

# LETHBRIDGE POLICE SERVICE

## MASTER PLAN REPORT



December 2023





# 1 EXECUTIVE SUMMARY

The Lethbridge Police Service Master Plan (LPSMP) will provide tangible, detailed guidance for the investment in infrastructure required to meet the policing needs of the City of Lethbridge (COL) over a 10-year planning horizon. This document will address continued advancement in areas such as staff capacity (including training), service extension and enhancement, internal support services, and technology. The outcomes of this plan will be accomplished by working with community members and organizations to ensure city-wide service coverage and presence in an affordable manner. The Master Plan will assist the Lethbridge Police Service, Lethbridge Police Commission, and Lethbridge City Council to identify future needs for policing services and provide a framework for future planning.

## **LPS currently utilizes five (5) facilities.**

1. The Lethbridge Police Headquarters is located at 135, 1st Avenue South, Lethbridge. It has a total square footage of approximately 9,468m<sup>2</sup> (101,913 sqft). LPS headquarters is maintained by the City with support from the on-site building management LPS staff. The main LPS headquarters is near or at capacity for most teams, and the imminent increase in staff will likely put the service over capacity.
2. The Lethbridge Police outdoor gun range is located on the eastern side of the river valley and maintained by the COL. The range limits training opportunities as its outdoor. Additionally, there are safety concerns with adjacencies to pedestrian walkways and the University of Lethbridge.
3. The Emergency vehicle operator's course utilizes a track at the Fort MacLeod Airport which is not designed for police training purposes.
4. LPS utilizes borrowed space in the COL owned and operated Civic Curling Centre located at 905 6 Ave S, Lethbridge for training purposes. The building is close to reaching its end of life and may not meet the current safety codes in place today. It has not been purpose built for training, which limits the ability for training recruits and growing the service.
5. The Lethbridge Police Service has a seized vehicle compound in the 800 block of 5 Avenue North that is approaching capacity and other options need to be evaluated in anticipation of future needs.

The Lethbridge Police Service describes their mission in the 2023-2026 Strategic Plan, "Through partnerships and collaboration, the Lethbridge Police Service strives to create a safe community for all." With a vision of "Guided by the highest standards of policing, we are committed to supporting our community by addressing crime, maintain public safety and strengthening public trust." The following themes were expressed through a visioning session with LPS for the Master Plan:

1. Support an appropriate capacity of engaged healthy and diverse police service staff.
2. Continue to build investigative and policing excellence through existing and new programming.
3. Augment internal support services to enable policing excellence.
4. Develop leadership in and modernize use of technology.
5. Invest in infrastructure to support needs and community features.
6. Partner with the community to enhance service and affordability.

## **Prioritization**

An extensive engagement process informed the development of the LPSMP. This was followed by a thorough analysis to review a variety of elements that influence capital planning decisions. Through this process, a Prioritization Framework was developed as a decision-making tool to assist in informing fair and equitable decisions for LPS, refer to Section 2.1; Portfolio Triaging and Prioritization. This evidence-based approach proves to be methodical and guide decisions based on supported data received during the engagement process.

The prioritization matrix is a powerful tool as it provides stakeholders with a reliable process for resolving disagreements and deciding on which areas to focus on. As shown, there are many departments at LPS that are falling into the critical urgency, with a high impact criterion. If there are delays in addressing these critical items, then it will become



increasingly difficult for LPS to meet their mission as defined in the 2023-2026 Strategic Plan, "Through partnerships and collaboration, the Lethbridge Police Service strives to create a safe community for all" with a vision of "Guiding by the highest standards of policing, we are committed to supporting our community by addressing crime, maintain public safety and strengthening public trust". There is a risk of crime levels increasing as LPS fails to grow to meet demands because of spatial restrictions with no available space to accommodate new hires. This can then lead to burnout of existing officers as they try and keep up with an increased workload demand with no relief in sight to increase manpower. This data has been utilized to determine the short-term and long-term recommendations of the master plan.

### **Lethbridge Police Service Master Plan (LPSMP)**

The Master Plan is a dynamic living document. It is intended to serve as a guide for the COL, LPS and coordinated services in other departments, and will be used to inform budgeting and long-term planning. Any recommendations with capital implications would be referred back to Council to consider through the budget process.

This plan addresses the location and space requirements that will be necessary to serve the city's population as growth occurs. It does not address manpower standards or police operations which is the responsibility of the police department.

The LPSMP will deliver the required 359,487 sqft. and 1,388,000 sqft. outdoor support areas to meet the needs identified over 10 years of the plan as well as the 70,328 sqft area required immediately in order to meet its service mandate.

It will address the high-level of risk related to the availability and long-term access to training facilities for the Lethbridge Police Service. It will also reinforce LPS's commitment to fostering strong community presence and engagement. The LPSMP is designed to manage risk, particularly regarding aging infrastructure, to allow for the logical sequencing of projects required to meet operational needs, to minimize the impact on police operations, and to modify accommodations to create operational efficiencies.

The major components of the LPSMP are outlined in [Table 2-41: Master Plan Opportunity Summary](#)

Each of these projects will require specific implementation strategies and a funding envelope. Each project will be presented to the City of Lethbridge for consideration, review, and budget approval in accordance with established practice and the Finance and Administration Procedures. **An important understanding which has impacted the development of the master plan is that the LPS Headquarters will remain the hub for LPS services. Through the functional programming exercise, it has been established that the HQ requires almost 70,328 sqft right away to meet the service mandate. Over the next ten years, the service and space needs will grow by more than 25%. With the current HQ at full capacity, the only component that can be removed from the HQ without compromising the functionality of the different units is the training component. Therefore, it is imperative that a new training facility is established. Without that, it will be difficult for LPS to accommodate the needs over the next 10 years, resulting in impacts to its service mandate.**

The LPSMP can be categorized under short-term and long-term strategies.

#### **Short Term**

In the short term, LPS should secure funding for the following projects:

- Relocate Records Management Section and long term storage for Property and Exhibits to a COL facility.
- Renovate and restack to alleviate critical space constraints and service impacts.
- Undertake due diligence to select and acquire sites for a new 15 acre indoor training campus and a 5 acre divisional station.

See section [2.4.1 Short Term Master Plan](#).

#### **Long Term**

The long-term options for LPS accounts for the relocation of the training facility and traffic unit from the headquarters to a training campus. Extensive renovations and a restack are proposed within the HQ to allow for future growth and new amenities that were determined as essential to a police headquarters such as a community and media room. In the long term the LPSMP also proposes the construction of three new facilities.



- Re-stack of HQ
- A 15-acre training campus
- A 30-acre EVOC / scenario training campus
- A 5-acre divisional station. This will allow LPS to provide a physical presence on the west side of the city that continues to be the fastest growing area.

**Table 1-1: Master Plan Opportunity Summary**

MASTER PLAN OPPORTUNITY SUMMARY					
SHORT TERM					
LPS HEADQUARTERS					
Impacted Division/ Section/Unit		Description / Action	Total Cost*	Type	Urgency
1	Property and Exhibits Unit	New Freezer Space and front counter area	\$1,706,467.30	Revitalize, Relocate/ Expand, Relocation	Critical / High
2	Criminal Investigation Unit	Develop Criminal Investigation Section, Sex Crime Unit and Cyber Crime Unit			
3	Support Services-Training	Training relocates within HQ			
4	Field Operations Division	Patrols relocates within HQ			
5	Support Services-Recruiting	Recruiting relocates within HQ			
6	Chief of Police	IT relocates within HQ, Digital Evidence and Video Storage and FTE growth			
7	Shared Support	General: FTE requirements and growth, new meetings rooms, specialty areas as defined in Section 1.2.3			
Undertake due diligence to select and acquire sites for a new 15 acre indoor training, a 30 acre EVOC / scenario training campus and a 5 acre divisional station.					



MASTER PLAN OPPORTUNITY SUMMARY					
LONG TERM					
PRIORITY 1 - 5-10 YEARS					
LPS HEADQUARTERS					
	Impacted Division/ Section/Unit	Description / Action	Total Cost*	Type	Urgency
1	Property and Exhibits Unit	New high density mobile storage systems to increase storage, expansion on basement level	\$1,058,349.53	Revitalize, Relocate/ Expand	Critical / High
2	Victim Services Unit	Relocation to main floor			
3	Forensics Unit	Secure Bay developed in the basement			
4	Shared Support-Common Areas	Create a new storage space, enlarge lockers			
5	Chief of Police	Create new Audio/Multimedia Suite			
6	Criminal Investigation Unit	CID growth for FTE			
7	Deputy Chief/Support Services	Accommodate FTE growth for financial services, professional standards and FOIP			
New Training Facility - Approximately 15 acres					
	Impacted Division/ Section/Unit	Description / Action	Total Cost*	Type	Urgency
1	Support Services Division	Training Facility	\$20,345,959.92	New Build	Critical
2	Support Services Division	Indoor Gun Range	\$3,282,436.39	New Build	Critical
4	Field Operations Division	Traffic	\$1,626,775.22	New Build	Critical
5	Field Operations Division	Critical Incident Unit	\$5,975,019.12	New Build	Critical
	<b>Total Training-Critical</b>		<b>\$31,230,190.65</b>		



MASTER PLAN OPPORTUNITY SUMMARY					
PRIORITY 2 - 10 YEARS					
NEW TRAINING FACILITY - APPROXIMATELY 15 ACRES					
	Impacted Division/ Section/Unit	Description / Action	Total Cost*	Type	Urgency
6	Support Services Division	Outdoor Gun Range	\$11,295,500.00	New Build	Medium-Low
7	Support Services Division	Shoothouse	\$1,888,404.00	New Build	Medium-Low
8	Field Operations Division	Vehicle Impound Lot	\$5,820,340.05	New Build	High
	<b>Total Training-Long Term</b>		<b>\$19,004,244.05</b>		



MASTER PLAN OPPORTUNITY SUMMARY					
PRIORITY 3 - FUTURE					
NEW TRAINING FACILITY - APPROXIMATELY 15 ACRES					
Impacted Division/Section/Unit	Description / Action		Total Cost*	Type	Urgency
9	Support Services-Training Unit:	Firearms testing lab	\$2,706,420.00	New Build	Low
	<b>Total Training-Future</b>		<b>\$2,706,420.00</b>		
EVOC / SCENARIO TRAINING - APPROXIMATELY 30 ACRES					
Impacted Division/Section/Unit	Description / Action		Total Cost*	Type	Urgency
1	Support Services Division	EVOC- Emergency Vehicle Operator Course	\$2,600,264.22	New Build	Medium-Low
2	Support Services Division	Training Facility- Outdoor	\$8,180.00	New Build	Medium-Low
	<b>Total EVOC / Scenario Training Campus</b>		<b>\$2,608,444.22</b>		
NEW WEST LETHBRIDGE CAMPUS					
Impacted Division/Section/Unit	Description / Action		Total Cost*	Type	Urgency
1	N/A	New Divisional Station	\$6,424,320.00	New Build	Medium-Low
	<b>Total Divisional Station</b>		<b>\$6,424,320.00</b>		

\* Costing has been suggested to the greatest degree of accuracy that is possible at this stage. Cost estimates are accurate to approximately +/- 30%, assuming a 2024 construction start. Refer to 2.3 Opinion of Probable Cost, for additional information and construction costs excluded.

