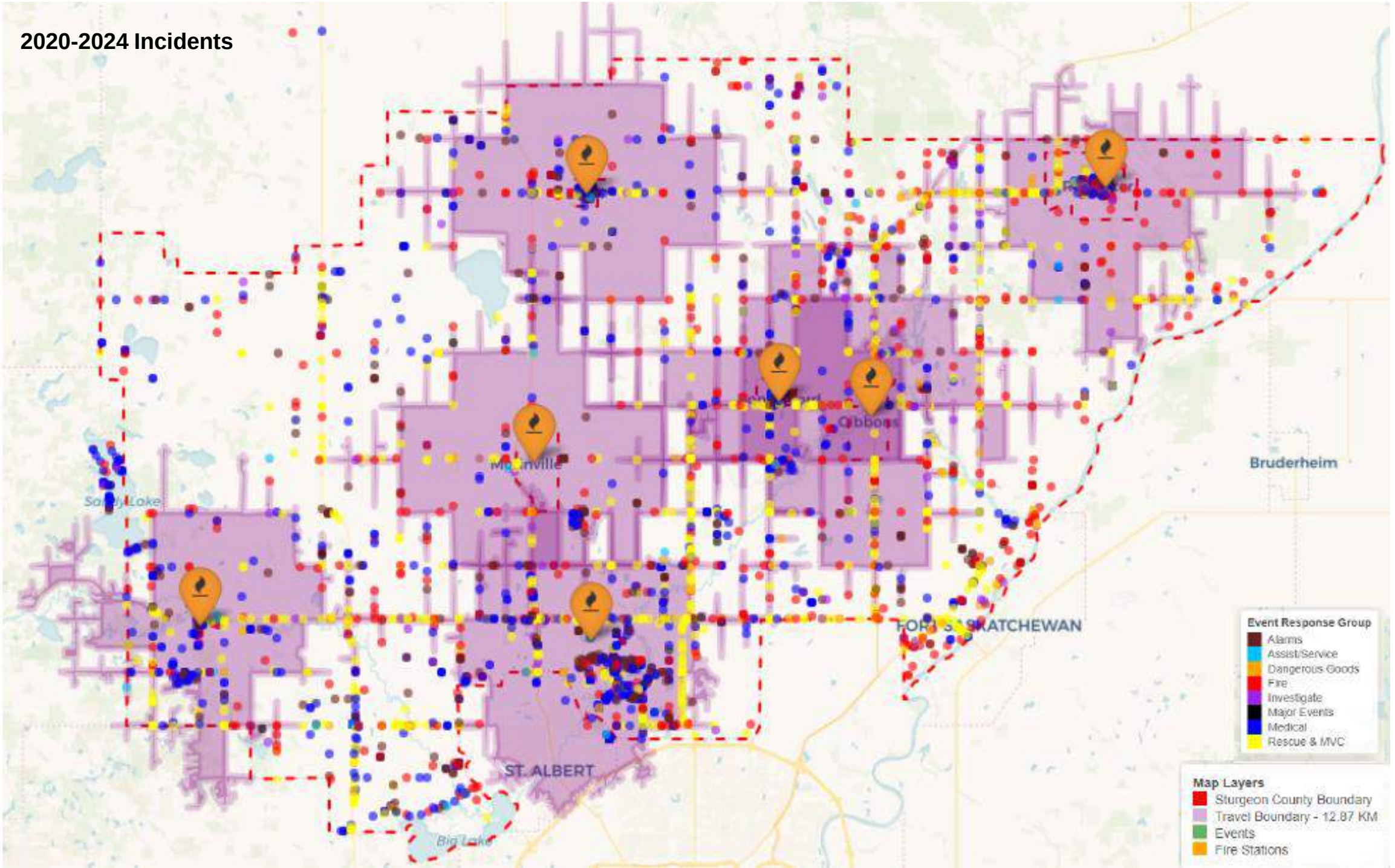
Standard of Cover

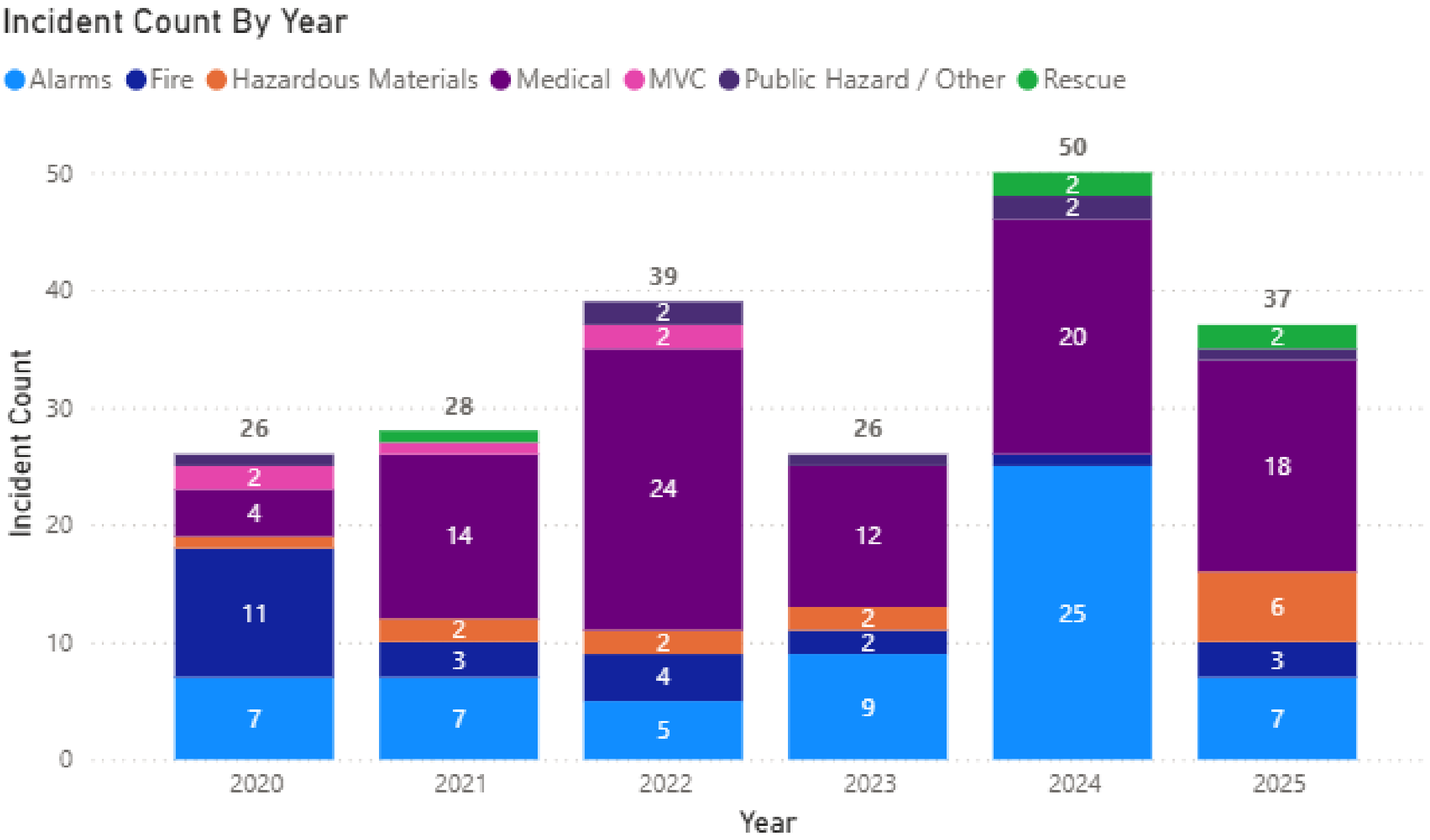
Potential Standard of Cover

(Based on NFPA Standards)

Demand Zone	Definition	Response Target	Key Challenges
Suburban Area	500-1000 people per square mile (Redwater, Bon Accord, Legal, Sturgeon Valley)	· 10 firefighters in 10 minutes · 80% of the time	· POC staffing variability · Night responses
Rural Area	Less than 500 people per square mile (most of Sturgeon County)	· 6 firefighters in 14 minutes · 80% of the time	· Distance to stations · Environmental conditions
Remote Area	Greater than 12.8 km from staffed fire station	· 4 firefighters in 20 minutes · 80% of the time	· Extended travel times · Isolated access
Industrial Area	Designated light and heavy industrial development areas	· First truck on scene in 15 minutes · Backed up by an ERF of 12 firefighters · 80% of the time for major incidents · NR CAER activated	· Complex hazards · Need for specialized resources
Villeneuve Airport Area	The airport is located near Calahoo and St. Albert	· An ERF in an appropriate amount of time (rural area demand zone)	· Signing an agreement with neighbouring departments to assist with coverage

2020-2024 Incidents




Incident Count By Year
Alarms
Fire
Hazardous Materials
Medical
MVC
Public Hazard / Other
Rescue
Incident Count
0
10
20
30
40
50
26
7
11
4
2
28
7
3
2
14
39
5
4
2
24
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26
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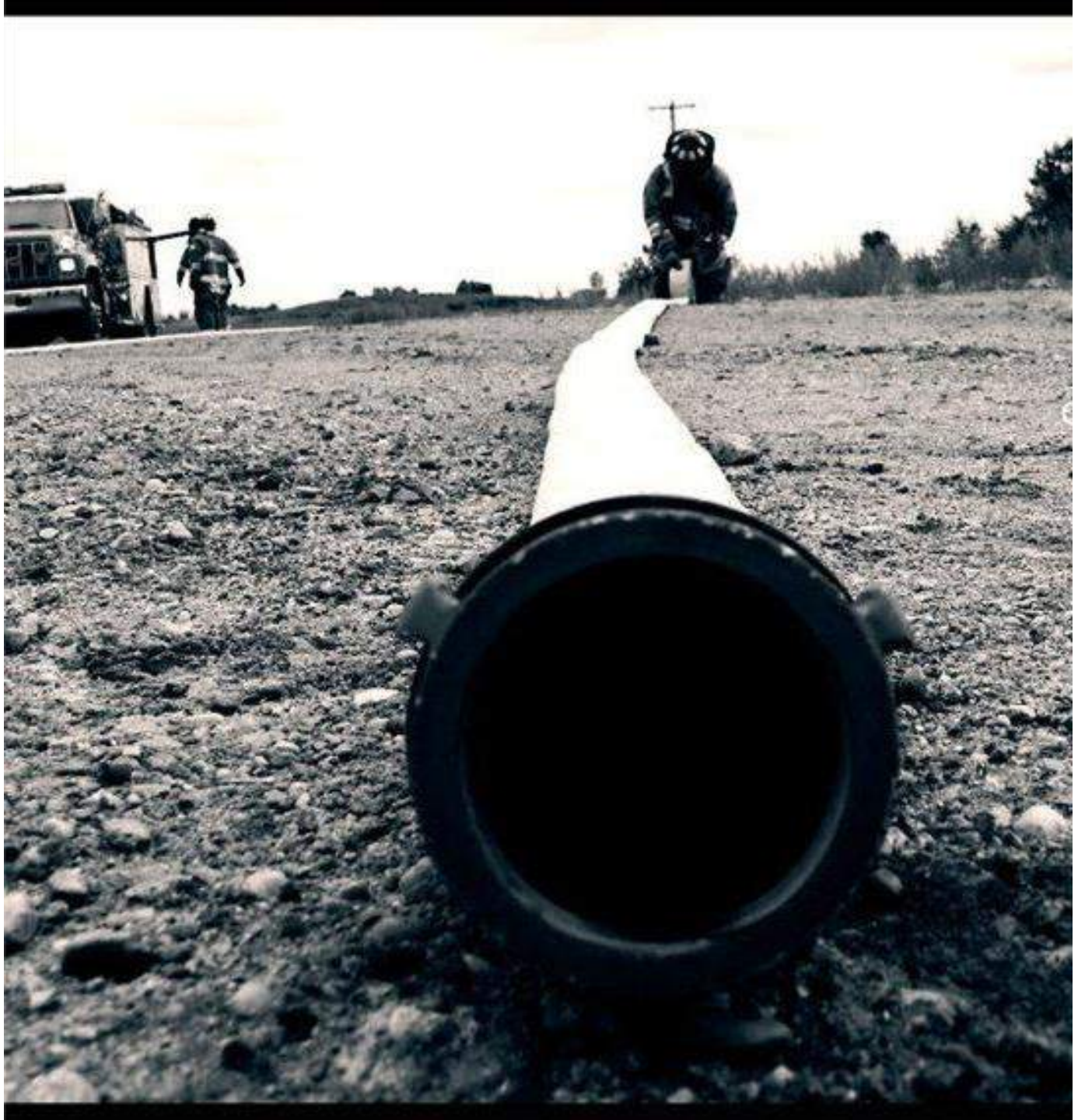
12
50
25
2
20
2
37
7
3
6
18
2
2020
2021
2022
2023
2024
2025
Year

Conclusion

- Diverse Service Capability
- Committed and Skilled Personnel
- Cooperative Regional Approach
- Established Community Risk Awareness
- Implementation of FMP enhances these strengths of SCES



Thank you

Transitional Solutions Inc
Emergency Services Advisors

Fire Master Plan

2025 - 2045

Final Report

Prepared By:

Transitional Solutions Inc
Emergency Services Advisors

Sturgeon COUNTY

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Fire Master Plan Roadmap

Recommendations Roadmap

2026 –2027

Immediate Recommendations

- Remove ambiguity in frontline leadership with a review of job descriptions.
- Investigate separating the role of the Manager of Protective Services into two different positions, specific to Fire and Enforcement Services.
- Develop a tactical implementation plan for enhancing the Bon Accord and Namao stations to permanent 24/7 staffing.
- Hire a full-time Training Officer position.
- Hire at least 1.0 FTE fire prevention specialist responsible for the SCES Quality Management Plan (with second FTE in next two years).
- Establish year-round support from Fleet & Facilities outside of regular operating hours and during major incidents.
- Create wellness program for spouses/partners of firefighters.

2026 –2029

Short-Term Recommendations

- Amend Fire Service Bylaw to define a reasonable level of response to Dangerous Goods incidents, and formalize mutual aid agreements for major dangerous goods events.
- Update Medical Response guidelines in alignment with Medical First Responder program, and integrate department-specific response protocols and scope of practice.
- Review administrative assistant role and explore the possibility of a dedicate Fire Services administrative staff member.
- Replace Station 5 (Bon Accord) with a new or existing building, accommodating 24/7 staffing and administrative staff.
- Add integrated in-cab communications, radio, and hearing protection systems in all frontline apparatus.
- Establish flexible return-to-work protocols aligned with medical and operational readiness.
- Review Active911 for local needs alignment.
- Investigate Record Management Systems for alignment with SCES needs.
- Move to dedicated staff for Fire Prevention, and eventually to a dedicated division.

2029 –2035

Medium-Term Recommendations

- Complete Station 4 (Namao) renovation to accommodate full staffing coverage.
- Establish regular review cycle for bylaws and governance documents.
- Conduct review of community risk profile every two to five years, at minimum, and in alignment with growth plans and development.
- Increase service disciplines for medical co-response, confined space, and ice rescue when demand threshold is met.
- Add mobile data terminals on all frontline apparatus.
- Create centralized wellness resource hub.

2035 –2045

Long-Term Recommendations

- Add an urban demand zone (if the anticipated urban node comes to fruition).
- Add a second apparatus for aerial operations.

Ongoing Recommendations

- Maintain core services to ensure high competencies and safe service delivery.

01

Governance

Governance outlines the foundational elements required for effective leadership, decision-making, and accountability within Sturgeon County Emergency Services (SCES). It emphasizes the importance of bylaws, policies, and interagency collaboration to ensure operational efficiency and alignment with community safety priorities.

Current Status

Sturgeon County operates under three key fire-related bylaws. The Fire Services Bylaw 1354/15 consolidated with Bylaw 1450/19 defines the Level of Service, training standards, and membership qualifications for SCES. However, it conflicts with the County's Quality Management Plan (QMP) signed in 2020.

The QMP prescribes SCES's responsibilities for fire permits, inspections, investigations, and prevention programs across five municipalities. Capacity challenges are hindering SCES's ability to meet these obligations effectively.

SCES has multiple agreements with neighbouring municipalities and industrial entities, including participation in the Northeast Region Community Awareness and Emergency Response (NR CAER) mutual aid agreement.

See Appendix A for the in-depth details and data.

Best Practices Benchmarking

The fire-related bylaws align with the Municipal Government Act (MGA) and include necessary components to make them official. They align to provincial regulations including the National Fire Code (Alberta Edition). However, revisions are needed to address conflicts, update references, and ensure clarity and alignment with current practices.

Best practices recommend establishing a stand-alone Level of Service Policy to define services provided, response targets and responsibilities for services not offered.

SCES's agreements align with best practices, but some are outdated and lack clarity on scope, service expectations, and renewal provisions.

See Appendix A for the in-depth details and data.

What We Heard

- **Council's Role in Level of Service (LOS):** There is clearer understanding of Council's role in setting a LOS in alignment with risk.
- **Budget Alignment:** Council recognizes the LOS must be supported by a suitable municipal budget.
- **Support for Industry Needs:** Council wishes to support SCES's capacity to meet industry needs.
- **Fire Prevention and Staffing:** Improved fire prevention and increased staffing is supported but must align to strategic planning.
- **Mutual Aid Agreements:** There is desire to review and streamline mutual aid agreements. Neighbouring municipalities expressed interest in expanding collaboration.
- **Collaboration with Industry:** Council and industry stakeholders support exploring shared development of fire stations and training facilities to improve emergency response and resource sharing.

See Appendix B for the in-depth details and data.

Future Demand Modelling

Governance must proactively monitor and respond to key indicators of changing community risks and service demands, including:

- **Population Growth and Demographics:** Increases in population, aging residents, and vulnerable groups will require service level and resource adjustments.
- **Urban and Industrial Development:** Residential and industrial expansion will necessitate LOS policy updates and planning for infrastructure and staffing.
- **Economic Changes:** Shifts in funding, employer closures, or downturns may affect SCES budgets and service delivery.
- **Regulatory and Legislative Changes:** New laws, codes, or standards will require policy adjustments and compliance oversight.
- **Mutual Aid and Inter-Municipal Collaboration:** Growing reliance on mutual aid will require governance coordination and oversight.
- **Call Volume and Service Capacity:** Rising calls that exceed current capacity will prompt LOS reviews and resource planning.
- **Critical Infrastructure and Public Safety:** New infrastructure or emerging risks will require governance action to maintain emergency readiness.

See Appendix C for the in-depth details and data.

Needs Assessment

The governance for SCES must continue to adapt to address the evolving community risks and service demands over the next 20 years. Key governance-related needs include:

- **Level of Service (LOS) Policy:**
  - Establish and review an approved LOS Policy to ensure alignment with community growth and risk profiles.
- **Risk Tolerance Framework:**
  - Define a clear risk tolerance matrix to prioritize risks and allocate resources effectively.
- **Quality Management Plan (QMP):**
  - SCES must expand its fire prevention structure to meet the growing administrative and operational needs outlined in the QMP.
- **Inter-Municipal Collaboration:**
  - Strengthen mutual aid agreements and explore shared resources with neighbouring municipalities and industry to address cross-border risks and optimize service delivery.
- **Dual Role of Fire Chief:**
  - The feasibility of separating the Fire Chief's dual role with Protective Services must be evaluated to ensure focused leadership for SCES.
- **Strategic Planning and Budgeting:**
  - Long-term financial planning should account for infrastructure, staffing, and equipment needs driven by population growth, industrial expansion, and regulatory changes.

See Appendix C for the in-depth details and data.

By addressing these governance demands, Sturgeon County can ensure SCES remains agile, effective, and responsive to the community's needs while maintaining fiscal sustainability.

Key Recommendations

The governance recommendations in the Sturgeon County Fire Master Plan focus on improving operational excellence, transparency, and compliance. **Eight (8) recommendations are provided.** Key recommendations include:

1. Amend the Fire Service Bylaw and formalize mutual aid agreements for major dangerous goods events.
2. Ensure all policies and guidelines are accessible and linked to a Learning Management System.
3. Establish a regular review cycle of governance documentation.
4. Update Medical Response Guidelines to reflect SCES participation in the Medical First Responder program.

See Appendix D for the in-depth details and data.

Immediate
2

Short Term
3

Medium Term
3

Long Term or Ongoing
0

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02

Community Risk Assessment

The Community Risk Assessment (CRA) serves as the cornerstone for developing a Fire Master Plan by identifying risks and hazards that could impact public safety, property, and the environment. It helps prioritize resources, policies, and strategies to mitigate risks effectively. The CRA enables elected officials, in consultation with the Fire Chief, to determine the appropriate Level of Service based on the community's risk tolerance, liabilities, and financial capacity. The CRA provides a data-driven approach to decision-making.

Current Status

The assessment considers natural, human-caused, and technological hazards, as well as special risks:

- **Geographic Profile:** Sturgeon County spans 2,084 square kilometers, with diverse landscapes and industrial zones. Natural barriers like rivers may delay fire response.
- **Demographic Profile:** The population of 20,861 includes 35% classified as vulnerable (young and elderly). Modest growth is projected.
- **Economic Profile:** Agriculture and heavy industry dominate the economy.
- **Building Stock Profile:** The County has 24,486 buildings, with a total assessed value of $5.1 billion. Residential structures make up 73% of the building stock.
- **Transportation Profile:** Highways, rail lines, and airports increase the risk of motor vehicle collisions and hazardous materials incidents.
- **Historical Call Volume:** The most common call types include vehicle collisions, alarms, and medical responses. Structure fires and hazardous materials incidents are less frequent but pose high risks.
- **Risk Profile:** Overall risk is considered moderate, with heavy industry, increasing population and transportation identified as significant contributors.

See Appendix A for the in-depth details and data.

Best Practices Benchmarking

Sturgeon County's risk profile aligns with neighbouring municipalities like Strathcona County, Parkland County, and Lamont County, which share similar challenges due to large geographic boundaries, rural areas, and heavy industry. Best practices in community risk assessment include:

- **Risk Matrix Utilization:** Employing probability and consequence matrices to categorize risks as low, moderate, or high, enabling informed decision-making and prioritization of mitigation strategies.
- **Mitigation Options:** Proactive measures include public education programs, routine Fire Code building inspections, and mutual aid agreements to transfer risk.
- **Heavy Industry Collaboration:** Industry partners provide resources like emergency response teams, training, and equipment. Mutual aid agreements ensure coordinated responses to incidents.
- **Intermunicipal Cooperation:** Leveraging mutual aid agreements with neighbouring municipalities and industrial partners enhances capacity and resource sharing.
- **Data-Driven Decision Making:** Historical call volume and risk assessments guide strategic planning and resource allocation.

See Appendix A for the in-depth details and data.

What We Heard

- **Industrial Risk Profile:** Industry safety systems have and continue to advance, reducing risk.
- **Capital Projects Impact:** Major industrial projects in and near Sturgeon County will increase demand for regional infrastructure
- **Rail Transport Risks:** Rail transport poses higher risks. Rail emergency response is mandated, but SCES may still need to support rail.
- **Population Growth:** Long-term growth, including a potential urban node of 60,000 residents, will impact multiple risk profiles

See Appendix B for the in-depth details and data.

Future Demand Modelling

The future demand modelling for Sturgeon County Emergency Services focuses on predicting changes in community risk profiles and aligning services accordingly.

Demand Triggers:

- Population shifts, industrial growth, infrastructure changes, and environmental hazards.
- Specific triggers include new industrial facilities, urban development, and changes in transportation patterns.

Most Likely Scenarios for Future Demand:

- **Status Quo:** Historical trends continue.
- **Industry Growth:** Industrial triggers realized.
- **Urban Development:** Urban triggers realized.
- **Combined Growth:** Both industry and urban triggers realized.

See Appendix C for the in-depth details and data.

Needs Assessment

The needs assessment identifies gaps and strategies to address evolving risks within the community:

- **Demographics:**
  - Increase fire prevention and collaborate with Planning to ensure fire safety in new developments.
- **Heavy Industry:**
  - Define SCES's role in industrial emergencies.
- **Public Safety Response:**
  - Address staffing shortages and improve response times.
  - Transition to full-time staffing models in Namao and Bon Accord.
- **Building Stock:**
  - Conduct fire inspections for aging infrastructure, high-density developments and high risk occupancies.
  - Ensure compliance with updated building codes and fire safety regulations.
- **Critical Infrastructure:**
  - Secure adequate firefighting water supply and address aging infrastructure.
  - Plan for emergency response facilities in new developments.

See Appendix C for the in-depth details and data.

By monitoring future demand triggers, SCES can maintain a Level of Service (LOS) that effectively manages current and future risk to ensure sustainable service delivery and guides resource allocation .

Key Recommendations

The Community Risk Assessment recommendations focus on regular reviews and integration with growth planning. These recommendations emphasize proactive risk assessment and alignment with development to ensure effective emergency services. **Two (2) recommendations** are offered:

1. Conduct reviews every 2–5 years or when significant changes occur in risk profiles. This ensures alignment with evolving risks and service demands.

2. Ensure the community risk profile is tied to growth planning and development within the County. This helps maintain consistent service levels as residential, commercial, and industrial sectors expand.

See Appendix D for the in-depth details and data.

Immediate
0

Short Term
0

Medium Term
2

Long Term or Ongoing
0

03

Level of Service

Level of Service (LOS) refers to the scope, standards, and quality of emergency services provided to the community. It defines the specific types of services offered, the discipline at which they are delivered (e.g., awareness, operations, or technical), and the performance expectations for those services. LOS is a critical framework that guides fire service operations, resource allocation, and strategic planning.

Current Status

The current Level of Service includes 12 core services:

1. Exterior fire suppression
2. Interior fire suppression
3. Dangerous goods operations
4. Traffic control
5. Public education
6. Fire prevention & investigation
7. Vehicle firefighting
8. Wildland grassland firefighting
9. Medical co-response
10. Ice rescue
11. Surface water rescue
12. Response to alarms

The LOS lacks detailed metrics or performance standards for service delivery, nor does it define discipline levels. However, SCES's LOS is appripriate for its current risk profile and historical call volume.

See Appendix A for the in-depth details and data.

Best Practices Benchmarking

Benchmarking against best practices highlights several key strategies for defining and managing fire service levels:

- **Periodic Reviews:** Updates to LOS documents to reflect changes in community risk profiles, operational capacity, and industry standards.
- **Clear Metrics:** NFPA standards can serve as benchmarks for response goals.
- **Risk-Based Service Levels:** Aligning services with the CRA ensures that resources are allocated efficiently.
- **Defined Scope:** Clearly outlining services not provided by the fire department helps manage public expectations and ensures mutual aid agreements fill gaps.
- **Intermunicipal Collaboration:** Leveraging partnerships with municipalities and industry enhances service delivery without overburdening resources.

See Appendix A for the in-depth details and data.

What We Heard

- There is clearer understanding of Council's role in setting a Level of Service in alignment with risk and budget.
- There is a desire to support industry needs, particularly regarding hazardous materials (hazmat) services.
- Industry has a realistic expectation of the service level (awareness) within SCES specific to industrial firefighting.
- Gaps were identified in fire prevention due to capacity limitations; the need for a dedicated fire prevention division was a common theme heard across engagement activities.

See Appendix B for the in-depth details and data.

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Future Demand Modelling

The future demand modelling for Sturgeon County Emergency Services focuses on key drivers that include population growth, industrial expansion, urban development, and changes in demographics. The modelling identifies four likely scenarios:

1. Maintaining the status quo,
2. Industrial growth triggers,
3. Urban development triggers, and
4. A combination of both industrial growth and urban development.

Each scenario requires adjustments to SCES's Level of Service (LOS) to ensure effective emergency response and risk management.

The LOS must evolve to address increased call volumes, response time challenges, and the need for specialized services. Urban growth in the Sturgeon Valley and industrial expansion in the Heartland could necessitate new fire stations, additional full-time staffing, and/or enhanced training programs.

Continuous monitoring of demand triggers will guide strategic decision-making to maintain parity between service capacity and community needs.

See Appendix C for the in-depth details and data.

Needs Assessment

The needs assessment highlights critical gaps and opportunities for SCES to enhance its Level of Service. Immediate priorities include:

- formalizing the LOS policy, which has yet to be approved by Council, and
- ensuring the LOS aligns with community risk profiles and growth projections.

The assessment emphasizes the importance of preparing for the replacement of the Bon Accord Station and then transitioning the Namao Station to 24/7 staffing to address disparities in response times and to meet modern operational standards.

SCES must expand fire prevention, education, and inspection services by dedicating staff and eventually creating a specialized division.

Training programs need to be standardized and tailored to meet the LOS requirements, with a focus on core services like firefighting, medical co-response, and hazardous materials awareness.

Extended services, such as high-rise firefighting, rope rescue, and confined space operations, will require additional resources and training when required to do so by changes in risk profile(s).

Collaboration with neighbouring municipalities and industrial partners is essential to optimize resource allocation and response capabilities.

See Appendix C for the in-depth details and data.

By addressing these future demands, Sturgeon County can ensure its level of service remains responsive, sustainable and aligned with community expectations.

Key Recommendations

The level of service recommendations in the Sturgeon County Fire Master Plan aim to ensure SCES provides scalable, effective, and risk-informed services to meet current and future community needs:

1. Maintain core services to ensure competencies are high to consistently provide exceptional safe services.
2. Fire Prevention - move to dedicated staff, then a dedicated division
3. Municipal Demand Zone - add an urban demand zone if the anticipated urban node comes to fruition.
4. Aerial operations - add a second apparatus
5. Increase service disciplines to a higher level for medical co-response, confined space, and ice rescue once the growth and risk in the County demands these needs.

Legend:
✅ SCES In-House
Ⓜ Mutual Aid
🟣 Contract/Third-Party
🟠 Other Agency (e.g. AHS, RCMP)
A Awareness Discipline
O Operational Discipline
T Technical Discipline

See Appendix D for the in-depth details and data.

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04

Fire Leadership & Administration

Effective leadership and sound administrative practices are the foundation of a high-performing fire service. The ability of a fire department to fulfill its mission relies heavily on the strength, vision, and operational oversight provided by its leadership team. As fire service demands evolve strong leadership becomes critical for guiding innovation, maintaining service quality, and fostering a positive organizational culture.

Current Status

SCES faces significant challenges in its fire leadership structure. The dual-role of the Fire Chief creates unsustainable demands, dividing attention between fire services and enforcement services. Deputy Chiefs are often required to respond to incidents, reducing their capacity for administrative tasks.

Additional administrative support is needed to fill gaps in critical tasks. The geographic spread of SCES further complicates leadership engagement.

The command structure, where Paid-On-Call officers outrank full-time Lieutenants, undermines operational clarity. The lack of defined roles and pathways for promotion hinders future leadership development.

See Appendix A for the in-depth details and data.

Best Practices Benchmarking

Best practices for fire leadership emphasize aligning organizational structures with modern fire service standards such as NFPA 1720 to ensure operational efficiency and staff competency.

Key benchmarks include:

- Implementing structured pathways for education and promotion to foster leadership development.
- Enhancing administrative support to free senior leaders to focus on strategic initiatives.
- Adopting a balanced command structure that prioritizes situational expertise and experience.
- Leveraging lessons from neighbouring counties that have successfully transitioned to composite fire service models, ensuring SCES evolves in a structured and sustainable manner.

See Appendix A for the in-depth details and data.

What We Heard

- SCES faces a shortage of senior, experienced leaders, with over 50% of firefighters having less than five years of experience.
- Senior staff and administrative personnel reported feeling overwhelmed due to excessive workloads.
- Firefighters want to understand their role and accountability within the rank and file.
- More leadership training and development is wanted.
- The fire department is characterized by eagerness and enthusiasm for learning.
- Dedication, teamwork, and public trust are clear assets.
- Recruitment, retention, leadership development, and administrative capacity will be crucial for SCES to sustain its success and continue meeting the needs of its community.

See Appendix B for the in-depth details and data.

Future Demand Modelling

Future demand triggers for leadership and administration within Sturgeon County Emergency Services are driven by community growth, industrial expansion, and evolving risk profiles. Key triggers include:

- **Population Growth and Urban Development:** Increased residential density will require enhanced administrative oversight to manage service expansion, staffing, and infrastructure needs effectively.
- **Industrial Growth:** Expansion in the Heartland will necessitate strategic planning and coordination with industry partners to define roles, responsibilities, and emergency response protocols.
- **Call Volume Trends:** Rising call volumes will demand improved administrative capacity to ensure timely resource allocation, performance monitoring, and adherence to service standards.
- **Intermunicipal Collaboration:** Increased reliance on agreements will require leadership to foster partnerships and ensure seamless coordination with neighbouring municipalities.
- **Technology Integration:** Adoption of advanced software systems and digital tools will require administrative oversight to streamline operations, improve data management, and enhance communication.

See Appendix C for the in-depth details and data.

Needs Assessment

The needs assessment for leadership and administration within SCES identifies several critical areas for improvement to support the department's growth and evolving service demands:

- **Level of Service (LOS) Policy:** Council must approve a formal LOS policy to provide clear direction for SCES leadership.
- **Organizational Structure:** SCES requires a streamlined structure with clearly defined roles and responsibilities for officers and staff. The current dual role of the Fire Chief with Protective Services should be reassessed.
- **Performance Management:** Updated job descriptions are needed to support career development and ensure operational efficiency.
- **Administrative Support:** The growing demands necessitate additional administrative staff to manage increased workloads.
- **Standard Operating Guidelines (SOGs):** Existing SOGs need regular updates to remain relevant and consistent.
- **Technology and Data Management:** SCES must invest in advanced software systems to improve record-keeping, training documentation, and operational planning.

See Appendix C for the in-depth details and data.

Sturgeon County will continue to need a robust administrative structure capable of adapting to growth, managing complexity, and ensuring strategic alignment with community and organizational goals.

Key Recommendations

The leadership recommendations in the Sturgeon County Fire Master Plan aim to strengthen leadership capabilities, ensure clarity in roles, and support the development of future leaders within SCES. **Twelve (12) recommendations are provided.** Key recommendations include:

1. Remove ambiguity in frontline leadership roles with a review of job descriptions to support current organizational structure and future growth.
2. Review the administrative assistant's role and explore the possibility of having dedicated administrative staff for the fire department.
3. Review the dual role of the Fire Chief with Enforcement Services.
4. Ensure that Deputy Chiefs have the administrative bandwidth to lead strategically.

See Appendix D for the in-depth details and data.

Immediate
4

Short Term
8

Medium Term
0

Long Term or Ongoing
0

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05

Staffing

Staffing is one of the most critical components of fire service delivery. The ability of a department to meet response standards, maintain firefighter safety, and deliver specialized services depends directly on having the right number of personnel, with the right skills, deployed at the right times. The staffing model must support both immediate and long-term resilience to ensure SCES remains well-resourced, sustainable, and capable of delivering effective fire protection and emergency services both now and into the future.

Current Status

SCES operates under a composite staffing model, including 17 full-time firefighters (which includes the Fire Chief and Deputy Fire Chiefs), 20 casual firefighters, and approximately 80 Paid-On-Call (POC) firefighters.

Full-time staff provide rotating daytime coverage at two stations (Namao and Bon Accord), while night shifts and other stations rely solely on POC personnel. This model creates variability in availability and experience, with 66% of POC staff having less than five years of experience. Rapid promotion cycles for officers due to staffing needs place added pressure on inexperienced personnel.

Challenges include inconsistent coverage, high turnover among POC staff, and limited training opportunities for POC personnel, which slows proficiency development. Full-time firefighters are often diverted to non-operational duties, further straining operational readiness.

The current structure lacks clarity in roles between Captains and Lieutenants, leading to confusion and inefficiencies during incident responses. SCES is working to address these gaps but requires strategic adjustments to ensure consistent service levels across the County.

See Appendix A for the in-depth details and data.

Best Practices Benchmarking

Best practices for staffing in fire services emphasize standardizing service levels across all areas, ensuring adequate coverage, and fostering a clear command structure. Key benchmarks include:

- Ensuring four firefighters are consistently available on first-out trucks, aligning with industry standards for effective response.
- Defining clear roles and responsibilities for Captains and Lieutenants to eliminate confusion and improve incident command.
- Implementing structured training programs tailored to POC personnel to enhance their skills and ensure competency.
- Addressing staffing imbalances by increasing the number of officers to provide adequate supervision and guidance, particularly for less experienced staff.

By adopting these best practices, SCES can improve operational consistency, enhance firefighter safety, and continue to build a more resilient staffing model capable of meeting the County's growing demands.

See Appendix A for the in-depth details and data.

What We Heard

- SCES's workforce remains highly committed to serving the community.
- Firefighters take immense pride in their ability to provide high-quality emergency services.
- Recruiting and retaining POC firefighters has become increasingly complex

See Appendix B for the in-depth details and data.

Future Demand Modelling

Future staffing demands on SCES are influenced by community growth and industrial expansion. Additional key triggers include:

- **Call Volume Trends:** Rising call volumes will demand more personnel to maintain service levels and response times.
- **Retention Challenges:** High turnover rates among POC firefighters influence staffing level sustatinability.
- **Officer Positions:** As the department grows, additional officer roles will be needed to provide effective supervision, manage administrative duties, and support call management.

See Appendix C for the in-depth details and data.

Needs Assessment

(SCES) needs to address staffing challenges to meet growing service demands. Key needs include:

- **Full-Time Staffing:** Transitioning to 24/7 coverage at key stations like Namao to handle increased call volumes and urban growth.
- **Retention Strategies:** Addressing high turnover rates among Paid-On-Call (POC) firefighters through improved recruitment, training, and retention programs.
- **Officer Roles:** Streamlining ranks and adding officer positions to enhance supervision and administrative support.
- **Training Programs:** Expanding training opportunities for both full-time and POC firefighters to ensure competency in core and specialized services.

See Appendix C for the in-depth details and data.

Demand triggers emphasize the need for strategic planning to balance staffing models, address recruitment and retention challenges, and align personnel resources with future service demands. These measures will ensure SCES can effectively respond to its needs and maintain service quality.

Key Recommendations

The staffing recommendations in the Sturgeon County Fire Master Plan enhance staffing capacity, improve recruitment and retention, and ensure sustainable workforce planning to meet current and future service demands. **Fifteen (15) recommendations are provided.** Key recommendations include:

1. Develop a tactical implementation plan with an immediate time frame for enhancing the Bon Accord station to permanent 24/7 full time staffing of three (3) firefighters and one (1) Captain, in alignment with fully staffing Namao.
2. Develop a tactical implementation plan with a timeframe for enhancing the Namao station to permanent 24/7 full time staffing.
3. Monitor and regularly report on Effective Response Force (ERF) performance to inform staffing decisions, supported by data analytics in alignment with the Standard of Cover.
4. Hire a full-time position dedicated to the training role (Training Officer).
5. Hire at least two full-time fire prevention staff within the next two years.

See Appendix D for the in-depth details and data.

Immediate
6

Short Term
6

Medium Term
2

Long Term or Ongoing
1

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06

Response

The Response component of a Fire Master Plan examines the fire department's ability to effectively and efficiently respond to emergency incidents. This includes an assessment of response time performance and service delivery standards. Key elements addressed in this section include call volume and types, and response time performance for turnout time, travel time, and total response time.

Current Status

SCES handles comparable call volumes to neighbouring municipalities, with medical responses and motor vehicle collisions (MVCs) being the most frequent.

Response Times:

- **80th Percentile (Suburban/Rural Zones):** Legal and Bon Accord stations perform best (10–12:30 minutes), while Calahoo and Morinville stations have the longest times (15:30–19 minutes).
- **90th Percentile (Remote Zones):** Gibbons and Redwater stations perform best (20:20–23:23 minutes), while Legal and Morinville stations have the longest times (24–31:36 minutes).

Bon Accord and Legal stations consistently perform well in suburban/rural zones but face challenges in remote zones. Redwater station has improved response times despite increased call volumes.

See Appendix A for the in-depth details and data.

Best Practices Benchmarking

Neighbouring municipalities with full-time firefighters demonstrate faster chute times, reducing variability caused by POC staffing.

NFPA 1720 standards recommend:

- **Urban Zones:** 9 minutes with 15 staff (90% compliance).
- **Suburban Zones:** 10 minutes with 10 staff (80% compliance).
- **Rural Zones:** 14 minutes with 6 staff (80% compliance).
- **Remote Zones:** Travel-dependent with 4 staff (90% compliance). SCES should adopt these benchmarks and track compliance rates to improve service delivery.

See Appendix A for the in-depth details and data.

What We Heard

- **Interoperability Opportunities:** Operational and logistical obstacles, such as communication issues, staffing challenges in paid-on-call departments, and response protocols, hinder responses.
  - **Joint training opportunities** could help bridge perceived divisions between unionized and non-unionized departments in the region.
- **Low Frequency of Support Required for Industry:** SCES meets industry needs, with fewer than two responses per year, mostly for alarm calls or medical emergencies.
  - Industry noted a need for additional foam support, which is expected to come from mutual aid through NR CAER.
- **Areas for Improvement:** Communication, staffing, technology and inter-departmental collaboration were identified as areas needing enhancement to improve response effectiveness.

See Appendix B for the in-depth details and data.

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Future Demand Modelling

Namao Station (Station 4):

- Projected population growth in Sturgeon Valley Core and South will significantly increase call volumes.
- Strong performance during staffed hours but slower response times during unstaffed hours due to reliance on paid-on-call (POC) firefighters.

Bon Accord Station (Station 5):

- Integration with Gibbons Fire Department and analysis of call volumes and response times will be critical for restructuring and maintaining service levels.

Urban and Industrial Growth:

- Urban development and industrial expansion will drive demand for additional resources, staffing, and infrastructure.

Triggers to Monitor:

1. Population Growth
2. Call Volume Trends
3. Response Times
4. Geographic Factors
5. Infrastructure Development:
6. Mutual Aid Needs

See Appendix C for the in-depth details and data.

Needs Assessment

Bon Accord Station (Station 5):

- Immediate replacement required due to its end-of-life status.

Namao Station (Station 4):

- Transitioning Namao to a 24/7 full-time staffing model is necessary to address slower response times during POC-staffed hours.

Geographic Coverage:

- Address gaps in coverage, particularly near Fort Saskatchewan and Villeneuve Airport.

Response Efficiency:

- Optimize POC staffing muster times and improve turnout times during non-fulltime staffed hours.
- Work towards implementing fulltime response from Namao Station 4.

Infrastructure and Resource Allocation:

- Ensure planning for new developments considers fire service needs including road widths, water supply, and future station locations.
- Enhance mutual aid agreements to address coverage gaps and resource needs.

See Appendix C for the in-depth details and data.

Proactive monitoring of future demand triggers and data trending will ensure effective response capabilities and equitable service delivery across Sturgeon County. Focused improvements in staffing and mutual aid agreements are essential to meet growing response demands effectively.

Key Recommendations

The response recommendations in the Sturgeon County Fire Master Plan focus on improving data-driven performance monitoring. **Eight (8) recommendations are provided.** Key recommendations include:

1. Use data-driven performance monitoring and adjustment by establishing a system for near real-time performance monitoring to drive continuous response time improvements.
2. Confirm strategic resource allocation and infrastructure planning ensuring adequate fire protection in new development areas by participating in all relevant development planning meetings.
3. Review and enhance mutual aid agreements.

See Appendix D for the in-depth details and data.

Immediate
3

Short Term
0

Medium Term
0

Long Term or Ongoing
5

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07

Infrastructure

Infrastructure are the physical assets that support fire and emergency service delivery. This includes fire stations, training facilities, water supply infrastructure, and support facilities. Informed decision-making around facility upgrades, station relocation or expansion ensures the fire service is equipped with safe, reliable, and strategically located resources to effectively serve the community today and into the future.

Current Status

Fire Stations:

SCES operates five fire stations, with varying levels of suitability and compliance with modern standards:

- Four of the five stations are aging but remain functional with consistent maintenance.
- Station 5 (Bon Accord) is unsuitable for use as a fire station due to cramped quarters, unsafe apparatus conditions, lack of clean/dirty zone separation, and inadequate facilities. Temporary solutions are being implemented.
- None of the stations fully comply with modern health and wellness standards, such as NFPA 1500 and NFPA 1581.
- Geographic station placement provides balanced coverage but struggles to meet response time benchmarks in remote areas.

Firefighting Water Supply:

- Water is sourced from municipal systems, truck fill stations, and natural sources. Some areas lack municipal water distribution systems, limiting firefighting capabilities.
- The Namao station has a limited water supply, allowing only one fire truck to refill before the cistern needs replenishment.

See Appendix A for the in-depth details and data.

Best Practices Benchmarking

Modern fire stations are designed with health and wellness systems, including transition zones, separate turnout gear storage, and adequate decontamination facilities to reduce firefighter exposure to contaminants and carcinogens.

Municipalities like Strathcona County and Fort Saskatchewan incorporate NFPA standards into station design, ensuring compliance with NFPA 1500 (health and wellness) and NFPA 1581 (infection control).

Best practices include ensuring water systems can support simultaneous refills for multiple fire trucks and integrating water supply planning into fire station design.

Strategic station placement optimizes response times across suburban, rural, and remote zones. Municipalities use GIS mapping and response time analysis to identify gaps and plan new station locations.

See Appendix A for the in-depth details and data.

What We Heard

- **Facility Design:** Concerns were raised about bunker gear maintenance in older stations due to inadequate station designs separating clean and dirty areas.
- **Support for Future Infrastructure Planning:** Council expressed support for new fire stations provided they are strategically aligned with future County growth and industrial expansion.
- **Water Supply Challenges:** Industry representatives highlighted municipal water supply reliability issues and the need for additional fire hydrants. Some industries rely on basins and ponds, which could present challenges during emergencies.

See Appendix B for the in-depth details and data.

Future Demand Modelling

The future demands modeling for infrastructure and fire stations in Sturgeon County emphasizes the need for strategic planning to address anticipated growth and evolving service requirements:

- **New Fire Stations:** Urban and industrial growth, particularly in Sturgeon Valley, may necessitate additional fire stations. Planning must ensure these stations are ready before developments are completed.
- **Station Replacement:** Station 5 (Bon Accord) is a priority for replacement, while Station 4 (Namao) will require renovations to support future 24-hour staffing and address health, wellness, and space limitations.
- **Firefighting Water Supply:** Future developments must include reliable hydrant systems, and upgrades to existing water infrastructure should be considered during replacements.
- **Training Area Enhancements:** Long-term improvements to training facilities, including year-round water supply, are necessary to support firefighter readiness.

See Appendix C for the in-depth details and data.

Needs Assessment

The needs assessment for infrastructure and fire stations in Sturgeon County highlights several critical areas:

- **Station Replacement and Renovation:**
  - Station 5 (Bon Accord): Identified as a top priority for replacement due to its end-of-life status. Delays in replacement could increase costs and require temporary structures.
  - Station 4 (Namao): Requires long-term renovations to accommodate future 24-hour staffing.
- **Health and Wellness Systems:**
  - Existing stations lack modern health and wellness systems, such as clean cab initiatives and decontamination procedures, which are critical for firefighter safety.
- **Storage and Office Space:**
  - Limited storage at Station 4 (Namao) requires mid-to-long-term planning for additional facilities and expanded office space.

See Appendix C for the in-depth details and data.

These measures aim to ensure infrastructure aligns with current and future service demands, supports firefighter safety, and enhances operational readiness.

Key Recommendations

The Infrastructure recommendations focus modernization, expansion and safety. The 13 recommendations offered emphasize strategic planning to address improved firefighting resources and minimize cost barriers.

1. Replace Station 5 (Bon Accord) to serve as Headquarters, accommodating administrative staffing, training facilities and 24/7 staffing. Estimated costs are between $8M - $15M.

2. Renovate Station 4 (Namao) to accommodate full-time firefighters providing future 24/7 coverage.

3. Expand the scope of future Infrastructure Master Plans to ensure industry standard firefighting water supply is incorporated into future building development projects.

See Appendix D for the in-depth details and data.

Immediate
1

Short Term
7

Medium Term
2

Long Term or Ongoing
3

08

Apparatus & Equipment

The Apparatus and Equipment section of a Fire Master Plan evaluates the fleet and major tools to ensure they are safe, reliable, and aligned with current and future service delivery needs. It assesses the condition, capabilities, and deployment of apparatus, identifies replacement needs, and supports lifecycle planning. It informs risk-based decisions and recommends future investments or innovations.

Current Status

Sturgeon County Emergency Services maintains a well-equipped fleet and inventory of apparatus and equipment, adhering to industry standards and best practices. Key highlights include:

Apparatus and major equipment includes:

- nine engines, six tenders, and one tower
- 10 light-duty trucks and seven ATVs/UTVs
- fire suppression hose
- PPE including SCBA
- Rescue equipment including specialized tools for ice and grain rescue
- AFFRCs radios and
- A drone

Mechanical maintenance is handled by Sturgeon County Fleet Services, with pump testing outsourced.

See Appendix A for the in-depth details and data.

Best Practices Benchmarking

SCES's approach to standardizing apparatus aligns with best practices, ensuring operational efficiency and ease of maintenance. SCES adheres to industry-standard service life cycles for apparatus, which is consistent with comparable municipalities. The addition of a 2024 Pierce Tower aligns with modern fire service needs, providing advanced capabilities for urban and industrial firefighting.

PPE and decontamination equipment reflect's the commitment to firefighter safety.

Best practices suggest implementing after-hours maintenance support to ensure operational readiness during weekends and emergencies.

Tilt table testing and operator training should be prioritized to address safety concerns with overloaded ATV/UTV units.

See Appendix A for the in-depth details and data.

What We Heard

- Firefighters are confident in their personal protective equipment (PPE)
- There is a desire for improved maintenance schedules to ensure reliability.
- Inadequate station designs fail to separate clean and dirty areas.
- Repairs sent to manufacturers result in prolonged downtimes, and after-hours support for breakdowns remains a concern.
- Industry expressed interest in SCES acquiring larger, purpose-built industrial fire apparatus,
- Technology upgrades would support improved fire scene safety and management

See Appendix B for the in-depth details and data.

Future Demand Modelling

The future demand modelling for apparatus and equipment in Sturgeon County focuses on ensuring the fire service is equipped to meet evolving needs:

- **Fleet Size and Deployment:** Strategic planning is required to maintain an appropriately sized fleet that balances staffing resources and apparatus needs. Replacing older stations with new ones may impact fleet requirements.
- **Apparatus Maintenance:** Historical data collection on apparatus maintenance, including preventative measures and downtime analysis, is essential for future planning and budgeting.
- **Fire Underwriters Survey (FUS):** Maintaining a strong FUS rating requires well-maintained apparatus, dedicated backup units, and training vehicles to demonstrate operational readiness.
- **Equipment Costs:** Apparatus purchases must account for associated equipment costs, estimated at 125% of the apparatus price, including SCBA, tools, and radios.

Triggers to monitor future demands on apparatus and equipment include changes within:

- public safety
- transportation
- historic call type and volume
- economy
- heavy industry

See Appendix C for the in-depth details and data.

Needs Assessment

The needs assessment for apparatus and equipment in Sturgeon County highlights key priorities to enhance operational efficiency and firefighter safety:

- **Mobile Data Terminals (MDTs)**: Installing MDTs in frontline apparatus will improve dispatch accuracy, route planning, and data collection during responses.
- **Hearing Protection:** Implementing communication headsets and noise management programs is essential to prevent hearing loss and reduce long-term compensation claims.
- **Apparatus Maintenance:** Developing procedures with Fleet Services to ensure timely repairs, avoid using active-duty firefighters for shuttling, and establish on-call systems for technicians.
- **Fleet Management:** Tracking apparatus maintenance effectiveness, downtime, and technological advancements to guide future planning and budgeting.
- **Equipment Alignment:** Ensuring apparatus operation standards align with training expectations and practical response needs, while prioritizing high-frequency call types over specialty services.
- **Fleet Size:** Balancing fleet size with staffing resources to avoid idle apparatus and ensure fiscal sustainability.

See Appendix C for the in-depth details and data.

These measures aim to ensure apparatus and equipment are reliable, cost-effective, and capable of supporting future service demands. These initiatives ensure readiness for current and future service demands.

Key Recommendations

Five apparatus and equipment recommendations focus on improving operational efficiency, communication, and equipment management.

1. Establish support from Fleet & Facilities after regular business hours, on weekends, holidays and during significant incidents.
2. Add integrated in-cab communications, radio and hearing protection systems in all front-line apparatus.
3. Add mobile data Terminals (MDTs) on all front-line apparatus to assist with information management during dispatch and response.

See Appendix D for the in-depth details and data.

Immediate
3

Short Term
1

Medium Term
1

Long Term or Ongoing
0

09

Training

The Training section of a Fire Master Plan assesses the department's current training programs, certifications, and compliance with applicable standards (e.g., NFPA, OHS) to ensure personnel are prepared to safely and effectively perform their duties. Training supports succession planning, specialty skill development and alignment with community risks and service levels, while also recommending improvements to enhance firefighter competency, safety, and operational readiness.

Current Status

SCES provides training programs for its full-time, casual, and paid-on-call (POC) firefighters:

- **Firefighter Training:**
  - 84 firefighters trained to NFPA 1001 Level 1.
  - 58 firefighters trained to NFPA 1001 Level 2.
  - Specialized training includes NFPA 1002 (Driver/Operator), NFPA 1031 (Fire Inspector), NFPA 1041 (Instructor), and NFPA 470 (Hazardous Materials Awareness and Operations).
- **Officer Training:**
  - 14 officers trained to NFPA 1021 Level 1.
  - 2 officers trained to NFPA 1021 Level 2.
- **Medical Training:**
  - All firefighters trained in Intermediate First Aid (formerly called Standard First Aid), Level C CPR, and AED.

Challenges include inconsistent training, limited POC training opportunities, low attendance and documentation gaps.

See Appendix A for the in-depth details and data.

Best Practices Benchmarking

By adopting best practices, SCES can ensure its firefighters and officers are well-prepared to meet the community's needs while maintaining high standards of safety and operational efficiency.

Key benchmarks include:

- Training programs should align with the defined Level of Service (LOS) and community risk profile.
- Adopting NFPA standards (e.g., NFPA 1001 for firefighters, NFPA 1021 for officers) ensures competency and adherence to industry best practices.
- The use of a standardized training matrix to evaluate job performance requirements (JPRs) is a best practice
- Many departments utilize a Learning Management System to streamline training management and documentation.

See Appendix A for the in-depth details and data.

What We Heard

- Firefighters expressed a strong desire for more training opportunities, particularly in medical response, leadership development, and specialized areas like vehicle extrication.
- There is a need for ongoing professional development beyond basic certifications, with firefighters requesting advanced training programs and live fire training to maintain operational readiness.
- Captains and Lieutenants emphasized the need for clearly defined roles, structured daily expectations, and leadership development
- Firefighters are highly motivated to participate in training, but organizing sufficient training opportunities remains a challenge.

See Appendix B for the in-depth details and data.

Future Demand Modelling

The future demand modelling for training in Sturgeon County emphasizes aligning firefighter skills with evolving service needs.

The future demands of training will depend greatly on the level of service and training policy the County sets for their firefighters.

Future demands on training will then require hiring a dedicated training officer for the department.

Training levels must align with achievable staffing models to ensure personnel are adequately prepared to meet the community's demands.

Triggers to Monitor: Historic calls, public safety, and changes to level of service will guide adjustments to training programs and ensure readiness for future demands.

See Appendix C for the in-depth details and data.

Needs Assessment

The needs assessment for training in Sturgeon County focuses on improving firefighter competency, consistency, and readiness:

- **Training Levels:** Establish a clear training policy and matrix to align firefighter skills with the department's Level of Service (LOS) and community needs.
- **Officer Training:** A structured path for officer training, including incident command, NFPA standards, and safety officer courses is needed to ensure leadership competency.
- **Paid-On-Call (POC) Training:** Tailored training schedules and opportunities for POC firefighters to enhance proficiency while accommodating their work-life balance is needed.
- **Training Infrastructure:** Invest in improved training sites and technology, including centralized record-keeping systems, to streamline training delivery and documentation.
- **Specialized Training:** Assess the necessity of specialty skills (e.g., ice rescue, grain rescue) based on community risk profiles and call frequency, with mutual aid agreements as alternatives.
- **Leadership Development:** Implement mentorship programs and leadership training to support succession planning and officer growth.

See Appendix C for the in-depth details and data.

These measures aim to ensure consistent, high-quality training that meets operational demands and supports firefighter development.

Key Recommendations

The leadership recommendations in the Sturgeon County Fire Master Plan aim to support operational excellence, improve safety, enhance leadership and support sustainable growth. **Twenty-four (24) recommendations are provided.** Key recommendations include:

1. Define mandatory training required to maintain response capability, with emphasis on roles like apparatus operators and fire officers.
2. Prioritize core training programs that offer the highest return on investment; specialty programs must be justified by risk data and Level of Service needs. Assure specialty training (e.g. technician-level) only occurs after core competencies are met and with a demonstrated risk-based need.
3. Ensure consistent investment in training with budgets and resourcing aligned to department growth, succession planning, and OHS competency standards.

See Appendix D for the in-depth details and data.

Immediate
7

Short Term
13

Medium Term
3

Long Term or Ongoing
1

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Wellness

The wellness of firefighters and fire service leadership is essential to maintaining a healthy, resilient, and effective department. Firefighters face unique physical and mental challenges, while leadership roles carry significant stress and responsibility. Supporting wellness through programs that address physical fitness, mental health and peer support helps reduce injuries, improve morale, and sustain service delivery. As operational demands grow, investing in wellness is both a duty of care and a strategic priority.

Current Status

Sturgeon County Emergency Services has made great strides in wellness initiatives, particularly in mental health and occupational safety. Generic mental health programs are available but under-utilized due to limited awareness. SCES has joined the Alberta Critical Incident Provincial Network, establishing a peer support team with eight trained members to enhance resilience and critical incident response.

The department emphasizes gear cleanliness and post-event decontamination practices to reduce exposure to contaminants and carcinogens, but gaps remain in tracking firefighter exposures to hazardous environments and chemicals.

Additionally, the command hierarchy, where part-time officers outrank full-time staff, poses safety risks due to inexperience.

While SCES demonstrates a strong commitment to health and safety through clean gear protocols, annual audiometric testing, and the use of Occupational Injury Service (OIS) Clinics, it lacks advanced systems for exposure tracking and comprehensive cancer prevention programs.

See Appendix A for the in-depth details and data.

Best Practices Benchmarking

SCES can enhance its wellness strategy by adopting best practices such as implementing clean gear protocols, exhaust extraction systems, and regular cancer screenings to reduce health risks. Tracking firefighter exposures to hazardous environments and chemicals is essential for monitoring risks and improving prevention programs, with NFPA 1851 standards for PPE care and maintenance serving as a benchmark.

Mental health initiatives such as SCES's peer support program are based on International Critical Incident Stress Foundation Canada protocols. Comprehensive documentation of mental health exposures is a best practice that will help identify firefighters needing assistance and manage future claims.

Physical health measures, such as pulmonary function testing, should be integrated into SCES wellness programs, which will align its practices with neighbouring municipalities that leverage data-driven approaches.

See Appendix A for the in-depth details and data.

What We Heard

- While 80% of respondents reported a safe working environment, concerns were raised about workplace toxicity, bullying, and unsafe conditions
- 69% of firefighters expressed high job satisfaction; many described it as the "best job in the world."
- There is a strong desire to establish a dedicated health and safety committee to support firefighter well-being and compliance with best practices.

See Appendix B for the in-depth details and data.

Future Demand Modelling

The importance of wellness is an area that is continuing to grow in the fire service. The demands of the profession will continue to affect the wellbeing of the firefighters and the organization.

Triggers to Monitor:

- **Public Safety:** Increased demand for wellness programs due to the nature of emergency response work.
- **Historic Calls:** Trends in call volume and types of incidents impacting firefighter wellness needs.
- **Demographics:** Changes in firefighter population and family dynamics influencing wellness program requirements.
- **OHS:** Changing legislation will require constantly evolving standard operating procedures.

See Appendix C for the in-depth details and data.

Needs Assessment

SCES will need to look at programming that addresses wellness, including constant training in psychological stress injuries and preventative measures for all areas. Focusing many of the efforts on preventative measures with the staff can assist with fewer cases of psychological stress injuries and a healthier workplace.

Workplace safety and cancer prevention are also critical priority needs. SCES intends to implement exposure reduction policies, such as proper decontamination procedures, gear storage, and station designs to minimize carcinogen exposure.

To refine wellness initiatives, SCES will need to collect data on program usage and effectiveness through surveys and metrics.

See Appendix C for the in-depth details and data.

Key Recommendations

The wellness recommendations in the Sturgeon County Fire Master Plan focus on improving physical, mental, and organizational health for firefighters and their families. **Nine (9) recommendations are provided.** Key recommendations include:

1. Creating a centralized hub for information on physical, mental, and organizational health supports.
2. Conducting regular internal surveys to identify wellness needs and gaps for continuous program improvement.
3. Create wellness programs for the spouses/partners of the firefighters including training for recognition of occupational stress injuries.
4. Align return-to-work protocols with both medical and operational readiness, with flexibility based on the role and nature of the absence.

See Appendix D for the in-depth details and data.

Immediate
1

Short Term
5

Medium Term
3

Long Term or Ongoing
0

11

Emerging Technologies

Emerging technologies are transforming fire services by enhancing safety, efficiency, and response capabilities. Tools like digital dispatch, drones, and real-time data systems offer new opportunities for innovation. This section outlines how Sturgeon County Emergency Services (SCES) can adopt and integrate these advancements to stay ahead of evolving risks and improve service delivery.

Current Status

Sturgeon County Emergency Services has limited integration of advanced technology in its operations. Dispatch services are provided by Parkland County, but there is no direct link to their computer-aided dispatch (CAD) system.

SCES uses Fire Pro 2 software, which is functional but outdated and may not meet future needs. A basic phone app is used for alerting firefighters, but it lacks interactivity with dispatch or management systems.

While engines are equipped with Apple iPads for navigation via Active 911, the fleet lacks mobile radios, though Alberta First Responders Communications System (AFRRCS) radios have recently been installed in frontline engines and command trucks.

Overall, SCES's technology infrastructure is minimal and requires modernization to improve operational efficiency and data management.

See Appendix A for the in-depth details and data.

Best Practices Benchmarking

SCES lags behind best practices in adopting emerging technologies. Many comparable municipalities have transitioned from basic software like Fire Pro 2 to more advanced records management systems (RMS) that provide comprehensive data for decision-making.

Integration with computer-aided dispatch (CAD) systems is considered a best practice but is currently absent in SCES operations. Mobile AFRRCS radios have recently been installed in frontline engines and command trucks, aligning with modern communication standards.

SCES is encouraged to collaborate with neighboring municipalities and Parkland County to implement a more dynamic RMS and CAD system, which would enhance operational efficiency, data sharing, and strategic planning. Prioritizing these upgrades will help SCES align with industry standards and improve service delivery.

See Appendix A for the in-depth details and data.

What We Heard

- Firefighters and leadership indicated they have outgrown its current software capabilities.
- There is a desire to implement asset tracking and life cycle management to better monitor maintenance schedules
- There is interest to adopt Mobile Data Terminals (MDTs) and drones connected to the Computer-Aided Dispatch (CAD) system to enhance fire scene safety and management.
- Administration emphasized the need for improved technology capabilities to streamline operations and enhance emergency response efficiency.

See Appendix B for the in-depth details and data.

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Future Demand Modelling

The future demands for emerging technologies in SCES include adopting Next Generation 911 (NG911), which allows 911 callers to send videos, pictures, and text messages to dispatch centers. Response software linked to real-time tracking systems will enhance situational awareness, allowing command staff to monitor Paid-On-Call (POC) firefighter availability and response times. Geographic Information System (GIS) data and mapping will also play a critical role in future planning and resource allocation. To meet these demands, SCES may need to hire staff with expertise in technology management and social media engagement.

Triggers to Monitor:

- **Public Safety:** Increased reliance on technology for efficient emergency response.
- **Historic Calls:** Trends in call volume and complexity requiring advanced technological solutions.
- **Economy:** Budgetary considerations for implementing new technologies.
- **Critical Infrastructure:** Integration of technology to support infrastructure and emergency response.

See Appendix C for the in-depth details and data.

Needs Assessment

A more dynamic records management system is required to streamline data collection, training documentation, and operational workflows. Cloud-based systems are recommended for flexibility and accessibility across devices.

Communication technology upgrades, such as MDTs in frontline apparatus, are essential for efficient dispatch and response. SCES should also invest in centralized training platforms and templates to improve consistency and record-keeping. As the department grows, hiring a dedicated staff member with expertise in technology management will ensure SCES stays ahead of emerging trends and integrates new tools effectively.

See Appendix C for the in-depth details and data.

Technology advancements will enhance operational readiness, firefighter accountability, and public engagement.

Key Recommendations

The response recommendations in the Sturgeon County Fire Master Plan focus on improving operational efficiency and modernizing systems to support fire service operations. **Two (2) recommendations are provided:**

1. Review the current firefighter alert system, Active911, to ensure it is meeting the current needs of SCES. Part of the review will include the services other comparable software systems could improve upon.

2. Investigate the different Record Management Systems available to decide which would best fit SCES' needs.

See Appendix D for the in-depth details and data.

Immediate
0

Short Term
1

Medium Term
1

Long Term or Ongoing
0

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Financials

Sustainable and transparent financial planning is critical to delivering effective fire services today and into the future. This section outlines the current financial structure of Sturgeon County Emergency Services (SCES), and identifies future financial pressures and investment needs driven by service growth, infrastructure renewal, and regulatory changes. A long-term financial strategy will support informed decision-making, ensure fiscal responsibility, and align resources with SCES's evolving service demands and community expectations.

Current Status

Sturgeon County Emergency Services operated with a 2024 budget of $4.69 million, requiring $4.27 million in tax revenue to fund operations.

The fire budget accounts for 5% of the total municipal budget, which is lower than the typical range of 9-12% for municipalities.

Revenue sources include insurance proceeds, fire billings for highway responses, municipal agreements, and reserve transfers.

Expenses are primarily allocated to salaries and benefits (70%), followed by contracted services (9.9%) and supplies/equipment (9.8%). The fire department does not use individual cost centers for each fire station, which limits detailed financial tracking.

The 5-year capital plan totals $13.35 million, including major projects like a new fire station and apparatus replacements.

Reserve contributions are managed effectively by the finance department.

See Appendix A for the in-depth details and data.

Best Practices Benchmarking

Best practices in financial management for fire services emphasize transparency, detailed tracking, and adequate funding.

SCES's fire budget at 5% of the municipal budget is below the typical range, suggesting room for increased investment.

Using individual cost centers for each fire station is a best practice that allows for greater clarity in budgeting and tracking expenses, which SCES currently lacks.

SCES follows municipal best practices for the budgeting process and timeline, and appropriately provides input on fiscal needs for the department.

See Appendix A for the in-depth details and data.

What We Heard

- Council recognized that the municipal budget must align with the approved LOS to ensure SCES can meet required standards. This includes securing necessary apparatus, equipment, staffing, and training.
- There was consistent acknowledgement of the significant budget allocations required for improving station conditions.
- It was noted that establishing a dedicated fire prevention division and recruiting additional personnel would require financial investment but the return on investment would be tangible as prevention enhances fire safety initiatives and overall risk reduction.

See Appendix B for the in-depth details and data.

Future Demand Modelling

The financial demands for SCES over the next 20 years will be driven by population growth, urban development, regulatory changes, technological advancements, and increasing climate-related risks. These factors will necessitate investments in additional resources, infrastructure, and personnel to maintain effective service delivery. Long-term financial planning and sustainable funding strategies will be critical to address these evolving needs while ensuring fiscal responsibility.

Triggers to Monitor:

- **Economy:** Economic fluctuations affecting funding availability for fire services.
- **Heavy Industry:** Industrial growth requiring specialized training and equipment.
- **Building Stock:** Increased demand for inspections and fire prevention services due to urban development.
- **Demographics:** Population growth and shifts impacting service demand.

See Appendix C for the in-depth details and data.

Needs Assessment

Sturgeon County is well-situated financially; however, SCES must account for the financial implications of expanding services, infrastructure, and staffing to meet future demands. This includes budgeting for fire station replacement and renovations, apparatus, and equipment, as well as ongoing training and wellness programs.

Sustainable funding strategies are essential to balance the costs of growth with the need for high-quality service delivery.

SCES should also plan for potential increases in Workers' Compensation Board (WCB) rates due to potential firefighter cancer claims, as seen in other jurisdictions.

See Appendix C for the in-depth details and data.

Proactive investment in infrastructure, technology, and personnel will ensure the department remains responsive to community needs while managing financial risks effectively.

Key Recommendations

The Fire Master Plan outlines 99 recommendations (one specific to financials), with 14 having a direct financial impact on operating and capital budgets over the next five years. The financial impact includes:

- **2025: $888,885**
- **2026: $491,331**
- **2027: $730,941**
- **2028: $8,670,469**
- **2029: $690,583**

Key financial impacts are directly correlated to the enhanced Level of Service recommendations and to achieve the recommended Standard of Cover:

- **Staffing:** hiring a training officer and two fire prevention officers
- **Infrastructure:** Replacing Station 5 with a new headquarters, estimated at $8-15 Million
- **Training:** Increased training budgets for officer development and staff

Immediate
0

Short Term
1

Medium Term
0

Long Term or Ongoing
0

Standard of Cover

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BACKGROUND

Sturgeon County did not previously have an approved Standard of Cover (SOC) that reflects the expected response times for the various demand zones in their coverage area. The following document may be used to assist senior fire management and Sturgeon County Council in approving a standard response plan that all residents in the County can expect when calling SCES.

The final Council-approved response plan does not have to follow precisely what this document states; rather, it should be a plan that the fire service can meet and measure. The approved SOC will allow measurable data to come back to Council regularly to gauge how the County's responses have been affected by growth. The data can be used to justify further service enhancements to allow the fire service to accommodate the growth and continue to meet the approved response plan.

NFPA 1720

The industry standard for fire services in North America is NFPA 1720, "The Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations and Special Operations to the Public by Volunteer Fire Departments." Most fire departments use all or part of this document to assist in formulating their response plan. It is one of the few documents for fire services to guide response capabilities for volunteer and paid-on-call fire departments. Much of the basis for the recommendations will be based on this standard and, more particularly, Table 1:

Table 1 NFPA 720 Table 4.3.2 Staffing and Response Time

Demand Zone[a]	Demographics	Minimum Staff to Respond[b]	Response Time (minutes)[c]	Meets Objective (%)
Urban area	>1000 people/mi² (2.6 km²)	15	9 min	90%
Suburban area	500–1000 people/mi² (2.6 km²)	10	10 min	80%
Rural area	<500 people/mi² (2.6 km²)	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%

[a]A jurisdiction can have more than one demand zone.
[b]Minimum staffing includes members responding from the AHJ's department and automatic aid
[c]Response time begins upon completion of the dispatch notification and ends at the time interval shown in the table.

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DEMAND ZONES

Demand zones are the different areas within the County that require varied levels of responses both with apparatus and response times. The different response times in each demand zone are acceptable as long as Sturgeon County has approved by Council the Standard of Cover. The SOC should be made public to the county residents to make them aware of what to expect for service levels. Municipalities find issues when the information is not available to their residents and expectations are higher than expected.

Table 2 Sturgeon County Demand Zones

Demand Zone	Definition	Response Target	Key Challenges
Suburban Area	500+ people per square mile (Redwater, Bon Accord, Legal, Sturgeon Valley)	• 10 firefighters in 10 minutes • 80% of the time	• POC staffing variability • Night responses
Rural Area	Less than 500 people per square mile (most of Sturgeon County)	• 6 firefighters in 14 minutes • 80% of the time	• Distance to stations • Environmental conditions
Remote Area	Greater than 12.8 km from staffed fire station	• 4 firefighters in 20 minutes • 80% of the time	• Extended travel times • Isolated access
Industrial Area	Designated light and heavy industrial development areas	• First truck on scene in 15 minutes • Backed up by an ERF of 12 firefighters • 80% of the time for major incidents • NR CAER activated	• Complex hazards • Need for specialized resources
Villeneuve Airport Area	The airport is located near Calahoo and St. Albert	• An ERF team in an acceptable time (Rural area response)	• Signing an agreement with St. Albert to assist with coverage

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SUBURBAN DEMAND ZONE (500-1000 PEOPLE PER SQUARE MILE)

The suburban areas present in Sturgeon County include Redwater, Bon Accord, Legal, and the Sturgeon Valley Area. These areas may not precisely fit the NFPA 1720 definition above, but their populations are dense enough that they should be considered within the suburban definition. These are more densely populated areas which put more demand on the fire service and present a higher risk of a fire or medical incident occurring.

Image 1 Suburban Demand Zones in Sturgeon County (Google Maps, 2025)

Utilizing NFPA 1720, classifying these areas as suburban would require a response from **10 firefighters within 10 minutes at least 80% of the time**. This standard may be challenging to reach in areas around the County, such as the night response from Namao. Time from the station alarm/pager activation until there is an effective response out the door has to be added to this equation, which can leave little room for travel in certain situations.

Once times are analyzed, the next area to look at is staffing. Paid on-call staffing will take longer to respond as they must drive to the station before turning out a truck. Full-time firefighters do not have the travel time to the station, which allows them more travel time to the incident to meet the 10-minute threshold.

The Sturgeon Valley region is an area that will be difficult to meet staffing and response time guideline of 10 firefighters in 10 minutes consistently. An effective means of helping to meet the guideline is to make the station 24-hour, seven day a week full-time coverage. This one step will improve consistent response times in this area. Until fulltime 24/7 coverage is in place, the variance in day and night response should continue to be communicated to the public.

SUBURBAN AREA DEMAND ZONE RESPONSE GOAL

10 FIREFIGHTERS ON SCENE IN

10 MINUTES

80% OF THE TIME

RURAL AREA DEMAND ZONE (<500 PEOPLE PER SQUARE MILE)

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Many other areas within Sturgeon County would fall under this category; these are locations under eight miles (12.87km) from a fire station. The response guideline is less because the density of people is not as significant. The NFPA 1720 guideline would allow a response of **6 firefighters in 14 minutes at least 80% of the time**. This guideline can still be challenging to meet because of the reliance on paid on-call firefighters. Each station will have data on the number of firefighters that can turn out depending on the day and the time. Management will need to monitor this data to determine if the rural area demand zone response guideline is achievable for each station's area.

RURAL AREA DEMAND ZONE RESPONSE GOAL

6 FIREFIGHTERS ON SCENE IN

14 MINUTES

80% OF THE TIME

REMOTE AREA DEMAND ZONE (RESPONSE >12.8KM (8MILES))

Remote areas are locations greater than 12.8 kilometers (8 miles) from a staffed fire station. These areas typically have lower population densities and reduced call volumes, which, combined with geographic isolation, pose challenges to achieving rapid emergency response times. Nevertheless, ensuring a baseline service level remains critical for resident safety and community trust.

The operational target for remote areas utilizes the industry best practice to deploy **four firefighters within 20 minutes, at least 80% of the time**. Due to the extended distances and variable access conditions, a layered risk reduction strategy is vital to support fire and life safety outcomes.

REMOTE AREA DEMAND ZONE RESPONSE GOAL

4 FIREFIGHTERS ON SCENE IN

20 MINUTES

80% OF THE TIME

INCREASED PUBLIC EDUCATION AND INSPECTIONS

Risk reduction efforts in remote areas should focus on enhancing community resilience through proactive programs such as:

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Fire Prevention Education: Public outreach initiatives focusing on home fire safety practices.

Smoke Alarm Installations: Programs ensuring every home has functioning, up-to-date smoke alarms.

Home Fire Safety Assessments: Free residential safety evaluations performed by SCES personnel.

FireSmart™ Initiatives: Partnering with residents and landowners to implement FireSmart™ principles, reducing vegetation and structural vulnerabilities in the wildland-urban interface.

Mutual Aid and Resource Partnerships: Formalizing response arrangements with neighbouring jurisdictions ensures assistance is available for significant events. As well as exploring partnerships with local contractors to use their equipment, such as water haulers and excavators, in specific emergencies.

These measures will mitigate risks while acknowledging the realities of rural service delivery. The emphasis is on prevention and early intervention, supported by strong community engagement and strategic regional collaboration.

INDUSTRIAL AREA DEMAND ZONE - RESPONSE STRATEGY

Sturgeon County contains a significant portion of Alberta's Industrial Heartland, comprising a substantial concentration of light and heavy industrial facilities. Industrial areas present elevated hazards due to the nature of materials, processes, and scale involved, demanding specialized emergency response capabilities. This risk is often mitigated internally through industrial emergency response teams and rigorous process safety.

The operational targets for industrial areas are ambitious and essential: the first arriving unit should be on scene within **15 minutes, 80% of the time, supported by an Effective Response Force (ERF) of 12 firefighters** for major incidents. There is no specific time frame for the ERF to arrive; they need to be available and responding. At times, ensuring the proper number of firefighters to form an ERF is difficult, hence why it is mentioned in the operational target.

To meet these challenges, SCES will pursue several key strategies:

- Collaborating on site-specific pre-incident plans with industrial partners.
- Leveraging mutual aid with industrial fire brigades and neighbouring municipalities.
- Providing hazardous materials and operational, technical rescue training for SCES personnel or more economical, formalizing agreements with neighbouring fire departments to complete this service for SCES
- Strengthening operational readiness through targeted industrial training exercises.
- Enhancing communication interoperability between SCES and industrial response teams.

Ensuring a highly coordinated, risk-specific response model for industrial zones is crucial for protecting the lives, property, and economic infrastructure within Sturgeon County. A focused approach to industrial response will support community confidence and resiliency across the region.

INDUSTRIAL AREA DEMAND ZONE RESPONSE GOAL

FIRST TRUCK ON SCENE IN 15 MINUTES

BACKED UP BY AN ERF OF 12 FIREFIGHTERS

80% OF THE TIME

INDUSTRIAL MUTUAL AID ACTIVATED THROUGH NR CAER

VILLENEUVE AIRPORT DEMAND ZONE

The Villeneuve Airport exists between Sturgeon County's Calahoo station and St. Albert. It is primarily used as a training ground for the area and general aviation for small fixed or rotary-wing aircraft for private, corporate or commercial purposes. Currently, the Calahoo station covers the airport, which is covered by paid-on-call firefighters only. This is sufficient coverage presently, as historical call volumes indicate very few incidents occur at this location.

Plans are being developed for a possible airport expansion to accommodate larger aircraft and increased traffic to help with economic growth in the area. From the fire department's perspective, there would have to be significant growth at the airport, including a move to accept international flights, before a fire station would be needed at this location. Coverage from the existing fire station

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is sufficient, supplemented by a written mutual aid agreement with neighbouring departments to help with the first response to the facility.

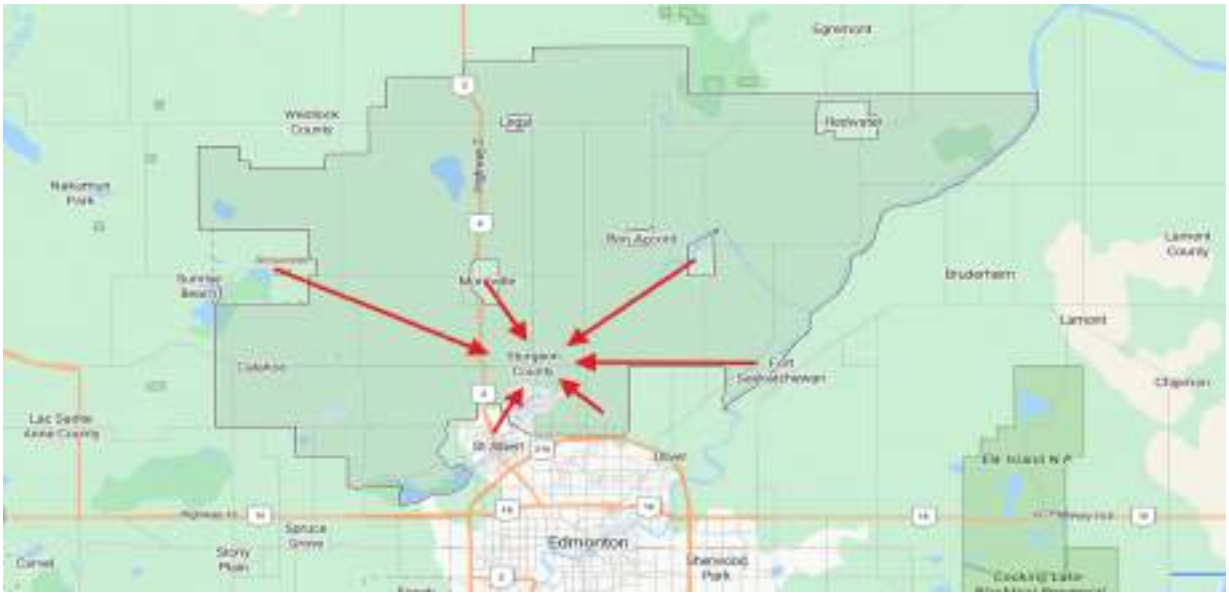
It is recommended that a mutual aid agreement be completed now with neighbouring fire departments to help cover the airport facility to help ease the burden experienced at the Calahoo Station. Mutual aid departments could arrive on scene and perform initial operations until SCES arrives on scene and assumes control of the incident. This type of response will cover the needs of the airport now and in the foreseeable future.