It must be recognized that this is a forecasting document, which is based on the best current projections of variables such as rate of population increase, crime trends, zones of growth, the effects of technological change and policing methods. As such, this document is presented to guide thinking about facilities planning and should be thought of as a methodology for approaching immediate and future demands.

Historically, LPS has had a singular needs-focused approach to facility planning instead of strategic long term planning. A reactionary approach to facility requirements for operations places a strain on LPS's ability to focus solely on the expectations and requirements of the operations themselves. A lack of immediate concern for future facility requirements will put current operations at eventual risk of not functioning to their expected standards.

Considering the information outlined, the LPSMP also makes the following recommendations:

**Recommendation 1:** LPS should pursue land investments that have been identified for the long-term growth of the services.

**Recommendation 2:** LPS should identify criteria for COL facilities for the units that need to be relocated immediately out of the HQ.

**Recommendation 3:** LPS should assign ownership of the Prioritization Framework spreadsheet to enable routine updating and support capital planning.

**Recommendation 4:** The Prioritization Framework should be updated annually to reflect year-over-year changes and any completed projects.

**Recommendation 5:** LPS should update its Building Condition Assessment (BCA) Report every five years.

**Recommendation 6:** LPS should develop a communication strategy with the COL and the Lethbridge Police Commission to inform on LPS priorities and as potential service impacts due to lack of implementation of the Master Plan.

**Recommendation 7:** LPS should work closely with the city to explore potential partnerships and determine real estate opportunities and land availability.

**Recommendation 8:** It is recommended that LPS implement a long-term strategic approach to facility planning. This may include the appointment of an individual or group who is responsible to maintain and implement the master and strategic plans. Since these documents are considered living documents, the individual or group must also be able to fully understand LPS operations today and as future growth and change is required. The facility planning group may house the skill set required or they may utilize out of house consultants. As this is an organizational operational change, further discussion will be required that is outside the scope of this document.

### Implementation Plan

The LPSMP includes an implementation strategy that categorizes the recommendations in **Table 2-61** by Division / Section /Unit with a description of the requirements. The expected cost is identified, as is the type of project typology required; whether it is Revitalize, Expand, Relocate / Co-locate, Relocate / Expand, New Build, or New Campus, as noted in Section 2.3, Investment Roadmap. The implementation plan notes the impact, urgency, and the year of expected completion.

### Opinion of Probable Costs

The Opinion of Probable Costs uses the average construction costs from comparable construction projects within the region to develop these figures and are intended to be within 30% of expected costs. It includes contingencies to cover unforeseen or changing factors of cost. It does not include:

1. Escalation
2. Assumptions around length of phasing / accelerated schedules
3. Design fees
4. Land costs
5. Considerations for safety, site circulation and roadways and landscaping and buffer.



It is recommended that a detailed scope development for each recommendation identified in LPSMP would also be accompanied by a Class D estimate to ensure that the project is feasible and has access to capital to fund it successfully.

The final estimated cost of the project is detailed below and is approx. \$64,738,435.75 for all required facilities outlined in the LPSMP.

Table 1-2: Total cost of LPSMP

TOTAL COST SUMMARY OF THE LPSMP		
FACILITY	PRIORITY	TOTAL COST
SHORT TERM		
LPS Headquarters	CRITICAL	\$ 1,706,467.30
LONG TERM		
LPS Headquarters	Priority 1 5 - 10 Years	\$ 1,058,349.53
	Priority 1 5 - 10 Years	\$ 31,230,190.65
New Training Facility - Approximately 15 acres	Priority 2 10 Years	\$ 19,004,244.05
	Priority 3 Future	\$ 2,706,420.00
EVOC / Scenario Training - Approximately 30 acres	Priority 3 Future	\$ 2,608,444.22
New West Lethbridge Campus	Priority 3 Future	\$ 6,424,320.00
<b>Total Cost of the LPSMP</b>		<b>\$64,738,435.75</b>

### Additional Considerations

#### Partnerships

As Lethbridge continues to grow and policing demand increases; there are opportunities to collaborate with other partners to achieve positive outcomes for the organizations involved. Many organizations in the COL are experiencing the same increased demand and require similar expansion to keep up with population growth. Partnering with city departments, or partner organizations can create efficiency opportunities and greater connectedness between the service and the community. Sharing of resources demonstrates fiscal responsibility and a willingness to collaborate. Interested partners should be consulted in the short term to understand their needs, level of interest and commitment to ensure the partnership will deliver the requirements for the interested stakeholders.

#### Multiservice Facilities

In addition to these facilities, other sections of LPS operation could be moved to multi-service buildings that would be shared with the Lethbridge Fire Service, third party agencies, and Emergency Medical Services (EMS). Although these facilities present their own challenges, the opportunities for collaboration, increases in efficiency, and reduction in cost make this a viable option.

## 6 ACRONYMS / ABBREVIATIONS

ACE	Accountability, Capacity, Expectations
CC	Cyber Crimes
CID	Criminal Investigation Division
CIU	Criminal Incident Unit
COL	City of Lethbridge
CPIC	Canada Police Information Centre
CSI	Crime Severity Index
EDU	Explosive Disposal Unit
EVOC	Emergency Vehicle Operator Course
FOIP	Freedom of Information and Protection of Privacy
FTE	Full time employee
HR	Human Resources
HROU	High Risk Offenders Unit
HQ	Headquarters
I.C.E	Integrated Child Exploitation
I.T	Information Technology
LPS	Lethbridge Police Service
LPSMP	Lethbridge Police Service Master Plan
M.L.G	Meeting, Learning, Gathering
P.C	Property Crimes
PVT	Private
QA	Quality Assurance
QM	Quarter Master
RMS	Records Management Section
SAL	Stantec Architecture Limited
SC	Sex Crimes
SGT	Sergeant
STD	Standard
VC	Violent Crimes
VS	Victim Services

## 7 GLOSSARY

Department Net Area	The net area required for the department
Circulation Markup	Percentage increase required for circulation – hallways, stairs
Building Gross Up	Additional area to include hallways, washrooms, lobby, amenities
Building Gross Up Factor	The percentage applied for the additional area for building gross up

<b>1</b>	<b>EXECUTIVE SUMMARY</b>	<b>1</b>
<b>6</b>	<b>ACRONYMS / ABBREVIATIONS</b>	<b>9</b>
<b>7</b>	<b>GLOSSARY</b>	<b>10</b>
<b>1</b>	<b>PART 1: BACKGROUND AND FOUNDATION</b>	<b>14</b>
1.1	INTRODUCTION	14
1.2	PURPOSE	14
1.2.1	REPORT STRUCTURE	14
1.3	GOALS OF THE MASTER PLANNING PROCESS	14
1.4	MASTER PLANNING PROCESS	15
1.4.1	ENGAGEMENT	16
1.4.2	BACKGROUND RESEARCH	16
1.4.3	ASSESSMENT OF EXISTING CONDITION	16
1.4.4	FACILITY PLANNING	16
1.4.5	GUIDING PRINCIPLES	16
1.4.6	SITE RECOMMENDATIONS	16
1.4.7	DEVELOPMENT SCENARIOS	16
1.4.8	COST ESTIMATES	17
1.5	LPS BACKGROUND	17
1.5.1	ORGANIZATIONAL STRUCTURE	19
1.6	ENGAGEMENT	21
1.6.1	ENGAGEMENT PROCESS	22
1.6.2	WHAT WE HEARD: KEY THEMES	22
1.6.3	WHAT WE HEARD: LOCATION SPECIFIC	25
1.6.4	CURRENT STATE	27
1.6.5	FUTURE STATE	36
1.7	FUTURE ACCOMMODATION REQUIREMENTS	42
1.7.1	GUIDING PRINCIPLES	48
1.7.2	DESIRED OUTCOMES	50
<b>2</b>	<b>PART 2: LETHBRIDGE POLICE SERVICE MASTER PLAN</b>	<b>52</b>
2.1	PORTFOLIO TRIAGING AND PRIORITIZATION	52
2.1.1	IDENTIFICATION AND PRIORITIZATION	52
2.1.2	SUMMARY OF RESULTS	54
2.2	PARTNERING OPPORTUNITIES	54
2.2.1	CITY OF LETHBRIDGE	54
2.2.2	LETHBRIDGE FIRE DEPARTMENT	54
2.2.3	TRAINING PARTNERSHIPS	56
2.3	INVESTMENT ROADMAP	57
2.4	MASTER PLAN	57
2.4.1	SHORT TERM MASTER PLAN	61
2.4.2	LONG TERM MASTER PLAN (2028-2033 YEARS)	67
2.4.1	MULTI SERVICE FACILITY	75
2.1	RECOMMENDATIONS	76
2.2	IMPLEMENTATION PLAN	77
2.3	OPINION OF PROBABLE COST	81



3	<u>APPENDIX A - REFERENCES</u>	85
4	<u>APPENDIX B - STEERING COMMITTEE AND STAKEHOLDER TEAM</u>	86
5	<u>APPENDIX C - ADDITIONAL TABLES</u>	87
6	<u>APPENDIX D - LPSMP VISIONING SESSION</u>	91
7	<u>APPENDIX E - LPSMP PROJECT CHARTER</u>	92
8	<u>APPENDIX F - LPSMP SITUATIONAL ANALYSIS FINDINGS</u>	93
9	<u>APPENDIX G - LPSMP SITUATIONAL ANALYSIS FUTURE SERVICES</u>	94
10	<u>APPENDIX H - LPSMP FUTURE ACCOMMODATION REPORT</u>	95
11	<u>APPENDIX I - FACILITY CONDITION ASSESSMENT REPORT</u>	96



A photograph showing three people from behind, walking away on a brick-paved sidewalk. They are wearing red jackets with "THE WATCH" printed in white on the back, and black pants with reflective white stripes. The person in the middle has a ponytail. To the left is a building with large glass windows reflecting the street. To the right is a street with parked cars and bare trees under a clear blue sky. Long shadows are cast on the sidewalk.

# **PART 1 BACKGROUND & FOUNDATION MASTER PLAN**



# 1 PART 1: BACKGROUND AND FOUNDATION

## 1.1 INTRODUCTION

The Lethbridge Police Service (LPS) provides law enforcement and police services for community members in the City of Lethbridge (COL). The LPS strives to balance the need to provide policing services with fiscal responsibility. The police service not only addresses crime prevention, investigations and emergency response but must remain flexible to embrace transformation in all areas of policing. Sworn police officers are still the backbone of a police organization, but given the range of threats and types of criminality, especially in digitally driven crime, there is an urgent need to design, recruit, train and empower a committed, agile workforce for 21st-century policing<sup>1</sup>. Not only must LPS facilities meet the current and future needs of the service, but they also need to provide the specialized infrastructure that can support the training requirements that will allow the organization to address socio-political challenges, emerging technologies, and demographic changes in the community. This document, the Lethbridge Police Service Master Plan (LPSMP) will provide a vision and practical guidance to help, plan, guide and implement the ongoing physical development of the service.