MUTUAL AID AND AUTOMATIC AID AGREEMENTS

Mutual and automatic aid agreements are critical to enhancing SCES's ability to deliver effective and timely emergency services, particularly in high-risk or resource-constrained scenarios. These agreements formally define roles, responsibilities, resource availability, and command protocols between SCES and neighbouring jurisdictions.

A robust mutual aid framework ensures that large or complex incidents can be managed without overwhelming the local response capacity.

Image 2 Neighbouring Jurisdictions to Sturgeon County



TOWN OF MORINVILLE

The agreement with Morinville will need to be reviewed and ultimately simplified to identify responses and equipment ownership. Morinville can assist in the County meeting their standard of cover in the area surrounding the Town by ensuring a robust agreement is in place and working

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well. It will identify areas covered and cooperation with command structures and responsibilities of scenes.

TOWN OF GIBBONS

The first order of business for this area is to determine the location of the new Bon Accord Station. This will have a significant impact on the responses required from Gibbons. Like Morinville, an automatic aid agreement can be signed to supplement the initial response to incidents in the areas easier for Gibbons to travel. The ultimate solution is to work together on the location and size of the new station for Bon Accord, which would make the most efficient response in this area.

CITY OF ST. ALBERT

An automatic aid agreement for areas in the Sturgeon Valley would benefit this primarily residential area. There is a large area that the City can access quicker in the evening than the County stations, which would allow the County to achieve response goals without building a new station immediately. The agreement would also provide quicker arrival for a second truck for structure fires as the second County station has a significant travel time to this area. St. Albert could also provide specialty rescue operations for the valley area and coverage for the Villeneuve Airport through an agreement.

CITY OF FORT SASKATCHEWAN

An agreement could be explored with Fort Saskatchewan for assistance with industrial incidents and hazardous materials support, where the industry would pay for the response from Fort Saskatchewan. Fort Saskatchewan is well-trained in these types of incidents and can greatly assist SCES in the Industrial Heartland. If SCES becomes well versed in industrial responses, they could reciprocate the assistance in Fort Saskatchewan for industrial incidents.

ALEXANDER FIRST NATION

Alexander First Nation Fire Department should have a mutual aid agreement with Sturgeon County to assist with any incidents surrounding them, including wildland interface fire coordination. The Calahoo station could work closely with the Nation to coordinate responses in the area and bring a more efficient response to the citizens of Sturgeon County.

CANADIAN FORCES BASE EDMONTON

Although it is more challenging to sign an agreement with the Canadian Forces because of different protocols for a federal-based agency, SCES should enter discussions with the Base to see if they can have access to specialty rescue teams for unique incidents. The management team of SCES should discuss with the Edmonton Base what they can offer and determine if it benefits the County.

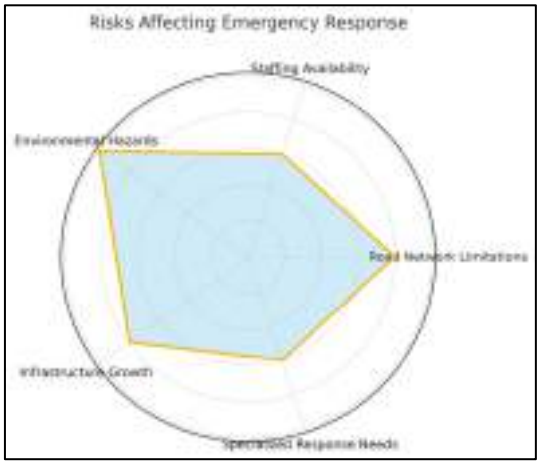
These partnerships extend SCES's operational reach and promote interoperability, shared training, and collaborative community risk reduction initiatives. Maintaining strong relationships and regularly updating agreements will ensure mutual aid remains a strategic asset for Sturgeon County.

RISKS AFFECTING RESPONSE

Several external and internal risk factors can influence SCES's ability to meet response time objectives and deliver effective emergency services. Recognizing and addressing these risks is essential for realistic service planning, operational readiness, and community safety.

The primary risks impacting emergency response include:

- **Road Network Limitations:** Geographic spread, limited connectivity in rural zones, and seasonal factors like snow or mud can extend travel times.
- **Staffing Availability:** Variations in Paid-On-Call firefighter availability, especially during daytime hours or severe weather, can reduce initial crew size.
- **Environmental Hazards:** Wildfires, extreme weather events (windstorms, flooding), and transportation corridors (rail, highway) can generate high-demand events.
- **Infrastructure Growth:** Rapid residential, commercial, and industrial development can outpace current station locations and resource distribution.
- **Specialized Response Requirements**: High-risk industrial or technical rescues require specific equipment and advanced training that may not be immediately available.



Ongoing monitoring, risk analysis, and infrastructure planning will ensure SCES adapts to these factors over time. Flexibility and collaboration across County departments and mutual aid partners will be critical to maintaining effective response capabilities as community needs evolve. A level of service document should have a paragraph outlining the risk affecting emergency responses and state that risks out of the control of SCES is not the fire service's responsibility.

TENDER DEPLOYMENT PLAN

In rural and remote regions of Sturgeon County, reliable water supply is critical for effective fire suppression. Given the limited availability of hydrants outside urban centers, SCES must implement a structured Tender Deployment Plan to ensure adequate water delivery during fire incidents.

The Tender Deployment Plan aims to maintain tactical water supply benchmarks while supporting operational efficiency and firefighter safety. Various stations can be called upon for a Tender response only, saving firefighters and apparatus for other responses within their catchment areas.

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Additionally, out of County resources can be involved in this initial deployment ensuring the closest apparatus are responding. The following is the recommended tender deployment plan for SCES:

- **Initial Dispatch of Two Tenders:** Upon confirmation of a structure fire in non-hydrant areas.
    - For areas preplanned as large fire risk areas, a third tender can be placed on initial dispatch to ensure enough water for initial operations is en route
- **Pre-Identified Water Sources:** Static tanks, cisterns, and natural water bodies are strategically mapped, maintained and available for all crews to access.
- **Shuttle Operations Training:** Regular tender driver/operator certification and water shuttle exercises.
- **Performance Target:** Deliver 12,000 litres of water on scene within 20 minutes of dispatch.
- **Equipment Standardization:** Consistent hose fittings, drafting equipment, and fill site setups across all SCES apparatus.

Through disciplined tender deployment strategies and inter-station collaboration, SCES will continue to meet the tactical water supply needs of its growing rural and remote service areas.

FIRE UNDERWRITERS SURVEY INFLUENCE ON DEPLOYMENT

The Fire Underwriters Survey (FUS) is important in assessing the fire protection capabilities of municipalities across Canada, including Sturgeon County. While SCES operational planning remains rooted in community risk profiles and council-approved service levels, it is recognized that FUS evaluations influence property insurance premiums for both residential and commercial stakeholders.

FUS assessments examine multiple factors, including:

- Staffing levels and apparatus deployment.

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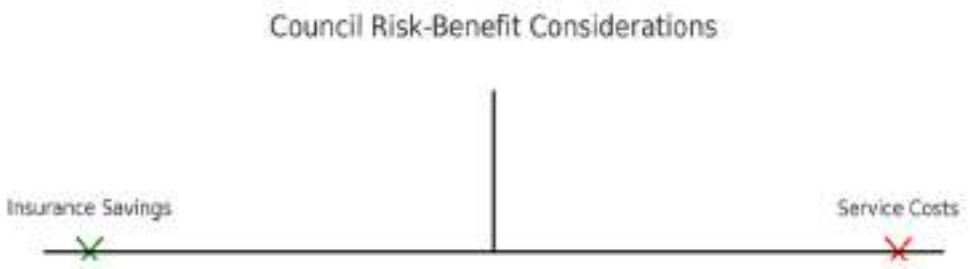
- Water supply and distribution systems.
- Dispatch and communications infrastructure.
- Fire prevention and public education programs.
- Training standards and documentation.

Council must carefully balance the cost of service enhancements against the benefits of improved FUS ratings. Higher ratings (lower risk grades) can lead to tangible insurance savings for residents and businesses, supporting economic development and overall community resilience. However, achieving higher FUS scores often requires significant investments in staffing, infrastructure, and ongoing operational improvements.

When considering service level changes, Council may weigh the following factors:

- Projected impact on residential and commercial insurance rates.
- Expected improvements in emergency service outcomes (e.g., faster response, better incident containment).
- Operational sustainability and alignment with SCES capacity.
- Long-term growth trends and infrastructure pressures.

FUS ratings provide an external benchmark that, while valuable, must be integrated thoughtfully into broader municipal risk management, public safety, and financial planning strategies. SCES will continue to align with best practices to maintain or improve FUS standings while prioritizing community-specific service needs.



EXPLANATION OF AN INCIDENT RESPONSE

An emergency response is typically broken down into the following sequence of steps:

Dispatch: Call processing begins with phone pickup in the dispatch center and ends when the information from the phone interview is sent to the CAD (Computer Aided Dispatch) to determine an initial response. Each call is classified into one of the different "emergency problems." The CAD automatically classifies the problem based on its scope and location with an "incident type." Location is vital because most properties have risk classifications that will affect the incident type (e.g. the difference between a single-family residential structure fire and a high-rise residential structure fire). Once the incident type is determined, the CAD chooses a pre-determined response plan. The response plans are written by SCES and provided to dispatch to administer.

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Unit assignment and notification: This step is near-instantaneous since the CAD uses the jurisdiction-specific response plan to assign the needed response apparatus to the emergency. Additionally, the CAD uses AVL (GPS) information to assign the closest available units. After assignment, dispatch instantaneously and simultaneously notifies all assigned response units through an automated voice in the station and/or personal pagers, depending on the staffing model, full-time vs. paid on-call.

Turnout: Upon notification, personnel proceed to the apparatus and/or the fire station and don the protective clothing needed for the emergency response. Once personnel are seated in the vehicle and ready to respond, contact is made with the dispatch center to inform them of the response apparatus proceeding to the incident. The contact can be made through an onboard computer (MDT) or the radio system.

Travel: While driving to the call, crews may read updated information over the MDT or may receive important voice messages from a dispatcher over the radio channel. Dispatchers can monitor the locations of response units and their progress toward the incident. The crew will use an MDT touchscreen or voice report to indicate arrival on the scene. First-arriving crews on major emergencies are expected to give appropriate voice size-up reports instead of touchscreen notifications.

Suppression response: Suppression calls are dispatched according to the pre-determined suppression response plans. In the event of extreme call volume (e.g., severe weather, power outages, etc.), the on-duty chief or designated alternate may enact an assist dispatch to prioritize the incidents to ensure the higher priority calls are serviced first. For example, automatic fire alarms and most low-risk incidents will only receive a single-engine response.

Mutual Aid Response: Responses through agreements such as mutual aid agreements or Tender response plans can also be pre-determined in the CAD software. The plans aid the responding apparatus officer in ensuring proper resources are responding and en route to assist. It allows the officer to focus on other strategies and tactics, knowing that sufficient resources are being used to respond.

TRIGGER POINTS

Utilizing the summary **demand zone response guidelines** in Appendix A as a basis for response, the data collected will give SCES the triggers to expand services in areas unable to meet the response requirements. Reports to Council will consistently compare the current responses to the ability to meet the response guidelines. The guidelines can be those noted in the chart or others as adopted by Council. However, if those adopted guidelines are constantly not being met, changes or expansion of the department need to be contemplated.

Another trigger not noted in the chart is **call volume**. If calls are being serviced and response protocols are being met, but crews are getting overtaxed with volume, expansion of the department

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will need to be explored. A raw number cannot be assessed for this; ongoing, constant communication with crews, especially the paid-on-call staff, in parallel with ongoing data collection and analysis, will guide the Fire Service Senior Leadership team to the trigger point.

SUMMARY

Sturgeon County, with Fire Service management, needs to adopt a Level of Service, by bylaw, with response guidelines to demonstrate what residents can expect from the fire department. The bylaw should be realistic and manageable. Constant monitoring of the results reported regularly to Council are vital to the department's continued growth. If results are not satisfactory, expansion of the department becomes a priority for the County to meet the expected guidelines. It also shows the residents of the County that measurable guidelines are being monitored and met regularly.

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APPENDIX D

Recommendations

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Introduction and Recommendations Layout

This recommendation report aims to distill the findings from the *Current State Analysis and Best Practices, What We Heard, Future Demand* Modelling*, and Needs Assessment* appendices into key recommendations supporting long-term SCES planning. It considers key themes and suggests implementation timing, overall impact, and best value return on investment. The context and rationale for these recommendations can be found in the appropriate chapters (Governance, Administration, Level of Service, etc.) in the appendices mentioned above.

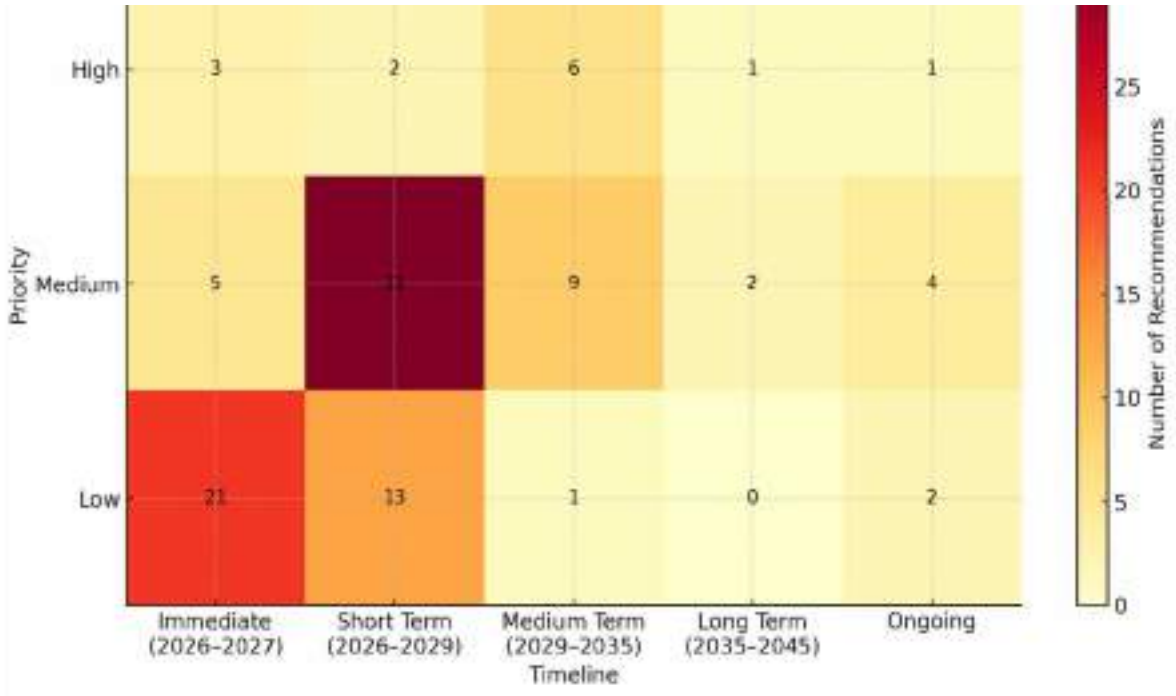
Structure

This report is structured to provide a comprehensive overview of the recommendations, categorized by priority and timeline. Each section is dedicated to a specific area of focus, including: governance, community risk profile, level of service, administration, response, staffing, infrastructure, training, apparatus and equipment, wellness, technology, and financials. Within each section, recommendations are detailed with priority criteria, timeline, costing, and accountability for implementation.

Priorities Matrix

Recommendations are prioritized as low, medium or high. Put in context with timelines, each section was put into a matrix to help visualize how many recommendations exist through this lens in the twenty-year timeline.

Chart 1 Heat Map of All Recommendations (2025 - 2045)



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Timelines

The timelines are categorized with the following in mind:

Term	Months	Years	Symbol
Immediate	Within one year	2026 – 2027	⚠️
Short Term	In the next 12–36 months	2026 – 2029	🕒
Medium Term	In the next 36–119 months	2029 – 2035	🕓
Long Term	In the next 10–20 years	2035 – 2045	🕗
Ongoing	Continuous process	2025 – 2045	♾️

Costing

Costs are categorized with the following cost value and cost categories in mind:

Cost Value	Symbol	Description
Time Cost	⏳	No direct financial impact, but requires time for staff coordination, approvals, or negotiations. Can be completed using existing staff or resources.
Low Cost	🟢	<$25,000. Typically covered within existing operating budgets.
Moderate Cost	🟡	$25,000–$100,000. May require budget adjustment or external support.
High Cost	🔴	>$100,000. Significant investment; likely requires capital planning or grants.

Cost Category	Description
Operational	Cost tied to staffing, training, policy updates, software, or maintenance.
Capital	Cost involves infrastructure, stations, vehicles, or major equipment.

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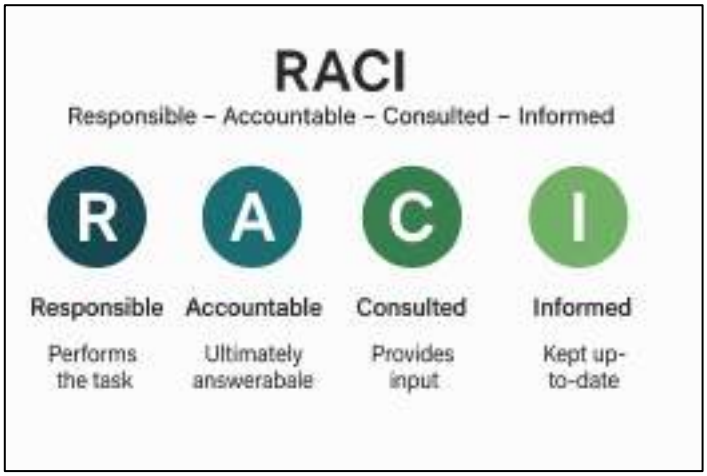
Accountability

To support the implementation of the recommendations outlined in this report, accountabilities are offered to suggest roles that could be either responsible or accountable. Accepted recommendations should further clarify who should also be consulted and informed as part of implementation. A **RACI matrix** can be used to clarify **roles and responsibilities** for each proposed action. RACI is a well-established framework used to define who is **Responsible**, **Accountable**, **Consulted**, and **Informed** in the delivery of specific tasks or decisions.



Applying the RACI model supports the overall **scope of work** by:

- Clarifying **accountability** for leading the implementation of each recommendation,
- Ensuring **responsibility** is appropriately assigned across departments or partner agencies,
- Identifying where **consultation** is required to leverage expertise or secure buy-in, and
- Establishing clear lines of **communication** to keep stakeholders informed of progress.

This approach provides a structured starting point to help ensure clarity, alignment, and momentum as Sturgeon County moves toward implementation.

> NOTE: THE INITIAL RACI ASSIGNMENTS PRESENTED IN THIS REPORT ARE INTENDED AS SUGGESTIONS ONLY. STURGEON COUNTY RETAINS FULL AUTHORITY TO CONFIRM, REVISE, OR REASSIGN ACCOUNTABILITY AND RESPONSIBILITY FOR EACH RECOMMENDATION BASED ON INTERNAL GOVERNANCE, CAPACITY, AND STRATEGIC PRIORITIES.

Alignment to Sturgeon County Strategic Plan

Each recommendation is aligned to Sturgeon County's Strategic Plan 2022-2025, which is crucial for ensuring the initiatives support the County's overarching goals. The strategic plan comprises five community outcomes and ten strategic priorities, all of which are visually represented in Appendix A and B of this recommendations report. The Strategic

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Plan 2022-2025 illustrates how each recommendation integrates with its elements, supporting a cohesive approach that drives community advancement and sustainability.

By mapping recommendations directly to the strategic plan, it is easier to visualize how each action contributes to the broader objectives, fostering alignment and ensuring that all efforts are directed toward achieving the defined strategic outcomes. This alignment promotes a unified direction for both short-term actions and long-term goals, thereby maximizing the impact and effectiveness of the recommendations.

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Governance

Time Legend: 2026-2027 2026 – 2029 2029 – 2035 2035 – 2045 Ongoing **Cost Legend:** <$25K <$100K $100K+ Time or existing resources

#	PRIORITY	TIMELINE	COST & CATEGORY	ACCOUNTABILITY	COMMUNITY OUTCOME	STRATEGIC PRIORITIES
1.	Update Medical Response guidelines to reflect SCES participation in the Medical First Responder program, while integrating department-specific response protocols and scope of practice.					
	Medium		Operational	Deputy Fire Chief	Operational Excellence	Economical, Desirable Services
2.	Amend the Fire Service Bylaw to define a reasonable level of response to Dangerous Goods incidents, based on the Awareness level SCES can currently provide. Establish or formalize mutual aid agreements for major dangerous goods events.					
	Medium		Operational	Fire Chief & Deputy Fire Chief	Operational Excellence Collaborative Governance	Safe, Beautiful Communities, Diversified Partnerships & Economical, Desirable Services
3.	Ensure all policies and Standard Operating Guidelines are easily accessible via a shared digital platform with version control, ideally linked to a Learning Management System for training verification.					
	Medium		Operational	Deputy Fire Chief & Sturgeon County IT	Operational Excellence	Modern, Adaptive Administration
4.	Establish a regular review cycle for all bylaws and governance documents, with assigned owners and a documented revision history to support transparency and compliance.					
	Medium		Operational	Fire Chief	Operational Excellence	Modern, Adaptive Administration & Sustainable, Thoughtful Decisions

#	PRIORITY	TIMELINE	COST & CATEGORY	ACCOUNTABILITY	COMMUNITY OUTCOME	STRATEGIC PRIORITIES
5.	Develop a departmental policy governance index or dashboard to track policy status, review cycles, responsible owners, and related training requirements.					
	Medium		Operational	Fire Chief & Deputy Fire Chief	Operational Excellence	Modern, Adaptive Administration
6.	Standardize and modernize all Standard Operating Guidelines to align with current operational practices, using a consistent format (e.g., Op042) and aligning with departmental language and scope.					
	Low		Operational	Deputy Fire Chief	Operational Excellence	Modern Adaptive Administration
7.	Conduct a terminology and acronym review across all governance documents to avoid confusion.					
	Low		Operational	Deputy Fire Chief	Operational Excellence	Sustainable, Thoughtful Decisions
8.	Develop new Standard Operating Guidelines addressing firefighter health and wellness, including Clean Cab Initiatives, daily equipment checks, audiometric testing, and periodic medical evaluations for full-time staff.					
	Low		Operational	Deputy Fire Chief & Sturgeon County OHS Officer	Operational Excellence	Safe, Beautiful Communities & Modern, Adaptive Administration

Community Risk Profile

Time Legend: 2026-2027 2026 – 2029 2029 – 2035 2035 – 2045 Ongoing **Cost Legend:** <$25K <$100K $100K+ Time or existing resources

#	PRIORITY	TIMELINE	COST & CATEGORY	ACCOUNTABILITY	COMMUNITY OUTCOME	STRATEGIC PRIORITIES
1.	Conduct a regular review of community risk profile every two (2) to five (5) years, or when there is significant change to stock profiles.					
	High	2029 – 2035, Ongoing	Operational	SCES Administration	Thriving Communities & Operational Excellence	Safe, Beautiful Communities & Modern, Adaptive Administration
2.	Continue to ensure the community risk profile is tied to the growth planning and development as it takes place in the County.					
	Medium	2029 – 2035, Ongoing	Time Cost	SCES Administration	Planned Growth, Environmental Stewardship & Collaborative Governance	Sustainable, Thoughtful Decisions; Reliable, Effective Infrastructure; & Economical, Desirable Services

Note: Community Risk Assessments (CRAs), as defined by the National Fire Protection Association (NFPA), are comprehensive evaluations that identify, prioritize, and determine risks within a community, aiming to inform the development of **Community Risk Reduction (CRR)** plans. NFPA 1300 is the standard on CRA and CRR plan development. **Fire Risk Assessments (FRA)** should be incorporated when significant development or changes occur within the residential, commercial, light and heavy industrial sectors. NFPA 551 is a good resource for conducting FRAs. An assessment of vulnerabilities should also be performed in conjunction with these assessments. FRAs are critical when planning significant residential, commercial or industrial developments to ensure a consistent response to increased demands for service. They are also necessary for high-hazard properties such as hospitals. CRA and FRA are also aligned with the management and development of service levels as part of the overall CRR.

Level of Service

STURGEON COUNTY EMERGENCY SERVICES: LEVEL OF SERVICE SCENARIOS

Legend:
- SCES In-House
- Mutual Aid
- Contract/Third-Party
- Other Agency (e.g. AHS, RCMP)
- A Awareness Competency
- O Operational Competency
- T Technical Competency

	SERVICE OR SYSTEM	SERVICE TYPE	BRIEF DESCRIPTION	Current Community Risk LOS	Scenario 1: Static Change	Scenario 2: Industrial Growth	Scenario 3: Urban Growth	Scenario 4: Industrial & Urban Growth
1	APPARATUS AND VEHICLE OPERATIONS	CORE SERVICE	*Safely and properly operating various Fire Department apparatus*	✓	✓	✓	✓	✓
2	EXTERIOR OPERATIONS	CORE SERVICE	*Competencies related to structure fires with a defensive/exterior operations mode.*	✓	✓	✓	✓	✓
3	GENERAL FIREFIGHTING	CORE SERVICE	*The basics of what every firefighter needs to know and train on. From safety to communications to ropes and knots, it's all covered here.*	✓	✓	✓	✓	✓
4	TEAM LEAD	ORGANIZATIONAL	*Important items for the development of officers and other team leaders in the organization*	✓	✓	✓	✓	✓
5	OHS (20 or More Workers)	ORGANIZATIONAL	*Minimum Alberta OHS requirements for worksites with 20 or more workers.*	✓	✓	✓	✓	✓
6	ORIENTATION	ORGANIZATIONAL	*Initial on boarding to the organization such as Human Resources, Finances and Occupational Health and Safety. Equipping the person with the tools, equipment, apps and PPE to perform their job.*	✓	✓	✓	✓	✓
7	PUBLIC EDUCATION	CORE SERVICE	*Educating your community in fire prevention, safety and emergency preparedness*	Additional duties	Add dedicated staff	Add dedicated staff	Add Division	Add Division
8	DANGEROUS GOODS & HAZMAT AWARENESS	CORE SERVICE	*Competencies related to the general approach to hazardous and DG material*	A	A	Add Agreement	A	Add Agreement
9	FIRE PREVENTION AND INVESTIGATION	CORE SERVICE	*Related to the area of basics in fire investigation*	Additional duties	Add dedicated staff	Add dedicated staff	Add Division	Add Division
10	INTERIOR OPERATIONS (STRUCTURAL)	CORE SERVICE	*Competencies related to structure fires with an offensive/interior operations mode*	✓	✓	✓	✓	✓
11	MUNICIPAL DEMAND ZONE(S)	ORGANIZATIONAL	*Guided by NFPA 1720, this gives standards to response times and targets based on the demographics of your municipality.*	Suburban Rural Remote	Suburban Rural Remote	Suburban Rural Remote	**Urban** Suburban Rural Remote	**Urban** Suburban Rural Remote
12	PUMPING OPERATIONS	CORE SERVICE	*Skills and knowledge related to pumping operations from firefighting apparatus.*	✓	✓	✓	✓	✓
13	TRAFFIC CONTROL	CORE SERVICE	*Basics of safety and tactics in response to MVC's with sole purpose of traffic control*	✓	✓	✓	✓	✓
14	VEHICLE EXTRICATION	CORE SERVICE	*Competencies related to the skills needed to complete safe and proper vehicle extrication evolutions.*	✓	✓	✓	✓	✓
15	VEHICLE FIREFIGHTING	CORE SERVICE	*Related to fire attack and safety in vehicle fires*	✓	✓	✓	✓	✓
16	WILD LAND - GRASSLAND FIREFIGHTING	CORE SERVICE	*Strategies and safety in wildland / grassland firefighting*	T	T	T	T	T
17	AERIAL OPERATIONS	EXTENDED SERVICE	*Competencies related to the operation on use of aerial apparatus or ladder trucks*	✓	✓	✓	✓	Add 2nd Aerial
18	AIRCRAFT RESCUE & FIREFIGHTING OPERATIONS	EXTENDED SERVICE	*Dealing with crashes, emergency landings, and other aircraft emergencies*	●	●	●	●	●
19	HIGHRISE BUILDING FIREFIGHTING	EXTENDED SERVICE	*Firefighting in structures more than three stories tall with potential for high occupancy.*	●	●	●	O	O
20	INDUSTRIAL FIREFIGHTING	EXTENDED SERVICE	*Techniques and approach to fires involving industrial compounds and at industrial sites.*	●	●	A	●	A
21	MARINE FIREFIGHTING	EXTENDED SERVICE	*Firefighting marine vessel fire from standard apparatus or from a fire response capable marine vessel*	●	●	●	●	●

The level of service chart illustrates the administrative (grey) and core services (green) that SCES currently offers and should consider mandatory. The chart also shows the extended services options (yellow) that Council and its fire service can choose to provide as its community risk profile continues to evolve over the next twenty years as anticipated per scenarios one through four.

Much of what Sturgeon County requires for a level of service at present ("Current Community Risk Level of Service") are the core services, with little need for extended services. However, as the County continues to grow and develop, these services must be reviewed and discussed regularly.

The recommended options provided in the LOS chart (white cells) are based on the different growth scenarios faced by Sturgeon County. Each scenario can be referenced once significant development is approved in either the residential, industrial area, or both. This should be completed once approvals are received to properly implement any expanded services before the development is completed. Once approved, the chart should be referenced in future growth implementations.

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Administration

Time Legend: 2026-2027 | 2026 – 2029 | 2029 – 2035 | 2035 – 2045 | Ongoing **Cost Legend:** <$25K | <$100K | $100K+ | Time or existing resources

#	PRIORITY	TIMELINE	COST & CATEGORY	ACCOUNTABILITY	COMMUNITY OUTCOME	STRATEGIC PRIORITIES
1.	Remove ambiguity in frontline leadership roles with a review of job descriptions to support current organizational structure and future growth.					
	Medium		Operational	Deputy Fire Chief	Operational Excellence	Modern, Adaptive Administration
2.	Review the administrative assistants role and explore the possibility of having dedicated administrative staff for the fire department.					
	Medium		Operational	Director of Community Services & Fire Chief	Operational Excellence	Modern, Adaptive Administration; Sustainable, Thoughtful Decisions
3.	Integrate career progression paths into the organizational model, with qualifications-based promotional criteria and mentorship for aspiring leaders.					
	Medium		Operational	Fire Chief, Deputy Fire Chief & Fire Officers	Operational Excellence	Sustainable, Thoughtful Decisions
4.	Develop a structured accountability framework for fire department administrative and leadership roles to clarify expectations and measure outcomes to support sustainable change management and succession planning.					
	Medium		Operational	Fire Chief & Deputy Fire Chief	Operational Excellence	Modern, Adaptive Administration Sustainable, Thoughtful Decisions
5.	Work with other Sturgeon County personnel to plan for expansion of Villeneuve Airport to ensure current response is adequate. Look for possible mutual aid agreements to supplement any airport response.					
	Medium		Operational	Fire Chief & Deputy Fire Chief	Planned Growth & Operational Excellence	Modern, Adaptive Administration; Economical, Desirable Services

#	PRIORITY	TIMELINE	COST & CATEGORY	ACCOUNTABILITY	COMMUNITY OUTCOME	STRATEGIC PRIORITIES
6.	Institute a Lieutenant program where they report to their shift/station Captain and they work to prepare themselves for future Captain roles.					
	Medium		Operational	Deputy Fire Chief	Planned Growth	Modern, Adaptive Administration; Sustainable, Thoughtful Decisions
7.	Continually monitor the portfolios of the Fire Service's Senior Leadership group to ensure they are relevant and manageable for those filling the roles.					
	Medium		Operational	Deputy Fire Chief	Operational Excellence	Modern, Adaptive Administration
8.	Review the dual role of the Fire Chief with Enforcement Services and investigate separating the roles into different positions giving the Fire Chief the ability to focus on the fire department.					
	Low		Operational	Director of Community Services & Fire Chief	Planned Growth & Operational Excellence	Modern, Adaptive Administration; Sustainable, Thoughtful Decisions
9.	Support fire officers by increasing access to scene support, mentorship, and clarity in supervisory expectations, particularly during multi-unit incidents.					
	Low		Operational	Deputy Fire Chief & Fire Officers	Operational Excellence	Modern, Adaptive Administration
10.	Ensure that Deputy Chiefs have the administrative bandwidth to lead strategically. Limit their deployment to frontline apparatus to emergency command or mentorship-only roles.					
	Low		Operational	Fire Chief & Deputy Fire Chief	Operational Excellence	Modern, Adaptive Administration; Sustainable, Thoughtful Decisions
11.	Establish structured administrative support aligned with the organizational growth of SCES to reduce operational burden on senior officers and ensure business continuity.					

#	PRIORITY	TIMELINE	COST & CATEGORY	ACCOUNTABILITY	COMMUNITY OUTCOME	STRATEGIC PRIORITIES
	Low		Operational	Fire Chief & Deputy Fire Chief	Planned Growth & Operational Excellence	Modern, Adaptive Administration; Sustainable, Thoughtful Decisions
12.	Adapt the formal performance appraisal system to align with fire department specific goals and the Council-approved Level of Service.					
	Low		Operational	Fire Chief & Deputy Fire Chief	Operational Excellence	Safe, Beautiful Communities; Modern, Adaptive Administration

Response

Time Legend: 2026-2027 2026 – 2029 2029 – 2035 2035 – 2045 Ongoing **Cost Legend:** <$25K <$100K $100K+ Time or existing resources

#	PRIORITY	TIMELINE	COST ($) & CATEGORY	ACCOUNTABILITY	COMMUNITY OUTCOME	STRATEGIC PRIORITIES
1.	Confirm strategic resource allocation and infrastructure planning ensuring adequate fire protection in new development areas by participating in all relevant development planning meetings.					
	High	∞	Time Cost	Deputy Fire Chief Planning Development	Planned Growth	Reliable, Effective Infrastructure
2.	Review and enhance mutual aid agreements.					
	High	⚠	Time Cost	Fire Chief CAO County Council	Collaborative Governance	Meaningful Community Connections; Economical, Desirable Services; Diversified Revenue and Partnerships
3.	Confirm strategic resource allocation and infrastructure planning minimizes response times in growing communities by completing a fire station infrastructure needs assessment for the proposed Sturgeon Valley core and south.					
	High	⚠	Time Cost	Fire Chief Planning & Development Engineering Utilities	Planned Growth	Economical, Desirable Services Reliable, Effective Infrastructure
4.	Confirm strategic resource allocation and infrastructure planning through proactive involvement in community development with regular reviews of infrastructure and equipment needs.					
	Medium	∞	Time Cost	Fire Chief Planning & Development Engineering Utilities	Planned Growth	Sustainable, Thoughtful Decisions; Safe, Beautiful Communities

#	PRIORITY	TIMELINE	COST ($) & CATEGORY	ACCOUNTABILITY	COMMUNITY OUTCOME	STRATEGIC PRIORITIES
5.	Develop a Community Engagement Plan to increase public awareness of fire safety; the Plan should include conducting regular fire safety workshops and presentations to continue maintaining community trust and understanding. Fire safety education materials may to be created; existing materials should continue to be disseminated to the public.					
	Medium	∞	Operational	Deputy Fire Chief Firefighters	Collaborative Governance	Meaningful Community Connections
6.	Use data-driven performance monitoring and adjustment by establishing a system for near real-time performance monitoring to drive continuous response time improvements.					
	Medium	⚠	Operational Time Cost	Fire Chief County IT Dispatch	Operational Excellence	Sustainable, Thoughtful Decisions; Economical, Desirable Services
7.	Complete regular analysis of performance data and reporting to confirm efficient resource allocation.					
	Low	∞	Time Cost	Deputy Fire Chief Dispatch	Planned Growth	Sustainable, Thoughtful Decisions; Economical, Desirable Services
8.	Complete regular reviews of predictive models and adjust models as need to make data-driven decision-making.					
	Low	∞	Operational Time Cost	Deputy Fire Chief County IT Dispatch	Planned Growth	Sustainable, Thoughtful Decisions; Modern, Adaptive Administration

Staffing

Time Legend: 2026-2027 2026 – 2029 2029 – 2035 2035 – 2045 Ongoing **Cost Legend:** <$25K <$100K $100K+ Time or existing resources

#	PRIORITY	TIMELINE	COST ($) & CATEGORY	ACCOUNTABILITY	COMMUNITY OUTCOME	STRATEGIC PRIORITIES
1.	Monitor and regularly report on Effective Response Force (ERF) performance to inform staffing decisions, supported by data analytics in alignment with the Standard of Cover.					
	High	∞	Operational	Deputy Fire Chief	Planned Growth & Operational Excellence	Safe, Beautiful Communities; Modern, Adaptive Administration; Sustainable, Thoughtful Decisions; Reliable, Effective Infrastructure; Economical, Desirable Services
2.	Hire a full-time position dedicated to the training role (Training Officer). The position can be at the Captain level in organizational chart but will be responsible for planning and executing training for SCES as well as some OHS responsibilities.					
	Medium		Operational	Fire Chief & Deputy Fire Chief	Operational Excellence	Modern, Adaptive Administration; Sustainable, Thoughtful Decisions
3.	Develop recruitment and retention strategies to improve housing accessibility or incentives for younger full-time and paid-on-call staff to live within the community or reasonable response zones.					
	Medium		Operational	Human Resources & Fire Chief	Operational Excellence & Thriving Communities	Modern, Adaptive Administration; Sustainable, Thoughtful Decisions

#	PRIORITY	TIMELINE	COST ($) & CATEGORY	ACCOUNTABILITY	COMMUNITY OUTCOME	STRATEGIC PRIORITIES
4.	Implement scheduled organizational workforce reviews to monitor growth, turnover, and operational readiness, using these insights to forecast staffing needs.					
	Medium		Operational	Fire Chief & Deputy Fire Chief	Planned Growth & Operational Excellence	Sustainable, Thoughtful Decisions
5.	Establish internal leadership pipelines with mentorship and acting opportunities to support succession planning.					
	Medium		Operational	Deputy Fire Chief	Operational Excellence	Modern, Adaptive Administration
6.	Create flexible deployment models, such as hybrid or flex-shift full-time positions, to better meet peak demand periods and fill paid-on-call gaps.					
	Medium		Operational	Fire Chief	Operational Excellence	Sustainable, Thoughtful Decisions
7.	Develop a tactical implementation plan with a timeframe for enhancing the Namao station to permanent 24/7 full time staffing of three (3) firefighters and one (1) Captain as soon as fiscally possible and when station space will allow.					
	Low		Operational	Director of Community Services & Fire Chief	Planned Growth & Operational Excellence	Sustainable, Thoughtful Decisions; Reliable, Effective Infrastructure; Economical, Desirable Services
8.	If the Casual pool becomes unreliable, adopt a staffing ratio for full-time firefighters that is adequate to account for leave management, training, and minimum response readiness. Industry best practices range from 1.25:1 to 1.5:1.					
	Low		Operational	Fire Chief & Deputy Fire Chief	Operational Excellence	Modern, Adaptive Administration; Sustainable, Thoughtful Decisions

#	PRIORITY	TIMELINE	COST ($) & CATEGORY	ACCOUNTABILITY	COMMUNITY OUTCOME	STRATEGIC PRIORITIES
9.	Hire at least one full time fire prevention person responsible for executing the SCES Quality Management Plan with the understanding to progression towards a second staff member in the next two years.					
	Low		Operational	Fire Chief & Deputy Fire Chief	Operational Excellence	Modern, Adaptive Administration; Sustainable, Thoughtful Decisions
10.	Implement a full-time recruitment and retention portfolio led by a Chief Officer or designate, with annual targets and metrics aligned to the Level of Service.					
	Low		Operational	Fire Chief & Deputy Fire Chief	Operational Excellence	Sustainable, Thoughtful Decisions
11.	Complete protocols for staffing utilizing the casual pool and recruit to ensure the casual pool is healthy to be able to backfill the full-time roles.					
	Low		Operational	SCES Administration	Operational Excellence	Sustainable, Thoughtful Decisions
12.	Build out a probationary firefighter onboarding and development program, with structured mentorship, training expectations, and feedback milestones.					
	Low		Operational	Deputy Fire Chief & Fire Officers	Operational Excellence	Sustainable, Thoughtful Decisions
13.	Develop a tactical implementation plan with an immediate time frame for enhancing the Bon Accord station to permanent 24/7 full time staffing of three (3) firefighters and one (1) Captain, in alignment with fully staffing Namao.					
	Low		Operational	Director of Community Services & Fire Chief	Planned Growth & Operational Excellence	Sustainable, Thoughtful Decisions; Reliable, Effective Infrastructure
14.	Establish a long-term paid-on-call sustainability plan, including realistic response expectations, compensation review, and improved engagement strategies.					
	Low		Operational	Deputy Fire Chief	Operational Excellence	Sustainable, Thoughtful Decisions

#	PRIORITY	TIMELINE	COST ($) & CATEGORY	ACCOUNTABILITY	COMMUNITY OUTCOME	STRATEGIC PRIORITIES
15.	Standardize promotions to officer roles based on demonstrated competencies, time-on-task, and formal leadership training.					
	Low		Operational	Deputy Fire Chief & Fire Officers	Operational Excellence	Modern, Adaptive Administration

Infrastructure

Time Legend: 2026-2027 2026 – 2029 2029 – 2035 2035 – 2045 Ongoing **Cost Legend:** <$25K <$100K $100K+ Time or existing resources

#	PRIORITY	TIMELINE	COST & CATEGORY	ACCOUNTABILITY	COMMUNITY OUTCOME	STRATEGIC PRIORITIES
1.	Replace Station 5 - Bon Accord with a new or existing building to become the new headquarters to accommodate the administrative staff as well as 24/7 staffing. It could also allow the training facility to be relocated here as well as creating an entire SCES headquarters site.					
	High		Capital	SCES Administration Town of Bon Accord	Planned Growth	Reliable, Effective Infrastructure
2.	The resolution of intermunicipal political and cost sharing barriers needs to be completed before planning for future fire service infrastructure can begin in the Bon Accord/Gibbons response districts. Aging infrastructure in Redwater, Legal and Calahoo demands that long term plans should also consider processes of intermunicipal cooperation between the towns of Redwater, Legal and SCES.					
	High		Time Cost	CAOs Councils Fire Chiefs	Collaborative Governance; Thriving Communities	Reliable, Effective Infrastructure; Sustainable, Thoughtful Decisions; Meaningful Community Connections
3.	The scope of future Infrastructure Master Plans should be expanded to include consideration to improving firefighting water supplies for existing developments and ensuring industry standard firefighting water supply is incorporated into future building development projects.					
	High		Operational	SCES Administration Fleet & Facilities Planning & Development	Planned Growth; Operational Excellence; Environmental Stewardship	Reliable, Effective Infrastructure

#	PRIORITY	TIMELINE	COST & CATEGORY	ACCOUNTABILITY	COMMUNITY OUTCOME	STRATEGIC PRIORITIES
4.	SCES to begin an initial review of the SCES training facility to determine short, medium, long-term viability. The review should concentrate on assuring the facility is aligned with regional regulations, provincial legislation and environmental policies.					
	Medium		Operational	SCES Administration Fleet & Facilities	Operational Excellence; Environmental Stewardship	Reliable, Effective Infrastructure; Sustainable, Thoughtful Decisions
5.	An ageing fire station infrastructure requires that all existing fire station facilities be assessed for structural integrity and overall suitability and expected service life by a reputable engineering firm.					
	Medium		Operational	SCES Administration Fleet & Facilities	Operational Excellence; Environmental Stewardship	Reliable, Effective Infrastructure
6.	Station locations, design, function, maintenance and anticipated service life cycles need to be continuously reviewed.					
	Medium		Time Cost	SCES Administration Fleet & Facilities	Operational Excellence	Reliable, Effective Infrastructure; Sustainable, Thoughtful Decisions
7.	Strategic analysis and planning for the replacement of aging fire stations should be completed.					
	Medium		Time Cost	SCES Administration Fleet & Facilities	Planned Growth; Collaborative Governance	Reliable, Effective Infrastructure; Sustainable, Thoughtful Decisions
8.	Implementation of mutual aid and automatic aid agreements may provide alternative medium- and long-term solutions to service provision in specific areas of Sturgeon County. These agreements may be considered as alternatives to building fire service infrastructure in the short and medium terms.					
	Medium		Time Cost	Fire Chief Legislative Services	Collaborative Governance	Sustainable, Thoughtful Decisions; Meaningful Community Connections

#	PRIORITY	TIMELINE	COST & CATEGORY	ACCOUNTABILITY	COMMUNITY OUTCOME	STRATEGIC PRIORITIES
9.	Improvements to the training facility, aligned with engineering best practices, safety and NFPA 1403 (Chapters 6 & 7) should be considered over the long term with a focus on ensuring adequate year-round water supply is available on site.					
	Medium		Capital	SCES Administration Fleet & Facilities	Planned Growth; Operational Excellence; Environmental Stewardship	Reliable, Effective Infrastructure
10.	Significant renovation of Station 4 (Namao) will be required in the long term to accommodate full-time firefighters if/when future 24-hour coverage is implemented.					
	Medium		Capital	SCES Administration Fleet & Facilities	Planned Growth; Operational Excellence	Reliable, Effective Infrastructure; Sustainable, Thoughtful Decisions
11.	Decisions regarding infrastructure involving the Bon Accord and Gibbons stations and the central response area of Sturgeon County should be made in order that SCES short, medium and long-range planning can be completed.					
	Low		Time Cost	SCES Administration CAOs Councils	Planned Growth; Collaborative Governance	Diversified Revenue and Partnerships, Sustainable, Thoughtful Decisions; Reliable, Effective Infrastructure; Economical, Desirable Services
12.	SCES should review the liability to SCES when other organizations use the training facility					
	Low		Time Cost	SCES Administration Legislative Services	Collaborative Governance	Modern, Adaptive Administration

#	PRIORITY	TIMELINE	COST & CATEGORY	ACCOUNTABILITY	COMMUNITY OUTCOME	STRATEGIC PRIORITIES
13.	Assure that there are agreements in place that clearly define the responsibilities of outside organizations who use the SCES training Facility.					
	Low		Time Cost	SCES Administration Legislative Services	Collaborative Governance	Modern, Adaptive Administration

Training

Time Legend: 2026-2027 | 2026 – 2029 | 2029 – 2035 | 2035 – 2045 | Ongoing **Cost Legend:** <$25K | <$100K | $100K+ | Time or existing resources

#	PRIORITY	TIMELINE	COST & CATEGORY	ACCOUNTABILITY	COMMUNITY OUTCOME	STRATEGIC PRIORITIES
1.	Define mandatory training required to maintain response capability, with emphasis on roles like apparatus operators and fire officers.					
	High	2026-2027	Operational	Deputy Fire Chief	Operational Excellence	Modern, Adaptive Administration
2.	Prioritize core training programs that offer the highest return on investment; specialty programs must be justified by risk data and Level of Service needs. Assure specialty training (e.g. technician-level) only occurs after core competencies are met and with a demonstrated risk-based need.					
	High	2026 – 2029	Operational	Deputy Fire Chief	Operational Excellence	Economical, Desirable Services
3.	Develop realistic and sustainable training budgets to support safe and effective delivery, including instructor costs, equipment, and leave coverage.					
	Medium	Ongoing	Operational	Fire Chief Deputy Fire Chief	Operational Excellence	Sustainable, Thoughtful Decisions
4.	Complete and implement an interim SCES-wide training calendar for all stations (ideally including contract departments) as a baseline for future development.					
	Medium	2026-2027	Operational	Deputy Fire Chief	Operational Excellence	Sustainable, Thoughtful Decisions
5.	Link training program design to OHS expectations to define and document operational competency through certification, time-on-task, and refreshers.					
	Medium	2026 – 2029	Operational	Deputy Fire Chief and OHS Officer	Operational Excellence	Modern, Adaptive Administration

#	PRIORITY	TIMELINE	COST & CATEGORY	ACCOUNTABILITY	COMMUNITY OUTCOME	STRATEGIC PRIORITIES
6.	Invest in a corporate Learning Management System that supports mandatory safety and customizable fire service training. Reduce reliance on manual and paper-based processes.					
	Medium		Operational	Deputy Fire Chief County IT	Operational Excellence	Modern, Adaptive Administration
7.	Review and enhance access to training facilities, particularly for live fire, extrication, and specialty skill maintenance including outside agencies using the facility.					
	Medium		Capital	Deputy Fire Chief	Operational Excellence	Reliable, Effective Infrastructure
8.	Develop a training matrix to support Level of Service awareness level for all SCES members and identify key stations/personnel for progression to Operations level.					
	Medium		Operational	Deputy Fire Chief	Operational Excellence	Modern, Adaptive Administration
9.	Establish complete training matrices for all roles from entry-level to officer, applicable to full-time, casual and paid-on-call members, reflecting current capabilities.					
	Medium		Operational	Deputy Fire Chief	Operational Excellence	Modern, Adaptive Administration
10.	Improve training record-keeping with centralized, digital documentation and link incident reviews to training needs assessments.					
	Medium		Operational	Deputy Fire Chief Fire Officers	Operational Excellence	Modern, Adaptive Administration
11.	Ensure interoperability with contracted service providers by aligning training expectations and response procedures.					
	Medium		Operational	Deputy Fire Chief	Operational Excellence	Safe, Beautiful Communities
12.	Create a mentorship program for new members and those pursuing officer roles to support long-term competency and retention.					
	Medium		Operational	Deputy Fire Chief Fire Officers	Operational Excellence	Sustainable, Thoughtful Decisions

#	PRIORITY	TIMELINE	COST & CATEGORY	ACCOUNTABILITY	COMMUNITY OUTCOME	STRATEGIC PRIORITIES
13.	Add structured OHS-specific training for officers, aligned with *Leadership for Safety Excellence* or equivalent provincial baselines.					
	Medium		Operational	Deputy Fire Chief	Operational Excellence	Modern, Adaptive Administration
14.	Continue to promote collaborative training with regional partners like Morinville and Gibbons to enhance interoperability and learning.					
	Medium		Time Cost	Deputy Fire Chief	Operational Excellence	Meaningful Community Connections; Safe, Beautiful Communities
15.	Develop internal/external course offerings following skills assessments to address gaps and build ongoing capacity.					
	Medium		Operational	Deputy Fire Chief	Operational Excellence	Modern, Adaptive Administration
16.	Ensure consistent investment in training with budgets and resourcing aligned to department growth, succession planning, and OHS competency standards.					
	Low		Operational	Fire Chief Deputy Fire Chief	Operational Excellence	Sustainable, Thoughtful Decisions; Economical, Desirable Services
17.	Develop a department-wide multi-year training calendar aligned with Level of Service, progression, and officer development. The calendar should support internal and external course planning.					
	Low		Operational	Deputy Fire Chief	Operational Excellence	Modern, Adaptive Administration
18.	Assign oversight of all training to the Deputy Fire Chief (Training) with structured delegation to officers and instructors. Ensure training delivery meets instructional standards.					
	Low		Operational	Deputy Fire Chief	Operational Excellence	Modern, Adaptive Administration

#	PRIORITY	TIMELINE	COST & CATEGORY	ACCOUNTABILITY	COMMUNITY OUTCOME	STRATEGIC PRIORITIES
19.	Develop and implement a formal onboarding and orientation process with baseline safety, operations, and culture components.					
	Low		Operational	Deputy Fire Chief	Operational Excellence	Modern, Adaptive Administration
20.	Introduce command system standards (strategic, tactical, communication) and integrate them into all emergency response training.					
	Low		Operational	Deputy Fire Chief	Operational Excellence	Modern, Adaptive Administration
21.	Implement formal command training aligned with NFPA 1021, 1521, and 1041 standards, with a focus on soft skills such as conflict resolution and emotional intelligence.					
	Low		Operational	Deputy Fire Chief	Operational Excellence	Modern, Adaptive Administration
22.	Invest in a structured officer development program incorporating NFPA 1021, mentorship, admin training, and command decision-making.					
	Low		Operational	Deputy Fire Chief	Operational Excellence	Modern, Adaptive Administration
23.	Establish a comprehensive training standards framework, including Job Performance Reviews, lesson plans, Learning Management System integration, and minimum training benchmarks across ranks.					
	Low		Operational	Deputy Fire Chief	Operational Excellence	Sustainable, Thoughtful Decisions
24.	Establish structured industrial training programs (e.g. via NR CAER) to ensure consistency with mutual aid and industrial partners.					
	Low		Operational	Deputy Fire Chief	Operational Excellence	Meaningful Community Connections; Diverse Business Hub

Apparatus and Equipment

Time Legend: 2026-2027 2026 – 2029 2029 – 2035 2035 – 2045 Ongoing **Cost Legend:** <$25K <$100K $100K+ Time or existing resources

#	PRIORITY	TIMELINE	COST & CATEGORY	ACCOUNTABILITY	COMMUNITY OUTCOME	STRATEGIC PRIORITIES
1.	Add integrated in-cab communications, radio and hearing protection systems in all front-line apparatus.					
	Medium		Operational	Deputy Fire Chief	Operational Excellence	Modern, Adaptive Administration
2.	Add mobile data Terminals (MDTs) on all front-line apparatus to assist with information management during dispatch and response.					
	Medium		Operational	Deputy Fire Chief	Operational Excellence	Sustainable, Thoughtful Decisions
3.	Establish support from Fleet & Facilities after regular business hours, on weekends, holidays and during significant incidents.					
	Low		Operational	SCES Administration Fleet & Facility Services	Operational Excellence	Modern, Adaptive Administration; Reliable, Effective Infrastructure
4.	Apparatus maintenance and delivery procedures should be developed in conjunction with Fleet & Facilities.					
	Low		Operational	SCES Administration Fleet & Facility Services	Operational Excellence	Modern, Adaptive Administration; Reliable, Effective Infrastructure
5.	Use casual or paid-on-call employees to create a station attendant position to take care of nonemergency apparatus movements and station supply deliveries.					
	Low		Operational	SCES Administration	Operational Excellence	Modern, Adaptive Administration

Wellness

Time Legend: 2026-2027 2026 – 2029 2029 – 2035 2035 – 2045 Ongoing **Cost Legend:** <$25K <$100K $100K+ Time or existing resources

#	PRIORITY	TIMELINE	COST & CATEGORY	ACCOUNTABILITY	COMMUNITY OUTCOME	STRATEGIC PRIORITIES
1.	Create a central wellness resource hub for information on physical, mental, and organizational health supports.					
	High		Operational	Deputy Fire Chief County IT	Operational Excellence	Modern, Adaptive Administration
2.	Survey staff bi-annually on wellness needs and perceived gaps to inform continuous improvement of programs.					
	High		Operational	OHS Officer	Operational Excellence	Modern, Adaptive Administration
3.	Ensure that wellness and resilience content is included in recruit onboarding and promoted throughout career development pathways (officer, instructor, etc.).					
	Medium		Operational	Deputy Fire Chief	Operational Excellence Thriving Communities	Safe, Beautiful Communities; Modern, Adaptive Administration
4.	Audit the current Employee Assistance Program (EAP) to how it properly supports the Fire Service and upgrade or implement as necessary to ensure all firefighters are supported.					
	Medium		Operational	Fire Chief Human Resources	Operational Excellence	Safe, Beautiful Communities; Modern, Adaptive Administration
5.	Align return-to-work protocols with both medical and operational readiness, with flexibility based on the role and nature of the absence.					
	Medium		Operational	Deputy Fire Chief Human Resources	Operational Excellence Thriving Communities	Modern, Adaptive Administration

#	PRIORITY	TIMELINE	COST & CATEGORY	ACCOUNTABILITY	COMMUNITY OUTCOME	STRATEGIC PRIORITIES
6.	Provide gym access or fitness allowances to encourage physical readiness; where possible, integrate this with daily routines and performance expectations.					
	Medium		Operational	Fire Chief Deputy Fire Chief	Operational Excellence	Modern, Adaptive Administration
7.	Create wellness programs for the spouses/partners of the firefighters including training for recognition of occupational stress injuries.					
	Low		Operational	SCES Administration	Operational Excellence Thriving Communities	Safe, Beautiful Communities; Meaningful Community Connections
8.	Expand access to peer support and Critical Incident Stress Management (CISM) resources, with consistent training and activation protocols across all stations.					
	Low		Operational	OHS Officer	Operational Excellence Thriving Communities	Modern, Adaptive Administration
9.	Develop a formal wellness program that includes physical fitness, nutritional education, mental health, and rest/recovery practices, tailored for the realities of fire service shift work.					
	Low		Operational	Deputy Fire Chief OHS Officer	Operational Excellence Thriving Communities	Safe, Beautiful Communities; Modern, Adaptive Administration

Technology

Time Legend: 2026-2027 2026 – 2029 2029 – 2035 2035 – 2045 Ongoing **Cost Legend:** <$25K <$100K $100K+ Time or existing resources

#	PRIORITY	TIMELINE	COST & CATEGORY	ACCOUNTABILITY	COMMUNITY OUTCOME	STRATEGIC PRIORITIES
1.	Review the current firefighter alert system, Active911, to ensure it is meeting the current needs of SCES. Part of the review will include the services other comparable software systems could improve upon the current usage.					
	Medium		Operational	SCES Administration	Operational Excellence	Modern, Adaptive Administration
2.	Investigate the different Record Management Systems available to decide which would best fit SCES' needs.					
	Medium		Operational	SCES Administration	Operational Excellence	Modern, Adaptive Administration

Financials

Time Legend: 2026-2027 2026 – 2029 2029 – 2035 2035 – 2045 Ongoing **Cost Legend:** <$25K <$100K $100K+ Time or existing resources

#	PRIORITY	TIMELINE	COST & CATEGORY	ACCOUNTABILITY	COMMUNITY OUTCOME	STRATEGIC PRIORITIES
1.	Create new cost centres within the Fire Department budget for specific areas such as administration, as well as a cost centre for each fire station.					
	High		Time Cost	SCES Administration	Operational Excellence	Sustainable, Thoughtful Decisions

Financial Impact of Recommendations

This report has made 99 recommendations, covering the entirety of the twenty-year fire master plan from 2025 to 2045.

There are 14 recommendations will have a financial impact on the operating and capital budgets within the next five years. Table 1 on the following page details the area that the recommendation came from and the financial impact over the next five years.

Administration is recommending that the fire service and protective service each have their own dedicated administrative assistant. This will align administrative support with each area and reduce administrative burden on senior officers.

Staffing is recommending that a new dedicated training officer be hired to lead all training. There are many new training recommendations that will require a dedicated leader. It is also recommended that this new position be provided a command vehicle that would allow the training leader to respond to incidents that require staffing assistance.

Staffing is also recommending that two new fire prevention officers be hired within the next two years. These new positions would be responsible for executing the SCES Quality Management Plan. Both of these positions will receive a command vehicle to assist them in their duties.

Infrastructure is recommending that the Bon Accord fire station be replaced. The County already has this in their capital plan scheduled for 2028 with a budget of $8,000,000. If the Bon Accord station is upgraded to the new headquarters, the cost could increase to $15,000,000.

Training has the most recommendations in the report with a significant workload being recommended. There is already a staffing recommendation to hire a dedicated training officer, and this is recommending that the training budget be increased to be able to fund all the new training initiatives.

Training is recommending that the County invest a structured officer development plan incorporating NFPA 1021. Additional budget funds will be required for course costs and training materials.

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Training is also recommending that the County invest in a formal command training program incorporating NFPA 1021, 1521 and 1401 standards. Additional budget funds will be required for course costs and training materials.

Training is recommending that the County invest in a new learning management system (LMS). An allowance of $25,000 for a new software purchase is recommended with annual software maintenance costs annually every year after.

Apparatus & Equipment is recommending that the County use casual or paid on call firefighters to create a station attendant position. The station monitor would take care of equipment, non-emergency apparatus movements and station delivery supplies. The recommendation is for 4 hours per day for 5 days per week.

Apparatus & Equipment is also recommending that the County install integrated in-cab wireless communication in all fire apparatus vehicles. Engines, Ladders, Rescues would all receive 4 headsets and Tenders and Rapid units would receive 2 headsets. The initial cost of installation would be $154,000 and additional budget funds would be required annually for replacements and maintenance.

Technology is recommending that the County invest in a new records management system.

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Table 1

Financial Impact of Recommendations in the Sturgeon County Fire Master Plan

Area	Recommendation	2025	2026	2027	2028	2029	Detail
Administration	Have dedicated Administrative Assistants for Fire and Protective Services	75,000	77,250	79,568	81,955	84,413	$75K Salary & Benefits. 3% annual inflation
Staffing	Hire a training officer. (With additional training budget)	145,000	149,350	153,831	158,445	163,199	$145K Salary & Benefits. 3% annual inflation
Staffing	New Training officer vehicle	80,000	-	-	-	-	Command vehicle
Staffing	Hire a fire prevention officer (now). Another in 2 years	145,000	149,350	298,700	307,661	316,891	Salary & Benefits. 3% annual inflation
Staffing	New fire prevention officers vehicles	80,000	-	80,000	-	-	Command vehicle
Infrastructure	Replace Station 5 - Bon Accord	-	-	-	8,000,000	-	Already in the County capital plan
Infrastructure	Fire hall structural integrity assessment.	25,000	-	-	-	-	Contract out. $5K for each fire hall
Training	Increase training.	25,000	25,750	26,523	27,318	28,138	More training hours for all firefighters
Training	Invest in a structured officer development program.	5,000	5,150	5,305	5,464	5,628	Course costs and training materials. 3% inflation
Training	Implement formal command training	24,000	24,720	25,462	26,225	27,012	6 Officers per year Course costs and training materials
Training	Invest in a Learning Management System	25,000	5,000	5,150	5,305	5,464	Software costs & annual fees
Apparatus & Equipment	Create a station monitor position.	45,885	47,261	48,679	50,140	51,644	Increase POC salary budget (4 hours per day / Monday to Friday)
Apparatus & Equipment	Add integrated in-cab communication (wireless)	154,000	2,500	2,575	2,652	2,732	Retrofit 22 fleet vehicles. Add allowance for annual maintenance
Technology	Invest in a new records management system	60,000	5,000	5,150	5,305	5,464	Software costs & annual fees
	Total	**888,885**	**491,331**	**730,941**	**8,670,469**	**690,583**	

APPENDIX A

Strategic Plan (2022-2025)

"Plan on a Page"

Vision

Offering a rich tapestry of historical, cultural, and natural experiences, Sturgeon County is a municipality that honours its rural roots and cultivates desirable communities. Uniquely situated to provide world-class agricultural, energy, and business investment opportunities, the County prioritizes responsible stewardship and dreaming big.

Our Guiding Principles

Collaboration
Accountability
Flexibility
Excellence
Safety
Future Readiness
Affordability
Innovation

Key Strategies and Plans

Annual and Long-Term Plans

- Council's Strategic Plan
- Administration's Corporate Business Plan
- Municipal Development Plan, Land Use Bylaw, and Community Plans
- Master Plans (Infrastructure, Economic Development, etc.)
- Operating and Capital Plans and Budget
- Alberta Industrial Heartland Association Strategic Plan
- Edmonton Metropolitan Region Growth Plan
- Metropolitan Region Servicing Plan
- Edmonton Global Strategic Plan
- Edmonton Regional Hydrogen HUB Plan
- ***Municipal Government Act***

Monitoring and Reporting on Progress

- Semi-Annual Reporting to Council
- Service Catalogue and Service Level Inventory

Community Outcomes

Sturgeon County's Council has identified five community outcomes to serve as goal statements for the organization, with corresponding strategic priorities. These outcomes guide strategic decision-making to ensure the community is evolving in an intentional way.

Planned Growth

- Internationally competitive to attract, grow, and sustain diverse business
- Modern broadband and digital capabilities
- Reliable and effective infrastructure
- Low cost, minimal red tape regulations
- Comprehensive land use and infrastructure planning
- Agricultural preservation and supports
- Tenacious focus on new growth and innovation

Thriving Communities

- Beautiful, surprising places with high standards
- Engaging cultural, historic, and civic amenities
- Integrated natural spaces and trail systems
- Safe, welcoming, and diverse communities
- Small community feel and personal connections
- Commitment to high quality of life
- Strong community identity and pride
- Healthy and resilient

Environmental Stewardship

- Clean air, land, and water
- Carbon neutral municipal practices
- Adaptive to climate and weather patterns
- Conservation of natural areas and agricultural lands
- Safekeeping ecosystems
- Circular economy opportunities
- Enhanced greening and biodiversity
- Sustainable development
- Partnerships with industry and others to drive emission reductions

Collaborative Governance

- Predictable and stable external relationships
- Meaningful connections with Indigenous communities
- Transparent and action-oriented decision making based on sound rationale
- Ongoing community consultation and engagement
- Respectful and informed debate
- Volunteer partnerships
- Clear and supportive governance processes

Operational Excellence

- Engaged and effective people - Council, Administration, and Volunteers
- Quality, cost-effective service delivery
- Robust procurement and operational practices and policies
- Positive culture within the municipal organization
- Continuous learning and improvement mindset
- Nimble and bold, with strong leadership
- Future focused thinking to proactively respond to emerging opportunities and challenges
- Asset management and performance measurement
- Alternative revenue generation and service delivery models
- Long term financial planning and sustainability
- Careful debt and reserve stewardship
- Integrated strategic and business planning

Strategic priorities for the next four years (and beyond)

Diverse Business Hub
Reinforce Sturgeon County as an internationally competitive and supportive municipality to locate and conduct business

Safe, Beautiful Communities
Cultivate safe, beautiful, and complete communities

Carbon Neutral Municipal Operations
Achieve carbon neutral municipal operations by considering benchmarks that reflect environmental, social, and governance (ESG) measures

Modern, Adaptive Administration
Prioritize municipal workforce and process and policy modernization that supports a productive and future-ready organization

Diversified Revenue and Partnerships
Realize opportunities for alternative revenue generation and shared efficiencies through innovative new models and partnerships

Meaningful Community Connections
Acknowledge and celebrate Sturgeon County's history and relationships with Indigenous and other communities

Clean Energy Economic Systems
Support long-term transition to a low carbon economy, prioritizing hydrogen and other clean energy production

Sustainable, Thoughtful Decisions
Embed thoughtful long-range financial and operational planning into decision-making processes

Reliable, Effective Infrastructure
Enhance local broadband, emergency, transportation, and recreation infrastructure

Economical, Desirable Services
Ensure residents will be offered cost-effective and highly valued services

APPENDIX B

Corporate Business Plan (2025-2028)

"Plan on a Page"

The Corporate Business Plan on a Page highlights the ten strategic priorities included in Sturgeon County's 2022-2025 Strategic Plan and the Initiatives being undertaken to advance the achievement of the Community Outcomes and Priorities.

Community Outcomes

- ***Planned Growth***
- ***Thriving Communities***
- ***Environmental Stewardship***
- ***Collaborative Governance***
- ***Operational Excellence***

Diverse Business Hub

Reinforce Sturgeon County as an internationally competitive and supportive municipality to locate and conduct business.

Industrial Heartland Utility Initiation	***Q3 2022 - Q2 2025***
Industrial Heartland Utility Construction	***Q2 2026 - Q2 2028***
Industrial Heartland Utility Implementation	***Q1 2028 - Q4 2029***
Villeneuve Airport Investment Marketing	***Q2 2025 - Q2 2026***

Safe, Beautiful Communities

Cultivate safe, beautiful, and complete communities.

Greenspace Maintenance Agreement Framework	***Q1 2024 - Q4 2026***
Agriculture Master Plan	***Q3 2023 - Q2 2025***
Fire Master Plan	***Q4 2023 - Q2 2025***
Municipal Development Plan: Regional Alignment	***Q3 2023 - Q3 2025***

Carbon Neutral Municipal Operations

Achieve carbon neutral municipal operations by considering benchmarks that reflect Environmental, Social, and Governance (ESG) measures.

Municipal Fleet Dual Fuel Conversion Pilot	***Q2 2025 - Q4 2027***
Record Digitization	***Q4 2020 - Q4 2025***

Modern, Adaptive Administration

Prioritize municipal workforce and process and policy modernization that supports a productive and future-ready organization.

Communications Audit	***Q1 2024 - Q2 2025***
Content Management and Collaboration	***Q1 2022 - Q4 2025***
Digital Permitting System Implementation	***Q4 2022 - Q4 2025***
Engagement Framework	***Q1 2024 - Q1 2025***
Municipal Election Preparedness	***Q1 2025 - Q4 2025***
Online Services Modernization	***Q1 2025 - Q4 2026***
Safe, Respectful, and Inclusive Workplace Strategy	***Q1 2024 - Q1 2025***

Diversified Revenue and Partnerships

Realize opportunities for alternative revenue generation and shared efficiencies through innovative new models and partnerships.

Community Aggregate Payment Review	***Q3 2023 - Q2 2025***

Meaningful Community Connections

Acknowledge and celebrate Sturgeon County's history and relationships with Indigenous and other communities.

Joint Use Planning Agreements	***Q2 2022 - Q2 2025***
Municipal Ward Boundary Review	***Q1 2027 - Q4 2027***

Clean Energy Economic Ecosystem

Support long-term transition to a low carbon economy, prioritizing hydrogen and other clean energy production.

Sturgeon Valley Hydrogen Development Initiation	***Q4 2022 - Q4 2026***
Sturgeon Valley Hydrogen Development Implementation	***Q1 2027 - Q4 2031***

Sustainable, Thoughtful Decisions

Embed thoughtful long-range financial and operational planning into decision-making processes.

Facility Current State Analysis	***Q3 2023 - Q3 2025***
Facility Long-Range Master Plan	***Q3 2026 - Q3 2027***
Financial System Modernization	***Q2 2024 - Q4 2027***
Municipal Census	***Q1 2026 - Q4 2026***
Regulated Assessment Review	***Q3 2021 - Q2 2025***
Strategic Plan Renewal	***Q1 2025 - Q1 2026***
Sturgeon Valley Operational Impact Review	***Q3 2025 - Q2 2026***
Waste Strategy	***Q3 2024 - Q2 2025***

Reliable, Effective Infrastructure

Enhance local broadband, emergency, transportation, and recreation infrastructure.

Asset Management Implementation	***Q4 2019 - Q4 2025***
Broadband Access Improvement	***Q1 2024 - Q4 2027***
County Park Feasibility Study	***Q1 2024 - Q2 2025***
Natural Asset Management Creation	***Q1 2026 - Q1 2027***
Parks Bylaw Development	***Q1 2024 - Q2 2025***

Economical, Desirable Services

Ensure residents will be offered cost-effective and highly valued services.

Intermunicipal Collaboration Frameworks (ICFs)	***Q4 2023 - Q4 2027***
Intermunicipal Fire Agreements	***Q3 2025 - Q4 2026***
Intermunicipal Recreation Agreements	***Q1 2024 - Q4 2025***

Report Prepared By:

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

www.transitionalsolutions.ca

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a division of Englobe

ENGINEERING STUDY
SPRUCE MEADOW LANE

October 7, 2025

MPE Corporate Profile – Who We Are

- MPE a division of Englobe, was incorporated in 1983 and has been serving Western Canada as a consulting engineering firm for over 40 years.
- MPE is a medium-sized engineering firm providing service to various Clients in Alberta, Saskatchewan, Manitoba and British Columbia.
- MPE currently has 350 employees and includes 10 offices. MPE's size allows for personal attention on all projects from senior members of the company.
- MPE offers a full-service, multi-disciplinary engineering team in the municipal, water resources and building services settings.
- We offer the flexibility and efficiency of a complete in-house engineering firm.
- We provide exceptional service through open collaboration and communication, which allows us to meet our clients' needs in an innovative, practical and cost-effective manner.

MPE
a division of Englobe

MPE Corporate Services – What We Do

MPE offers the following engineering services:

- Project Management
- Design Services
- Tendering Services
- Construction Services
- Commissioning Plans & Management
- Programming
- Public Consultation
- Economic Assessments
- Drafting & Surveying
- Grant Application Services

Municipal Services – Areas of Practice

- Water Treatment & Distribution
- Wastewater Collection, Treatment & Disposal
- Stormwater Management
- Land Development
- Transportation
- SCADA, Instrumentation & Controls
- Infrastructure Assessments
- Asset Management & GIS Services
- Electrical
- Geotechnical

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Agenda

- Project Overview
- Topography and Drainage Assessment
- Issues and Concerns
- Spruce Meadow Lane Concept
- Lane and Stormwater Improvements
- Comparative Analysis
- Next Steps

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Project Overview

- **Location:** East of 51 Street and adjoining south of Bon Accord Acres road
- **Purpose:** To resolve existing overland drainage issues and provide option analysis

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Topography and Drainage Assessment

- 51 Street is higher than 52 Street, 48A Avenue is higher than 51 Avenue
- Most of runoff overland flow to 52 Street east ditch
- Cross lot drainage

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Issues and Concerns

- Cross lot drainage - directly to west properties without side gutter to capture storm runoff.
- Existing concrete swale outlet not fully functional.
- Nuisance to residents and pedestrians during storm events and snow melt conditions.
- May impose safety hazards and risk of property damage.

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Spruce Meadow Lane Concept

- Effective convey storm runoff
- Enhance street appeal
- Improve connectivity
- Promote safety and flood resilience

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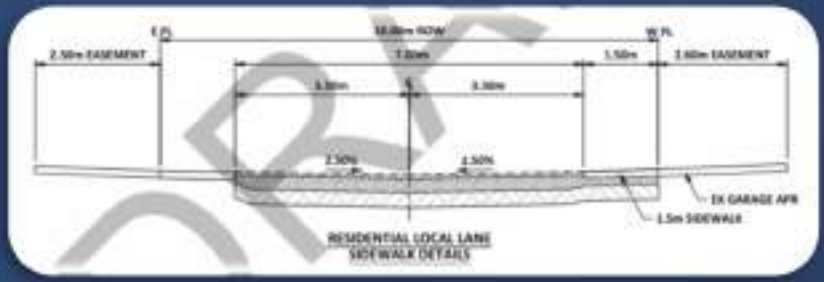
Lane and Storm System Improvement

Option 1

- Crowned road with mono curb and gutter

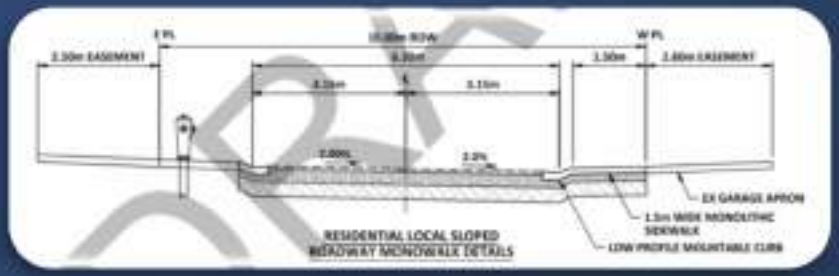
Option 2

- Inverted crown road with v-shaped swale



Option 3

- Sloped road with mono curb and gutter



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Comparative Analysis

- **Cost Estimates**
  - Option 1 - $ 562,300 Option 2 - $ 397,900 Option 3 - $ 538,500
- **Opportunities and Constraints**
  - Overland drainage collection via structures
  - Provision of pathway for pedestrian
  - Existing garage aprons extended to ROW
  - Ex grades/elevation difference concerns
- **Key Points**
- **Criteria Evaluation**
  - Construction and environmental impacts
  - Risk
  - Constructability

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Next Steps for Town of Bon Accord

- Complete prelim and detailed design
- Conduct geotechnical investigations
- Review construction phasing and methodology
- Engagement with residents

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Questions?

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Draft Report for:

Town of Bon Accord
building for tomorrow

ENGINEERING STUDY
SPRUCE MEADOW LANE

Date: September 19, 2025
Project Number: 5451-014-00

Prepared by:
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a division of Englobe

Town of Bon Accord
PO Box 779, 2025-50 Avenue
Bon Accord, AB

September 19, 2025
File: N:\5451\014-00

Attention: Jodi Brown, CLGM
Town Manager

Dear Jodi:

Re: Town of Bon Accord Engineering Study - Draft
Spruce Meadow Lane

MPE a division of Englobe (MPE), is pleased to submit a digital copy of the above-referenced draft report. We thank you for the opportunity to be of service and for preparing this report on your behalf. We look forward to assisting you in implementing your plans for the future. If you have any inquiries regarding our report or if clarification is required, please contact the undersigned at mdowhun@mpe.ca.

Yours truly,

MPE a division of Englobe

Mike Dowhun, C.Tech.
Project Manager

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1.0 INTRODUCTION

1.1 Overview

The Town of Bon Accord (Town) requires an Engineering Study for Spruce Meadow Lane. The Town has authorized MPE a division of Englobe (MPE), to undertake an Engineering Study to assess current conditions, evaluate potential options, provide recommendations, and prepare a high-level cost analysis.

Spruce Meadows Lane, approximately 300 metres in length, was constructed more than 20 years ago. Stormwater management within the residential neighbourhood currently consists of splash-to-grade drainage via downspouts, with overland flow conveyed to roadside ditches and culverts capturing runoff before discharging to natural basins.

Image 1.0: Spruce Meadow Lane

1.2 Background Review

Spruce Meadow Lane is bounded by 48A Avenue to the south and 51 Avenue to the north, with an approximate elevation difference of 1.25 metres. To the east, the neighbourhood is bounded by 51 Street, and to the west by 52 Street, where the ground elevation varies between 2.0 and 3.0 metres, as illustrated in Image 1.0 and Figure 1 in Appendix A.

The Spruce Meadow Lane neighbourhood is a low-density residential area consisting primarily of single-family dwellings. Housing types include both units with attached garages and detached garages. Recent development has introduced new single-family homes with attached garages, where driveway aprons typically drain toward Spruce Meadow Lane. In contrast, several properties follow a front-to-back lot grading configuration.

Residential units on the east side of Spruce Meadow Lane are primarily single-family homes with detached garages, abutting 51 Street with a combined roadway cross-section. Along 51 Street, the east side features a concrete boulevard walkway and monolithic sidewalk, while the west side is constructed with curb and gutter alongside a roadside ditch.

52 Street is configured as a rural standard roadway, incorporating grassed roadside ditches on both sides that function as the primary conveyance for stormwater runoff.

Existing 200mm watermain and 200mm sanitary utilities are located within the Spruce Meadow Lane right-of-way, servicing the area. East and west property lots have easements on both front and back. A 4.40m utility right-of-way between Lot 2 and 3 is currently used for sanitary system alignment. Additionally, a 4.50m utility right-of-way between Lots 26 and 27 is used for drainage and underground fibre communications.

1.3 Existing Drainage Assessment

Based on the topographic survey illustrated in Figure 1 in **Appendix A**, the east property lots abutting 51 Street exhibit a standard split drainage pattern, with the approximate high point located near the midline of the residential lots. Lot slopes range from 1.0% to 3.87%, allowing cross-lot drainage to flow westward toward properties along Spruce Meadow Lane.

Stormwater runoff from the remaining areas is captured by the 51 Street roadside ditch, which conveys flows naturally to the existing ditch and culvert system. A distinct split drainage point is located on Lot 13, where the high point along the 51 Street ditch directs runoff both south and north toward the existing 400mm CSP crossing culverts, as illustrated in Images 1.1 and 1.2.

Image 1.1: Ex 400mm CSP @ SML

Image 1.2: Ex 400mm CSP @ 51 Avenue

The west property lots generally exhibit front-to-back drainage with slopes ranging from 2.0% to 5.0%. However, at least four homes have garage aprons that are positively graded to drain directly toward Spruce Meadow Lane.

Spruce Meadow Lane itself has a cross slope ranging from 1.0% to 2.40%, but lacks constructed ditches or swales, and is therefore assumed to drain westward. A 3.40 m drainage right-of-way contains an existing concrete swale directing flows east toward the roadside ditch along 52 Street, which is combined with a 1.10m utility right-of-way accommodating underground fiber communication, as illustrated in Image 1.3.

Field observations identified trap lows adjacent to the concrete swale, where stormwater ponding occurs due to the absence of a continuous flow path, as shown in Image 1.4.

Image 1.3: Utility Right of Way

Image 1.4: Lane trap lows

The south half of Spruce Meadow Lane has a longitudinal slope of approximately 0.60%, directing runoff toward the existing concrete swale. The north half of the lane also exhibits a 0.60% slope, but with a split-drain pattern directing flows both north and south.

Given the existing cross-slope configuration and the limited stormwater infrastructure available, runoff continues to flow toward the west property lots, as illustrated in Figure 2 in **Appendix A**. At present, stormwater generated within Spruce Meadow Lane, as well as portions of the east and west property lots, is conveyed to the east roadside ditch of 52 Street, as shown in Image 1.5.