## 1.2 PURPOSE

The purpose of the LPSMP is to support LPS and the COL in their goal of providing effective and efficient services to their community. The LPSMP supports this initiative by recommending how each of the facilities utilized by LPS can be enhanced so that LPS can continue to provide high-quality services to the community and meet the needs of their stakeholders. Along with providing a guiding framework for planning, this document is intended to support decision making by LPS and the COL. The LPSMP will serve as a starting point for further conversation with the COL and other partners and stakeholders, to execute the vision of a sustainable, thriving, and responsive workplace that will continue to serve the Lethbridge community and surrounding area through the provision of exceptional service.

### 1.2.1 REPORT STRUCTURE

The document is organized into two parts:

**Part One:** Background and Foundation summarizes the background work and relevant studies that have informed the LPSMP. It also expresses an overall vision for the LPS facilities and a cohesive set of planning principles.

**Part Two:** Master Plan zooms into specific scenarios that outline strategies that will fulfill the overall vision for the service. Cost estimates are provided for each development scenario, to facilitate future planning, engagement and initiation of next steps.

## 1.3 GOALS OF THE MASTER PLANNING PROCESS

- Optimize use of existing infrastructure and facilities
- Meet the training needs of LPS through facility upgrades and new construction
- Address operational and infrastructure changes for the next 10 years
- Expand or modify facilities to meet LPS and community needs
- Evaluate potential for co-location with similar City of Lethbridge Services
- Anticipate current and emerging requirements of law enforcement practices and staff training
- Guide capital asset and service management
- Foster a supportive and diverse work environment

<sup>1</sup> [www.pwc.com/policing](http://www.pwc.com/policing) study

- Enhance service excellence through infrastructure investment
- Improve internal support services for staff
- Embrace new technology and become a technology leader
- Collaborate with similar service providers and community to enhance services and affordability

## 1.4 MASTER PLANNING PROCESS

### Project Methodology

To complete the LPSMP, Stantec Architecture Ltd (SAL) was engaged by the COL and LPS in 2022. The project developed over the course of a year, through a collaborative process. The graphic below shows the work streams that were undertaken by the team. An extensive process of targeted engagement was the underpinning approach, with each stage of the project feeding back into conversations with stakeholders.

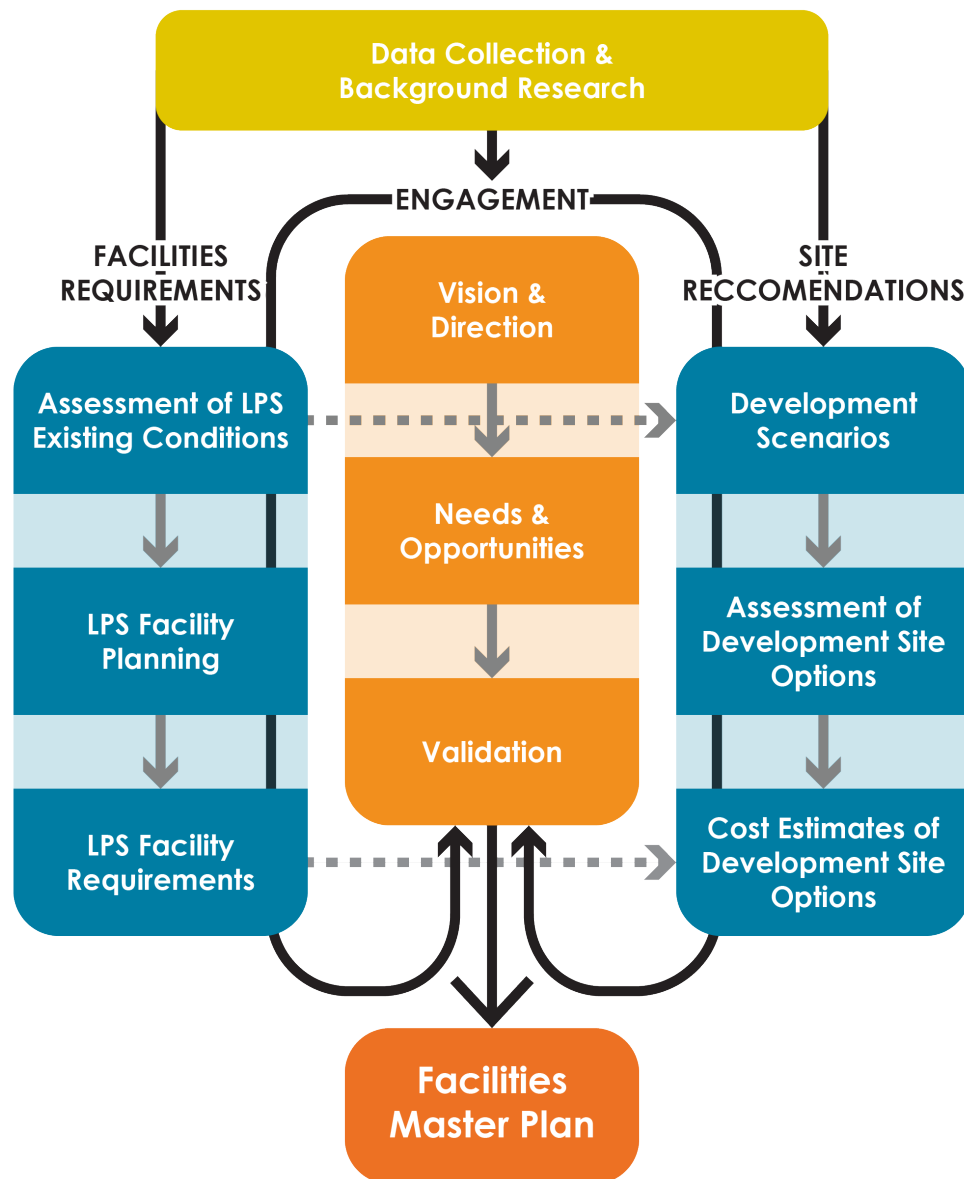


FIGURE 1-41 - PROJECT METHODOLOGY



### 1.4.1 ENGAGEMENT

Over 28 engagement sessions took place between 2022 and 2023. Findings were documented in the Project Vision, Situational Analysis Report (Current State and Future State) as well as the Future Accommodation Report. See Appendix H: What We Heard. Key themes from this engagement process have guided the planning framework and recommendations throughout this report.

### 1.4.2 BACKGROUND RESEARCH

Existing documentation from LPS was reviewed by the project team and serves as the background for the LPSMP. Relevant material included past needs assessments, facility condition reports, business plans, community profiles, and drawings among other items. See Appendices A-I.

### 1.4.3 ASSESSMENT OF EXISTING CONDITION

Information on LPS's existing infrastructure was compiled and assessed. This included the physical condition of each facility, its ownership and location, and its adequacy and suitability to accommodate current/future programming. This information was collected both through a review of technical documentation and through engagement about how the current facilities are meeting the needs of the service.

### 1.4.4 FACILITY PLANNING

Facility requirements were determined in two ways:

1. Future Accommodation according to current condition, capacity, and usage of existing facilities.
2. Insights and recommendations from key informed stakeholders during engagement.

### 1.4.5 GUIDING PRINCIPLES

Guiding Principles were developed to ensure that the Masterplan accomplishes the goals of the service.

### 1.4.6 SITE RECOMMENDATIONS

Following from the established framework, viable site options were proposed for short-term future developments. Potential sites were assessed according to a range of factors including:

- Input from COL and LPS
- Current ownership and availability
- Access and servicing
- Proximity to or relationship with the LPS Headquarters (HQ)
- Character of the site and opportunities presented

### 1.4.7 DEVELOPMENT SCENARIOS

All prior work led to a series of Development Scenarios. Each scenario illustrates one way in which the required new facilities can occupy their respective recommended site(s), in alignment with the long-term planning framework for the service.

### 1.4.8 COST ESTIMATES

Opinion of cost estimates were developed by Tantus Solutions Group for the recommended upgrades. While some of the information remains to be confirmed – for example, specific functional programming for each facility – costing has been suggested to the greatest degree of accuracy that is possible at this stage. Cost estimates are accurate to approximately +/- 30%, assuming a 2024 construction start.

## 1.5 LPS BACKGROUND

The Lethbridge Police Service dates back to 1885 when the Northwest Mounted Police force was set up out of an old meat market on Ford Street by Corp. Eli J Hodder. The forerunners of today's LPS were responsible for everything from law enforcement to delivering mail and medication.

By the end of 1886 there were 100 Lethbridge-based Mounties, and they continued policing the area until 1902 when town council passed a resolution to create its own police force.

The early police force struggled with manpower issues over the years. In 1916 fire chief William Hardy was also appointed police chief. For a time, the City's firefighters even performed police duties. In 1917 the force was relocated to the "old city hall" at 327 7 street South, sharing the space with a courtroom and magistrates' headquarters. The building's cell-block was largely inaccessible, and suicides and escapes were not uncommon.

In 1920, Hardy submitted his resignation as police chief, but maintained his responsibilities as fire chief. He remains the only person in the City's history to wear both hats.

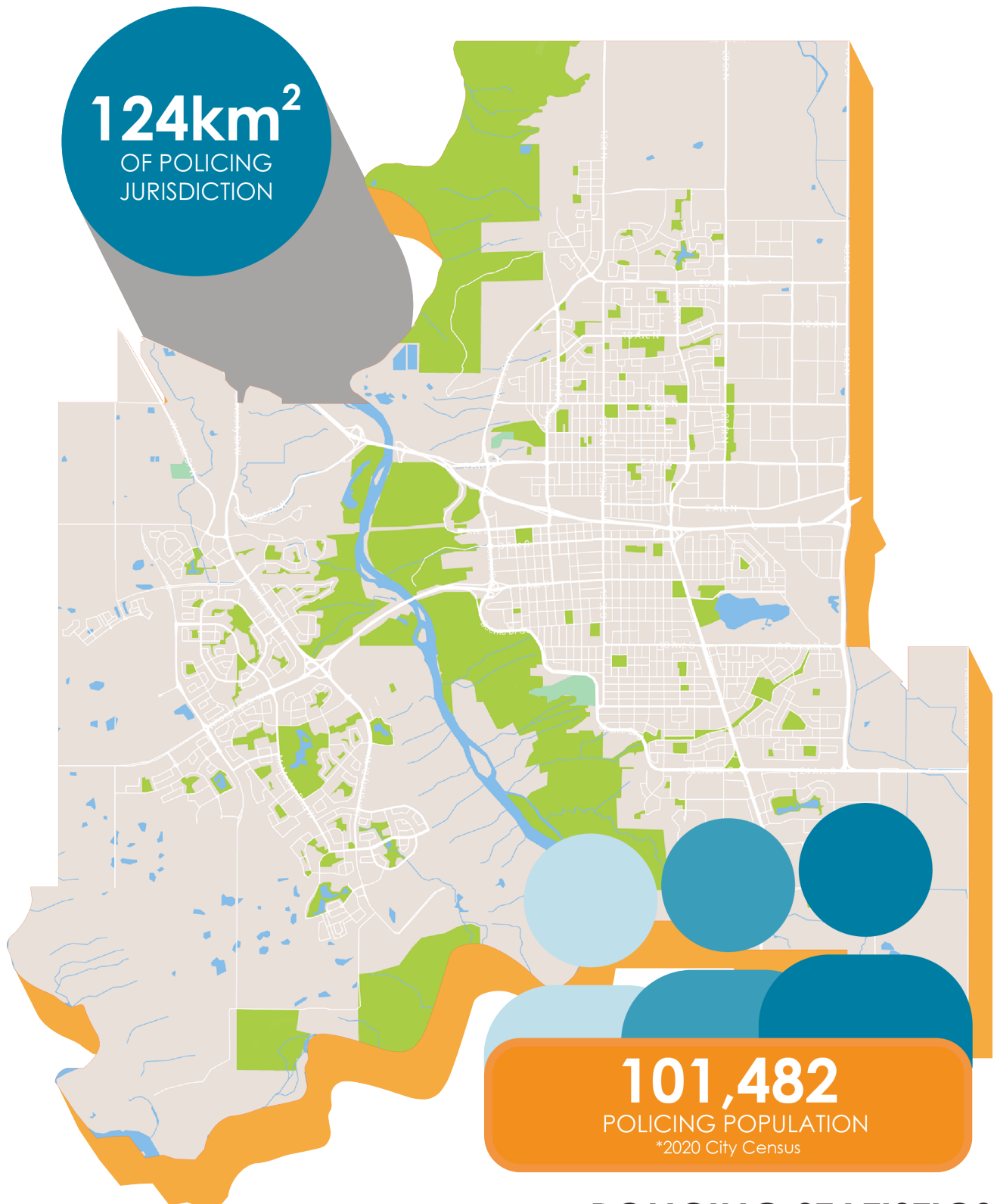
By 1928 the public had grown dissatisfied with the force's inability to control the city's gambling, prostitution, and bootlegging problems. So the new chief, Thomas R Nicholls, cleaned house. He asked all his men to resign and re-hired only six. New hires were brought on board and the force started over with 13 men. A decade later efforts to shut down the city's brothels were largely unsuccessful, and citizens complained about trucks with no mufflers, break-ins that never got solved, an increase in jaywalking, dogs running at large and drunks congregating on the streets after last call. Compounding the problems, many policemen were leaving the force to join the army.

By 1947, the force moved to a new police station at 5 Avenue and 5 street South and remained there until 1996. In 1996 the Lethbridge Police Headquarters was built. Between 2014-2017, the Headquarters underwent a major addition and renovation to upgrade the existing facility under the Capital Improvement Program and remains HQ to present day.

Today, the LPS serves the Lethbridge Population of 101,482 and covers a 124 square kilometer area of policing jurisdiction with 253 employees and 83 volunteers<sup>2</sup>. Lethbridge's population has been growing steadily, and to maintain the current level of service LPS will need to continue to grow its ranks to account for continued population growth, but to also fill vacancies that will be created through retirements and attrition<sup>3</sup>.

<sup>2</sup> Pg 16, Lethbridge Police Service Annual Report, 2021

<sup>3</sup> Pg 13, Lethbridge Police Service 2019-2022 Business Plan



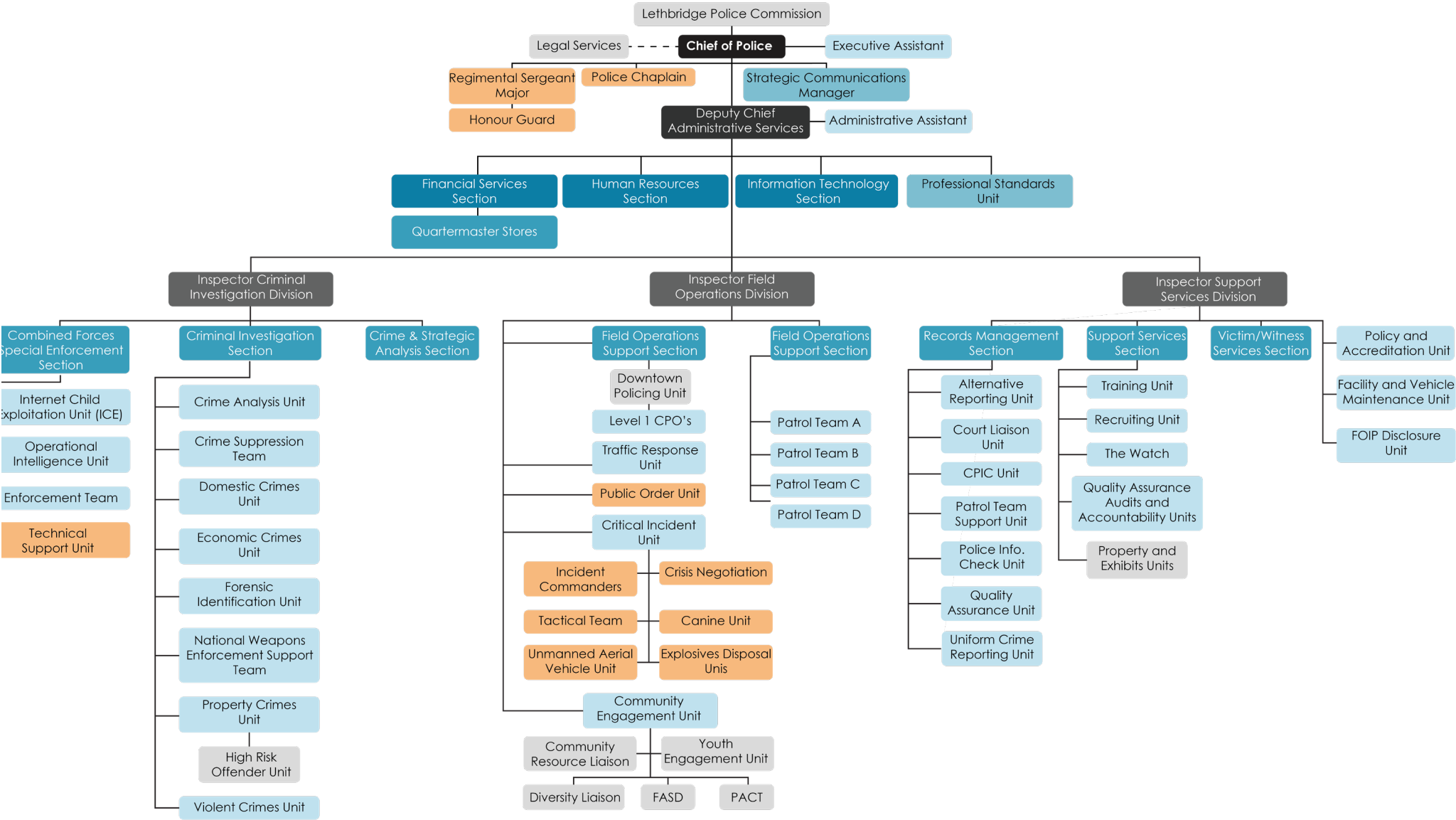
## POLICING STATISTICS

### 1.5.1 ORGANIZATIONAL STRUCTURE

The Lethbridge Police Service is currently organized in a typical hierarchical structure with the Chief of Police as its executive leader. The Chief of Police has direct contact with key groups that assist with the function and operation of the organization. The key groups noted in the organizational chart are legal services, the Executive Assistant, Police Chaplain, Regimental Sergeant Major, Honor Guard and the Deputy Chief. The Deputy Chief coordinates with the Chief of Police and oversees operation of sections and divisions within the service aided by an administrative assistant. Divisions within the service are overseen by Inspectors who manage subordinate officers and civilian staff working within sections and units that exist within the specific division. The three divisions at LPS are Criminal Investigation, Field Operations and Support Services. There are two types of support groups for Police Services, support for police duty such as records management and support for organizational function such as information technology and human resources. When the Police Service identifies a new or growing community need, they may respond by establishing a new service, unit, or section to their organization. They are incorporated into the existing organizational structure based on service alignment and responsibility.







## 1.6 ENGAGEMENT

Media Support  
 Airport Security  
 Physical Maintenance for the Service  
 Focus on Community Relations Complex and Changing Demands  
 Population Growth Downtown Police Unit Expand Capabilities  
 Additional Logistics Support Mental Wellbeing of Staff Deployment Challenges  
 Proper Facilities and Equipment Expansion of Presence from East Side  
 Specialized Offerings Mental Health and Wellness Expertise  
 Body Cameras Adequate Facilities to Ensure the Proper Training  
 Technology as an Investigative and Crime Prevention Tool  
 Oldman River **Engaged, Diverse Police Service Staff**  
**Develop Leadership and Modernize Use of Technology**  
 Enhanced Community Engagement **Partner With the Community to**  
 Internal Experts **Enhance Service and Affordability**  
 Expansion of Services **Infrastructure to Support Need and Community Features**  
 Electric Vehicles **Enable Policing Excellence**  
**Build New and Existing Programming** Diversity Efforts  
 'Healthy' Organization Enhancement of Support Services Public Expectations  
 Emphasis on Lethbridge as a Regional Centre State-of-the-Art  
 Geographic Growth of Lethbridge Strategic Communications  
 Specialized Training Facilities and Equipment Complementary Delivery  
 Child Advocacy Centre Community Partnership  
 Childcare and Other Similar Supports  
 Colocation Cyber Crime  
 Critical Incident Response

### ENGAGEMENT - WHAT WE HEARD

### 1.6.1 ENGAGEMENT PROCESS

An extensive engagement process informed the development of the LPSMP. Feedback from participants throughout the engagement process was analyzed, and insights, ideas and recommendations are summarized in the Project Vision, Situational Analysis Report (Current State and Future State) as well as the Future Accommodation Report. Refer to Appendices D-H. Over 28 engagement sessions with more than 20 participants took place between October 2022 and June 2023.

### 1.6.2 WHAT WE HEARD: KEY THEMES

The LPS described their mission in the 2023- 2026 Strategic Plan, “Through partnerships and collaboration, the Lethbridge Police Service strives to create a safe community for all” With a vision of “Guided by the highest standards of policing, we are committed to supporting our community by addressing crime, maintain public safety and strengthening public trust.”

The project team along with the Lethbridge Police discovered themes that identify areas for focus. The themes generated from the visioning session are listed below:

#### **Theme 1 Support an Appropriate Capacity of Engaged, Healthy and Diverse Police Service Staff**

As LPS increases its staffing complement to meet the growing needs of the COL, the service will be described as a ‘healthy’ organization. Health is viewed from the perspectives of mental health, physical health, and cultural health. LPS will be a diverse organization representing the gender and demographic characteristics of the city it serves. It will have the appropriate services to support mental wellbeing of staff and have adequate facilities to ensure proper training and physical maintenance for the service.

#### **Theme 2: Continue to Build Investigative and Policing Excellence Through Existing and New Programming**

The investigative services provided by LPS will continue to expand to meet the complex and changing demands of a state-of-the-art municipal police service. Specialized offerings in cyber crime and critical incident response will require specialized training facilities and equipment. Expansion of services with the Downtown Policing Unit and the Child Advocacy Centre will require investment in personnel, equipment, and training. The most dramatic new service offering will be in the imminent acquisition of responsibility for airport security.