The 52 Street ditches are grassed, but the east ditch exhibits inconsistent slope, resulting in localized ponding before runoff ultimately drains toward the existing culvert. An existing 300mm CSP crossing culvert conveys stormwater to the west side of 52 Street, from where it continues to flow overland through roadside ditches in a westerly direction, as illustrated in Image 1.6.

Image 1.5: 52 Street

Image 1.6: Ditch to west

An existing stormwater system is located east of the site and currently services portions of the Town. The nearest connection point is Storm Manhole #705, located at the intersection of 50 Avenue and 50 Street. However, according to the 2019 Stormwater Master Plan, the study area is situated within Drainage Basin 1, which outlets to Natural Area 1 (NE-13-56-24-4), as illustrated in Figure 3 in **Appendix A**.

2.0 SPRUCE MEADOW LANE IMPROVEMENT

The proposed improvements will involve reconfiguring the lane to better accommodate stormwater runoff, incorporating additional conveyance structures, and providing a dedicated pedestrian pathway. In consideration of the adjacent Bon Accord Acres roadway, the conceptual configuration has been developed with the following objectives:

a) **Effectively convey stormwater runoff** in accordance with local best management practices and regulatory standards.
b) **Enhance streetscape appeal** to encourage and support active modes of transportation, particularly for pedestrians.
c) **Improve connectivity** between Spruce Meadow Lane and surrounding neighbourhoods, strengthening integration with the broader community network.
d) **Promote safety and flood resilience** through design measures that reduce risk, protect infrastructure, and ensure long-term functionality.

Image 1.7: Spruce Meadow Lane

Image 1.8: Bon Accord Acres

The existing road right-of-way (ROW) for Spruce Meadow Lane is 10m, with an asphalt pavement width of approximately 8.90m serving as a two-way drive lane. This ROW is notably narrower compared to Bon Accord Acres, which has a 20-metre ROW, as illustrated in Figure 1 in **Appendix A**. With the Town's interest in enhancing Spruce Meadow Lane, improvements would provide residents with greater functionality and enjoyment of the community space.

The following options have been identified for consideration in the improvement of Spruce Meadow Lane:

1. **Option 1: Crowned Road with Curb and Gutter** - Configure the roadway with a traditional crowned cross-section. Stormwater runoff would be conveyed laterally to both sides and directed into a curb and gutter system for collection and conveyance.

2. **Option 2: Inverted Crown Road with V-Shaped Swale** - Configure the roadway with an inverted crown (low point at the centreline). Stormwater runoff would be directed to the centreline and conveyed through a V-shaped swale integrated into the roadway.

3. **Option 3: Sloped Road with Curb and Gutter** - Configure the roadway with a continuous slope across the width. Stormwater runoff would be in one direction and conveyed through a curb and gutter system.

2.1 Option 1 - Crowned Road that Conveys Stormwater Runoff Through Curb and Gutter

This lane configuration consists of a 6.30m crowned asphalt roadway with 1.50m monolithic sidewalks and rolled-face curb on both sides, as illustrated in Figure 4 in **Appendix A**. The drive lane width is constrained by the available right-of-way once sidewalks and curbs are incorporated, resulting in 3.15m travel lanes.

According to the City of Edmonton design standards, a 3.15m lane width is suitable for design speeds below 50 km/h. In a neighbourhood context, however, alleys and lanes are typically designed for 20 km/h, which aligns with the intended use of Spruce Meadow Lane.

Implementation of this configuration is challenged by the narrow right-of-way and potential conflicts with existing surface features, including a fire hydrant, communication pedestals, and extended private garage aprons encroaching into public property.

An alternative that would maintain appropriate clearances is to install the monolithic sidewalk and curb on one side of the lane only. In this configuration, the sidewalk on the left side of the lane would be removed to provide the required clearance for the existing fire hydrant.

Key considerations for this option include ensuring proper tie-ins between the new curb/monowalk and existing garage aprons, while also avoiding any encroachment or construction impacts on private property.

To achieve the proposed lane width configuration, it is anticipated that full reconstruction will be required. This work will include, but not be limited to removal and replacement of the asphalt pavement, modification of the base course and subgrade, selective cutting and fitting of existing garage aprons within the public right-of-way, asphalt infill, and adjustments to existing utility surface structures.

A Class 'D' Cost Estimate for Option 3 is detailed in **Appendix A**.

2.2 Option 2 - Inverted Crown Road with V-Shaped Swale

This option reflects a typical residential lane configuration, consisting of a 7.0m wide inverted crown asphalt roadway with a 1.50m sidewalk, as illustrated in Figure 5 in **Appendix A**. The cross-section provides a 3.50m travel lane, with the centerline forming a V-shaped swale or gutter to convey runoff.

Due to the wider travel lane compared to Option 1, parking restrictions are recommended to maintain safe and efficient operations. Stormwater runoff will be directed along the V-shaped swale toward the identified low point in the lane and discharged via catchbasins and culvert pipes to the east roadside ditch of 52 Street, as shown in Figure 7 in **Appendix A**.

Based on the existing topography and the condition of structures along the lane, there are significant constraints to implementing this configuration. The existing lane slopes westward with an approximate elevation difference of 150–200mm (6–8 inches). Preliminary design concepts indicate that the cross-slope on both sides cannot be balanced to achieve the minimum slope required, and would be steeper on the other side, which would be inconvenient for users.

Furthermore, given the malleable characteristics of asphalt, shallower slopes are prone to flattening over time, which may exacerbate drainage issues and lead to localized ponding.

A Class 'D' Cost Estimate for Option 2 is provided in **Appendix A**.

2.3 Option 3 – Sloped Road with Curb and Gutter

Given the existing westward slope of the lane and the constraints identified with other options, this concept provides a more suitable configuration to address the elevation differences between the east and west property lines. It also mitigates concerns related to tie-ins of new concrete curbs and monolithic sidewalks with existing garage aprons.

This option consists of a 6.30m wide sloped asphalt roadway with 1.50m monolithic sidewalks and low-profile mountable curb on both sides, as shown in Figure 6 in **Appendix A**. Similar to previous options, the drive lane width is constrained by the remaining right-of-way after accounting for the sidewalk and curb placements.

Additionally, the presence of an existing fire hydrant, located approximately 0.50m west of the east property line, was given priority in the design to ensure adequate clearance within the lane configuration.

The low-profile mountable curb located on the high side will capture stormwater runoff from portions of the east property lots. The opposing curb will capture runoff from the lane surface and convey flows through catchbasins and culvert pipes to the east roadside ditch of 52 Street, as illustrated in Figure 8 in **Appendix A**.

While the general drainage from west property lots is directed to 52 Street, it was noted that four to five existing garage aprons currently drain directly onto Spruce Meadow Lane. Under this proposed lane configuration, it is anticipated that future property development will result in additional concrete aprons draining positively toward the lane.

The proposed system would direct overland gutter flow approximately 130m in length, which is longer than the standard 75m distance from the curb inlet to convey flow. A dual frame and grate would be recommended to intercept runoff.

A Class 'D' Cost Estimate for Option 3 is detailed in **Appendix A**.

3.0 STORM SYSTEM IMPROVEMENT

The catchment areas were delineated and reviewed to evaluate alternative solutions for addressing drainage concerns within the neighbourhood. This delineation establishes drainage boundaries to support the assessment of runoff volumes and flow capacities in the existing stormwater system, as presented in Figure 7 in **Appendix A**.

Stormwater runoff estimates were prepared in accordance with the City of Edmonton Design and Construction Standards. The Rational Method will be applied to model both a 5-year return period storm event for the minor system and a 100-year return period storm event for the major system.

Rational Method Formula
Q = CIA/360
Where:
Q = storm runoff generated with the storm event (m^3/s)
C = runoff coefficient, dimensionless
I = average rainfall intensity, IDF Parameters (mm/hr)
A = drainage area (ha)

The stormwater runoff coefficient and imperviousness values, determined based on land use classifications, were applied in the analysis, as summarized in the table below.

Land Use	Runoff Coefficient "C"	Imperviousness (%)
Asphalt, concrete, roof areas	0.95	90 – 100
Industrial, commercial	0.60	50 – 100
Single family residential	0.65	40 – 60
Predominant grassed areas	0.10	10 – 30
Based on COE, Volume 3-02, Stormwater Management Design Manual, 2021		

3.1 Storm Sewer

The proposed lane improvements and revised configuration with curb and gutter system represent best practices for stormwater conveyance. Storm catchbasins and catchbasin manholes will be strategically located at the low points of the lane, with conceptual culvert pipes sized at 375mm diameter, designed at a 1% slope, and with a minimum cover of 1.80m. In all options, the storm system will utilize the existing Utility Right-of-Way (URW) between Lots 26 and 27. Final confirmation of pipe sizing, inlet capacity, and slopes will be completed during the detailed design stage.

3.2 Ditch and Culverts

The existing culvert system was evaluated as part of the major system assessment to determine whether the current infrastructure can accommodate projected flows. Culvert capacity was analyzed based on the maximum headwater depth ratio (HW/D) under existing conditions.

The existing 400mm culverts located at 51 Avenue and Spruce Meadow Lane were found to have sufficient capacity. The 300mm crossing culvert at 52 Street was found to have a flow capacity of approximately 0.17 m^3/s, which is significantly lower than the estimated peak discharge of 0.74 m^3/s. To accommodate the required flow, replace the existing with three (3) 400mm culvert pipes complete with rip-rap components. This replacement will be a simpler construction as it will maintain the existing vertical profile for the road and will not require increasing the embankment.

A detailed summary of culvert assessment results is presented in the table below.

Location	Culvert Size (mm)	Maximum (H_W/D)	Culvert Capacity (m^3/s)	1:100-Year Storm Discharge Flow (m^3/s)	Note
51 Ave	Ex 400	1.63	0.20	0.08	Sufficient Capacity
SM Lane	Ex 400	2.38	0.28	0.06	Sufficient Capacity
52 Street	Ex 300	3.30	0.17	0.74	Replace with three (3) 400mm and no increase of embankment

The existing ditch on 52 Street serves as the runoff discharge point for Spruce Meadow Lane. Analysis shows the ditch section at the low point (near the culvert inlet) has a theoretical full-depth capacity of 1.15 m^3/s, with current flows indicating a 65% utilization rate. Maintaining effective runoff flow in the road ditch requires a combination of controlling overgrown grass, removing silt accumulation, and proper shaping to maintain a consistent grade.

4.0 IMPROVEMENTS COST

The preliminary cost estimates for the proposed lane improvement options were developed as Class “D” estimates, based on the identified probable work items and with the assumption that a design allowance of no more than 20% will be required. A 25% contingency has been included to account for uncertainties at this stage of design, and 12% engineering and testing to conclude the probable costing. The detailed Class “D” cost estimates are provided in **Appendix B**.

The storm system improvements along 52 Street may be treated as a separate cost item from the lane improvement works. The proposed scope includes reshaping the ditch to have consistent grade and replacement of the existing crossing culvert. The total estimated cost for these improvements is approximately $25,000.

5.0 CONCLUSIONS AND RECOMMENDATIONS

Based on the reviewed lane configuration options, a minimum 6.30 m drive lane with a 1.50m monolithic sidewalk on one side can be accommodated within the existing right-of-way under current conditions. There is potential to increase the drive lane width should the existing fire hydrant be relocated. In the proposed configuration, the monolithic sidewalk would be situated on the low side of the lane, adjacent to the attached garage dwellings of the west property lots within the public right-of-way.

The lane configuration options were further reviewed and evaluated, taking into account the opportunities and constraints associated with each. A comparative summary is provided in the table below.

Option	Opportunities	Constraints	Cost
Option 1: Crowned Road conveying stormwater runoff through curb and gutter	• Lane configuration is the same as the Bon Accord Acres Road. • Provision of both monowalks for pedestrians. • Stormwater runoff will be directed and conveyed to curbs and gutters. • Overland drainage will be collected through storm catchbasin and directed to natural basin.	• Driving lane is narrow with the addition of monowalks. • Monowalk will conflict with the existing surface structure. • Existing fire hydrant is located within the right-of-way. • Number of existing garage aprons extended to the public road right-of-way. • Connection tie-in concern with the existing concrete garage apron. • May require reconstructing existing concrete garage to have acceptable slope and elevation tie ins.	$ 562,300.00 including 25% contingency and 12% Engineering/ Testing
Option 2: Inverted Crown road conveying stormwater runoff through V-shaped swale	• Lane improvement configuration conforms to typical residential lane standards. • Provision of sidewalk for pedestrians. • Lane to be constructed as stormwater runoff conveyance. • Wider travel lane for users	• Elevation difference with the east and west PL concerns. • East (Left) side slope of V-shaped swale will be steeper. • Connection tie-in concern with the existing concrete garage apron. • May require reconstructing existing concrete garage to have acceptable slope and elevation tie ins.	$ 397,900.00 including 25% contingency and 12% Engineering/ Testing
Option 3: Sloped road conveying stormwater runoff through curb and gutter	• Lane matching with the existing surface slope or inclination. • Suitable connection tie ins to new curbs and monowalk. • Provision monowalk for pedestrians. • Stormwater runoff will be directed and conveyed to curbs and gutters. • Overland drainage collected through storm catchbasin and directed to natural basin.	• Driving lane is narrow with the addition of curb and monowalk. • Prohibits curb side parking for locals. • May require protection or relocation of existing fire hydrant. • May require asphalt and gravel fill for private properties.	$ 538,500.00 including 25% contingency and 12% Engineering/ Testing

Based on the analysis presented above, the following key points can be concluded:

- Neighbourhood Disruption: Implementation of the lane improvements will result in temporary disruptions, including restricted access, construction activity, and impacts on local traffic circulation.
- Property Access: There is a possibility of limited or no vehicle access to certain properties during construction, particularly at garage apron locations.
- Construction Impacts: Residents may experience exposure to construction-related conditions, including dust, debris, air quality impacts, and elevated noise levels.
- Garage Apron Encroachments: Several existing garage aprons extend into the public right-of-way, creating challenges in achieving the proposed lane width with the addition of a monolithic sidewalk.
- Culvert Capacity Deficiency: The existing 300mm crossing culvert at 51 Street does not have sufficient capacity to accommodate the required stormwater flows.
- Ditch Grading Issues: The 51 Street ditches exhibit inconsistent and shallow slopes, limiting their ability to effectively convey stormwater runoff.

To make a reasonable comparison of the proposed lane improvements, options will be further reviewed through the weighted criteria evaluation shown in the table below.

Criteria	Percent Total (100%)	Option #1	Option #2	Option #3
Cost - funding required	25%	3	5	4
Construction and Environmental Impacts – limited access, no vehicle access to garage, noise and waste	25%	3	3	3
Risk – proximity to structure, damage, excavation, slope stability	25%	3	3	3
Constructability – construction phasing, structure connection tie ins	25%	2	2	4
Total Points		2.75	3.25	3.50

Points Legend:

5 – Most Favourable 3 – Somewhat Favourable 1 – Least Favourable

MPE recommends proceeding with Option 3 – a sloped road configuration with a monolithic sidewalk, where stormwater runoff is conveyed through a curb and gutter system. This option provides the most practical balance of functionality and constructability, while minimizing modifications to tie-in elevations within private property, particularly at existing garage aprons. Where adjustments are required, they may include landscaping restoration, gravel fill, asphalt infill, concrete apron cutting, and apron reconstruction.

The following steps are recommended for advancing this project:

- Complete Preliminary and Detailed Design: Advance the engineering design for Option 3, including preparation of Class B cost estimates.
- Conduct Geotechnical Investigations: Undertake subsurface investigations along the lane and proposed storm pipe alignment to confirm soil conditions and support detailed design.
- Review Construction Phasing and Methods: Develop strategies to minimize neighbourhood disruption during construction, with specific attention to traffic control, parking accommodation and maintaining property access where possible.
- Engage with Residents: Conduct surveys, meetings, and in-person discussions with local residents to gather input and address concerns related to the lane improvements.

APPENDIX A

Figures

LEGEND:

EXISTING

- PROPERTY LINE
- DRAINAGE DITCH
- EDGE OF GRAVEL
- EDGE OF PAVEMENT
- LIGHT STANDARD — LS
- ELECTRICAL TRANSFORMER — PED
- POWER POLE — PP
- ELECTRICAL TRANSFORMER — ET
- GATE VALVE
- HYDRANT
- WATER MAIN — W 150
- MANHOLE
- CATCH BASIN
- CULVERT
- SANITARY — S 200
- STORM — ST 200

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MPE a division of Englobe

TOWN OF BON ACCORD

ENGINEERING STUDY - SPRUCE MEADOW LANE
CIVIL
EXISTING TOPOGRAPHIC PLAN
FIGURE 1

DESIGNED	C.H.C.	JOB	5451-014-00
DRAWN	M.A.L.	SCALE	1:1500
DATE	JUNE 2025	DRAWING	C1.1

LEGEND:

EXISTING

- PROPERTY LINE
- DRAINAGE DITCH
- EDGE OF GRAVEL
- EDGE OF PAVEMENT
- LIGHT STANDARD — LS
- ELECTRICAL TRANSFORMER — PED
- POWER POLE — PP
- ELECTRICAL TRANSFORMER — ET
- GATE VALVE
- HYDRANT
- WATER MAIN — W 150
- MANHOLE
- CATCH BASIN
- CULVERT
- SANITARY — S 200
- STORM — ST 200
- DRAINAGE ARROW

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MPE a division of Englobe

TOWN OF BON ACCORD

ENGINEERING STUDY - SPRUCE MEADOW LANE
CIVIL
EXISTING DRAINAGE SYSTEM
FIGURE 2

DESIGNED	C.H.C.	JOB	5451-014-00
DRAWN	M.A.L.	SCALE	1:1500
DATE	JUNE 2025	DRAWING	C1.2

Legend:
- Drainage Direction
- Drainage Basins
- Natural Areas
- Town Boundary

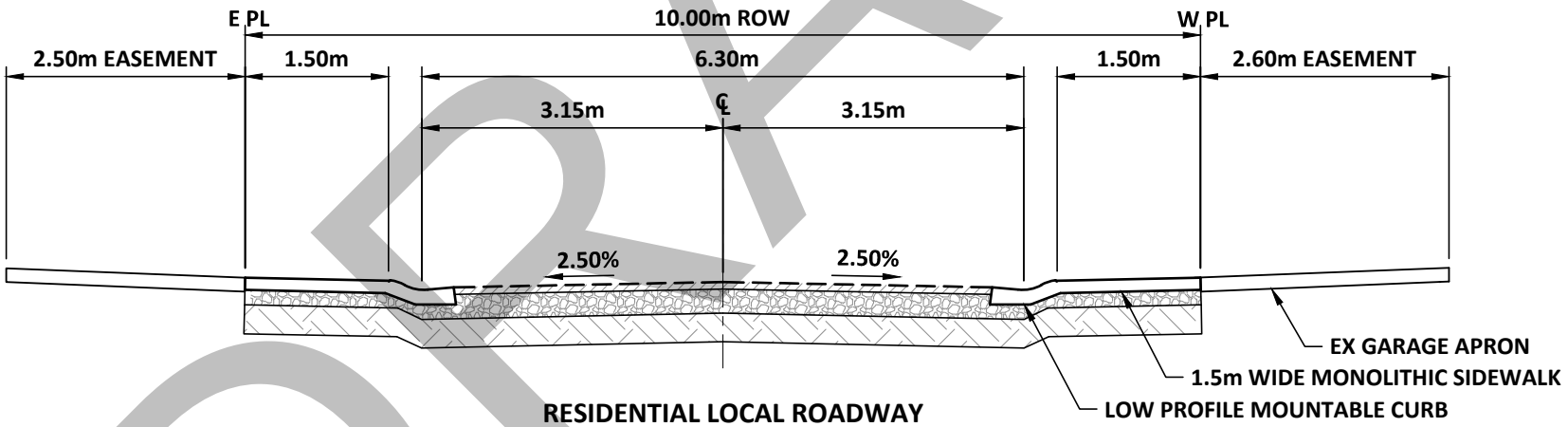
FIGURE No. 3-1

TOWN OF BON ACCORD
STORM MASTER PLAN UPDATE

MAJOR DRAINAGE BASINS

AE PROJECT No.	2019-3459
SCALE	1:9,000
COORD. SYSTEM	NAD 1983 3TM 114
DATE	2019 OCTOBER
REV	
DESCRIPTION	ISSUED FOR FINAL

FIGURE 3



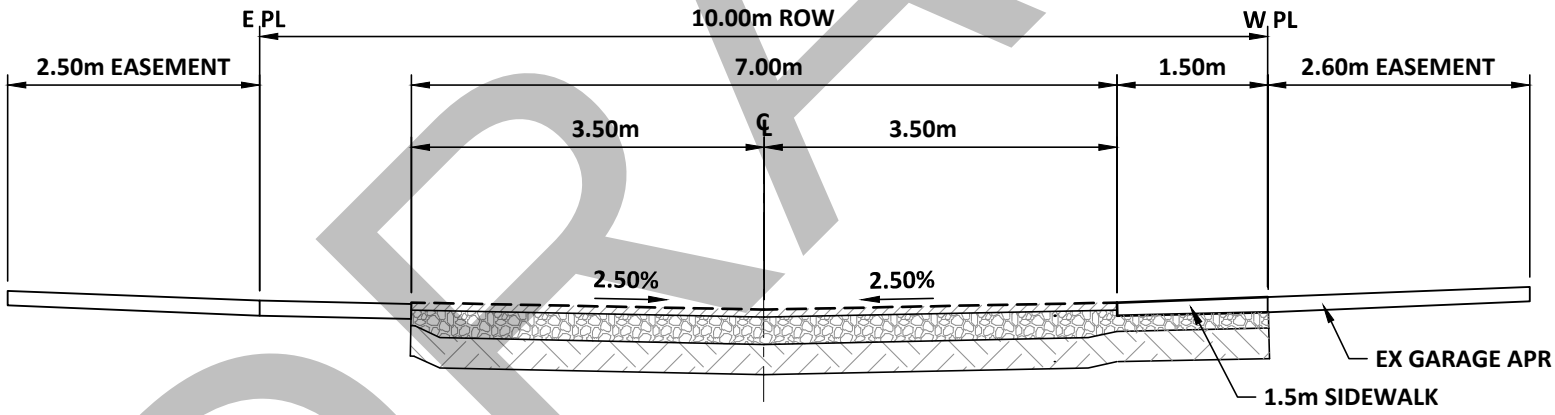
RESIDENTIAL LOCAL ROADWAY
MONOWALK DETAILS

a division of Englobe

TOWN OF BON ACCORD

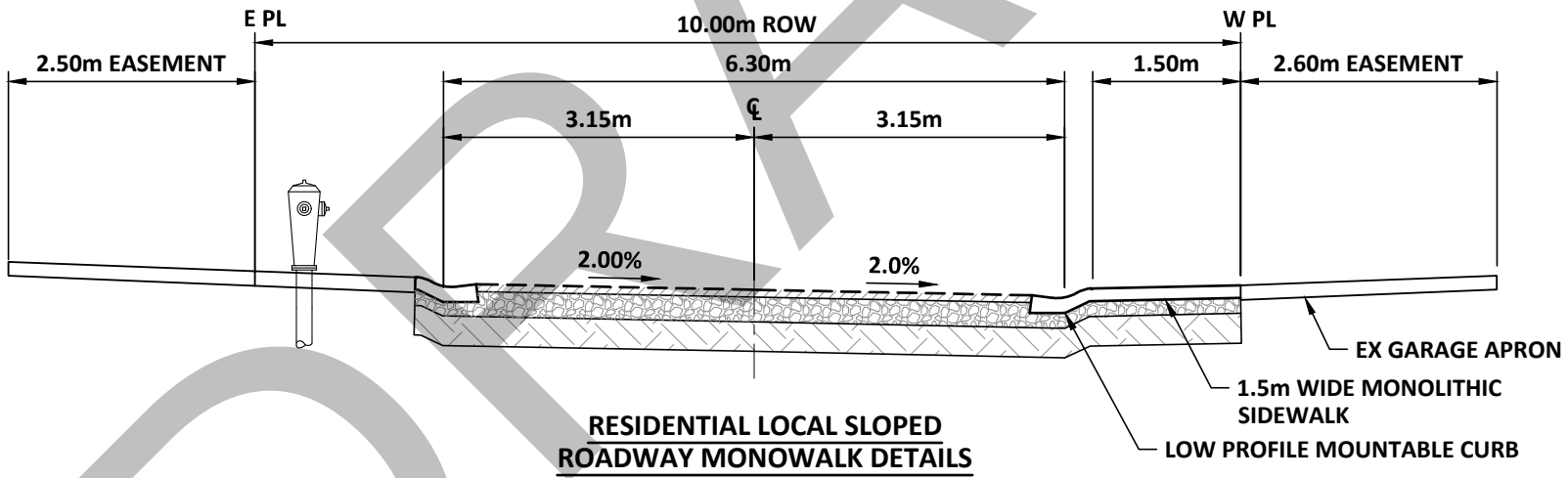
ENGINEERING STUDY - SPRUCE MEADOW LANE
FIGURES
OPTION 1

SCALE: NTS	DATE: JUNE 2025	JOB: 5451-014-00	FIGURE: 4



RESIDENTIAL LOCAL LANE
SIDEWALK DETAILS

MPE a division of Englobe		**TOWN OF BON ACCORD** **ENGINEERING STUDY - SPRUCE MEADOW LANE** **FIGURES** **OPTION 2**	
SCALE: NTS	**DATE: JUNE 2025**	**JOB: 5451-014-00**	**FIGURE: 5**



RESIDENTIAL LOCAL SLOPED ROADWAY MONOWALK DETAILS

a division of Englobe

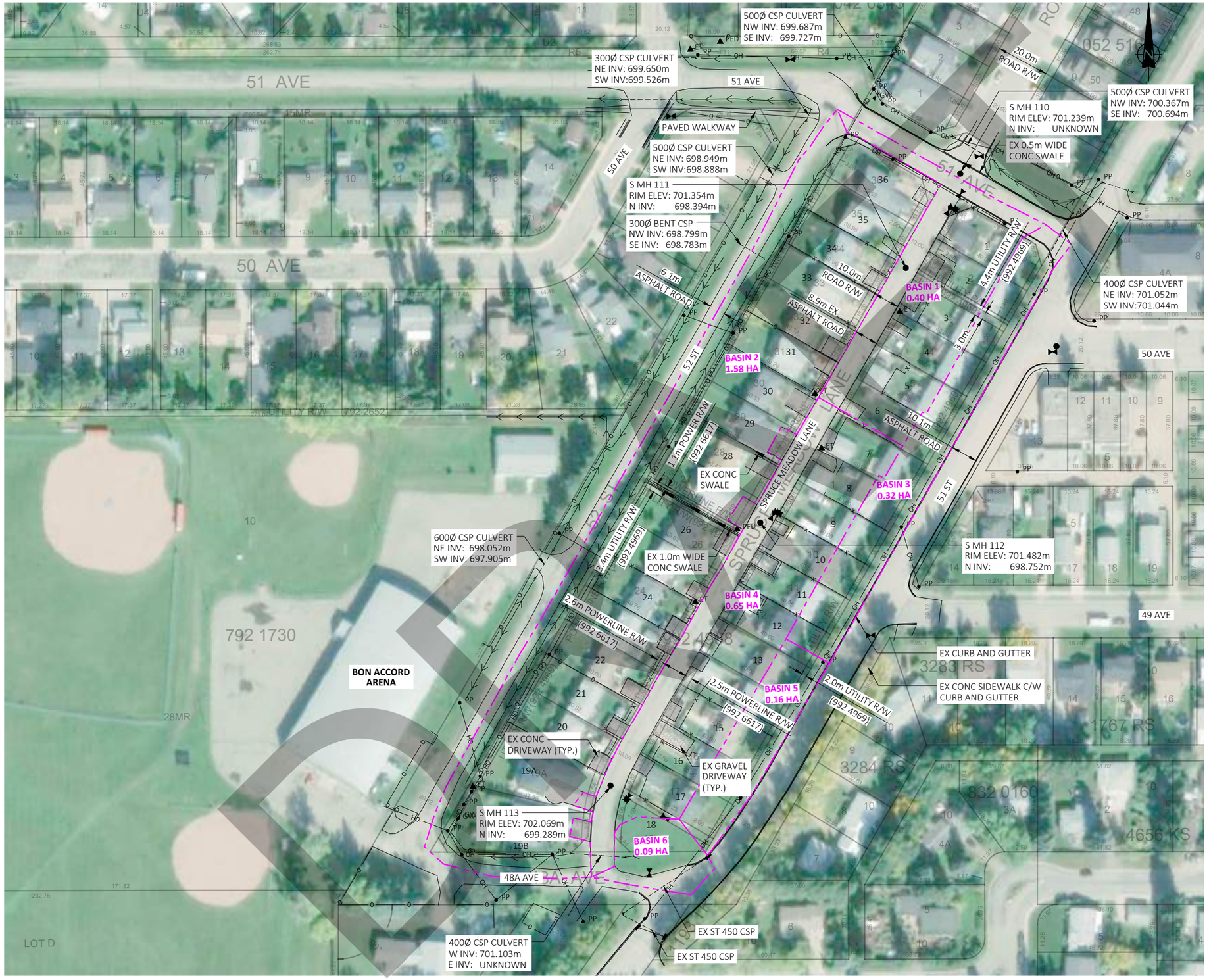
TOWN OF BON ACCORD

ENGINEERING STUDY - SPRUCE MEADOW LANE
FIGURES
OPTION 3

SCALE: NTS	DATE: JUNE 2025	JOB: 5451-014-00	FIGURE: 6

DIGITAL DRAWINGS BEST VIEWED IN ©ADOBE ACROBAT READER

THIS DRAWING MAY HAVE BEEN MODIFIED FROM ITS ORIGINAL SIZE. ALL SCALE NOTATIONS INDICATED ARE BASED ON 11"x17" FORMAT DRAWINGS



LEGEND:

EXISTING

- PROPERTY LINE
- DRAINAGE DITCH
- EDGE OF GRAVEL
- EDGE OF PAVEMENT
- LIGHT STANDARD — LS
- ELECTRICAL TRANSFORMER — PED
- POWER POLE — PP
- ELECTRICAL TRANSFORMER — ET
- GATE VALVE
- HYDRANT
- WATER MAIN — W 150
- MANHOLE
- CATCH BASIN
- CULVERT — S 200
- SANITARY — ST 200
- STORM
- CATCHMENT BOUNDARY

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MPE a division of Englobe

TOWN OF BON ACCORD

ENGINEERING STUDY - SPRUCE MEADOW LANE
CIVIL
EXISTING DRAINAGE CATCHMENT
FIGURE 7

DESIGNED	C.H.C.	JOB	5451-014-00
DRAWN	M.A.L.	SCALE	1:1500
DATE	JUNE 2025	DRAWING	C1.3

Click to Top

LEGEND:

EXISTING

- PROPERTY LINE
- DRAINAGE DITCH
- EDGE OF GRAVEL
- EDGE OF PAVEMENT
- LIGHT STANDARD (LS)
- ELECTRICAL TRANSFORMER (PED)
- POWER POLE (PP)
- ELECTRICAL TRANSFORMER (ET)
- GATE VALVE
- HYDRANT
- WATER MAIN (W 150)
- MANHOLE
- CATCH BASIN
- CULVERT
- SANITARY (S 200)
- STORM (ST 200)

PROPOSED

- GUTTER LINE - OPTION 1 AND 3 (GUTTER)
- SWALE - OPTION 2 (SWALE)
- PROP STORM - OPTION 1 AND 3
- PROP STORM - OPTION 2
- PROP OUTFALL - OPTION 1 AND 3
- PROP OUTFALL - OPTION 2

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MPE a division of Englobe

TOWN OF BON ACCORD

ENGINEERING STUDY - SPRUCE MEADOW LANE
CIVIL
DRAINAGE SYSTEM OPTIONS
FIGURE 8

DESIGNED	C.H.C.	JOB	5451-014-00
DRAWN	M.A.L.	SCALE	1:1500
DATE	JUNE 2025	DRAWING	C1.4

APPENDIX B

Class 'D' Cost Estimates

CLASS "D" COST ESTIMATE - OPTION 1

DESCRIPTION	QUANTITY	UNIT	UNIT PRICE	COST
General Items				
A - Miscellaneous Site Work				
1. Mobilization/Demobilization	1	L.S.	35,000.00	35,000.00
2. Traffic Control and Accommodation	1	L.S.	4,000.00	4,000.00
3. Locate and Protect Utilities	1	L.S.	5,000.00	5,000.00
4. Landscape Restoration	1	L.S.	5,000.00	5,000.00
			Total	49,000.00
A - Road Milling and Overlay				
1. Asphalt Milling	2700	m^2	10.00	27,000.00
2. Tack Coat	1900	m^2	1.50	2,850.00
3. Asphalt Overlay (6.30m pathway)	1900	m^2	30.00	57,000.00
4. Asphalt Leveling Course	50	tonne	195.00	9,750.00
5. Miscellaneous Subgrade Repairs	100	m^2	120.00	12,000.00
6. Concrete Driveway Removal	103	m^2	120.00	12,360.00
7. Gravel Driveway Removal	15.5	m^2	50.00	775.00
8. Sanitary Manhole (3) and Water Valve (4) Adjustment to FG	1	ls	5,000.00	5,000.00
9. Hydrant Relocation	1	each	5,000.00	5,000.00
			Total	131,735.00
B - Concrete Works				
1. 1.50m Monowalk Low profile curb and gutter (both side)	588	l.m.	315.00	185,220.00
			Total	185,220.00
C - Storm Works				
1. Catch Basin Base(900/1200mm)	2	each	10,000.00	20,000.00
2. Storm PVC Pipes c/w end rip rap	42	ln m	450.00	18,900.00
3. NF Frame and Cover (dual each)	4	set	3,500.00	14,000.00
4. Storm Outfall c/w rip rap	12	ln m	600.00	7,200.00
			Total	60,100.00
			Subtotal	$ 426,055.00
CONTINGENCY (20%)				$ 85,211.00
ENGINEERING AND TESTING (12%)				$ 51,126.60
			TOTAL	**$ 562,392.60**

CLASS "D" COST ESTIMATE - OPTION 2

	DESCRIPTION	QUANTITY	UNIT	UNIT PRICE	COST
General Items					
A - Miscellaneous Site Work					
1.	Mobilization/Demobilization	1	L.S.	25,000.00	25,000.00
2.	Traffic Accommodation	1	L.S.	4,000.00	4,000.00
3.	Locate and Protect Utilities	1	L.S.	5,000.00	5,000.00
4.	Landscape Restoration	1	L.S.	5,000.00	5,000.00
				Total	39,000.00
A - Road Milling and Overlay					
1.	Asphalt Milling	2700	m^2	10.00	27,000.00
2.	Tack Coat	2100	m^2	1.50	3,150.00
3.	Asphalt Overlay (7.0m pathway - v-shaped)	2100	m^2	30.00	63,000.00
4.	Asphalt Leveling Course	50	tonne	195.00	9,750.00
5.	Miscellaneous Subgrade Repairs	100	m^2	120.00	12,000.00
6.	Concrete Driveway Removal	103	m^2	120.00	12,360.00
7.	Gravel Driveway Removal	15.5	m^2	50.00	775.00
8.	Sanitary Manhole (3) and Water Valve (4) Adjustment to FG	1	L.S.	5,000.00	5,000.00
9.	Hydrant Relocation	1	each	5,500.00	5,500.00
				Total	138,535.00
B - Concrete Works					
1.	1.50m Sidewalk (west side only)	294	l.m.	275.00	80,850.00
				Total	80,850.00
C - Storm Works					
1.	Catch Basin Base(1200mm)	1	each	10,000.00	10,000.00
2.	Storm PVC Pipes c/w end rip rap	42	ln m	450.00	18,900.00
3.	NF Frame and Cover (dual)	2	set	3,500.00	7,000.00
4.	Storm Outfall c/w rip rap	12	ln m	600.00	7,200.00
				Total	43,100.00
				Subtotal	$ 301,485.00
CONTINGENCY (20%)					$ 60,297.00
ENGINEERING AND TESTING (12%)					$ 36,178.20
				TOTAL	**$ 397,960.20**

CLASS "D" COST ESTIMATE - OPTION 3

	DESCRIPTION	QUANTITY	UNIT	UNIT PRICE	COST
General Items					
A - Miscellaneous Site Work					
1.	Mobilization/Demobilization	1	L.S.	35,000.00	35,000.00
2.	Traffic Accommodation	1	L.S.	4,000.00	4,000.00
3.	Locate and Protect Utilities	1	L.S.	5,000.00	5,000.00
4.	Landscape Restoration	1	L.S.	5,000.00	5,000.00
				Total	49,000.00
A - Road Milling and Overlay					
1.	Asphalt Milling	2700	m^2	10.00	27,000.00
2.	Tack Coat	1900	m^2	1.50	2,850.00
3.	Asphalt Overlay	1900	m^2	30.00	57,000.00
4.	Asphalt Leveling Course	50	tonne	195.00	9,750.00
5.	Miscellaneous Subgrade Repairs	100	m^2	120.00	12,000.00
6.	Concrete Driveway Removal	103	m^2	120.00	12,360.00
7.	Gravel Driveway Removal	15.5	m^2	50.00	775.00
8.	Sanitary Manhole (3) and Water Valve (4) Adjustment to FG	1	ls	5,000.00	5,000.00
9.	Hydrant Relocation - Optional	1	each	5,000.00	5,000.00
				Total	131,735.00
B - Concrete Works					
1.	1.50m Monowalk Low profile curb and gutter (west side only)	294	l.m.	315.00	92,610.00
2.	Low profile curb and gutter (east side)	294	l.m.	240.00	70,560.00
				Total	163,170.00
C - Storm Works					
1.	Catch Basin Base(900/1200mm)	2	each	12,000.00	24,000.00
2.	Storm PVC Pipes c/w end rip rap	42	ln m	450.00	18,900.00
3.	NF Frame and Cover (dual each)	4	set	3,500.00	14,000.00
4.	Storm Outfall c/w rip rap	12	ln m	600.00	7,200.00
				Total	64,100.00
				Subtotal	$ 408,005.00
CONTINGENCY (20%)					$ 81,601.00
ENGINEERING AND TESTING (12%)					$ 48,960.60
				TOTAL	**$ 538,566.60**

TOWN OF BON ACCORD

REQUEST FOR DECISION

Meeting:	Regular Meeting of Council
Meeting Date:	October 7, 2025
Presented by:	Falon Fayant, Corporate Services Manager
Title:	**EV Charging Stations: Insurance**
Agenda Item No.	6.1

BACKGROUND/PROPOSAL

In late August, Town staff discovered that all the EV charging stations located at the Bon Accord Arena had been significantly vandalized. The primary cause of the damage was identified as copper wire theft, rendering the chargers inoperable.

DISCUSSION/OPTIONS/BENEFITS/DISADVANTAGES

MCCAC Program Requirements

The chargers were funded under the Municipal Climate Change Action Centre's Electric Vehicle Charging Program. MCCAC has confirmed that:

If the Town proceeds with repair or replacement of the damaged Arena chargers at this time, and the chargers are vandalized a second time within the 5-year program period, the Town may be permitted to decline further repair/replacement obligations.

Service Provider Update

The Town's service provider, EVlution Charge (George Ivanchikov, President), has confirmed that new technology is now available that:

- Helps prevent copper wire theft, and
- Makes future repair or replacement more cost-effective.

Insurance Coverage

The Town's insurance provider has confirmed that the costs of repair/replacement will be covered under the Town's policy.

- The Town will be responsible for only the $1,000 deductible, which could be reallocated from investment revenue to the EV Charging Stations Operational budget.

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Recommendation

That Council approve:

1. Proceeding with repair/replacement of the vandalized Arena EV charging stations.
2. Utilizing updated technology recommended by the Town's service provider to help prevent theft and reduce future costs.
3. Reallocating $1,000 from investment revenue to the EV Charger budget to cover the insurance deductible.

OCTOBER 7, 2025, RMC UPDATES

At the September 16, 2025, Regular Council Meeting, Council approved items 1 and 3, above. Council also heard a presentation from George Ivanchikov from EVlution, who discussed additional safeguards for EV charger replacements regarding item 2, above.

EV Charger Safeguards

Before proceeding with repairs, administration is seeking Council's approval for item 2, as these safeguards will help prevent future vandalism of the new equipment. The total cost is $4,711.90 + GST, which includes EVlution's recommendation of ink packs and Kevlar cable protectors. Insurance has confirmed that our coverage **does not** cover the cost of these safeguards.