#### **Theme 3: Augment Internal Support Services to Enable Policing Excellence**

As noted in Theme 1, the continued modernization of the services demographics and size will require the enhancement of support services. Access to appropriate mental health and wellness expertise and coordination of diversity efforts will require internal experts to be staffed and supported with the proper facilities and equipment. The increasing diversification of the service may require additional personal amenities such as childcare and other similar supports. An ongoing focus on community relations will continue to enhance the need for strategic communications and media support.

#### **Theme 4: Develop Leadership in and Modernize Use of Technology**

The LPS recognizes the tremendous opportunities offered by technology as an investigative and crime prevention tool. The promise of analytics to expand the capabilities of the service will require significant changes in tools, skills and physical characteristics of the current facilities. The introduction of emerging public driven opportunities such as body cameras and electric vehicles will further fuel this need.

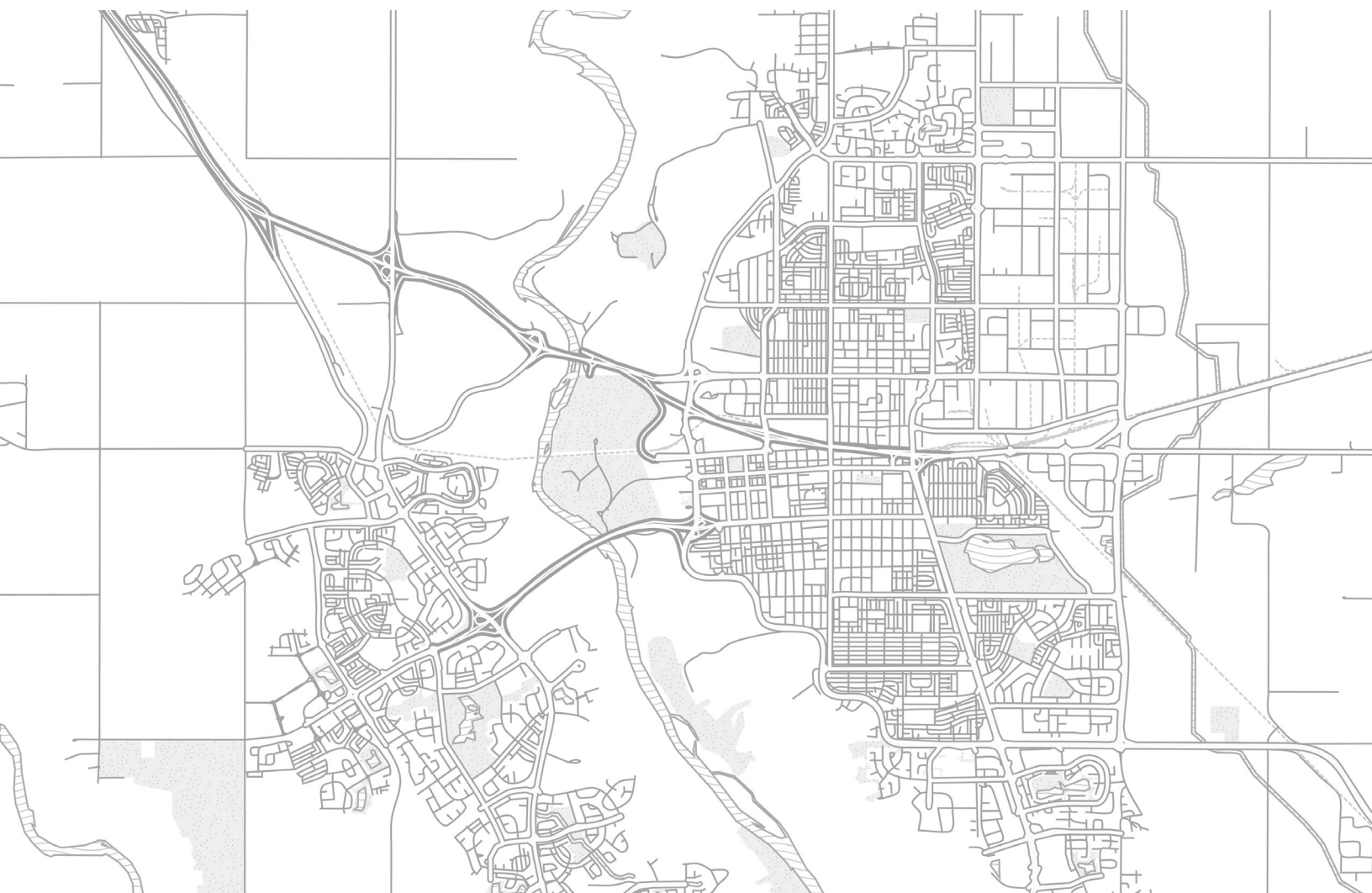


### Theme 5: Invest in Infrastructure to Support Needs and Community Features

As the third largest urban centre in Alberta, all the other themes related to this vision will be compounded by the continued growth of Lethbridge in population, geography and as a regional centre. Staff and service augmentation will require an augmentation of training capabilities. The unique layout of the city on both banks of the Oldman River provides additional logistics and deployment challenges with physical presence currently isolated to the east side.

### Theme 6: Partner with the Community to Enhance Service and Affordability

The enhanced public expectations noted in Theme 3 also provides an opportunity for enhanced community engagement and partnership. Multi-agency service collaboration and resource sharing may open the door to enhanced opportunities for collocation of physical premises for service provision, internal support, and complementary delivery.







### 1.6.3 WHAT WE HEARD: LOCATION SPECIFIC

Observations of the existing facilities used by the Lethbridge Police are a culmination of discussions with stakeholders, publicly available information, and visual observation during a site visit hosted by Lethbridge Police Service on November 14th, 2022.

#### Police Service Headquarters

The Lethbridge Police Service Headquarters is located at 135, 1st Avenue South, Lethbridge. The original building was constructed in 1996 and a three-level addition and parkade were constructed in 2016. The original building and addition have a combined total floor area of approximately 9,468m<sup>2</sup> (101,913 sqft).

**The main LPS headquarters is near or at capacity for most teams, and the imminent increase in staff will likely put the service over capacity.** Some significant changes to facility space have already been made to extend facility capacity, though it has led to reduced community orientated space. Teams, particularly the Criminal Investigative teams, feel constrained when adopting new staff or technology capabilities because of the limitation of suitable office space for expansion, particularly if it is required to house additional hardware to support the technical work. There is a current resource conducting technical forensics work to support the Criminal Investigations section that is stationed away from the rest of the section which highlights the challenges.

Currently there is **little community-oriented space in the LPS headquarters**, particularly after the collision reporting centre was moved into the facility, which removed a previous community room space. As a result, successful community collaborations are not visible, or must occur off-site. For example, The Watch program has designated space in the facility, but it is beyond the restricted area which limits its exposure to the community. Overall impressions were that the current headquarters is not a welcoming environment to the public or community organizations based on the lack of dedicated community space.

LPS noted the **limitations to service coverage based on having a single, centralized headquarters**. This centralization has some efficiency and communication benefits but creates risk to general service coverage based on the geographic features of the community and that impact the headquarters site. For example, the river divides the community with only two access points. If a major event or disaster impacted the two bridge crossings, it would completely limit the ability of LPS to service the western portion of the city. This risk is seen as a growing issue as the west side of the community continues to be the fastest growing area.

To help inform the LPSMP and the recommendations enclosed within it, Stantec Consulting prepared a facility assessment report of the LPS headquarters in February 2023 to assess its current condition of the headquarters. The purpose of this report is to provide opinions of cost and timing to address observed “physical deficiencies” and to renew base-building systems and components over an evaluation period of 10 years. The full report is included in the Appendix I of this report.

Based on information gathered and observations made during the assessment, the findings noted the site to be in good condition, overall. There are no immediate-term recommendations at this time. Actions that are required within the short-term, (i.e. Year 1-5 of the evaluation period) are listed within the Facility Condition Assessment Report, recommendations summary, in Table A, within the report.

### Police Service Outdoor Training

The Lethbridge Police outdoor gun range is located on the eastern side of the river valley and maintained by the City of Lethbridge. The outdoor gun range leaves firearms training exposed to weather related restrictions, so all-weather training is not possible. It's location in the river valley is close to a lot of pedestrian walkways, and the direction of shooting is towards the University of Lethbridge which is a safety concern. Public announcements are provided prior to nighttime shooting, however with residential neighborhoods in the vicinity, there are occasional complaints.

The range is 25m and can extend to 50m but cannot achieve 100m. The facility is used by both cadets and recertification of existing staff. There is no instructors work area, and minimal vehicle access into the range. Ammunition is not on-site but stored at LPS headquarters.

The emergency vehicle operator's course is currently a track at the Fort MacLeod Airport. There are limitations in using the airport for training as it does not provide true 'emergency vehicle track' capabilities and it limits some of the scenario work that can occur due to limitations required by the airport.

### Police Service Training Building

The LPS currently occupies and uses borrowed space in the COL- owned and operated Civic Ice Center located at 905 6 Ave S, Lethbridge. The Lethbridge Police moved into the space in 2021 and a small area of the full curling facility has been allocated for their use. The space is a temporary loan and there is uncertainty about how long they will be able to use the available space for training.

The temporary nature of the building creates limits for different types of training scenarios. For example, the individuals training to work in a police service cell block are trained at the Civic Ice Center using an office space instead of an area that resembles a typical cell block. Some of the larger type training scenarios -such as active threat, where there would be 30 individuals training- are not possible in the area, they have at the Civic Ice Center. Additionally, the police service will often use hired actors or volunteers for training scenarios and those actors need a staging area and change room. LPS has made accommodations by using offices and or small washrooms they have access to. The remainder of the space at the Civic Ice Center is currently being used for COL storage, it is unclear if there are any other groups accessing the space or using the space for other means. The building appears to be quite old and may not meet the current safety codes in place today. The COL will continue to operate this building until a new facility is built and established as a replacement; there is no determination on when that will occur at this time. Not having a purpose-built training facility properly under LPS ownership limits the ability of LPS to train new recruits and grow the service. There is also little security for the facility that makes it very unsuitable for the purpose of police training.

### Vehicle Impound Lot

The vehicle impound lot operated and serviced by LPS is owned by the COL and is located at 805 3 Ave N, Lethbridge. There are 146 parking stalls, and availability is scarce due to changes to impaired driving legislation in the past few years. This has resulted in a significant increase in vehicles being impounded. The location of the impound lot is adjacent to a homeless centre and vandalism is a frequent occurrence, with sight lines being an issue, and presenting challenges to keep the impound lot secure.



### 1.6.4 CURRENT STATE

A situation analysis conducted by Tantus Business Solutions was delivered to LPS on February 6, 2023. The situation analysis (included in Appendix F) provides a comprehensive review of the current situation regarding staff experience and existing infrastructure at LPS.

In order to inform the situational analysis, it is critical to place LPS in the appropriate context to its peer services across the province. This context can be provided in the form of a benchmarking exercise across a range of metrics that provide an overview of the performance of each service in relation to each other.

Benchmarking metrics were collected to create a non-evaluative comparison chart. This chart uses information from publicly available sources using data captured in 2021. Understanding that each police service is a unique entity, and all unique services face different public and operational challenges the data below seeks to create parallels between authorized police strength and the ratio between police and civilian personnel.

**TABLE 1-61: Service Overview**

CITY	SERVICE TYPE	TOTAL NUMBER OF POLICE OFFICERS <sup>4</sup>	AUTHORIZED POLICE OFFICER STRENGTH <sup>4</sup>	VARIANCE FROM AUTHORIZED STRENGTH <sup>5</sup>	TOTAL NUMBER OF CIVILIAN AND OTHER PERSONNEL <sup>4</sup>	RATIO POLICE OFFICER TO CIVILIAN AND OTHER PERSONNEL <sup>6</sup>
<b>Lethbridge</b>	<b>Municipal</b>	<b>162</b>	<b>173</b>	<b>-11(-6.4%)</b>	<b>80</b>	<b>2.03</b>
Calgary	Municipal	2,140	2,110	+30 (+1.4%)	825	2.59
Edmonton	Municipal	1,921	1,877	+44 (+2.3%)	937	2.05
Medicine Hat	Municipal	114	144	0 (0%)	36	3.17
Red Deer	RCMP	179	174	+5 (+2.9%)	0	0
Strathcona County	RCMP	102	92	+10 (+10.9%)	0	0
Regional Municipality of Wood Buffalo	RCMP	147	162	-15 (-9.3%)	0	0

*Data Note: Authorized police officer strength represents the number of fully sworn police officer positions that the police department was allowed to fill during the calendar or fiscal year, whether or not that number of officers was hired.*

The service overview above illustrates that LPS are authorized to have a police officer strength of 173 officers. The total number of officers is 162. This results in the variance from authorized strength being a negative number, (-11 / -6.4%). This is a key indicator that LPS is deficient in comparison to other municipalities in Alberta in terms of its officer strength. The only other municipality that has a lower variance, is the Regional Municipality of Wood Buffalo.

<sup>4</sup> Source: Statistics Canada, Table: 35-10-0077-01 (formerly CANSIM 254-0004), Police personnel and selected crime statistics, municipal police services, Release date: 2022-03-31

<sup>5</sup> Source: Statistics Canada, Table: 35-10-0077-01 (formerly CANSIM 254-0004), Police personnel and selected crime statistics, municipal police services, Release date: 2022-03-31

<sup>6</sup> Derived metric

### Crime Statistics

The table below captures crime severity index statistics provided by Statistics Canada. For the jurisdictions listed below, the Crime Severity Index is particularly useful in determining if police reported crime is more or less serious in one area than another. The value of the index in each jurisdiction is determined by its mix of crimes, the higher the proportion of serious crimes in a jurisdiction the higher the index. As shown below, the crime severity index for Lethbridge is the second highest of the jurisdictions listed.

**TABLE 1-62: Crime Statistics**

CITY	CRIME SEVERITY INDEX <sup>7</sup>	PERCENT CHANGE IN CRIME SEVERITY INDEX <sup>7</sup>	WEIGHTED CLEARANCE RATE <sup>7</sup>	PERCENT CHANGE IN WEIGHTED CLEARANCE RATE <sup>7</sup>
<b>Lethbridge</b>	<b>148.93</b>	<b>-6.04%</b>	<b>37.22</b>	<b>-3.05%</b>
Calgary	74.35	-8.50%	29.1	3.37%
Edmonton	106.18	-8.54%	36.45	-2.38%
Medicine Hat	81.93	3.39%	46.9	-4.62%
Red Deer	176.39	2.71%	23.34	-5.08%
Strathcona County	62.3	1.12%	31.94	14.03%
RMWB	103.02	-7.31%	40.85	0.57%

*Data Notes: The traditional "crime rate" provides information on the number of police-reported incidents that have occurred for a given population. The rate is simply a count of all criminal incidents reported to and by police divided by the population of interest. A new tool, The Crime Severity Index enables tracking changes in the severity of police-reported crime from year to year. It does so by considering not only the change in volume of a particular crime, but also the relative seriousness of that crime in comparison to other crimes.*

The situational analysis report describes the methodology and observations using the **ACE model. Accountability, Capacity, and Expectations.**

The ACE model ensures the organization has the optimal balance of accountability, capacity and expectations to enable optimal performance. The model is described below, including key areas to ensure organizational excellence:

- **Accountability** – Staff are evaluated against expectations. Exists when performance measures can be used to evaluate staff, and evaluations are frequent, fair, and promote ongoing improvement.
- **Capacity** – The organization and its staff have the ability to meet the expectations placed upon them. Capacity can be the result of skill, technology, staffing, structure, or process design.
- **Expectations** – Staff are aware of what is expected of the organization and are aware of what is expected by management. Expectations are explicit and accepted by the whole organization.

Effective organizations exist where expectations, accountability, and capacity converge and result in an organization empowered towards meeting goals. In cases where one or more of these components are not optimized, organizations will not operate to its best ability.

The report reveals findings that provide a snapshot of today's current state within the organization. The disclaimer included in the report explains that the findings reflect common themes that emerged from multiple sessions and perspectives and is not an evaluation of the service in its current form but represents interview participants reflections of their respective roles and perspectives.

<sup>7</sup> Source: Statistics Canada, Table: 35-10-0190-01 (formerly CANSIM 252-0088), Crime severity index and weighted clearance rates, police services in Alberta, Release date: 2022-08-02

The findings described in the Situation Analysis: Current State, 2023 report are verbatim and as follows.

**Finding 1: There is a high-level of risk related to the availability and long-term access to training facilities for the Lethbridge Police Service. As the City of Lethbridge continues to grow this may impact the ability to grow the membership as required.**

A key constraint on the service raised through the Situation Analysis engagement was the long-term viability of training space, particularly for off-site, specialized training facilities. Participants, particularly internal LPS leadership associated with training, highlighted the risks associated with training capacity. They also highlighted the challenges associated with the current training program, though indicated that LPS was finding ways to make the program work reasonably well despite these challenges.

A number of challenges were identified including the suitability of LPS's current arrangements for firearms, driving and tactical training facilities, all of which leverage non-LPS owned, community facilities. In all cases, there were risks noted to the overall functionality of the current arrangements, or the to the long-term suitability and viability of them. In particular, there were concerns raised over the long-term viability of the curling rink, though representatives from the City of Lethbridge indicated the facility has a lifespan for at least as long as the Master Plan length. Participants noted limitations in using the airport for training as it does not provide true 'track' capabilities and it limits some of the scenario work that can occur due to limitations required by the airport. Further, the outdoor gun range leaves firearms training exposed to weather-related restrictions, and its location in the river valley could be a concern for nearby residents.

LPS participants noted that the service's current capacity for classroom and use-of-force training, offered in the LPS headquarters, was suitable in its current state, but significant staff growth could cause issues.

**Finding 2: Unlike other emergency services, such as the Lethbridge Fire Department, the LPS is centrally located impacting response times and presenting response risk if weather or catastrophe should impact the availability of bridge traffic.**

A repeated risk that was highlighted by participants was the single, central location of LPS services and the potential issues that could occur if a significant weather event or other emergency situation occurred that limited or removed bridge access to the West side of the city. While this was acknowledged as an unlikely scenario, participants did note that more minor weather events, accidents or other incidents can have a significant impact on response time to the West side of the city from the current LPS headquarters. An example given was significantly icy roads that led to multiple accidents and congestion on both bridges that could have significant impacts on response times, which was seen as much more likely scenario.

Even under ideal scenarios, there are far-reaching portions of the West side of the city that LPS may not be able to meet its posted response times of seven minutes for priority issues as laid out in the 2023 Response Plan. As the fastest growing portion of the city, the issues of access and response times to the West-side of the city are only likely to grow over the time frame of the Master Plan and was seen as a key issue to address, particular given its impact on basic response service levels.

While this centralized location was noted as a key challenge, it was also seen as having a few key benefits. Most notably, participants acknowledged that the current headquarters is located nearly perfectly in the center of the community, and it provides rapid response and high visibility in the highest area of need for the entire community, as well as supporting community policing for the central area. A complete move away from such an important district was seen as untenable by participants and is not something LPS participants noted as an option at all.



### **Finding 3: The current headquarters configuration limits the LPS' ability to interact with the public, media and partner organizations.**

Participants highlighted that the current LPS headquarters does not provide significant interaction with the community, which could be impacting rapport and community relations for the service. This idea of a lack of community connection was highlighted in a number of areas but is largely related to a lack of space to provide community-oriented services. This issue of community interaction impacts several of the key themes identified in the Visioning Session and relates to LPS's strategic priorities for community relations.

The first area noted as lacking community interaction was the lack of a designated community space in the current LPS headquarters. It was noted that a designated community room used to exist but was re-purposed for the collision reporting centre. Participants noted this lack of a dedicated community room limited the degree of interaction, partnership and collaboration with community organizations. It was noted that the process of signing in and moving through a secure area to access boardrooms or other collaborative space needed for LPS to interact with community groups was inherently limiting the degree of collaboration that occurred. Participants also highlighted how such a space could be used by community groups even in when they were not collaborating with LPS and would further solidify the headquarters as a community-oriented space with positive connotations.

The requirement to move community groups through a secured space means LPS is missing valuable visibility and promotion for its efforts. The most relevant example of this that was provided was the fact that the volunteer community initiative "The Watch" has office space in the LPS headquarters, but that space is down in the basement. This was seen as a major barrier to getting greater visibility to the 'good news' initiatives LPS is associated with.

Another area where current facility space could be impacting community relations is in regard to media relations. Participants highlighted that currently media gatherings are conducted in the front entranceway or lobby of the secured LPS office space. While there are doors in between the front public reception and this secured lobby space, participants noted it is not uncommon for commotion or noise from the public lobby to interrupt media gatherings, and generally does not provide a calm, positive environment for such an event. While participants did not speculate on whether such interruptions had any direct impact on media coverage for LPS, there was general indication that a more purpose-built space would be beneficial to all involved in media events at the headquarters.

Finally, participants noted a general lack of positivity associated with the LPS headquarters. While hard to quantify, this was felt to have an impact on overall community relations with the service. While functional, participants noted the front reception area can often be an unpleasant, emotionally charged introduction to the headquarters. It was also noted that pleasant, welcoming architecture overall would encourage visitors to see the headquarters in a more positive light. In particular, new Canadians and residents with diverse cultural backgrounds were seen to be the more likely to be impacted by any negative connotations or associations with the physical space of the headquarters.

### **Finding 4: There are opportunities to make the LPS facilities more conducive to interaction with diverse communities, especially Indigenous people.**

Participants noted an opportunity for LPS's facilities to provide a greater cultural connection to diverse residents, newcomers to Canada, and critically, to the Indigenous communities of the Lethbridge region. The implication is that the current LPS headquarters lacks meaningful cultural connection, as these were not strongly considered at the time of design. This idea of cultural connection is increasingly relevant, especially as the City of Lethbridge has introduced and Indigenous Relations team which has specific goals around Indigenous place-making. Participants noted this cultural connection component aligned with Finding 3 above to make the LPS facilities more community focused and welcoming. There was an emphasis placed on a wide range of opportunities for the facilities, but focused on creating accessible spaces, culturally appropriate space for Indigenous clients.