EV Charger Revenue

The total revenue the Town has received for the EV Chargers since they were first installed is $2,481 (this is the net revenue; total revenue minus network and credit card surcharges). Administration has reached out to EVlution to confirm this data. We expect confirmation information to be available verbally at the meeting.

STRATEGIC ALIGNMENT

Value Statement: Stewardship

- Administration and Council embody the responsible planning and management of our resources.

Value Statement: Service Excellence

- Administration and Council strive for the highest standard of service delivery and governance.

COSTS/SOURCES OF FUNDING

$4,711.90 + GST

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Should Council choose to implement the additional safeguards, the funding would need to be drawn from reserves as these funds are not readily available in the operating budget. The Facility Infrastructure Reserve has a balance of $40,846, and the General Reserve has a balance of $645,170.

If there is a surplus at the end of the 2025 operating year, the reserve balances can be replenished.

RECOMMENDATION

One of the following:

THAT Council directs administration to approve installation of EV charging station safeguards in the amount of $4,711.90 + GST to be funded by the Facility Infrastructure Reserve.

OR

THAT Council does not approve the installation of the EV charging station additional safeguards.

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TOWN OF BON ACCORD

REQUEST FOR DECISION

Meeting:	Regular Meeting of Council
Meeting Date:	October 7, 2025
Presented by:	Falon Fayant, Corporate Services Manager
Title:	**Fortis Franchise Fees**
Agenda Item No.	7.1

BACKGROUND/PROPOSAL

The Town has received communication from Fortis regarding the franchise fees for 2026. The franchise fee is collected from customers in the community based on a percentage of the transmission and distribution revenue in the Town. Currently, this percentage is 19%.

If the Town would like to change the franchise fee percentage for 2026, written notice must be provided to Fortis by November 7, 2025. The Town will also need to publish notification of the changes in the local newspaper and/or on our website for at least two consecutive weeks.

DISCUSSION/OPTIONS/BENEFITS/DISADVANTAGES

The revenue from the franchise fees depends on the actual distribution and transmission revenue.

Year	Transmission & Distribution Revenue	Franchise Revenue to the Town
2026	$819,347(estimate)	$155,676 (estimate)
2025	$401,437 (Jan to June)	$76,273 (Jan to June)
2024	$794,373 (actual)	$150,931
2023	$732,642 (actual)	$139,202

The estimated franchise fee revenue for 2026 is $155,676, assuming the rate remains at 19% and assuming the estimated transmission and distribution revenue collected is $819,347.

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Maintaining the franchise fee at 19% allows the Town to plan for revenue continuity in the budget. Utilizing all revenue sources in the most effective way possible has a positive impact on the Town's budget. Lowering the franchise fee would result in a loss of revenue, which would impact the budget.

Increasing the franchise fee would have a financial impact on residents and is not recommended at this time.

Administration is recommending that Council support no change to the Fortis franchise fees for 2026; however, should Council choose to increase or decrease the percentage, the impacts are as follows: *(based on $819,347 of forecasted transmission and distribution revenue).*

Percentage Change	Forecasted Franchise Revenue to the Town	Residential Bill Impact: Resident's *Annual* Franchise Fee (on Utility Bill)
17% (↓ 2%)	$139,289	$161.46
18% (↓ 1%)	$147,483	$170.96
19% (no change)	$155,676	$180.45
20% (↑ 1%)	$163,869	$189.95

** 20% is the maximum*

Considerations:

- If Council chose to **lower** the franchise fee by **1%,** the average resident would save a total of $9.49 for the year; however, the Town would need to find $8,193 in replacement revenue or cut that amount of expenses.
- If Council chose to **lower** the franchise fee by **2%**, the average resident would save a total of $18.99 for the year; however, the Town would need to find $16,387 in replacement revenue or cut that amount of expenses.
- If Council chose to **increase** the franchise fee by **1%**, the average resident would have an increase by a total of $9.50 per year, and the Town would have an increase in revenue of $8,193.

STRATEGIC ALIGNMENT

Values Statement of Stewardship – Administration and Council embody the responsible planning and management of our resources.

Values Statement of Service Excellence – Administration and Council strive for the highest standard of service delivery and governance.

COSTS/SOURCES OF FUNDING

The 2026 operating budget.

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RECOMMENDED ACTION (by originator)

THAT…Council supports no change to the Fortis franchise fees for 2026.

Or

THAT…Council directs administration to contact Fortis to adjust the franchise fee percentage to [insert rate].

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MUNICIPAL FRANCHISE FEE RIDERS

Availability: Effective for all consumption, estimated or actual, on and after the first of the month following Commission approval, the following franchise fee riders apply to each rate class.

Price Adjustment:
A percentage surcharge per the table below will be added to the total distribution tariff, including both the transmission and distribution charges, and excluding any Riders, calculated for every Point of Service within each Municipality and will be billed to the applicable Retailer.

FortisAlberta will pay to each Municipality each month, in accordance with the franchise agreements between FortisAlberta and the Municipalities or an agreement with a non-municipality, the franchise fee revenue collected from the Retailers.

Muni Code	Municipality	Rider	Effective
03-0002	Acme	3%	2013/07/01
01-0003	Airdrie	20%	2021/04/01
03-0005	Alix	8.50%	2019/01/01
03-0004	Alberta Beach	8%	2021/01/01
03-0007	Amisk	0%	2014/01/01
02-0011	Athabasca	20%	2024/01/01
04-0009	Argentia Beach	0%	2017/01/01
03-0010	Arrowwood	12%	2015/07/01
02-0387	Banff	8%	2025/01/01
07-0164	Banff Park	6%	2025/01/01
03-0363	Barnwell	15%	2025/01/01
03-0013	Barons	5%	2015/04/01
02-0014	Barrhead	14%	2023/04/01
02-0016	Bashaw	2%	2021/01/01
02-0017	Bassano	14.40%	2019/01/01
03-0018	Bawlf	9%	2025/01/01
01-0019	Beaumont	17.25%	2020/01/01
03-0022	Beiseker	3.50%	2019/01/01
02-0024	Bentley	10%	2019/01/01
04-0026	Betula Beach	0%	2017/01/01
03-0029	Bittern Lake	8%	2025/01/01
02-0031	Blackfalds	20%	2013/10/01
02-0034	Bon Accord	19%	2022/01/01
02-0039	Bow Island	17%	2024/01/01
02-0040	Bowden	15%	2017/01/01
03-0041	Boyle	20%	2021/01/01
03-0042	Breton	20%	2015/01/01
01-0043	Brooks	14%	2021/01/01
02-0044	Bruderheim	4%	2024/04/01
02-0047	Calmar	20%	2013/07/01
01-0048	Camrose	18%	2025/04/01
02-0050	Canmore	16%	2024/01/01
03-0054	Carmangay	15%	2021/01/01
03-0055	Caroline	12%	2021/01/01
02-0056	Carstairs	10%	2015/01/01
03-0061	Champion	15%	2015/04/01
03-0062	Chauvin	11%	2016/01/01
01-0356	Chestermere	11.50%	2014/01/01
03-0064	Chipman	0%	2016/01/01
02-0065	Claresholm	7%	2025/01/01
03-0066	Clive	11%	2023/01/01
03-0068	Clyde	18%	2024/01/01
02-0069	Coaldale	20%	2025/04/01
02-0360	Coalhurst	7.5%	2023/01/01
02-0070	Cochrane	17%	2020/01/01
03-0076	Coutts	3%	2017/01/01
03-0077	Cowley	5%	2016/01/01
03-0078	Cremona	10%	2016/01/01
02-0079	Crossfield	17%	2023/01/01

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Muni Code	Municipality	Rider	Effective
09-0361	Crowsnest Pass	16%	2016/01/01
04-0080	Crystal Springs	0%	2016/01/01
03-0081	Czar	5%	2013/10/01
02-0082	Daysland	10%	2024/01/01
02-0086	Devon	18.50%	2025/01/01
02-7662	Diamond Valley	10%	2023/01/01
02-0088	Didsbury	17%	2016/01/01
02-0091	Drayton Valley	13.40%	2025/01/01
03-0093	Duchess	15%	2018/01/01
02-0095	Eckville	10%	2015/01/01
03-0096	Edberg	13%	2021/01/01
03-0097	Edgerton	15%	2022/01/01
02-0100	Edson	4.70%	2024/01/01
03-0109	Ferintosh	11%	2016/01/01
03-0112	Foremost	7%	2016/01/01
02-0115	Fort Macleod	15%	2018/10/01
01-0117	Fort Saskatchewan	0%	2013/10/01
02-0124	Gibbons	10%	2013/01/01
03-0128	Glenwood	5%	2022/04/01
04-0129	Golden Days	0%	2017/01/01
02-0135	Granum	0%	2024/02/01
04-0134	Grandview	0%	2016/01/01
04-0138	Gull Lake	0%	2016/01/01
04-0358	Half Moon Bay	0%	2021/01/01
02-0143	Hardisty	9.50%	2021/01/01
03-0144	Hay Lakes	9%	2021/01/01
02-0148	High River	20%	2015/07/01
03-0149	Hill Spring	5%	2014/01/01
02-0151	Hinton	11.73%	2022/01/01
03-0152	Holden	4%	2016/01/01
03-0153	Hughenden	5%	2016/01/01
03-0154	Hussar	12.50%	2017/01/01
02-0180	Innisfail	18%	2025/04/01
03-0182	Irma	20%	2015/01/01
02-0183	Irricana	8%	2023/05/01
04-0185	Island Lake	0%	2016/01/01
04-0186	Itaska Beach	0%	2017/10/01
04-0379	Jarvis Bay	0%	2015/10/08
04-0187	Kapasiwin	0%	2018/04/01
02-0188	Killam	10%	2024/01/01
01-0194	Lacombe	17.63%	2024/01/01
04-0196	Lakeview	2%	2016/01/01
02-0197	Lamont	7.50%	2020/01/01
04-0378	Larkspur	3%	2020/04/01
01-0200	Leduc	16%	2014/01/01
02-0202	Legal	20%	2024/01/01
03-0207	Lomond	15%	2017/01/01
03-0208	Longview	17%	2017/01/01
03-0209	Lougheed	8%	2025/01/01
02-0211	Magrath	15%	2023/01/01
04-0210	Ma-Me-O Beach	0%	2016/01/01
02-0215	Mayerthorpe	14.75%	2025/01/01
04-0359	Mewatha Beach	2%	2016/10/01
02-0218	Milk River	12%	2017/01/01
02-0219	Millet	18%	2024/01/01
03-0220	Milo	20%	2017/01/01
02-0224	Morinville	20%	2013/07/01
04-0230	Nakamun Park	0%	2013/10/01
02-0232	Nanton	9%	2019/01/01
02-0236	Nobleford	5%	2023/01/01
03-0233	New Norway	6%	2009/01/01
04-0237	Norglenwold	5%	2015/01/01
04-0385	Norris Beach	0%	2016/01/01
02-0238	Okotoks	20%	2021/01/01
02-0239	Olds	20%	2025/01/01
02-0240	Onoway	10.50%	2024/01/01
04-0374	Parkland Beach	0%	2015/01/01
02-0248	Penhold	19%	2014/01/01
02-0249	Picture Butte	11%	2022/01/01
02-0250	Pincher Creek	20%	2024/01/01
04-0253	Point Alison	0%	2017/01/23
04-0256	Poplar Bay	0%	2016/01/01
02-0257	Provost	20%	2015/01/01
02-0261	Raymond	16%	2022/01/01
02-0265	Redwater	10%	2023/04/01
02-0266	Rimbey	20%	2022/01/01
02-0268	Rocky Mtn House	16.80%	2025/01/01
03-0270	Rockyford	7%	2024/01/01

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Muni Code	Municipality	Rider	Effective	Muni Code	Municipality	Rider	Effective
03-0272	Rosemary	15.50%	2023/01/01	02-0310	Sylvan Lake	18%	2023/01/01
04-0273	Ross Haven	0%	2016/01/01	02-0311	Taber	18%	2020/07/01
03-0276	Ryley	3%	2016/01/01	02-0315	Thorsby	20%	2014/01/01
04-0279	Seba Beach	4%	2014/01/01	02-0318	Tofield	5%	2015/01/01
02-0280	Sedgewick	12%	2025/01/01	04-0324	Val Quentin	0%	2016/01/01
04-0283	Silver Sands	3%	2018/01/01	02-0326	Vauxhall	8%	2022/01/01
04-0369	South Baptiste	0%	2005/05/01	02-0331	Viking	8%	2013/01/01
04-0288	South View	3%	2019/01/01	02-0333	Vulcan	20%	2013/10/01
03-0099	Spring Lake, V.	0%	2025/04/01	03-0364	Wabamun	10%	2017/01/01
01-0291	Spruce Grove	20%	2016/01/01	02-0335	Wainwright	12%	2024/01/01
01-0292	St. Albert	15%	2023/01/01	07-0159	Waterton Park	8%	2018/10/01
03-0295	Standard	4%	2024/04/01	03-0338	Warburg	10%	2015/01/01
02-0297	Stavely	6%	2021/01/01	03-0339	Warner	7%	2024/01/01
03-0300	Stirling	12%	2019/01/01	04-0344	West Cove	3%	2025/01/01
02-0301	Stony Plain	20%	2013/01/01	02-0345	Westlock	16.25%	2024/01/01
09-0302	Strathcona County	0%	TBD	01-0347	Wetaskiwin	18%	2024/01/01
02-0303	Strathmore	20%	2020/07/01	04-0371	Whispering Hills	5%	2016/10/01
03-0304	Strome	9%	2022/01/01	02-0350	Whitecourt	5.34%	2025/01/01
02-0307	Sundre	12%	2024/01/01	04-0354	Yellowstone	13%	2025/01/01
04-0386	Sunrise Beach	0%	2018/01/01				
04-0308	Sunset Point	10%	2017/01/01				

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TOWN OF BON ACCORD

REQUEST FOR DECISION

Meeting:	Regular Meeting of Council
Meeting Date:	October 7, 2025
Presented by:	Jodi Brown, Town Manager
Title:	**Monument Restoration at Veterans Memorial Park**
Agenda Item No.	7.2

BACKGROUND/PROPOSAL

Over the last few years, the stonework has been falling off the monuments at Veterans Memorial Park (VMP). They are now looking poorly and unmaintained. The VMP Committee has discussed this matter with the Town and approved for the Town to do whatever action is required to restore the appearance. Contractors were called in to assess the stonework and it was determined that the best solution was to replace all the stonework on the 3 monuments. Quotes were obtained that ranged from $5,145 to $6,000. Administration is asking for the required funding necessary for the restoration of these 3 monuments.

DISCUSSION/OPTIONS/BENEFITS/DISADVANTAGES

The work quoted was for completely stripping the old stone, cleaning the surfaces, adhering new stone with a proper adhesive, and caulking to seal the stone on all sides of the three monuments.

The quotes were received at the beginning of June, so updated quotes might vary slightly. Waiting on this project could result in higher pricing next year.

All the old stone must be removed because the product used to adhere the stone originally is failing and will continue to fail. It is also easier to replace all the stone at the same time instead of trying to patch spots.

For proper curing of the adhesive, this project needs to be done before freeze-up.

Stone products presently on the market similar to what was originally installed have been looked at by the VMP Committee and they have chosen a product to use. It is Dutch Quality stone, Coal Crest Dry Stack.

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STRATEGIC ALIGNMENT

Value Statement: Stewardship

- Administration and Council embody the responsible planning and management of our resources.

COSTS/SOURCES OF FUNDING

The cost of the restoration work is $6,000. There is a surplus of $5,105 in Parks – Supplies and a surplus of $5,566 in Parks – Parts. Given that we are moving into the winter season soon, the Parks department will likely maintain this surplus and can fund the cost of the restoration work in Veterans' Memorial Park.

RECOMMENDED ACTION (by originator)

THAT Council approves the restoration work required on the 3 monuments at Veterans Memorial Park up to a cost of $6,000.00 to be funded by surplus in the Parks department.

Or

THAT Council …

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TOWN OF BON ACCORD

REQUEST FOR DECISION

Meeting:	Regular Meeting of Council
Meeting Date:	October 7, 2025
Presented by:	Falon Fayant, Corporate Services Manager
Title:	**Public Skating – Stick & Puck Program**
Agenda Item No.	7.3

BACKGROUND/PROPOSAL

Arena staff have determined that there is interest from the community in hosting 'Stick & Puck' skating opportunities, in addition to public skating. Skaters would be able to bring a stick and puck onto the ice to practice stick handling and shooting, or just to have fun. This would not be a full shinny situation.

DISCUSSION/OPTIONS/BENEFITS/DISADVANTAGES

Staff will establish rules and regulations that will be posted for participants, including requirements such as wearing helmets, no hitting, and no slapshots, among others. This program will be held a couple of times a week during a public skating session.

Administration is bringing this forward to Council to determine whether Council would like to charge a fee for this new program, or to offer it free of charge similar to public skating.

Should Council wish to charge a fee for this program, the Fees and Charges Bylaw would need to be amended and could be brought back to Council at the next meeting. If Council wishes to charge a fee, the program can be offered for free as a pilot program until after the election, when the bylaw could be brought back.

STRATEGIC ALIGNMENT

Values Statement of Stewardship – Administration and Council embody the responsible planning and management of our resources.

Values Statement of Service Excellence – Administration and Council strive for the highest standard of service delivery and governance.

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COSTS/SOURCES OF FUNDING

Operating budget. Should Council wish to charge for this service, administration can research further and bring back recommendations to Council. Communities that charge typically charge a rate ranging from $2 to $4 per person. Discussion consideration: If Council wishes to charge a fee, what amount is Council comfortable charging?

Administration can also seek sponsorship of the Stick & Puck program, as there are some communities who receive sponsorships for their Shinny programs, which enables them to better cover the costs of running the program and not charging a fee to participants.

RECOMMENDED ACTION (by originator)

THAT…Council approves charging no fee for the stick and puck skating program.

Or

THAT…Council approves the stick and puck program as a pilot program at no fee and FURTHER directs administration to bring back the Fees and Charges Bylaw with proposed amendments for fees for the stick and puck skating program.

Or

THAT…Council

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TOWN OF BON ACCORD

REQUEST FOR DECISION

Meeting:	Regular Meeting of Council
Meeting Date:	October 7, 2025
Presented by:	Falon Fayant, Corporate Services Manager
Title:	**Spruce Meadow Lane – Engineering Study**
Agenda Item No.	7.4

BACKGROUND/PROPOSAL

The 2025 operating budget included cost provisions for an engineering study on Spruce Meadow Lane to assess drainage issues and to provide resolutions and option analysis for stormwater infrastructure. MPE has completed the engineering study and submitted the draft report and presentation of their findings and recommendations.

DISCUSSION/OPTIONS/BENEFITS/DISADVANTAGES

MPE's engineering report provided three options for Council consideration with Class D cost estimates.

- **Option #1** – Crowned road conveying stormwater runoff through curb and gutter $562,300
    - This option provides for a lane configuration the same as Bon Acres, with a provision of both monowalks for pedestrians, stormwater runoff directed to curbs and gutters, and overland drainage collected through storm catch basins and directed to a natural basin.
    - Constraints within this option include narrow driving lanes due to the monowalks, monowalks conflict with existing surface structures, an existing fire hydrant within the right-of-way, and connection tie-in concerns due to the number of existing concrete garage aprons.

- **Option #2** – Inverted crown road conveying stormwater runoff through V-shaped swale $397,900
    - This option provides a lane improvement configuration that conforms to typical residential lane standards, a provision of a sidewalk for pedestrians, a lane constructed as stormwater runoff conveyance, and a wider travel lane for users.
    - Constraints within this option include elevation difference with the east and west concerns; the east (left) side of the V-shaped swale would be steeper, and connection tie-in concerns with existing concrete garage aprons.

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- **Option #3** – Sloped road conveying stormwater runoff through curb and gutter $538,500
    - This option provides a lane matching with existing surface slope or inclination, suitable connection tie-ins to new curbs and monowalk, a monowalk for pedestrians, stormwater runoff directed to curbs and gutters, and overland drainage collected through storm catch basin and directed to a natural basin.
    - Constraints within this option include a narrow driving lane with the addition of curb and monowalk, prohibited curb-side parking for locals, may require protection or relocation of existing fire hydrant, and may also require asphalt and gravel fill for private properties.

MPE has recommended proceeding with Option #3: a sloped road configuration with a monolithic sidewalk, where stormwater runoff is conveyed through a curb and gutter system. This option provides the most practical balance of functionality and constructability, while minimizing modifications to tie-in elevations within private property, particularly at existing garage aprons. Where adjustments are required, they may include landscaping restoration, gravel fill, asphalt infill, concrete apron cutting, and apron reconstruction.

The next steps in the project are recommended as follows:

- Complete Preliminary and Detailed Design for Option 3, which would include preparing Class B cost estimates.
- Conduct Geotechnical investigations, which would include undertaking subsurface investigations along the lane and proposed storm pipe alignment, confirming soil conditions and supporting detailed design.
- Review Construction Phasing and Methods, which includes developing strategies to minimize neighbourhood disruption during construction.
- Engage with Residents to gather input and address concerns related to lane improvement.

The study also included an assessment of culverts located at 51st Avenue, Spruce Meadow Lane, and 52nd Street. The culverts at 51st Avenue and Spruce Meadow Lane were determined to be at sufficient capacity; however, it is recommended that the 52nd Street culvert be replaced with three (3) 400mm culvert pipes. The estimated cost for the culvert replacement is $25,000.

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STRATEGIC ALIGNMENT

Priority #3 – The Town of Bon Accord is maintaining and improving all infrastructure in a fiscally responsible manner.

Values Statement of Stewardship – Administration and Council embody the responsible planning and management of our resources.

Values Statement of Service Excellence – Administration and Council strive for the highest standard of service delivery and governance.

COSTS/SOURCES OF FUNDING

The project's costs could be included in the 2026 budget deliberations, as well as potential sources of funding.

Costs would depend on the option chosen and are estimated based on Class D estimates.

Option # 3 (recommended option) $538,500

Option # 2 $397,900

Option # 1 $562,300

Replacement of 52nd Street Culvert $25,000

RECOMMENDED ACTION (by originator)

THAT…Council directs administration to bring forward [insert Option #] for the Spruce Meadow Lane Drainage project and the Replacement of the 52nd Street Culvert project in the 2026 budget deliberations.

Or

THAT…Council directs

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TOWN OF BON ACCORD

REQUEST FOR DECISION

Meeting:	Regular Council Meeting
Meeting Date:	October 7, 2025
Presented by:	Jessica Spaidal, Legislative Services & Communications Supervisor
Title:	**Policies to Rescind**
Agenda Item No.	8.1

BACKGROUND/PROPOSAL

During a review of our current policies, administration has identified two policies to be rescinded: the Commercial Electronic Sign Policy and the Tree Removal Policy (both attached).

The commercial electronic sign was removed earlier this year to allow development to proceed on the land adjacent to Highway 28.

At the April 15 RMC, Council approved the Trees on Municipal Property policy. At this time, the existing Tree Removal Policy was not rescinded.

DISCUSSION/OPTIONS/BENEFITS/DISADVANTAGES

To ensure consistent application of the Trees on Municipal Property Policy, and since the commercial electronic sign no longer exists, administration recommends rescinding these two policies.

STRATEGIC ALIGNMENT

Value Statement: Professionalism

- Administration and Council manage the affairs of Bon Accord in a competent, reliable manner, to maintain a safe and prosperous community to work and live.

COSTS/SOURCES OF FUNDING

Not applicable

RECOMMENDATION (by originator)

Both of the following:

THAT Council rescinds Commercial Electronic Sign Policy 15.31.

THAT Council rescinds Tree Removal Policy 95.555.

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TOWN OF BON ACCORD
POLICY STATEMENT

SECTION: ADMINISTRATION

POLICY RESOLUTION NO.: ***15.31***

SUBJECT: COMMERCIAL ELECTRONIC SIGN

RESPONSIBLE AUTHORITY: Administration Department

APPROVED BY COUNCIL: February 3, 2015
REVIEWED & REVISED BY COUNCIL: June 4, 2019 Resolution 19-157
April 20, 2021 Resolution 21-137

PURPOSE AND INTENT: To standardize advertising guidelines of the Commercial Electronic sign located at 4706 - 51 Street, Bon Accord AB T0A 0K0

POLICY STATEMENT: A clear process must be identified to businesses within and outside of Bon Accord regarding advertising on the commercial electronic sign. This policy will establish a clear process for businesses and staff eliminating a need for interpretation on the use, fees and programming.

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TOWN OF BON ACCORD
POLICY STATEMENT

SECTION: Public Works

POLICY RESOLUTION NO.: 95.555

SUBJECT: Tree Removal Policy

RESPONSIBLE AUTHORITY: Public Works Department

REVIEWED & APPROVED BY COUNCIL: July 20, 1993
December 19, 1995
December 4, 2018

PURPOSE AND INTENT: To provide a guideline for staff when to remove trees on town property, when to notify residents and when resident owned trees affect maintenance operations.

POLICY STATEMENT: Trees in front of residences can adversely affect sewer services and sewer mains. Trees causing issues will be removed to prevent further problems. Trees and bushes on Municipal Property are not to be located within six (6) meters of water or sewer mains. If the tree is not on Town property, the resident will be consulted before any removal occurs.

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From: Jessica Spaidal
To: Jessica Spaidal
Subject: FW: Registration is Open for Impact 2025 - FCSSAA Annual Conference!
Date: September 16, 2025 3:29:57 PM
Attachments: image001.png

From: Judy Macknee <assistant@fcssaa.org>
Sent: September 16, 2025 1:44 PM
To: Judy Macknee <assistant@fcssaa.org>
Subject: Registration is Open for Impact 2025 - FCSSAA Annual Conference!

Hello,

We are excited to announce that registration for Impact 2025 – FCSSAA Annual Conference is now open!

Dates: November 26–28, 2025
Location: DoubleTree by Hilton, West Edmonton Hotel, Edmonton

All conference details and the registration process can be found here: 2025 IMPACT FCSSAA Conference Information & Registration
Please note the conference is in person only. Sessions will not be recorded.

Important Registration Information

- A conference app will be available for your mobile device; details will be included in your confirmation email.
- The conference has sold out in past years, so we encourage you to register early.
- Registering multiple people? Breakout session choices can be left blank and updated later (instructions will be in your confirmation email). Please note that once a session is full, additional registrations cannot be accommodated.
- Election Year Note: We understand you may not yet know who will be attending. To avoid disappointment, please register under any name now and changes can be made in November.

Registration Fees

FCSSAA Members & Associate Members

• Basic Registration – $430 (includes sessions, breakfasts, lunches, Thursday reception)
• Full Registration – $495 (all of the above + Wednesday Banquet & Entertainment)

Non-Members

• Basic Registration – $485
• Full Registration – $550

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Extras

• Additional Banquet & Entertainment tickets – $85

Conference Subsidy

Programs serving populations of 20,000 or less may apply for a subsidy. Applications are available on the registration site under the "Subsidy Application" tab.
Deadline: September 30, 2025

Questions? Contact: registration@harlowagency.ca

We look forward to welcoming you in November!

~ The FCSSAA Team

Mellissa Kraft
Executive Director
director@fcssaa.org
#625, 7 Sir Winston Churchill Square
Edmonton, AB | T5J 2V5

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Legion
BRANCH 226
GIBBONS

On behalf of the Royal Canadian Legion, Gibbons Branch 226,
You are cordially invited to attend our **Remembrance Day Service**

Tuesday, November 11, 2025
10:45 a.m.
Gibbons Cultural Centre

Please join us as we gather to honour and remember the courage, sacrifice,
and the service of our Veterans and Fallen Heroes.

Your presence at this solemn occasion will be deeply valued as we
pay tribute together as a community.

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Confidential

Shaping the Future of Childcare in Alberta—Together

Bon Accord Childcare Community Needs Assessment

Summer 2025

Alberta Government

Deloitte.

HELPSEEKER TECHNOLOGIES

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Purpose of document

This needs assessment provides information and tools to help municipalities plan for current and future childcare needs. The assessment is intended to support local governments to identify service gaps, understand patterns of demand, and apply municipal levers—such as land use, zoning, and partnerships—to increase access to childcare over time. The report and the Childcare Needs Assessment Dashboard, an interactive online tool, offer a practical foundation for evidence-informed planning and collaboration with service providers and provincial partners.

Community validation

This report is part of Alberta's province-wide Childcare Community Needs Assessment. The following section is to provide confirmation that the content has been reviewed by an official community representative, and relevant feedback has been provided.

Validation status

☐ This report has not been reviewed or validated by an official community representative.

☐ This report has been reviewed and validated by an official community representative:

- ☐ No changes or comments were provided.
- ☐ Feedback was provided and incorporated into the report.
- ☐ Feedback was provided but could not be incorporated.

  → See explanation in "Community Response" below.

Community response

This section may be used by the community to provide a formal response to the report, including direct comments to the Province of Alberta. Such feedback can be used to share:

- That local context is not fully reflected in the report.
- Areas of alignment, clarification, or concern regarding the findings.
- Observations or points the community wishes to emphasize.
- The perspective on how the report will be used to inform local planning.

Comments for provincial review

This section is optional and may be completed whether or not changes have been made to the report.

[PLACEHOLDER – Insert Community-provided comment, if applicable]

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How to read this document

This report is designed to support community-led childcare planning, leveraging both quantitative data and community-provided insights. It is intended to help community leadership, program staff, and partners move from understanding current needs to taking action on future opportunities. The content is grouped into sections, as described below.

Setting the context
(Section 1 – Introduction; Section 2 – Methodology summary)

These sections introduce the purpose and scope of the report, describe Bon Accord's role in the provincial childcare system, and provide an overview of how the model estimates both childcare supply and demand. The methodology summary outlines how the planning population is defined, how access is measured, and how the supply gap and demand estimate are calculated.

- Why does this report matter to Bon Accord and the region?

Understanding the current situation
(Section 3 – Estimating childcare need; Section 4 – Regional pressures)

These sections present a snapshot of current childcare demand and supply, alongside community-specific factors that shape access. This includes population trends, space availability, staffing challenges, and parent preferences. These sections answer these questions:

- What is the population of children aged 0-5?
- How much childcare is available in the community?
- What is the estimated demand for childcare?

Looking ahead
(Section 5 – Community conditions shaping childcare; Section 6 – Planning for future childcare need)

These sections explore how demand might shift over time depending on population growth, housing, and employment changes. The sections also introduce the Childcare Needs Assessment Dashboard, which allows the community to test different assumptions and build long-term plans. These sections answer these questions:

- How does access to childcare differ throughout neighbourhoods?
- How could childcare needs change in the future?

Supporting decision making
(Section 7: Actionable insights)

This final section brings together the report's key findings and provides questions to support strategic planning. This section is intended to help the community reflect on priorities, identify next steps, and align childcare with broader community goals. This section answers these questions:

- What are the most important insights to take away?
- What system pressures need attention?

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0. Executive summary

Bon Accord is a small town in central Alberta located about 37 kilometres north of Edmonton along Highway 28. It serves as a local service point for surrounding rural areas in Sturgeon County with amenities such as a K-9 school, healthcare services, and recreation facilities. Agriculture, local services, and proximity to the Edmonton Metropolitan Region support the local economy.

This report provides a data-driven snapshot of childcare needs in Bon Accord. It is part of a province-wide initiative to help communities identify service gaps, plan for future demand, and align local decisions—such as land use and infrastructure investment—with where childcare is most needed. The model reflects real patterns of access, accounting for commuting, population growth, and other local factors that shape the availability and use of licensed childcare.

The sections that follow summarize key findings and current and expected pressures on Bon Accord's childcare system now and in the years ahead.

Actionable insights
There are an estimated 25 licensed childcare spaces accessible to families in Bon Accord. Based on modelling assumptions, approximately 19 additional children might use licensed care if a suitable space were available.[1]
Childcare access in Bon Accord averages approximately one space per three children. The town's overall accessibility score is 0.315.[2]
By 2031, Bon Accord could have up to 26 children who might use a licensed childcare space, depending on growth trends. If no new spaces are added, the number of children who might use care but do not have a space could range from 18 to 26 depending on different growth scenarios.[3]

Estimating childcare need

The approach used in this assessment goes beyond comparing the number of childcare spaces to the number of young children. Instead, the goal is to give a more detailed picture of how childcare works in practice, and what might be missing. These issues are explored by answering four questions about childcare need in Bon Accord.

This model looks at how families move through the town, how far they travel for care, and how programs like early childhood services (ECS) help meet daytime needs. It also considers the role of surrounding communities, and how demand from families that commute into Bon Accord adds pressure to local systems.

[1] Calculations based on project methodology (2025).
[2] ibid.
[3] ibid.

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How many children might need childcare?

Bon Accord's adjusted childcare planning population includes both children who live in Bon Accord and children whose families commute into or out of the town for work. While 88[4] children aged 0 to 5 live in Bon Accord, the adjusted population, with those commuters, decreases to 79[5]—providing a more accurate estimate of the number of children who may require care during the day.

How many childcare spaces are accessible to families?

Bon Accord has an estimated 26 childcare spaces that are accessible to families based on a 30-minute drive time. This includes licensed spaces and a portion of part-day early childhood services (ECS) placements, adjusted to reflect these spaces' contribution to daytime care. The estimate accounts for travel patterns and local competition, offering a more realistic picture of how many spaces families can use.

How many spaces could be needed?

During federal-provincial negotiations under the Canada-Wide Early Learning and Child Care Agreement, a 59% coverage level was used as a planning benchmark. For Bon Accord, this translates to a modelled need of approximately 47 licensed or full-day equivalent spaces. Based on current supply, approximately 21 additional spaces would be needed to meet that benchmark.[6]

How many families might use childcare if it were available?

This assessment also estimates how many children might use licensed care if a suitable space were available. The model assumes that:

- 75% of children aged 0 to 2 might require care
- 85% of children aged 3 to 5 might require care

Applied to Bon Accord's adjusted population, this results in approximately 65 children who would use care if a space were available. After accounting for the number of accessible licensed spaces and adjusted ECS placements, 39 children remain without access to care. If 50% of these families would actively seek a space if one were available, the estimated demand is 19 children.[7]

Factors affecting demand for childcare

Children under age six make up 6.1% of Bon Accord's population, slightly below the provincial average of 6.5%.[8] By 2031, the population of young children is projected to increase by approximately 9% from 88 to 96 children.[9]

[4] Statistics Canada. (2023). Census Profile, 2021 Census of Population.
[5] Calculations based on project methodology (2025).
[6] ibid.
[7] ibid.
[8] Office of Statistics and Information, Alberta Treasury Board and Finance. (2023, February 28). *Population by municipality* [Data set]. Government of Alberta. https://open.alberta.ca/opendata/population-by-municipality
[9] Calculations based on project methodology (2025).

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A total of 32.1% of one-parent families in Bon Accord live below the Market Basket Measure (MBM)[10] poverty line, nearly twice the Alberta average of 17.6%. Parents in low-income households—particularly single parents—may have fewer family-based care options and face financial barriers to accessing licensed care.

Bon Accord is part of a region with longstanding First Nations and Métis communities with 18.5% of the population identifying as Indigenous—almost three times as many as the provincial average of 6.8%.[11] Indigenous or Métis identity is not itself a barrier, but families may face challenges when childcare systems are not culturally safe, responsive, or aligned with community priorities.

Projecting future demand

If no new spaces are added, projections suggest that potential demand may continue to exceed available supply. By 2031, the difference between projected demand and current supply could reach:

- 18 children under a downturn scenario
- 22 children under a steady-growth scenario
- 26 children under an upturn scenario[12]

These figures reflect the modelled gap between potential usage and existing supply, based on participation assumptions, adjusted population, and consistent care-seeking behaviour across all scenarios.

Conclusion

An estimated 25 licensed childcare spaces are realistically accessible to families in Bon Accord. With an adjusted population of 79 children aged 0 to 5, it is estimated that an additional 19 young children might use a licensed childcare space if one were available. As the population of young children is projected to increase by 9%, future demand for childcare spaces may continue to exceed supply by as many as 26 children.

While existing unlicensed arrangements may already meet part of the need, family preferences for family-based care could further shape demand for licensed options. As the population of Bon Accord and surrounding communities grows, adjustments to licensed capacity may be required to meet changing childcare needs over time.

[10] The Market Basket Measure (MBM) refers to Canada's official measure of poverty based on the cost of a specific basket of goods and services representing a modest, basic standard of living, developed by Employment and Social Development Canada (ESDC). Source: Statistics Canada. (2022). *Market Basket Measure (MBM).* https://www12.statcan.gc.ca/census-recensement/2021/ref/dict/az/definition-eng.cfm?ID=pop165

[11] Statistics Canada. (2023). Census Profile, 2021 Census of Population.

[12] Calculations based on project methodology (2025).

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1. Introduction

Alberta's childcare system is a vital part of the province's economic and social infrastructure. It enables families to work, supports healthy early childhood development, and strengthens community resilience. Increasing access to affordable, reliable childcare is essential to support workforce participation by parents of young children, especially women.

The Government of Alberta has launched a province-wide Childcare Community Needs Assessment, in partnership with Deloitte and HelpSeeker Technologies. Through this initiative, the Government of Alberta is seeking to advance Alberta's Early Learning and Child Care Vision (ELCC) of a childcare system that is accessible, affordable, high quality, inclusive, and efficient.

This report contributes to that vision by bringing local data, community perspectives, and system modelling together. While the province is responsible for system oversight, many of the most critical decisions about how childcare is planned, accessed, and delivered happen locally. This assessment is intended to support municipal governments, community partners, and regional planners in understanding current pressures, anticipating future needs, and coordinating responses that reflect the realities of each community.

2. Methodology summary

This assessment estimates both the number of childcare spaces needed to meet modelled coverage levels—based on a 59% benchmark used during federal-provincial negotiations under the Canada-Wide Early Learning and Child Care (CWELCC) agreement—and the number of children who would likely use licensed care if a suitable space were available.[13] Data on licensed supply, adjusted early childhood services (ECS) placements, and drive-time accessibility are combined to reflect how many spaces families can realistically reach, based on where they live, work, and travel.

The approach also incorporates age-specific participation rates and family preferences to better reflect actual demand for care. Together, these inputs are used to calculate two key planning indicators: the supply gap relative to 59%, and the estimated demand for licensed care, based on current access conditions. Full calculation steps, data sources, and assumptions are available in *Appendix B: Technical appendix.*

Childcare Needs Assessment Dashboard

The Childcare Needs Assessment Dashboard was developed alongside this assessment to support local planning and help communities work with the data in a more flexible way.

The dashboard includes:

- Neighbourhood-level estimates of childcare access.
- Scenario-based population projections through to 2031.
- Over 30 indicators related to housing, income, employment, demographics, and access.
- Interactive maps showing patterns of access, demand, and pressure across the region.
- A demand planning tool that allows users to adjust key assumptions—such as care preferences, population growth, or new space creation—and see how projected demand may change.

Because each community has unique local context, the dashboard provides a way to explore results beyond what a single, province-wide approach can fully capture.

[13] Under the CWELCC Agreements, most provinces have set a target of 59% coverage by 2026 as part of their federal-provincial commitments. See: *Child Care Now. Pan-Canadian Growth of Early Learning and Child Care Since 2008.* https://childcarenow.ca/pan-canadian-growth-of-early-learning-and-child-care-growth-since-2008/#space-expansion-tracking-and-targets

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3. Estimating childcare need

This needs assessment examines both the supply of childcare spaces and the demand for care across Bon Accord. The analysis considers where families live and work, their commuting patterns, and the types of care available during the day, including licensed programs and part-day early childhood services (ECS).

Key concepts

Demand refers to the number of children whose families would use licensed childcare if a suitable space were available. This includes families currently on waitlists and those who are not enrolled due to barriers such as cost, location, or limited availability.

Coverage rate describes the proportion of children aged 0 to 5 who have access to a licensed childcare space. It is a common way to assess how well the current supply aligns with population needs.

Supply gap refers to the number of additional spaces needed to meet a defined coverage target. In this report, the supply gap is calculated based on a 59% comparison.

To understand what this means for Bon Accord, this analysis answers four key questions:

How many children might need childcare?

The starting point for planning is Bon Accord's population of children aged 0 to 5. In 2024, this population was estimated at 88. However, childcare demand is influenced not just by where families live, but also by where parents work. Some families seek care near their place of employment rather than near home, particularly in a region with high commuting rates.

According to 2021 Census data, 73.1% of workers in Bon Accord commute in from surrounding communities, while 91.9% of Bon Accord residents commute out. This results in a net outflow of approximately 300 daily commuters.

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Figure 1: Bon Accord's daily commuter inflows and outflows

Figure 1 shows the top five communities for commuting into and out of Bon Accord. (Source: Statistics Canada, Census of Population 2021)

A custom commuting network was developed using 2021 Census data. The full network includes Bon Accord and surrounding municipalities with substantial daily travel ties, including Edmonton, Sturgeon County, Fort Saskatchewan, St. Albert, Strathcona County, Morinville, Redwater, Gibbons, Leduc County, and Beaumont. Figure 2 highlights these communities with the strongest commuting connections to Bon Accord.

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Figure 2: Commuting network, including Bon Accord

Figure 2 shows a portion of the broader commuting network that connects Bon Accord with surrounding communities through work-related travel. This subset highlights areas with especially strong commuting ties to Bon Accord, helping to identify where families may seek childcare across municipal boundaries. (Source: Statistics Canada, Census of Population 2021; commuting regions modelled using project methodology, 2025)

After adjusting for commuting dynamics, Bon Accord's effective childcare planning population is estimated at 79 children aged 0 to 5.[14] That is, demand is decreased to represent the proportion of families that commute out of the town who may prefer childcare closer to work than home.

[14] The adjusted commuting values are calculated by considering commuting and work patterns. The proportion of the workforce within the CSD that preferred childcare close to home and close to work was calculated, and applied to the number of children 0-5. This calculation accounts for those who commute outside the CSD and would prefer childcare outside the CSD (and close to work). A figure for commuters into the CSD who would prefer childcare close to work was then calculated. This gives the adjustment for commuting patterns and a more realistic view of how childcare should be localized.

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Table 1: Comparison of base and adjusted population aged 0 to 5

Measure	Number of children
Base population aged 0-5	88
Adjusted population aged 0-5	79

Source: Calculations based on project methodology (2025)

How many childcare spaces are accessible to families?

This section estimates how many licensed and early childhood services spaces families can realistically access, based on where they live, where they work, and how far they typically travel. It also considers how many other children live nearby, since spaces may be harder to access in areas with more demand.

Licensed spaces

Bon Accord has 68 licensed spaces provided through a mix of centre-based programs, approved family day homes, and the Fishing Lake Métis Aboriginal Head Start program.

Figure 3: Licensed childcare providers in Bon Accord

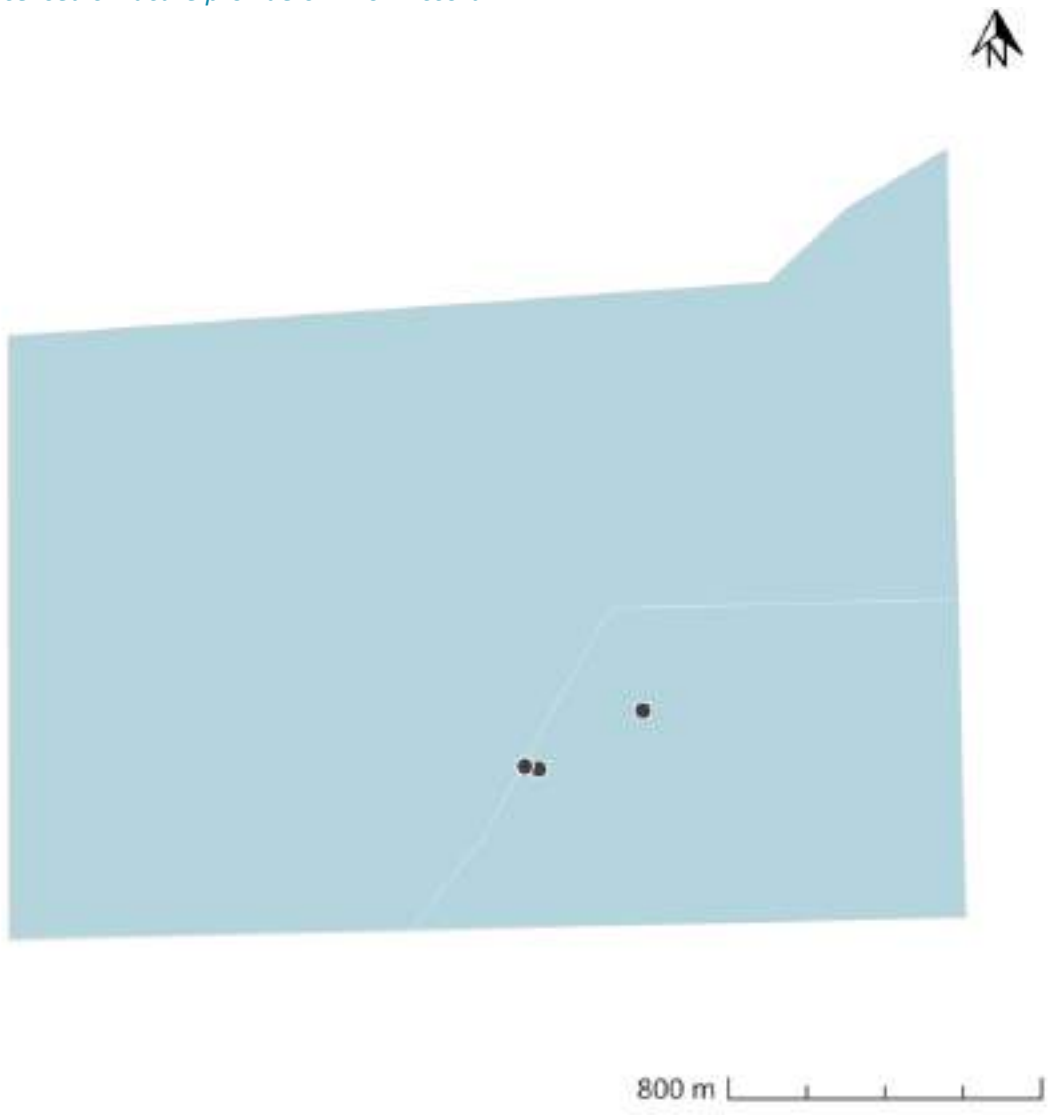

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Figure 3 shows the distribution of childcare providers in Bon Accord. Explore this data further in the Childcare Needs Assessment Dashboard. (Source: Statistics Canada, Census of Population 2021; commuting regions modelled using project methodology, 2025)

To reflect real-world accessibility, the analysis models how many licensed spaces are realistically reachable within a 30-minute drive, factoring in that families from nearby communities may also have access to the same spaces. Using this method, the number of accessible licensed spaces decreases from 68 to 25.

Table 2: Accessibility scores for licensed childcare spaces within drive times

Area	15-minute score	30-minute score	45-minute score	Δ from 15→45
Bon Accord	0.025	0.315	0.705	+0.680
Commuting region	0.266	0.470	0.586	+0.320
Alberta	0.281	0.450	0.585	+0.304

Source: Calculations based on project methodology (2025)

These findings are summarized using an accessibility score that calculates the number of accessible licensed spaces per 100 children aged 0 to 5. In Bon Accord, the accessibility score at 30 minutes is 0.315, meaning there are approximately 32 accessible licensed spaces for every 100 young children.

Early childhood services

Early childhood services (ECS) programs, such as preschool and kindergarten, also support daytime care. These programs, which include part-day placements for children aged 0 to 5, are primarily designed to support early learning, and are typically delivered through school-based or community settings.

Bon Accord itself has no ECS program spaces. However, using the same accessibility method applied to licensed spaces, the number of accessible ECS spaces increases from 0 to 10, as families may access programs outside the town boundary.

However, ECS programs generally do not meet full-day care needs. Following provincial guidance, only 12% of ECS spaces are counted toward the supply of care, representing those placements that can effectively reduce demand for full-time licensed care. This results in an estimated 1 ECS spaces being included in the total supply calculation.

Total estimated supply

By combining licensed spaces and the part-day adjusted proportion of ECS programs, Bon Accord's total estimated supply of accessible childcare spaces is 26.

Table 3: Estimated childcare spaces in Bon Accord

Supply component	Number of spaces
Accessible licensed spaces	25
12% of accessible ECS spaces	1
Estimated accessible supply	26

Source: Government of Alberta (2024); calculations based on project methodology (2025)

How many spaces could be needed?

Bon Accord has enough licensed childcare spaces for approximately 32% of its young children, or about one space for every three children aged 0 to 5. This is known as the standard coverage rate, which measures the number of accessible licensed spaces relative to the child population.

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As already noted, and following provincial guidance, 12% of accessible ECS spaces are included in the supply estimate. When ECS is included on this basis, Bon Accord's total estimated supply reaches 26 spaces. This brings the adjusted coverage rate to 33%, below the 59% level used as a modelling benchmark. Bon Accord would need approximately 21 additional licensed or full-day equivalent spaces to meet this benchmark.

Table 4: Estimated supply gap

Component	Value
Adjusted population (age 0-5)	79
Provincial coverage target	47
Estimated accessible supply	26
Estimated supply gap	**21**

Source: Government of Alberta (2024); calculations based on project methodology (2025)

How many families might use childcare if it were available?

While the coverage rate supports supply-side planning in this report, it does not capture the full range of families who may want or need care. To better understand potential demand, this model estimates how many children might use licensed childcare if a suitable space were available and aligned with their family's needs.

Unlike a supply benchmark, this estimate is based on observed patterns of care use and access. It considers:

- Adjusted population, which includes both children who live in Bon Accord and those whose families commute into the town.
- Age-specific estimated participation patterns, where approximately 75% of children aged 0-2 and 85% of children aged 3-5 are expected to require care.[15]
- Accessible spaces, reflecting locations families can realistically reach within a 30-minute drive, while accounting for competition in high-demand areas.
- Part-day ECS placements, included at a 12% adjustment to reflect those placements' partial contribution to daytime care.
- Family preferences, recognizing that not all families will choose licensed care, even when it is available.

Based on these factors, an estimated 65 children in Bon Accord may require care. After accounting for those with access to a licensed space or adjusted ECS placement, approximately 39 children remain without access to licensed care. Assuming 50% of these families would choose to use care if a space were available, the model suggests that demand may be approximately 19 children.[16]

However, this estimate does not capture unlicensed care, which remains a notable part of the broader childcare landscape and may reduce or change actual need. It also reflects the number of children who might use a space if one were available, not the number of new spaces necessarily required. Since the specific care needs of each estimated child are unknown—including whether families are seeking full-time or part-time care—a single licensed space may accommodate more than one child.

[15] More information on the estimated participation patterns is available in the technical appendix.

[16] This 50% estimate reflects assumptions provided by the Government of Alberta, internal data and past patterns of childcare use across the province.

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Table 5: Calculation of estimated demand

Components	Description	Value
How many children might need childcare?	Adjusted 0–5 population	79
	– 75% of children aged 0-2	20
	– 85% of children aged 3-5	45
	Total estimated that might need care	**65**
How many childcare spaces are accessible to families?	**Estimated accessible supply**	**26**
How many families might use childcare if it were available?	Children without access to care	39
	– 50% expected to seek a space if available	× 0.50
	Estimated demand	**19**
	– Age 0-2	6
	– Age 3-5	13

Source: Government of Alberta (2024); calculations based on project methodology (2025)

Unlicensed childcare

These calculations do not include unlicensed home-based childcare, as no reliable province-wide data exists for these providers. While unlicensed providers may help meet local needs, they operate outside the licensed childcare system and are not subject to consistent oversight. Based on Statistics Canada data and project methodology, Bon Accord may have approximately 2 unlicensed spaces.[17] However, because these figures cannot be verified, they are not included in estimates of demand.

[17] Calculations based on project methodology (2025).; Statistics Canada. (2025, March 19). *Canadian Survey on the Provision of Child Care Services, 2024.* https://www150.statcan.gc.ca/n1/daily-quotidien/250319/dq250319b-eng.htm

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4. Regional pressures

Bon Accord has approximately one licensed childcare space for every three children aged 0 to 5—a 31.5% coverage rate, higher than the regional average of 20.2%.[18] This figure reflects licensed spaces only and excludes early childhood services (ECS) programs, allowing for more consistent comparison across jurisdictions.

The Town of Bon Accord is surrounded by Sturgeon County and is connected to nearby communities such as Gibbons, Redwater, and the Edmonton. Licensed childcare spaces in Bon Accord are also accessible to families from surrounding rural areas and neighbouring towns. As populations and family needs change across the region, demand for childcare spaces in Bon Accord may likewise change. Understanding how families travel across municipal boundaries to access care helps provide a more complete picture of availability.

This analysis is based on measures such as proximity, coverage, and space availability. It does not capture enrolment data, waitlists, or individual care-seeking behaviour. Other factors—like affordability, hours of operation, cultural fit, and parental preferences—also shape how families navigate access. These results should be interpreted as indicators of potential need, not a complete picture of current usage.

[18] Calculations based on project methodology (2025).

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Figure 4: Coverage rate across Bon Accord's regional commuting network

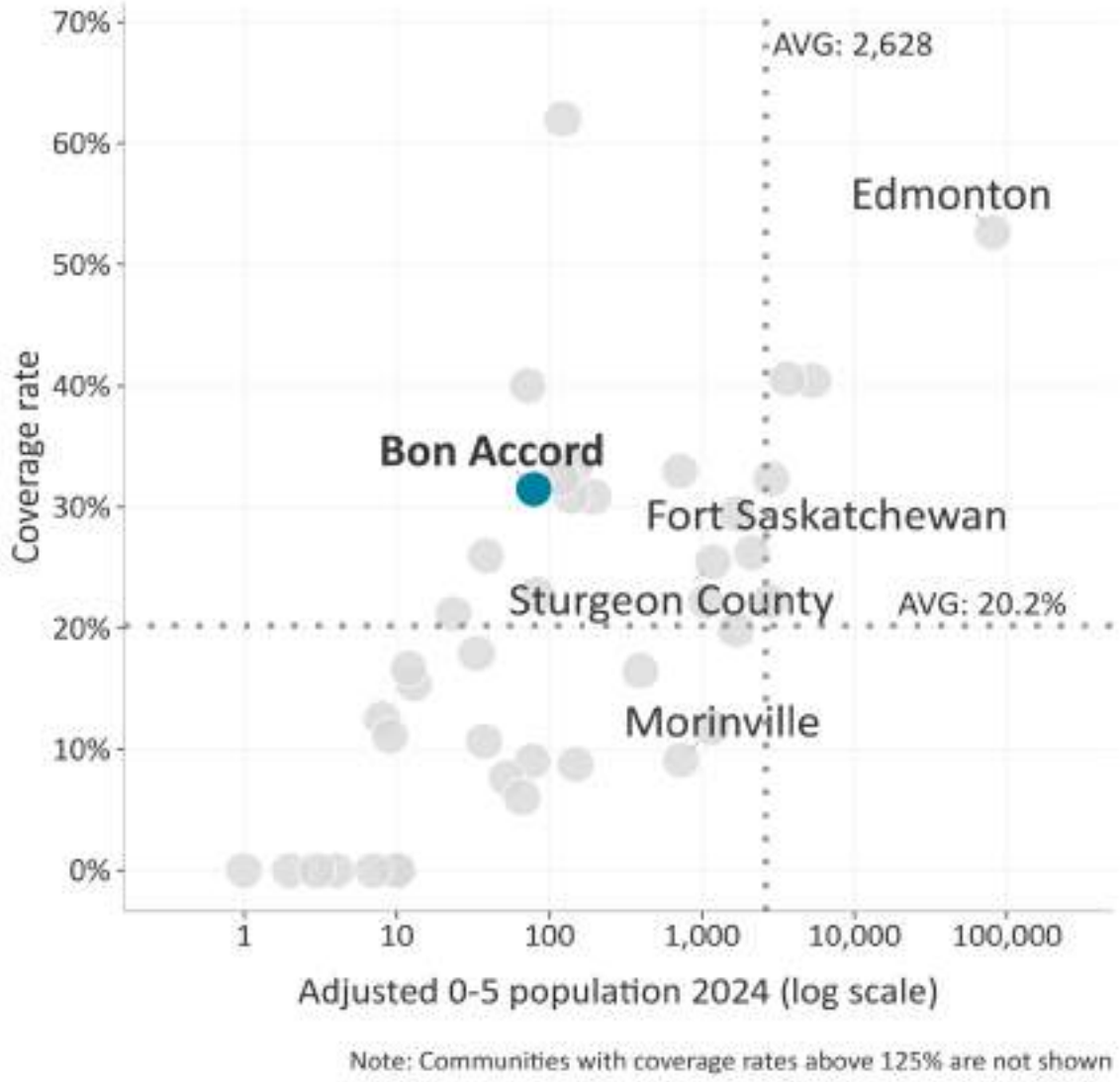

Figure 4 shows the coverage rate for each community in Bon Accord's regional commuting network compared to its adjusted population of children aged 0 to 5. Communities higher on the chart have more accessible licensed spaces per child within a 30-minute drive time, while those farther to the right have larger adjusted child populations. Explore this data further in the Childcare Needs Assessment Dashboard. (Source: Calculations based on project methodology 2025)

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5. Community conditions shaping childcare

Childcare needs are shaped not only by the number of children living in a community, but also by the conditions that influence whether families can access care when and where they need it. This section brings together three types of community indicators that help explain how demand is experienced and where access may be most limited.

- Demand drivers include population and workforce characteristics, such as an increase in the number of young children, one-parent families, or full-time workers, all of which increase demand for childcare.
- Access pressures reflect social, economic, and geographic conditions that make it more challenging for families to find or maintain licensed childcare, even when space is available.
- Community engagement provides insights, including examples of local innovation and system-level challenges related to affordability, access, and inclusion.

Unless otherwise stated, all data in this section is drawn from the 2021 Census of Population, Statistics Canada.

Demand drivers

Children aged 0 to 5 made up 6.1% of Bon Accord's population as of 2024, slightly below the Alberta average of 6.5%.[19] By 2031, the population of young children is projected to increase by approximately 9% from 88 to 96.

Figure 5: Population projections in Bon Accord, 2025-2031

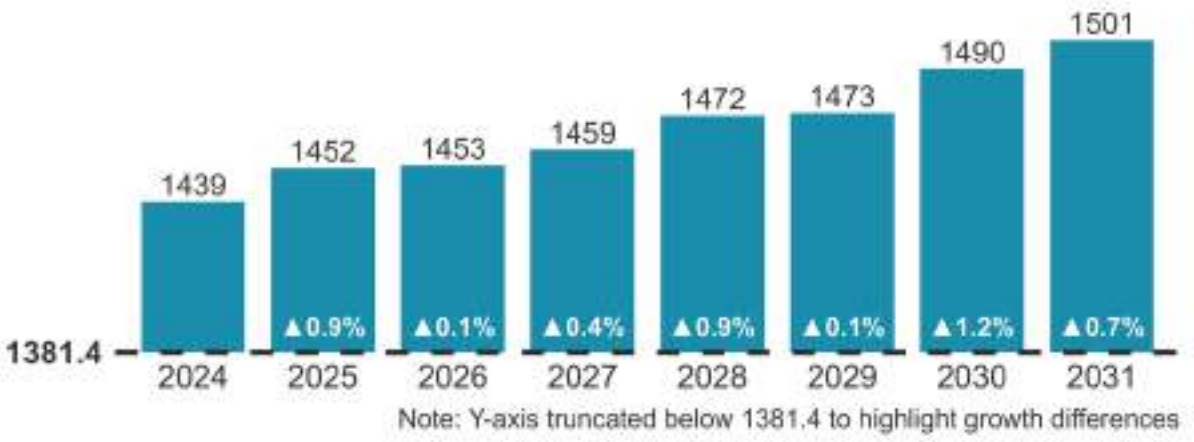

Figure 5 shows projected population growth in Bon Accord through 2031. An increasing population may place additional pressure on childcare systems, with a need to plan for future service capacity. Explore this data further in the Childcare Needs Assessment Dashboard. (Source: Modelled population based on project methodology, 2025.)

[19] Office of Statistics and Information, Alberta Treasury Board and Finance. (2023, February 28). *Population by municipality* [Data set]. Government of Alberta. https://open.alberta.ca/opendata/population-by-municipality

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Figure 6: Population projections for children aged 0 to 5 in Bon Accord, 2025-2031

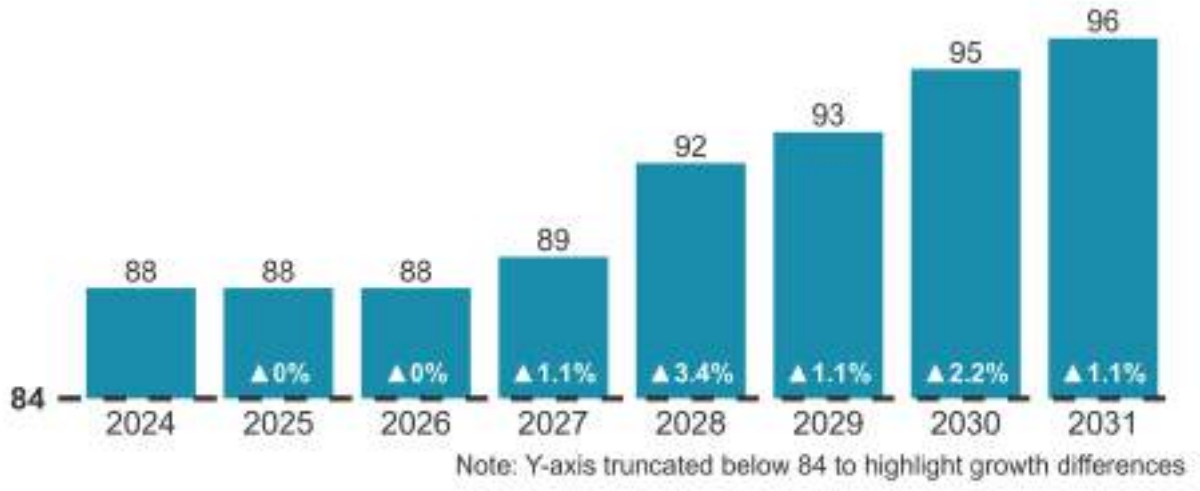

Figure 6 shows projected growth in the population of children aged 0 to 5 in Bon Accord through 2031. Recognizing these trends could help inform future planning for early learning and childcare services to align with increasing demand. Explore this data further in the Childcare Needs Assessment Dashboard. (Source: Modelled population based on project methodology, 2025.)

One-parent families account for 12.8% of all families in Bon Accord, lower than Alberta's 15.2%. These families include 19.8% of the town's children, a total of 90 children in 2021 (including those aged 6 and older). Parents in one-parent households may have fewer unlicensed care options and may rely more on licensed childcare, particularly when balancing work, school, or training. In these situations, demand may reflect a need for consistent and flexible coverage to support parental participation in the workforce.

A total of 57.0% of Bon Accord families have children, below the Alberta average of 60.4%. The average number of children per family is 1.8, just below Alberta's 1.9. This suggests that some Bon Accord households are likely to require care for more than one child. Demand may span a range of age groups and may include care models that support mixed-age enrolment.

Bon Accord's labour-force participation rate is 66.7%, slightly lower than Alberta's average rate of 68.0%. About 31.2% of the town's workforce is employed for part of the year or for part-time hours, fractionally lower than the Alberta average of 31.7%.[20] Such job patterns may result in scheduling mismatches between parents' hours of employment and typical childcare hours. Demand for licensed care with flexible scheduling options, such as part-time and outside weekday business hours, may better support families' needs.

[20] According to Statistics Canada, the participation rate for a particular group (age, sex, marital status, geographic area, etc.) is the total labour force in that group, expressed as a percentage of the total population in that group. Source: Statistics Canada. (2021). Participation rate. Dictionary, Census of Population, 2021. https://www12.statcan.gc.ca/census-recensement/2021/ref/dict/az/definition-eng.cfm?ID=pop108

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Access pressures

A total of 32.1% of one-parent families live below the Market Basket Measure (MBM) [21] poverty line—almost double Alberta's average rate of 17.6%. Parents in low-income households—particularly those raising children alone—may have fewer family-based care options and face financial challenges to accessing licensed care, even when availability exists. This can present as a barrier to finding or sustaining employment or education.

Bon Accord also has a child dependency ratio[22] of 28.1, slightly higher than Alberta's 26.0. The child dependency ratio measures the number of children (typically aged 0 to 14) relative to the working-age population (ages 15 to 64). A higher ratio means there are more children per adult of working age, which can increase pressure on family supports and public systems—including childcare. These pressures may be felt most acutely in neighbourhoods where high child dependency and lower-income households intersect, increasing the importance of affordable, accessible care options within those communities.

[21] The Market Basket Measure (MBM) refers to Canada's official measure of poverty based on the cost of a specific basket of goods and services representing a modest, basic standard of living, developed by Employment and Social Development Canada (ESDC). Source: Statistics Canada. (2022). *Market Basket Measure (MBM).* https://www12.statcan.gc.ca/census-recensement/2021/ref/dict/az/definition-eng.cfm?ID=pop165

[22] The child dependency ratio refers to the number of persons aged 0 to 14 per 100 persons aged 15 to 64, representing the economic burden on the working-age population to support children. While the overall dependency ratio includes both youth and elderly populations, this measure focuses specifically on the child component. Source: Statistics Canada. (2009). Dependency ratios. https://www150.statcan.gc.ca/n1/pub/82-229-x/2009001/demo/dep-eng.htm

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Figure 7: Market Basket Measure (MBM) poverty rates by family type

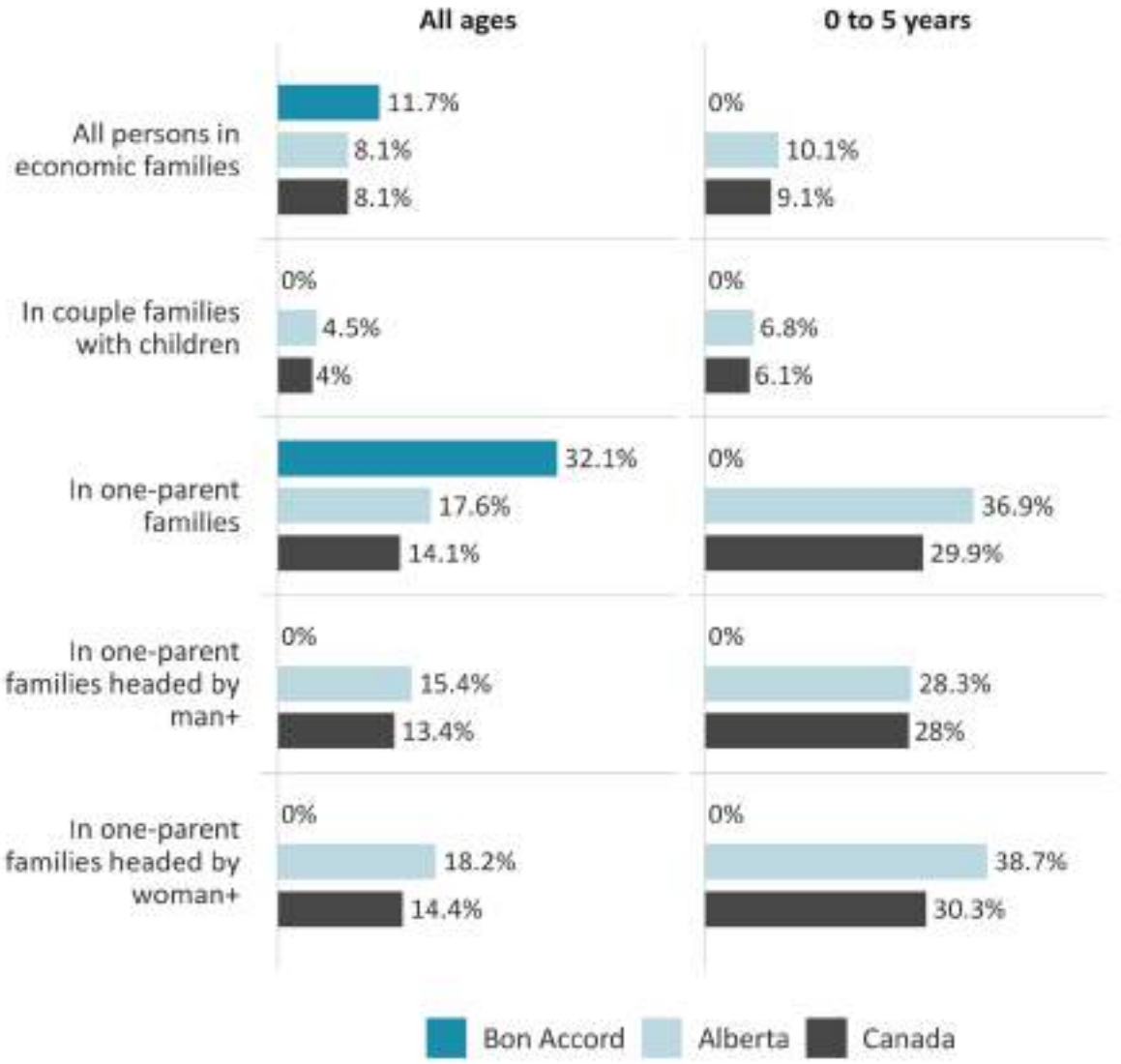

Figure 7 shows MBM poverty rates in Bon Accord by family type, including couple and one-parent families, with Alberta and Canada medians provided for comparison. Explore this data further in the Childcare Needs Assessment Dashboard. (Source: Census of Population 2021.)

A total of 4.2% of Bon Accord residents are immigrants. For newcomer families, access to licensed childcare may be shaped by past experiences with government systems, unfamiliarity with available supports, language barriers, or different cultural understandings of early childhood education.

Separately, 1.9% of Bon Accord residents identify as racialized. These families may face systemic inequities, discrimination, or barriers that affect how they navigate childcare options, even when financial and geographic access is not an issue.

Indigenous residents make up 18.5% of the town's population, nearly triple the 6.8% provincial average. While Indigenous identity itself does not create a barrier, families may face distinct challenges tied to jurisdictional gaps, intergenerational trauma, or limited availability of culturally grounded childcare.

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Bon Accord is in a region that includes longstanding First Nations and Métis communities, including Plains Cree, Woods Cree, Nakota Sioux, Saulteaux (Anishinaabe), Dene Suliné, and Haudenosaunee/Iroquois, as well as urban and rural Métis populations. Many Indigenous families live in the town, and others may access services there due to regional patterns of movement, governance, and service provision.

Indigenous families—whether living in Bon Accord or connected to nearby Nations—may face specific barriers when accessing childcare, particularly when services are not culturally aligned or are delivered through systems that do not reflect community priorities. Respectful planning requires acknowledging Indigenous jurisdiction, the diversity of Indigenous experiences across the region, and the need for culturally safe and responsive care.

Refer to the Childcare Needs Assessment Dashboard for more information on:

- Percentage of tenant households in core housing need
- Percentage of tenant households spending >30% on shelter
- Market Basket Measure (MBM) poverty rates by family type and child age
- Commuting patterns by gender and destination
- Income comparison by family structure
- Percentage of Indigenous, immigrant, and racialized residents

Community engagement

Through surveys, interviews, and facilitated discussions, communities shared reflections on the strengths and pressures in Alberta's early learning and childcare system. These conversations provided helpful context on how the system is experienced locally, including insights into what is working well and where challenges remain.

Communities and the Province of Alberta are aligned on a shared vision: childcare is a priority and central to supporting the next generation. The examples below highlight areas where positive momentum is already building in communities today:

- There are effective local partnerships between providers, municipalities, and schools.
- New facilities and renovations have improved space availability and care environments.
- There are flexible program models, such as part-time or multi-age groupings.
- There is co-location of childcare with family supports and mental health resources.
- Workforce retention initiatives, such as housing for staff or training supports, help support stable employment and childcare arrangements.

At the same time, communities described pressures affecting childcare access, quality, and sustainability. The table below summarizes the most commonly cited challenges, grouped according to Alberta's five ELCC system goals. These comments reflect what was heard through local engagement, but may not align with current provincial policy or apply equally across all communities.

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Table 6: Childcare barriers identified by municipal representatives in Bon Accord or in other communities

ELCC goal	Barrier	Description
Affordability	Parent-paid fees	Families struggle with childcare fees, especially those just above subsidy thresholds who do not qualify for assistance. While most families benefit from subsidies, unaffordable costs remain a major barrier.
	Indirect costs	Upfront expenses like deposits and unpredictable subsidy eligibility make it difficult for families with fluctuating incomes to budget for childcare.
	Provider capital expenditures	Childcare providers face high initial and ongoing costs to build, renovate, or maintain licensed facilities. These expenses often limit or delay crucial infrastructure upgrades or expansions that could increase capacity for rural providers.
	Day home viability	Rural communities struggle to establish day homes due to high housing costs and strict residency rules. Rural areas face the added challenge of a smaller housing stock and fewer rental options, making it particularly difficult to attract or retain day home operators. These conditions slow the growth of day home care and limit access to flexible, home-based options in rural communities.
Accessibility	Geographic and transportation barriers	Childcare options are acutely limited and widely dispersed, forcing families to travel significant distances. A consistent lack of reliable transportation (personal or public) significantly restricts access.
	Lack of non-standard and flexible care	Facilities primarily operate during standard hours, failing to meet the critical demand for evening, weekend, overnight, part-time, or emergency care required by diverse rural workforces (e.g., agriculture, resource-based industries, shift workers).
	Licensing and planning	Small providers face unique difficulties and complex licensing standards (staffing, facility size, paperwork). Additionally, restrictive zoning and the scarcity of suitable, affordable commercial spaces limits the establishment or expansion of licensed childcare facilities, even where demand is high.
Quality	Critical workforce shortage and instability	Rural providers face extreme challenges attracting and retaining qualified early childhood educators (ECEs) due to low wages, severe housing shortages, and limited career progression opportunities. This leads to high staff turnover, compromising care quality, and making it nearly impossible to open new spaces.
	Limited training access and professional development	Geographic distance, a scarcity of local training, and insufficient professional development funding make it difficult for rural staff to access essential education. The absence of structured apprenticeship programs and issues with immigrant worker residency streams further destabilize the workforce.
	Inadequate facility infrastructure	Rural childcare is frequently delivered in older, repurposed, or unsuitable buildings requiring significant, costly upgrades or expansions. This limits capacity and compromises the quality of the learning environment, often necessitating communities to purchase and convert privately-owned buildings.

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ELCC goal	Barrier	Description
Inclusion	Support for diverse needs	Rural childcare providers typically lack the trained staff and resources needed to support children with disabilities or developmental delays, putting extra pressure on existing staff and limiting inclusive care.
	Inclusive amenities	Due to funding limitations and logistical issues, rural childcare facilities often lack the necessary specialized equipment or resources to support children with additional needs.
Efficiency	Administrative burden	Small rural childcare teams face heavy administrative responsibilities, such as licensing paperwork and grant reporting, which reduce the time available for childcare delivery. Rural providers often express frustration with repetitive provincial policy initiatives, consultations, and temporary solutions.
	System navigation	Families in rural areas struggle to understand and navigate childcare registration and subsidy processes, primarily due to limited internet connectivity and fewer local supports, making access to childcare more difficult.

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6. Planning for future childcare needs

This section illustrates how future changes in population, affordability, and employment may affect childcare coverage in Bon Accord. Three possible scenarios are used to help plan for the long term and show where service gaps may grow or shrink over time. Methodological details are available in *Appendix B: Technical appendix*.

Each scenario is based on different assumptions about economic and population growth:

- Steady scenario – There is moderate growth in population, employment, and affordability.
- Upturn scenario – There is faster growth due to increased migration, housing development, sustained growth in household incomes, and job creation or lower unemployment.
- Downturn scenario – There is slower growth or population decline caused by affordability pressures or economic slowdown, income growth is slow, and unemployment is increasing.

Projections begin with Bon Accord's adjusted 2024 population of children aged 0 to 5. Estimated demand is calculated using the same method described in section 3, specifically in the subsection "*How many families might use childcare if it were available?*" The model assumes that some children may require care based on age-specific participation and subtracts those with access to a licensed or part-day ECS space.

Projections assume no new childcare spaces are added between 2025 and 2031.

Table 7: Projected childcare demand (2025-2031)

Year	Steady scenario demand	Upturn scenario demand	Downturn scenario demand
2025	19	20	19
2026	19	21	18
2027	20	23	18
2028	21	24	18
2029	21	24	17
2030	22	25	18
2031	22	26	18

Source: Calculations based on project methodology (2025)

Exploring future need locally

To further explore the scenario analysis, municipalities can use the demand planning tool in the Childcare Needs Assessment Dashboard to examine how future conditions may affect childcare needs. This exploratory tool enables users to test planning assumptions, adjust key system levers, and assess how projected demand may change through 2027.

The tool allows users to adjust for local factors, such as:

- Migration, birth rates, and employment trends.
- New housing development or major infrastructure projects.
- Changes in licensed care preferences or licensing assumptions.

Users can also input planned space creation by year, to see immediately how those changes affect projected demand. While not predictive, the tool is designed to support long-range planning by helping municipalities align capital investments, development approvals, and decisions about facility siting with expected population growth.

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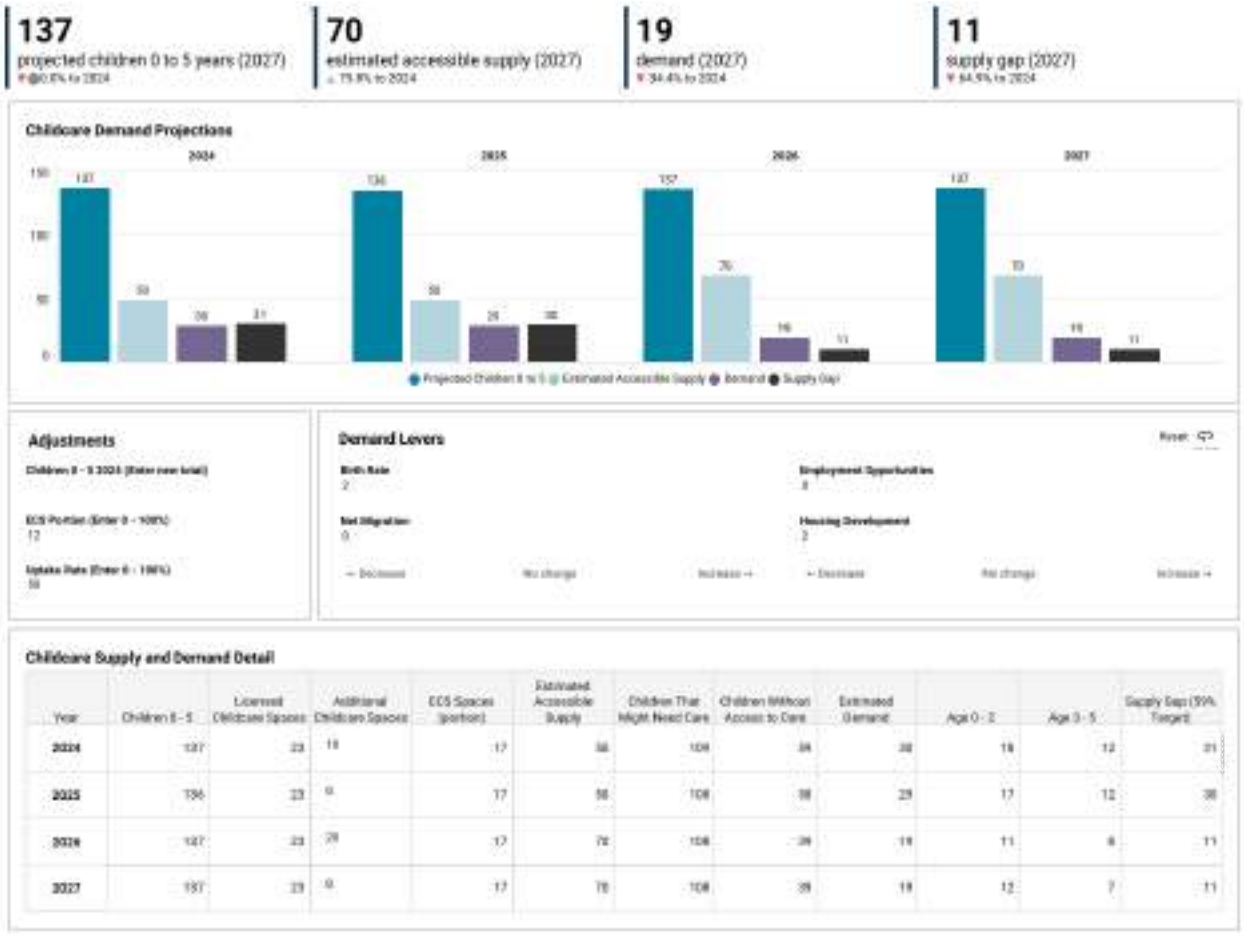
Figure 8: Demand planning tool sample



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7. Actionable insights

The following actionable insights are designed to support local planning and highlight ways municipalities can contribute to strengthening the childcare system in collaboration with the province and other levels of government. While childcare is a provincial responsibility, many factors that affect access, such as land use, infrastructure, and service coordination, are shaped locally.