Critically, this cultural connection also supports internal LPS goals of diversifying its workforce. Having a culturally sensitive and gender or sexually sensitive facilities and amenities will support the attraction and retention of a more diverse workforce and will support staff wellness of a more diverse workforce as well.

**Finding 5: LPS has limited space that is shared with other City departments or partner organizations, limiting efficiency opportunities and greater connectedness between the Service and the community.**

While LPS collaborates with City of Lethbridge departments on a range of processes from purchasing, emergency planning, fleet management and IT services, among others it does not share any space with city departments. While participants widely noted that policing requires unique, secure space requirements that has few parallels amongst other city departments or functions, it was still seen as a unique opportunity to expand facility capacity at the best possible value. Further, it was noted that the City of Lethbridge currently has a number of underutilized facility spaces that may provide opportunities for LPS to expand its footprint, especially if it can move some of its non-core policing functions from the current headquarters.

The suitability of collaboration should be carefully considered and is not guaranteed to produce the desired results. Participants noted that some previous collaborations such as joint emergency planning has led to positive outcomes, but others have seen challenges due to the unique requirements of the police service.

One other area of collaboration noted was not related to facility or infrastructure space but was associated with corporate services offered by the City of Lethbridge. In particular, it was noted the strength of the City's employee wellness program and the potential value it could provide to LPS.

**Finding 6: Current facilities for staff physical wellness and training are adequate but there are limited spaces to maintain mental and emotional wellness.**

Similar to Finding 1 above, participants noted that the current spaces available for staff mental and emotional wellness are adequate, but available space limits the ability of LPS to expand the program or effectively accommodate future staffing growth. Currently, the main facility space dedicated to mental and emotional wellness is a quiet room for staff. However, there is no dedicated space for counseling, cultural or spiritual health programming, or other potential staff wellness program options. Participants noted the importance of soundproofing for wellness focused spaces as well as spaces dedicated to staff wellness.

Finally, participants did note the potential need for additional dedicated wellness coordinator positions to oversee staff wellness and grow the program, but these facility limitations make such an expansion challenging.

**Finding 7: There are operational efficiencies that LPS is currently realizing based on its centralized office structure.**

While a range of challenges were noted with LPS's current centralized headquarters, participants also highlighted a major strength of the arrangement, which is a heightened efficiency and team communication ability. The 'closeness' of LPS teams was seen as a strength of both internal and external stakeholder session participants, and an expansion of satellite facilities was seen as a threat to these benefits.

Internal participants noted the importance of team communication and collaboration in terms of managing expectations and accountability processes. Team collaboration was seen as a particular strength to the Criminal Investigations section.

Any expansion that impacts the centralized nature of LPS operations should consider the corresponding team management processes and collaboration opportunities to reduce the impacts to these current benefits.

**Finding 8: The long-term ability of LPS to respond to the technical and operational changes associated with 'big-city policing' is challenged by constrained facility space**

Similar to Finding 1, LPS participants noted that while existing technology use in the service was acceptable, there is long term risk to the service in terms of facility capacity to evolve the technical elements of its service over time. This evolution of technical capabilities and greater technology use was seen as a natural and inevitable component of moving towards 'big-city policing.'

## PART 1: BACKGROUND AND FOUNDATION

In particular LPS has indicated a clear need to build out a Cyber Crime investigative unit over the coming years. This unit will not only require new staff, but staff that require significant amounts of technical equipment and will therefore have an even larger facility footprint than typical. Participants did not see an obvious expansion opportunity in the existing facility, especially given the existing forensic technical position is located away from the Criminal Investigation Section already. Local crime statistics are often collected by cities using a variety of techniques. The following techniques are generalized to provide context for those less familiar with this type of data collection. Police reports are one method of data collection. Police agencies compile information on crimes that are brought to their attention.

To allocate resources and inform policy decisions, this data is utilized to provide reports on the frequency of crime in the city. Surveys are used to gather data on crime and victimization, and gain knowledge about how locals feel about criminal experiences and how safe they feel in their neighborhoods. Incident-based reporting systems can be used to collect information on crimes. These systems help police services capture detailed information about each crime, including the type of crime, location, time, and circumstances of the incident. Crime mapping is another method of data collection that is used to visualize crime data and identify patterns and hotspots. Cities might employ crime mapping software to help their leaders determine where to target their efforts and resources more efficiently. Finally predictive modeling and analytics can be used to forecast future crime trends, this information is not entirely reliable as it's based on historical information but can help inform patterns and potential impact of crime in general.

Crime statistics are used to determine, resource allocation, to make evidence-based decisions, to provide additional information for problem solving and crime analysis, to evaluate the effectiveness of police service interventions, and to engage community members in discussions about crime and safety and build trust between police services and the community as well as increase public awareness of crime and safety issues. The crime statistics shown are borrowed from the 2021 LPS Annual Report, 2021 and the Tantus Situation Analysis: Current State Report 2023.







## POLICING STATISTICS



36,143

CALLS FOR  
SERVICE

1,060

ONLINE CRIME  
REPORTS



52,000+

LPS SOCIAL MEDIA  
USERS

41.8M

BUDGET

Salary & Benefits: 34.4M  
Operating Costs: 7.4M

## POLICING STATISTICS

A word cloud of police service goals and objectives. The words are arranged in a circular pattern, with some words being larger and more prominent than others. The colors of the words vary, including shades of blue, orange, yellow, and red. The words include:

- Community Outreach Initiatives
- Latest Technology & Equipment
- Properly Equipped to Serve the Community
- Promoting & Increasing Traffic Safety
- Maintain Accurate Up to Date Records
- Cybercrime and New Specialized Units
- Predict and Prevent Crime
- Meet Future Requirements
- Economic and Cyber Crime
- Safe and Secure Public Events
- Support Activities**
- Major Events Management**
- Professional and Effective Response to Calls for Service**
- Traffic Safety and Education**
- Criminal Investigations and Intelligence Led Policing**
- Events
- Strong Community Presence**
- Training and Credential Compliance**
- Crime Prevention, Educations and Early Intervention**
- Safety Protocols
- Professional Development Opportunities
- Properly Preform Duties to Keep Citizens Safe
- Reduction in Number of Motor Vehicle-Related Injuries and Fatalities
- Ongoing Training and Support for Officers and Event Organizers
- Develop Positive Relationships with Police Officers
- Greater Collaboration With Community
- Mental Health Crisis Response
- All Personnel are Properly Trained and Certified
- Close Collaboration with Organizations
- Continued and Improved Responses
- Data Driven Analysis

**ENGAGEMENT - FUTURE STATE**

### Impact

LPS is struggling to meet the current requirements and demands for policing in their jurisdiction. With a lack of suitable training space, they are inhibited in their ability to grow the services and recruit appropriately. This is evident in the Statistic Canada stats, where they are not meeting the total authorized number of police officer strength, and are understaffed.

This has a flow on effect that when the service is not appropriately staffed, crime can increase. This is evidenced in the crime severity index where Lethbridge ranks second highest in crime severity.

The current findings noted inadequacies in the areas of training, geographical challenges, community engagement, collaboration with other City departments, facilities for staff wellness and mental health, and technology.

The ACE model highlights how effective organizations exist where expectations, accountability and capacity converge and result in an organization empowered towards meeting goals. In cases where one or more of these components is not optimized, organizations will not operate to its best ability.

LPS is faced with many current challenges and in spite of many best efforts, the organization is unable to meet its policing goals as these challenges continue to impact LPS's objectives.

### 1.6.5 FUTURE STATE

The future service analysis provides a detailed view of the projected service changes over the next decade. It provides a comprehensive understanding of expected changes in these services either in the volume of delivery, based on pace with expected population growth, or changes in the level of delivery, based on anticipated changes in need. Refer to Appendix G for detailed report.

The findings noted below provide a succinct view of the anticipated service changes across LPS over the next decade. The interviews with stakeholders that captured the data for this analysis were premised on the assumption that the City of Lethbridge will experience a 20% growth in population over this time period.

### Finding 1: Future State- Strong Community Presence

The Lethbridge Police Service is committed to fostering strong community presence and engagement. The Victims / Witness Services Unit works in partnership with community service providers to help individuals who have experienced crime or trauma. Through this unit, the LPS can provide crisis intervention, trauma counseling, emotional support, safety planning and referrals to other community resources.

The LPS also takes part in a wide range of community outreach initiatives. This includes presentations in schools, open houses, and other initiatives which aim to provide education about crime prevention and safety and to develop positive relationships with police officers. It also includes community festivals and events, including the Lethbridge Police Service's annual National Child Day celebration, which promotes positive relationships between police and children.

The LPS also works with community partners to provide crime prevention and victim services. This includes partnering with local shelters, social service agencies and other organizations to aid victims.

Due to past needs for space, the community room previously available at Headquarters is no longer available for community engagement, press conferences or other community events. As well, new programming is anticipated for greater social media and recruitment reach which could be supported by video production facilities. Victim Services operates out of re-purposed space which limits their capacity to offer recruitment or training activities at Headquarters. Higher than population growth service volume increases are anticipated for the service dog program and remote testimony services with a corresponding service level increase for the service dog program providing an even greater growth pressure.

In order to meet future requirements and to ensure a continued and improved strong community presence for LPS the items listed below are identified as being highest priority in order to not impact service levels negatively over the next decade.

- Community Room
- Video Production Facilities
- Expanded Victim Services (Service Dog Program)

### Finding 2: Future State- Professional and Effective Response to Calls for Service

The Lethbridge Police Service (LPS) is dedicated to providing a professional and effective response to calls for service. In order to ensure public safety, LPS officers respond to all calls for service in a timely manner.

The majority of calls for service that LPS officers respond to involve reactive efforts driven by standard patrol or reported crime. Officers are expected to patrol the streets, be visible in the community, and respond to any suspicious activity reported by citizens. Officers must also respond to any calls for service that involve criminal activity, such as break & enters, mischiefs, theft, or assault.

When responding to calls, LPS officers must be aware of their surroundings and take any necessary precautions to ensure their own safety. Officers must also be aware of any potential risks to the public and take appropriate action.

LPS officers strive to provide an effective and professional response to calls for service. All officers are trained in the use of emergency response tactics and the proper use of force when necessary. Officers also take into consideration the local community and any potential risks involved in responding to calls for service.\*

Along with an increase in service volume associated with population growth, services in this area anticipate new service offerings required with the City's annexation of the airport lands and potential annexation of the adjoining countryside. Further service level increases are anticipated in mental health crisis response and property crime investigations.

In order to meet future requirements and to ensure a continued and improved strong effective response to calls for service for LPS the items listed below are identified as being highest priority in order to not impact service levels negatively over the next decade.