The actionable insights are drawn from the data analysis conducted through this report, local consultations with community and municipal leaders, including those in Bon Accord, and a review of Bon Accord's Municipal Development Plan.[23]

Planning for growth

Bon Accord's current accessible supply—including licensed spaces and a portion of part-day ECS placements—covers approximately 33% of the town's adjusted population aged 0 to 5. This reflects a modelled supply gap of approximately 21 spaces based on planning assumptions outlined in the methodology. In addition to this benchmark, the model estimates that approximately 19 children might use licensed childcare if a suitable space were available. This estimate is based on Bon Accord's adjusted population, participation assumptions, accessible supply, and family preferences.

Looking ahead, growth in the population aged 0 to 5 is expected to increase pressure on the childcare system. If no new spaces are introduced, projected net demand—the number of children who may want care relative to available supply—could range from 18 to 26 by 2031, depending on future population and economic conditions.

As identified in the Municipal Development Plan,[24] Bon Accord's compact size, school facilities, and highway connections to surrounding communities could support planning for childcare locations that are accessible to both local families and those from nearby rural areas.

Planning considerations

- As the population changes in Bon Accord and surrounding rural areas, track how local and regional families using community-based childcare.
- Consider how commuting patterns to Edmonton, Fort Saskatchewan, and other nearby centres could shape demand, and assess whether available capacity aligns with the schedules, locations, and childcare types preferred by families.

Regional

Bon Accord is located in Sturgeon County about 40 kilometres north of Edmonton, and is surrounded by rural areas where licensed childcare supply is limited. While larger childcare providers operate in nearby centres such as Fort Saskatchewan and Edmonton, Bon Accord's licensed spaces may be more accessible to families in neighbouring rural communities.

[23] Town of Bon Accord. (2024). *Municipal development plan bylaw* (Bylaw No. 2023-10). Town of Bon Accord. https://bonaccord.ca/uploads/dm/13898/202310_Municipal_Development_Plan_Bylaw

[24] ibid.

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Over time, changes in population and housing development patterns—particularly in areas attracting young families—could result in periods of increased demand for licensed care. Where such demand is identified, opportunities may exist to integrate childcare into existing community facilities.

Planning considerations

- Monitor changes in population and housing development patterns in both Bon Accord and rural areas in Sturgeon County to assess potential shifts in licensed childcare demand.
- Consider opportunities for integration into existing or planned community spaces, particularly those that also serve as hubs for other family-oriented services.

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Appendix A: Types of childcare in Alberta

Table 8: Types of childcare in Alberta[25]

Type of care	What it means	Licensed or regulated?	Eligible for government funding?
Licensed childcare	Childcare programs (e.g., daycare, preschool, out-of-school care, etc.) caring for aged 7+ children under provincial standards.	Inspected and regulated under Alberta provincial law.	May be, eligible for provincial operating grants, wage funding, and affordability grants.
Unlicensed childcare	Childcare arrangement that provides care for no more than six children at a time (not including the caregiver's own children). This can include home-based care, unlicensed care by relatives or friends, nannies, and small unlicensed centre-based programs, including those in Indigenous communities.	Not licensed or monitored by the Alberta government, but subject to investigation if over capacity or unsafe.	No, not eligible to receive provincial funding or grants.
Approved family day home	Home-based care operating under the supervision and approval of a licensed family day home agency.	Providers are approved and monitored by contracted agencies licensed by the province.	Subsidies for children up to kindergarten age have been replaced by a universal flat-fee system in Alberta.
Indigenous Head Start	Culturally based early learning programs (on and off reserve) focusing on language, culture, health, family support. Most Head Start programs in Canada serve children ages 3-5 years, though on-reserve programs may include children from birth up to age 6.	Not provincially regulated; run and funded federally.	No, federally funded. To access provincial support, program must also obtain an Alberta license.
Out-of-school care (OSC)	Before/after school care or care during professional development days for students in Grades 1-6.	Licensed if caring for aged 7+ children; unlicensed if there are 6 or fewer children. Licensed OSC is monitored by the province.	Licensed OSC programs are eligible for funding and subsidies; unlicensed OSC programs are not.
School-based early learning	Early learning programs (e.g., kindergarten, pre-kindergarten) provided in schools, often under the Education Act.	Governed by Alberta Education, not under ELCC licensing.	No, funded through education budgets, not childcare grants.

[25] Government of Alberta (n.d.). *About child care in Alberta*; Indigenous Services Canada (2020). *Indigenous early learning and child care*; Government of Canada (2021). *Canada-Alberta Canada-wide early learning and child care agreement – 2021 to 2026*.

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Appendix B: Technical appendix

This childcare needs assessment was developed to give communities a clearer and more practical picture of how many children might need care, how many spaces are accessible to families, and where gaps are most likely to exist.

Simple comparisons between the number of children and the number of spaces can miss important details, like where families go during the day, how far they are willing to travel, and whether available spaces are in areas that are already in high demand. They also do not reflect the role of part-time early childhood services (ECS) programs, which can meet some families' daytime care needs and reduce pressure on the licensed system, or the fact that not every family will use licensed care even when a space exists.

The approach used in this assessment brings those factors together to estimate how many children would likely use licensed care if a space were available, combining data on population, space availability, and daily travel patterns. It also draws on insights from province-wide consultations with childcare leaders and municipal planners, reflecting the realities communities are facing across Alberta.

The goal is to help municipalities make informed decisions about where care is needed, how access may change over time, and what kinds of planning or partnerships could help meet that need.

Methodology development

How the approach was developed

This work was led by the Government of Alberta as part of a province-wide initiative to support consistent, locally relevant planning. It draws from public data, provincial records, national research, and international best practices, refined for Alberta's planning, governance, and data environment.

The approach was tested and adapted using real-world data and community feedback to ensure it works across urban and rural settings.

What the approach measures

The assessment estimates:

- How many children are likely to need care during the day (adjusted to include commuters)
- How many licensed and ECS spaces are realistically accessible, based on distance and demand
- The supply gap based on planning assumptions outlined in the methodology
- How many families are likely to use care if a space is available

These factors are combined to calculate demand—the number of children who might use licensed care if a space were available, but currently do not have access to one. This represents the gap between expected demand and the number of usable spaces in the community.

Key data sources

This needs assessment draws on a combination of public datasets, administrative records, and custom calculations developed through the project methodology. Key sources include:

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- Consultation with municipalities, First Nations, and Métis Settlements, which informed assumptions about barriers, local needs, and planning considerations
- The 2021 Census of Population, including data on children aged 0 to 5, commuting patterns, household types, and labour-force participation
- The 2016 Census of Population, used where more recent data was not available, or to support trend analysis
- Government of Alberta population projections, used to support scenario modelling
- Custom population projections, developed through the project methodology to reflect community-specific growth and commuting patterns
- Government of Alberta administrative data, including licensed childcare capacity and early childhood services (ECS) program data
- National childcare studies from Statistics Canada, used to inform assumptions about care usage and demand
- The Government of Alberta Major Projects Inventory, which tracks private and public sector developments valued at $5 million or more that may influence population and childcare demand
- Municipal development plans (MDPs), used to understand local growth, land use, and planning priorities
- Drive-time accessibility analysis, developed through the project methodology to estimate how many spaces are realistically usable based on distance, competition, and service distribution

Core calculations

Supply

This needs assessment uses a modelled coverage level of 59% to support consistent supply estimation across communities. This level is consistent with planning assumptions used in several jurisdictions and serves as a reference point for understanding how many licensed or full-day equivalent spaces may be needed in relation to the child population.

To calculate supply, the number of licensed childcare spaces accessible to families is combined with a portion of part-day early childhood services (ECS) spaces. Following provincial guidance, 12% of ECS placements are included in the supply estimate to reflect their partial contribution to daytime care.

All supply estimates are adjusted based on families' travel patterns and realistic access to care within a 30-minute drive, accounting for both geographic proximity and local competition for available spaces.

Geospatial accessibility to childcare

Childcare accessibility is measured using the enhanced two-step floating catchment area (E2SFCA) method, a spatial analysis technique commonly used for healthcare and service accessibility studies,[26] which provides a more realistic measure of access than simple distance-based approaches. The E2SFCA method considers the competition for childcare spaces by considering both the availability of childcare spaces and the demand from surrounding populations. It also recognizes that families may cross

[26] Paez, A., Higgins, C. D., & Vivona, S. F. (2019). Demand and level of service inflation in Floating Catchment Area (FCA) methods. PLoS ONE, 14(6), e0218773. (DOI: https://doi.org/10.1371/journal.pone.0218773).

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municipal boundaries to find care, and that they are less likely to choose providers that require longer travel times. The analysis involves the following steps.

Supply-side (provider) catchment areas and provider-to-population ratios

1. Drive-time catchments (15, 30 and 45 minutes) are generated around each childcare provider location using ArcGIS Location Services.
2. All the dissemination blocks (DBs)—smaller building blocks that compose a DA—whose centroids fall within each provider's drive-time catchments are identified.
3. For each DB, an estimate of the 0-5 population is calculated by applying the 2021 DA-level 0-5 proportion to the DB's 2021 total population.
4. For each childcare provider location, two types of weights are applied to the DB 0-5 population within each catchment:
    - Distance decay weights – 1.00 for 0-15 minutes, 0.20 for 15-30 minutes, and 0.15 for 30-45 minutes
    - Community type flow probabilities – Based on Statistical Area Classification (SAC) types (CMA, CA, Strong MIZ, Moderate MIZ, Weak MIZ, No MIZ), flow probabilities are derived from commuter flow data and applied to reflect the likelihood of families travelling between different community types. Flow probabilities are set to 1.00 for 15-minute catchments, and the derived probabilities applied to the 30 and 45-minute catchments.[27]
5. The final weighted 0-5 population for each catchment is calculated by combining both weights: weighted population = (DB 0-5 population) × (distance decay weight) × (community type flow probability).
6. The total weighted demand per provider is calculated as: total weighted demand = ∑(weighted population)
7. The provider-to-population ratio is calculated by dividing the provider capacity (the number of childcare spaces) by the total weighted demand: provider-to-population ratio = (provider capacity) ÷ (total weighted demand). Providers serving more families in their area effectively receive lower scores, reflecting competition for available spaces.

Demand-side (population) catchment areas and accessibility scores

1. For each DA, the population-weighted centroid (demand point) is derived using the spatial distribution of the DB-level population.
2. 15-, 30-, and 45-minute catchment areas are generated around each DA's demand point.
3. For each DA, all providers within each drive-time catchment are identified, and the respective provider ratios are weighted by the same distance decay weights used above and summed to produce a final accessibility score. DAs with more nearby, less-competitive providers receive higher scores.

[27] Statistics Canada, Table 98-10-0459-01 – Commuting flow from geography of residence to geography of work by gender: Census subdivisions (DOI: https://doi.org/10.25318/9810045901-eng).

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Aggregation to CSD level and accessible childcare spaces estimation

1. Accessibility scores at the DA level are aggregated to the CSD level by calculating the population-weighted average of DA scores: CSD score = ∑(DA score × DA population) ÷ ∑(DA population)
2. Accessible spaces are estimated at the CSD level by multiplying the 30-minute CSD accessibility score—representing a reasonable travel threshold for families—by the 2024 CSD population of children aged 0 to 5.

Demand

Demand reflects the number of children whose families would likely use a childcare space if one were available. This estimate is calculated using a step-by-step method based on data and assumptions provided by the Government of Alberta. Three core assumptions, or modifiers, exist to better accommodate a variety of factors in demand.

Parental leave

Parental leave substantially reduces the likelihood that families will seek licensed childcare during a child's first year of life. According to Statistics Canada, approximately 73% of Alberta mothers with children under age 1 are on some form of leave.[28] Based on a simplified assumption that half of the 0-2 population is under 1 year of age, this would suggest that up to 63.5% of children aged 0-2 might require care. However, this population partially overlaps with parents who report a general preference for keeping children at home—an adjustment applied later in the model. To avoid double-counting this group, the estimate was rounded upward to a 75% participation rate for the 0-2 age group, reflecting a conservative approach to care-seeking while preserving internal consistency in the demand calculation.

Kindergarten-related care

In Alberta, kindergarten is neither mandatory nor universally full-day. Many 5-year-olds attend part-time programs, leaving families to coordinate care for the remainder of the day. Because detailed, community-level enrolment data is unavailable, assumptions are required to estimate how many 5-year-old children have their care needs fully met through kindergarten.

To model this, the following logic was used:

- One-third of children aged 3 to 5 are assumed to be five years old.
- Of those, 45% are assumed to have their daytime care fully covered by kindergarten programming.
- This equates to 15% of the total 3-5 age group.

The remaining 85% are assumed to require additional childcare. Because the next modelling stage includes a separate adjustment for families who prefer to care for children at home, this assumption avoids overlapping reductions while maintaining a realistic picture of licensed care needs for older preschool-aged children.

Parental preference

Not all families choose licensed care, even when spaces are affordable and available. Factors influencing this include work schedules, family support networks, cultural preferences, and personal values. To

[28] Statistics Canada. (2023). Labour Force Survey, 1997-2022.

reflect this reality, the model applies a care-seeking adjustment to the population of children who do not currently have access to licensed or part-day ECS care.

Data from Statistics Canada's 2022/2023 *Survey on Early Learning and Child Care Arrangements* shows that 38% of parents not using childcare cited a preference for keeping their child at home.[29] This figure was increased to 50% in the model, based on Government of Alberta data and expert input, to more accurately reflect provincial-level trends. This adjustment is applied at the final stage of the calculation to estimate how many of the remaining families would likely use licensed care if it were available and aligned with their needs.

The full calculation includes the following steps.[30]

1. Start with the adjusted population aged 0-5, which includes both children who live in the community and children whose families commute in for work and are likely to access care during the day.
2. Apply age-specific participation assumptions:
    - 75% of children aged 0-2 may require care (accounting for parental leave patterns while avoiding overlap with home-care preferences)
    - 85% of children aged 3-5 may require care (accounting for children whose needs are met through kindergarten programs)
3. Subtract the number of accessible licensed spaces.
4. Subtract a portion of accessible ECS spaces; only 12% are counted, reflecting that ECS programs are typically part-day, and many families still require additional care.
5. Apply a care-seeking adjustment of 50% (accounting for parental preference), based on provincial guidance, to reflect that not all families without care will use licensed childcare, even if a space is available.

This method produces an estimate of current demand: the number of children who are likely to use care but do not currently have access to a space. The same calculation is applied to projected populations from 2025 to 2031, using three different scenarios (steady, upturn, and downturn) to reflect a range of possible futures.

Adjusting childcare demand for commuting patterns

Childcare demand is adjusted to reflect commuting patterns using the same journey-to-work data from above, recognizing that both residents and non-residents may use local spaces. This commuter-informed approach refines the estimated number of children likely to access care in a given community, improving the accuracy of supply-demand comparisons.

Assumptions: 85% of families use childcare near their place of residence, 15% use childcare near their place of work (per previous Government of Alberta childcare survey).

The adjusted demand is calculated using the following steps.

[29] Statistics Canada. (2022/2023). Survey on Early Learning and Child Care Arrangements.

[30] Methodology was modified from Shariati, Alisaleh (2024). Addressing the Early Childhood Educators Labour Shortage in Canada: Challenges, Solutions and Impacts. Centre for the Study of Living Standards.

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1. Start with the total 0-5 population in each community, representing all children who live in the community, regardless of where they might receive care.
2. Calculate children needing care outside the community using local outbound commuter rates: Outbound children = (local children) × (outbound commuter rate) × 15%. These children would not use local childcare spaces.
3. For workers commuting into the community, child-to-worker ratios are calculated for each origin CSD and weighted by their proportion of total inbound commuters. Inbound children are calculated as: Inbound children = (inbound commuters) × (weighted child-to-worker ratio) × 15%. These children would use local childcare spaces despite not being local residents.
4. The final adjusted demand is calculated as: total adjusted demand = (local children) - (outbound children) + (inbound children). This adjusted figure represents the number of children likely to need care in each community, accounting for commuting patterns that influence where families seek childcare services.

Population projections

As population is a key driver of childcare demand, population needs to be projected out to 2031 for each region. To align with provincial assumptions, the estimates used were provided by the Government of Alberta and are available through Open Data Alberta.

Population projections are available at the local geographic area (LGA) level, and include population by age, and gender breakdowns. To align with other datasets and provide a more granular spatial resolution, these projections are converted to the census subdivision (CSD) level, using population weights based on the distribution of all ages and genders from the smaller dissemination areas (DA). This process relies on a combination of census-derived weighting and Government of Alberta growth rates, with projections for individual years performed as follows.

1. The proportional weight of each DA within its parent CSD is calculated: DA weight % = (2021 Census DA population) ÷ (2021 Census CSD population).
2. The DA weight is applied to the 2024 population estimates at the CSD level: 2024 DA population = (DA weight %) × (2024 GoA CSD population).
3. LGA-level growth rates are applied to each 2024 DA population, which calculates the DA populations based on regional-level projected growth.
4. Adjusted 2025 DA-level populations are aligned to individual CSDs, and the DA level populations were summed to give the projected CSD level population.

This is used to project the 2025-2031 0-5 population, as the latest available census population is from 2021.

Future demand modelling

Model training

To understand how demand for childcare may change over future years, it is necessary to build out predictions of how childcare may change in response to a variety of factors. This was accomplished through generating a machine learning model based on historical data and incorporating features including income levels, immigration patterns, unemployment rates, and housing conditions. The

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objective was to estimate how the proportion of 0-5 children may change over the coming years. To align with the rest of the report, the adjusted—drive time-modified—numbers are used.

After testing a variety of methods, a gradient boosted model was chosen. Gradient boosting works by building a sequence of decision trees, with each tree trained to correct the errors in the previous ones. This approach provides the highest possible accuracy, as gradient boosting can perform well with smaller datasets such as the one used here. It can also automatically capture complex nonlinear relationships without requiring explicit rules, which is important when using multifaceted demographic and geographic data.

Post-training, the final model achieves a coefficient of determination (R^2) of 0.72, or 72%. This suggests that the model can explain 72% of variation within the data.

Scenario modelling

After training the model on community data, three scenarios were created to describe possible future states in the communities based on reasonable assumptions about how key factors like income, immigration, and population growth may change over time. Creating these scenarios involves varying the features in the model and predicting changes in the 30-minute drive time-adjusted 0-5 population, to best represent the scenarios below. For example, if a weaker economy is predicted, this would likely reduce population growth, leading to a lower projected growth in the adjusted 0-5 population, and therefore reduced demand for childcare.

It is important to note that this scenario modelling focuses solely on projected changes in demand; it does not incorporate potential changes in the supply of childcare service. The supply adjustment function will be included separately in the demand planning tool in Tableau.

Scenario 1: Steady (baseline). This scenario uses the official population projections from the Government of Alberta for each CSD. These projections reflect a moderate, broadly accepted path for demographic and economic growth. To ensure consistency with the community-level geographic focus of our analysis, we spatially adjusted the Government of Alberta projections from regional totals to the 30-minute drive time population of each local community at CSD level. This forms our baseline or “steady-state” projection, representing what is expected if current trends continue without major disruption.

Scenario 2: Upturn. This scenario models a more optimistic future, characterized by a stronger economic outlook for Alberta and Canada over the next ten years. Key assumptions include:

- Higher population growth than in the Government of Alberta baseline projections, driven by strong economic performance; population growth increasing by up to 2% of the expected GOA projection starting from 2025, up to 10% higher by year 2034
- Increased immigration, as Alberta becomes a more attractive destination for newcomers; immigration population will increase up to 10% by 2034
- Rising household incomes, reflecting wage growth and a more robust job market; median household income increasing by up to 10% by 2034
- Lower unemployment, allowing more families to participate in the labour force; the unemployment rate will decrease by up to 3% by 2034

Under these conditions, the model predicts larger increases in the 0-5 population. A stronger economy tends to attract more working-age adults and families, and the financial feasibility of using childcare services improves as household earnings rise.

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Scenario 3: Downturn. This scenario explores a more challenging future, in which Alberta experiences prolonged economic stagnation or decline. The assumptions include:

- Slower population growth than the baseline projection; population growth decreasing by up to 2% of the expected GOA projection starting from 2025, up to 10% lower by year 2034
- Minimal or stagnant immigration levels; immigration population decreasing by up to 5% by 2034
- Flat or declining income growth, making childcare services less affordable; median household income decreasing by up to 10% by 2034
- Higher unemployment, limiting labour-force participation among parents; unemployment rate increasing by up to 5% by 2034

Under these conditions, the model predicts either slower growth or outright declines in the 0-5 population across many communities. Economic stress may discourage or delay families from having children and lead to reduced migration into the province, contributing to lower demand for early childhood programs and infrastructure.

Network analysis for regional commuting networks

To understand childcare supply and demand dynamics across interconnected communities, regional commuting networks were identified using journey-to-work data from Statistics Canada.[31] A network was constructed where each municipality (CSD) is a node, and edges between municipalities represent commuting flows weighted by the total volume of commuters travelling between them.

The Louvain community detection algorithm was applied to identify clusters of municipalities with strong commuting ties.[32] These regional commuting networks serve as a proxy for broader regional connectivity. This reflects the assumption that communities with strong commuting relationships likely share labour markets and service use patterns, which can substantially affect childcare supply and demand dynamics across the region.

The clustering analysis identified 17 regional commuting networks, ranging in size from 48 communities to 5 communities. A total of 59 CSDs were not assigned to any cluster because no commuting data was available in the dataset; these communities typically had populations of approximately 200 or fewer.

Analysis limitations

This modelling approach is intended to provide a more realistic estimate of childcare need by combining population data, commuting patterns, and care usage assumptions. Like any model-based analysis, it relies on available data and generalizable assumptions, which should be considered when interpreting the results.

Data availability

- Unlicensed care is excluded. There is no province-wide data source on unregulated or unlicensed childcare arrangements. As a result, this assessment reflects only licensed spaces and a portion of ECS placements.

[31] *Statistics Canada, Table 98-10-0459-01 – Commuting flow from geography of residence to geography of work by gender: Census subdivisions* (DOI: https://doi.org/10.25318/9810045901-eng).

[32] Blondel, V. D., Guillaume, J. L., Lambiotte, R., & Lefebvre, E. (2008). Fast unfolding of communities in large networks. *Journal of statistical mechanics: theory and experiment*, *2008*(10), P10008.

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- Administrative data is point-in-time. Licensed capacity and ECS space counts represent a specific moment and may not capture temporary closures, recent expansions, or short-term fluctuations in availability.
- Commuting data may not reflect post-pandemic realities. Patterns of travel between home and work, drawn from 2021 data, may not fully represent hybrid work arrangements or evolving commuter behaviour. Additionally, the 2021 commuting data reflects pandemic-era work patterns that may have continued to evolve with ongoing changes in remote work and flexible work arrangements.
- Kindergarten enrolment data is unavailable at the community level, requiring assumptions to estimate how many 5-year-old children have their care needs fully met through kindergarten.

Modelling assumptions

- ECS contribution is estimated. Only 12% of accessible ECS spaces are included in the supply estimate, following Government of Alberta guidance that reflects their part-day nature and limited impact on full-time care needs.
- Care-seeking behaviour is modelled. A 50% take-up rate is applied to reflect the proportion of families likely to use licensed care if a space were available. This estimate is based on provincial guidance.
- Planning assumptions are generalized. Assumptions about ECS usage, kindergarten participation, and family care preferences are applied consistently across communities, but may not reflect local differences in behaviour, values, or policy implementation.
- The 85%/15% split between residence-based and work-based childcare preferences is based on a previous Government of Alberta survey and may not be representative of all families. The method also assumes that commuters have similar child-to-worker ratios as their origin communities, which may not accurately reflect the actual demographics of commuters.
- Scenario modelling focuses solely on projected changes in demand; it does not incorporate potential changes in the supply of childcare service. The supply adjustment function is included separately in the demand planning tool in the Childcare Needs Assessment Dashboard.

Accessibility

- Drive-time catchments assume car access, which may not reflect transportation options for all families, particularly those in rural areas or lower-income households.
- Access is modelled by drive-time, not program characteristics. The model estimates access using distance and density but does not account for program-level factors such as hours of operation, program quality, availability of language supports, or cultural fit.
- The method assumes families choose providers based primarily on accessibility, but other factors like quality, cost, availability, and personal preferences can also greatly influence childcare choice.
- Licensed capacity assumes all spaces are available, and doesn't account for actual use rates, waitlists, or temporary closures, which may overestimate accessible supply.

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From: Jessica Spaidal
To: Jessica Spaidal
Subject: FW: Red Shoe Gala
Date: September 29, 2025 2:19:11 PM

From: Amanda MacDonald <amandam@saifsociety.ca>
Sent: Sunday, September 28, 2025 3:42 PM
To: Lacey Laing <llaing@bonaccord.ca>; cao <cao@bonaccord.ca>; laceymcritchie@hotmail.com <laceymcritchie@hotmail.com>
Subject: Red Shoe Gala

> Some people who received this message don't often get email from amandam@saifsociety.ca. Learn why this is important

Hello

Please come out and support the SAiF Society Red Shoe Gala on October 18, 2025!

When

Date: Saturday, October 18, 2025
Start Time: 5:30 pm
End Time: 11:30 pm

Where

DoubleTree by Hilton
16615 109 Ave NW, Edmonton ↗

Organizer

SAiF Society

Cost

$1,200.00 - $140.00

May not include taxes or fees

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From: Marty Le Gallez
To: Brian Holden
Subject: Letter from CUPW | Canada Post Mandate Review
Date: September 24, 2025 1:11:52 PM
Attachments: 2025-09-09 Resolution Municipalities EN.pdf

BY EMAIL AND MAIL

September 24, 2025

Mayor Brian Holden
Town of Bon Accord
PO Box 779
Bon Accord AB T0A 0K0
bholden@bonaccord.ca

Dear Mayor Holden,

Re: Upcoming Mandate Review of Canada Post Could Affect Jobs and Services in Your Community

I am writing you to let you know that the Federal Government is planning a mandate review of Canada Post from October 2025 to March 2026. At this time, we do not have details regarding the format, process or terms of reference. We are very concerned that there is no guarantee of public or stakeholder consultation (please see enclosure).

I had written you earlier this year about the Industrial Inquiry Commission (IIC) launched to review negotiations between Canada Post and our union. Unfortunately, it examined issues that were beyond collective bargaining and made some recommendations for drastic service cuts. Notably, these were in the form of post office closures and to resume conversion to community mailboxes – something the first Liberal Government after Harper was elected to stop.

CUPW's recommendations for expanded services, including things like postal banking, seniors check ins, community hubs, the reinstatement of an improved Food Mail Program, were rejected as a means to immediately address the financial challenges faced by Canada Post. This, despite the fact that many individuals, municipalities and organizations have supported our efforts over the years.

Canada Post also used the IIC to set up its demands for regulatory changes that could form the basis of the mandate review. We believe that regulatory changes should only be examined after Canada Post returns to stabilized operations, the full impact of the January 2025 stamp price increase is

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realized, and when parcel volumes reflect sectoral demand.

Canadians deserve to have their say on a public service they own. Our Federal Government must respect their voice, their needs, their communities, including those in rural, remote and Northern locations, workers and their rights, and safeguard public services and jobs – not try to quietly erode them.

I am asking your municipality to:

1) Pass a resolution asking for a delay on this mandate review,
2) Ask the Government to commit to a fully transparent, public process involving input and hearings from all stakeholders in all regions, and;
3) Make a written and/or oral submission to the upcoming mandate review – if you have the capacity and depending upon how the review is structured.

Should you have any questions or concerns, please feel free to reach out to me via Vanessa Murenzi at vmurenzi@cupw-sttp.org

Thank you for your attention to this matter.

Sincerely,

Jan Simpson
National President
Canadian Union of Postal Workers

Encl.

PS - We are pleased to see some municipal-level pushback around the unilateral change in delivery practice for the red flags on rural mailboxes. This has raised concerns, in particular for elderly residents and those with mobility issues, who now have to go to their mailbox to check for mail.

c.c.:

National Executive Board
Regional Executive Committees
CUPW Locals
CUPW Specialists

/mlg cope 225

Appendix A

Canada Post Corporation Review

Notionally, public consultations may be undertaken to consider the Canadian Postal Service Charter (2009) and to get a pulse on Canadians' needs and use of the postal service. Should engagement be necessary, the goal would be obtain [sic] views from Canadians and stakeholders to redefine the government's service-oriented vision for Canada Post, in a context where the postal industry landscape has changed, the needs of Canadians have evolved, and the volume of mail and letters has declined significantly to the point where Canada Post's sustainability has been undermined.

Source: Secretariat, Treasury Board of Canada. 2025. “Consulting with Canadians.” Canada.ca. https://www.canada.ca/en/government/system/consultations/consultingcanadians.html. Accessed September 5, 2025. Search term “Canada Post Corporation Review”

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Federal Government Plan: Canada Post Corporation Review

WHEREAS the Federal Government has announced a planned Canada Post Corporation Review from October 1, 2025 to March 31, 2026 as follows:

> *Notionally, public consultations may be undertaken to consider the Canadian Postal Service Charter (2009) and to get a pulse on Canadians' needs and use of the postal service. Should engagement be necessary, the goal would be obtain [sic] views from Canadians and stakeholders to redefine the government's service-oriented vision for Canada Post, in a context where the postal industry landscape has changed, the needs of Canadians have evolved, and the volume of mail and letters has declined significantly to the point where Canada Post's sustainability has been undermined.*[1]

WHEREAS the current plan does not ensure that there will be any public consultation or engagement with all stakeholders, and the process and terms of reference for the mandate review have yet to be announced.

WHEREAS the recent Industrial Inquiry Commission report recommended service cuts in the form of post office closures and the reintroduction of the community mailbox conversion plans of the last Federal Conservative government.

WHEREAS it will be crucial for the mandate review to hear the views from municipalities on key issues, including maintaining Canada Post as a public service, the importance of maintaining the moratorium on post office closures, improving the Canadian Postal Service Charter, home mail delivery, parcel delivery, keeping daily delivery, improving postal banking, greening Canada Post, EV charging stations, food delivery, improving delivery to rural, remote and Indigenous communities, and developing services to assist people with disabilities and help older Canadians to remain in their homes for as long as possible – and at the same time, helping to ensure that good jobs stay in their communities and that Canada Post can remain financially self-sustaining.

THEREFORE, BE IT RESOLVED that (name of municipality) formally writes the Minister of Government Transformation, Public Works and Procurement, Joël Lightbound, to demand that no mandate review takes place until Canada Post returns to stabilized operations, until the full impact of the stamp price increase is realized, and until parcel volumes reflect sectoral demand.

THEREFORE, BE IT RESOLVED that (name of municipality) will include in its letter to Minister Lightbound that any review of Canada Post and the Canadian Postal Service Charter must be done through a full and thorough transparent public review of Canada Post, including public hearings, with all key stakeholders, in every region of Canada.

THEREFORE, BE IT RESOLVED that (name of municipality) will make a written submission and/or participate in hearings to provide input in the upcoming mandate review of Canada Post.

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[1] Secretariat, Treasury Board of Canada. 2025. "Consulting with Canadians." Canada.ca. https://www.canada.ca/en/government/system/consultations/consultingcanadians.html. Accessed September 5, 2025. Search term "Canada Post Corporation Review"

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MAILING INFORMATION

1) Please send your resolution to the Minster responsible for Canada Post, and your Member of Parliament:

   - Joël Lightbound, Federal Minister of Government Transformation, Public Works and Procurement, House of Commons, Ottawa, Ontario, K1A 0A6
   - Your Member of Parliament

   Note: Mail may be sent postage-free to any member of Parliament. You can get your MP's name, phone number and address by going to the Parliament of Canada website at https://www.ourcommons.ca/Members/en

2) Please send copies of your resolution to:

   - Jan Simpson, President, Canadian Union of Postal Workers, 377 Bank Street, Ottawa, Ontario, K2P 1Y3
   - Rebecca Bligh, President, Federation of Canadian Municipalities, 24 Clarence St, Ottawa, Ontario, K1N 5P3

From: Jessica Spaidal
To: Jessica Spaidal
Subject: FW: Urgent Letter of Support Request for Go East RTO for Travel AB Funding (By October 20)
Date: October 1, 2025 3:37:49 PM
Attachments: Sample Letter of Support for Go East RTO Travel AB Investment Fund 2026.docx

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From: Kevin Kisilevich <kevin.goeast@gmail.com>
Sent: Wednesday, October 1, 2025 1:27 PM
To: Go East of Edmonton <info@goeastofedmonton.com>
Subject: Urgent Letter of Support Request for Go East RTO for Travel AB Funding (By October 20)

Hello Tourism Partners,

We would like to thank everyone for your support over the past years as we continue to develop and promote tourism in the region.
Recently 2025 was once again a *successful summer of growth with a large increase in Travellers/Roadtrippers creating increased revenue across the region*.

We are asking once again for a letter of support for what is an extremely important grant application for the 2026 Travel Alberta Rural Development and Promotion Fund. We are asking for letters to be emailed to us by the Morning of October 20, at the latest.
Travel AB has made the deadline early this year.

We are the DMO that Travel Alberta has trusted to promote the region for many years now, and we need to apply every year for funding to ensure we can continue to grow tourism for all your communities.

We are applying for a total amount of $100,000. Year after year we have been successful and grown traffic and visitation with this campaign. This funding enables us to promote the whole region through 2026 through an effective, integrated and coordinated digital and major media marketing campaign through summer, fall and winter. Our campaign will promote roadtrips, outdoor experiences, events, attractions, culture, ag & culinary, organizations and businesses.

We will promote all areas from bordering Edmonton to Northeast (Lakeland region), East and Southeast of Edmonton (Central Prairies, Battle River region), and we previously won the Travel AB Award for marketing for this successful campaign.

We know there is a Municipal election soon so we ask if an Elected Official or a staff

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member such as a CAO or EDO is able to supply the letter is much appreciated.

We ask if you are able to use the attached sample of a letter of support and please email us the letter in a pdf format asap on or before October 20 at the latest. You can email directly to me at kevin.goeast@gmail.com and/or to info@goeastofedmonton.com. (This funding was just recently announced with a short time to apply so we appreciate your support)

We look forward to supporting and promoting the region to grow tourism and the visitor economy in the region. You are welcome to contact me also to discuss this further.

With Sincere Thanks,

Kevin D. Kisilevich
Managing Director

GO EAST of Edmonton Regional Tourism
Kevin.goeast@gmail.com
780-632-6191
#Goeastofedmonton
Follow us on Facebook, Instagram, @GoEastofEdmonton
See our Amazing Travel Guide online: www.GoEastofEdmonton.com

We respectfully acknowledge the traditional and ancestral lands of the First Nations Peoples of Treaty 6, Treaty 8 and Treaty 10 Territories and the Homeland of the Métis Nation. The Go East of Edmonton Region continues to be home to Indigenous Peoples, past and present, and we recognize the vital contribution of Indigenous culture, history and perspectives in our shared past, present and future.

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Your Letterhead

October 1, 2025

Jennifer Filip, Chairperson
Go East Regional Tourism Organization (RTO)
Box 211, Vegreville, Alberta
T9C 1R2

Ms. Filip,

The ***name of organization or municipality*** is pleased to offer our support for Go East Regional Tourism (Destination Marketing) Organization for its application to the Travel Alberta – Rural Development and Promotion Fund for the Go East of Edmonton Summer-Fall 2026 Strategic Marketing Campaign.

It is our understanding that Go East of Edmonton is applying for $100,000 of funding to support this valuable regional promotion which has been proven to be a great success year after year. We see this application as supportive of Go East Regional Tourism's long term vision to continue to develop, promote, support, and grow tourism which is beneficial to overall economic diversification to grow the visitor economy in north-east and east-central Alberta. (Lakeland and Central Prairies regions)

We look forward to being a part of the upcoming Regional Tourism Promotion, which is an innovative, and very timely marketing effort with an overall goal to increase visitation and revenues at events, attractions, local businesses, and organizations for the 2026 summer, fall and shoulder seasons.

We wish you every success in the application process, and with many years of dedicated and passionate destination marketing experience, we trust Go East of Edmonton team members will again deliver results and growth for our regional tourism industry.

Sincerely,

Your Officials Name and Signature
Title

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From: Jessica Spaidal
To: Jessica Spaidal
Subject: FW: Invitation: Royal Canadian Navy Niobe Ball (25 October)
Date: October 2, 2025 2:21:32 PM

From: Nathaniel.Lipinski@forces.gc.ca <Nathaniel.Lipinski@forces.gc.ca>
Sent: Thursday, October 2, 2025 12:56 PM
Subject: Invitation: Royal Canadian Navy Niobe Ball (25 October)

> You don't often get email from nathaniel.lipinski@forces.gc.ca. Learn why this is important

Good day,

You are invited to attend the Niobe Ball on Saturday, October 25th, 2025. Please arrive at 6:00 p.m. for 6:30 pm.

This event is a plated dinner with live entertainment during the meal, formal toasts in honour of Naval traditions and celebration of HMCS NONSUCH's 50th anniversary since re-commissioning (1975). Commadore Bob Blakely (Retired) will be our guest of honour. Following the formal program a live band will play into the evening.

Tickets may be purchased for $90 by clicking this link here.

Please direct any questions to: Lieutenant-Commander Leslie Yewer-Stacey:
Leslie.Yewer-Stacey@forces.gc.ca
Cell: (780) 232-2397

Lieutenant (Navy) N. Zach Lipinski

Staff Officer Strategic Outreach (Western/Arctic), CAF PR Events | Royal Canadian Navy
Canadian Armed Forces | Government of Canada
Nathaniel.Lipinski@forces.gc.ca | Cell: 587-990-8448

Officier d'état-major responsable de la sensibilisation stratégique (Ouest/Arctique), activités de relations publiques des FAC| Marine royale canadienne
Forces armées canadiennes | Gouvernement du Canada
Nathaniel.Lipinski@forces.gc.ca | Cell: 587-990-8448

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From: Jessica Spaidal
To: Jessica Spaidal
Subject: FW: Addition to Agenda FW: Fall 2025 Alberta Municipalities Convention
Date: October 3, 2025 10:47:37 AM
Attachments: image001.png

From: Jessica Kalmar <Jessica.Kalmar@gov.ab.ca>
Sent: Wednesday, October 1, 2025 4:03:30 p.m.
Cc: Jessica Kalmar <Jessica.Kalmar@gov.ab.ca>
Subject: Fall 2025 Alberta Municipalities Convention

Good afternoon,

I am pleased to advise that there may be an opportunity to meet with the Honourable Devin Dreeshen, Minister of Transportation and Economic Corridors, during the upcoming Fall 2025 Alberta Municipalities convention in Calgary, November 12-14, 2025.

Please **REPLY to this email by October 7, 2025,** to express your interest for a meeting. We request that you include your top three priority items for discussion along with a list of potential meeting attendees. We acknowledge this is a quick turnaround and appreciate your timely response. If you have already reached out to the Minister's Office or another office to request a meeting, I request that you forward that request to me to ensure it is captured.

A response will be provided once availability and a meeting schedule can been confirmed.

Thank you,

Jessica Kalmar (she/her)
Issues Manager, Office of the Assistant Deputy Minister
Construction and Maintenance Division
Transportation and Economic Corridors
Government of Alberta

Tel 780-644-3230
Cell 587-334-3664
Jessica.Kalmar@gov.ab.ca

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From: Jessica Spaidal
To: Jessica Spaidal
Subject: FW: Notice of Motion
Date: October 3, 2025 12:51:29 PM

From: Lynn Bidney <lbidney@bonaccord.ca>
Sent: October 3, 2025 12:12 PM
To: cao <cao@bonaccord.ca>; Falon Fayant <ffayant@bonaccord.ca>; Brian Holden <bholden@bonaccord.ca>; Tanya May <tmay@bonaccord.ca>; Lacey Laing <llaing@bonaccord.ca>; Timothy Larson <tlarson@bonaccord.ca>
Subject: Notice of Motion

I, Lynn Bidney am bringing a Notice of Motion to the Regular Meeting of Council on October 7, 2025. I would like to see increased transparency in financial reporting. I propose that monies paid to consultants be a separate line item for each department. I also would like to see unplanned expenses included, where the money was taken from etc. I think perhaps quarterly reporting would be appropriate.

As this would be the last RMC for this term, I would like to have this debated as an urgent matter and be in place when the next council is in place. This would increase transparency and accountability to the taxpayers.

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