- Increase in service volume associated with population growth
- City's annexation of airport lands
- Further service level increases are anticipated in
  - Mental health crisis response
  - Property crime investigations

### Finding 3: Future State – Crime Prevention, Education and Early Intervention

The Lethbridge Police Service (LPS) is dedicated to reducing crime through crime prevention, education and early intervention. It is recognized that crime prevention is part of a broad effort involving all segments of the community. Greater collaboration among the Service, residents, businesses, community organizations and other stakeholders will create a safer and more secure environment in Lethbridge.

Crime prevention initiatives include educational programs, public awareness campaigns, and community outreach. Work with citizens promotes community safety, increase public awareness of crime prevention strategies, and provide education and resources to reduce crime. Work with businesses and community organizations is focused on developing and implementing strategies to prevent crime and to provide additional support to those affected by crime.

Service volume increases beyond population growth are anticipated in the development and service associated with community partnership under similar models to the Fetal Alcohol Spectrum Disorder partnership. As well, property crime awareness programming is expected to increase its volume of service.



- Community partnership- Service volume increases beyond population growth
- Cybercrime and new specialized units
- Firearm testing

### Finding 4: Future State- Traffic Safety and Education

The Lethbridge Police Service is committed to promoting traffic safety and education in order to reduce the number of motor vehicle-related injuries and fatalities in our community. Traffic Safety and Education efforts are designed to help reduce the number of motor vehicle-related injuries and fatalities in our community. This work includes public education campaigns, enforcement initiatives, and partnerships with community stakeholders.

In addition to public education, the Lethbridge Police Service also enforces traffic laws in our community. Dedicated traffic units are responsible for ensuring that drivers are following the rules of the road. LPS also conducts regular traffic projects, where officers focus their attention on a specific traffic violation or issue, such as impaired driving or speed violations.

Finally, the Lethbridge Police Service has established several partnerships with community organizations and stakeholders in order to increase traffic safety in our city. The work requires close collaboration with organizations such as local schools, businesses, and government agencies to coordinate safety initiatives and enforcement efforts.

The current traffic safety and education programs are anticipated to continue with growth in volume associated with population growth. The noted exception is, again, anticipated increases in volume associated with the annexations of lands south of the City to the airport. Summary of greatest future needs for traffic safety and education listed below.

- Increase in service volume associated with population growth
- Anticipated increases in volume associated with the annexations of lands south of the City to the airport

### Finding 5: Future State- Major Events Management

The Lethbridge Police Service (LPS) is dedicated to providing safe and secure public events in the City of Lethbridge. LPS is responsible for providing police presence and planning for large-scale events and activities such as sporting events, festivals, parades, concerts, and large gatherings. This includes planning and coordination of staffing, resources, and safety measures to ensure events are safe and secure for all attendees and participants.

LPS also plans for security needs in the event of an emergency or potential threat. This includes the development of emergency response plans, coordination of resources and personnel, and communication with local emergency services.

LPS provides ongoing training and support for officers and event organizers. This includes providing training in crowd control and safety protocols, as well as providing advice and guidance to event organizers on how to manage large-scale events.

LPS anticipates the growth in number and size of major events as the population of the City continues to grow. Service volume increases and service level increases due to new types of events such as airshows are expected with the expanded jurisdiction of the airport. Summary of future needs for major events management listed below.

- Increase in service volume associated with population growth
- Anticipated increases in volume associated with the expanded jurisdiction of the airport

### Finding 6: Future State- Training and Credential Compliance

Training and Credential Compliance for the Lethbridge Police Service is a comprehensive system designed to ensure that all personnel are properly trained and certified in order to meet the highest standards of service delivery. LPS is committed to providing quality training and credentialing to all personnel in order to ensure that they are properly equipped to serve the community.

This work for training sworn staff begins with the cadet training process. During this 22 to 24-week process, new recruits receive an introduction to policing policies, procedures, and mission. They are also provided with legal training, briefings on current events, and an overview of the LPS organizational structure. Additionally, new recruits are trained in hard skills, such as firearms use and soft skills, such as interpersonal communication, ethical accountability and teamwork.

LPS are sworn in as police officers on the first day of training. Graduating cadets undertake further specialized training specific to LPS; the in-house training introduces the cadets to a number of LPS specific elements such as the LPS computer systems and are required to complete tests in order to demonstrate their knowledge of the systems. Following this they undergo 16 weeks of field training before they are ready for solo duty.

Through their career LPS officers and civilian staff continue to learn through other professional development opportunities. This is designed to ensure that all personnel are knowledgeable of the latest laws, regulations, and policies. Personnel participate in a variety of courses and seminars that are designed to help them better serve the community. These courses include topics such as legal updates, investigative techniques, use of force, and community policing.

For sworn personnel, training and credential compliance also includes firearms training and Emergency Vehicle Operator Course (EVOC) Driver Training. This is designed to ensure that all personnel are properly trained in the use and safe storage of firearms. Additionally, all personnel must take part in a range of simulations and drills to ensure that they are proficient in the use of their firearms.

Training and credential compliance for the Lethbridge Police Service is essential in order to ensure that all personnel are properly equipped to serve the community. By taking part in the various stages of training and credential compliance, personnel are better prepared to handle any situation and provide the highest level of service to the community.

- Increase in training keeps pace with population growth
- Increase need for officers will likely see an increase in the volume and service level of recruitment
- Specialized training requirements

Training, particularly in-service and recertification, is expected to keep pace with population growth with the exception of some specialized in-service classroom opportunities which are expected to exceed population growth. Increase need for officers will likely see an increase in the volume and service level of recruitment. There is a strong desire to augment the level of driver and firearm training to include situational aspects that are not available with current facilities.

### Finding 7: Future State- Support Activities

The Lethbridge Police Service (LPS) is responsible for keeping the citizens of Lethbridge safe and secure. To do this, the police service must provide a variety of support activities that are essential for their operations. Four major components from a space usage perspective are:

- **Fleet Management:** The LPS must manage a fleet of vehicles, including patrol cars, motorcycles, and other specialized vehicles. This includes maintenance, fuel, and other related tasks in collaboration with COL to ensure the fleet is in proper working order and is safe for officers to use.
- **Communications:** The LPS must have a reliable and secure communications system in place to ensure officers can communicate with each other and with other law enforcement agencies. This includes radio systems, telephone systems, and digital networks.
- **Technology:** The LPS must have access to the latest technology and software to ensure they can effectively and efficiently perform their duties. This includes computer systems, software applications, and other necessary equipment.
- **Records Management:** The LPS must maintain accurate and up-to-date records for all its operations. This includes criminal records, incident reports, and other related documents.

These support activities are essential for the efficient and safe operation of the LPS. Without them, the police service would not be able to properly perform its duties and keep the citizens of Lethbridge safe.

A number of the listed services anticipate either service volumes that keep up with the growth in population (Records Management and Properties & Exhibits) or expect to grow slower than population (Facility Management) with no expected increase in service levels (except active storage of records and exhibits and preventative maintenance.)

Higher than population levels of service volume growth are expected in General Officer Support and all aspects of Fleet Management and Information Technology. In contrast, Fleet Management anticipates maintaining current levels of service while Information Technology anticipates demands to increase service level over almost all of its services.

- Increase in service volume associated with population growth
- Higher than population levels of service volume growth are expected in General officer support and all aspects of fleet management and information technology.

### **Finding 8: Future State- Criminal Investigations and Intelligence Led Policing**

Criminal investigations and intelligence-led policing are two important tools used by the Lethbridge Police Service (LPS) to help protect the citizens of Lethbridge from crime. The LPS is committed to using the most advanced technology, data-driven analysis, and specialized service areas to ensure the safety of the community.

Criminal investigations involve gathering evidence, conducting interviews and interrogations, and analyzing data in order to identify suspects and build a case for prosecution. The LPS has a dedicated Criminal Investigations Division which is responsible for investigating all major crimes, including homicides, robberies, and assaults. The Criminal Investigations Division is staffed by experienced police officers who use a variety of investigative techniques to solve crimes.

The LPS is also working to enhance their intelligence-led policing efforts, which is a data-driven approach to crime prevention and investigation. This approach involves analyzing crime data to identify patterns and trends that can be used to predict and prevent crime. These efforts are beginning to gather a broader understanding of the technology and skill that will be required to enhance this capability.

The LPS also has several specialized service areas which are designed to address specific crime types and the use of these specialized areas is anticipated to increase in the coming decade to address new focal points on prevention and investigation. Current programs in economic and cyber crime are expected to continue with potential over the next decade for further specialized units such as behavior science or pharmacy crime, as needs arise.

Aside from service volume increases associated with population increase, higher volume increases are expected for firearm testing and cyber crime with increases in service levels anticipated for cyber crime and new specialized units if they are created.

### Impact

Predictions of needs and growth are challenging at the best of times but as evident in the eight key findings noted in the above analysis, we can look to typical areas of change that we have witnessed over the past decades. Technology and training are expected to dominate the forces of change in the foreseeable future; when we combine this with growing desire for specialization in police service units, particularly in criminal investigation, we see certainty that trends are driving to greater requirements for police staffing and education and the physical facilities to support this changing work.

This work leads on to more detailed space planning needs noted in the next section of the report, the future accommodation requirements as part of the Master Planning Process. It is important to highlight the respective growth pressures expected to come from a range of LPS services as they are expected to evolve over the next decade.





## 1.7 FUTURE ACCOMMODATION REQUIREMENTS

The space summary confirms space needs for LPS to accommodate projected staff growth over 5 years and forecast space needs to a 10-year time horizon in alignment with the anticipated service changes. The future accommodation requirements will guide the COL and LPS executives in the planning and management of capital assess and services. For the detailed report refer to Appendix H.

**Table 1-71: Space Summary**

	AUTHORIZED FOR 2023			2028			2033		
DEPARTMENT SUMMARY	SWORN TOTAL	CIVILIAN TOTAL	TOTAL SQFT*	SWORN TOTAL	CIVILIAN TOTAL	TOTAL SQFT*	SWORN TOTAL	CIVILIAN TOTAL	TOTAL SQFT*
A. CHIEF OF POLICE	8	22	13,828	9	25	18,299	10	31	20,479
B. SUPPORT OPERATIONS DIVISION	8	44	70,916	10	53	75,502	12	62	78,521
C. FIELD OPERATIONS DIVISION	134	14	77,925	149	20	85,490	155	18	91,434
D. CRIMINAL INVESTIGATING DIVISION	45	9	12,234	60	9	16,372	77	10	28,977
E. SHARED SUPPORT	-	-	19,936	-	-	24,884	-	-	25,138
<b>TOTAL</b>			194,439			220,547			244,549
EVOC / SCENARIO TRAINING			1,388,000			1,388,000			1,388,000

\* Department Gross-Up Area

### Space Summary Analysis

The listed spaces and staff needs for LPS were developed from user group meetings, meeting notes, site visits, typical police space standards and experience with similar projects. The following space summary for each department demonstrates the periods of growth and of which units in year 2023, 2028, and 2033. Space Summary A: Chief of Police

## Space Summary A: Chief of Police

The graphic below provides a visual representation of current space requirements and the expected growth for Chief of police in 2023, the mid term 5-year period of 2023-2028 and up until 2033, the full 10-year planning horizon. As shown below, the period of significant growth for Chief of Police, will be within the next 5 years.

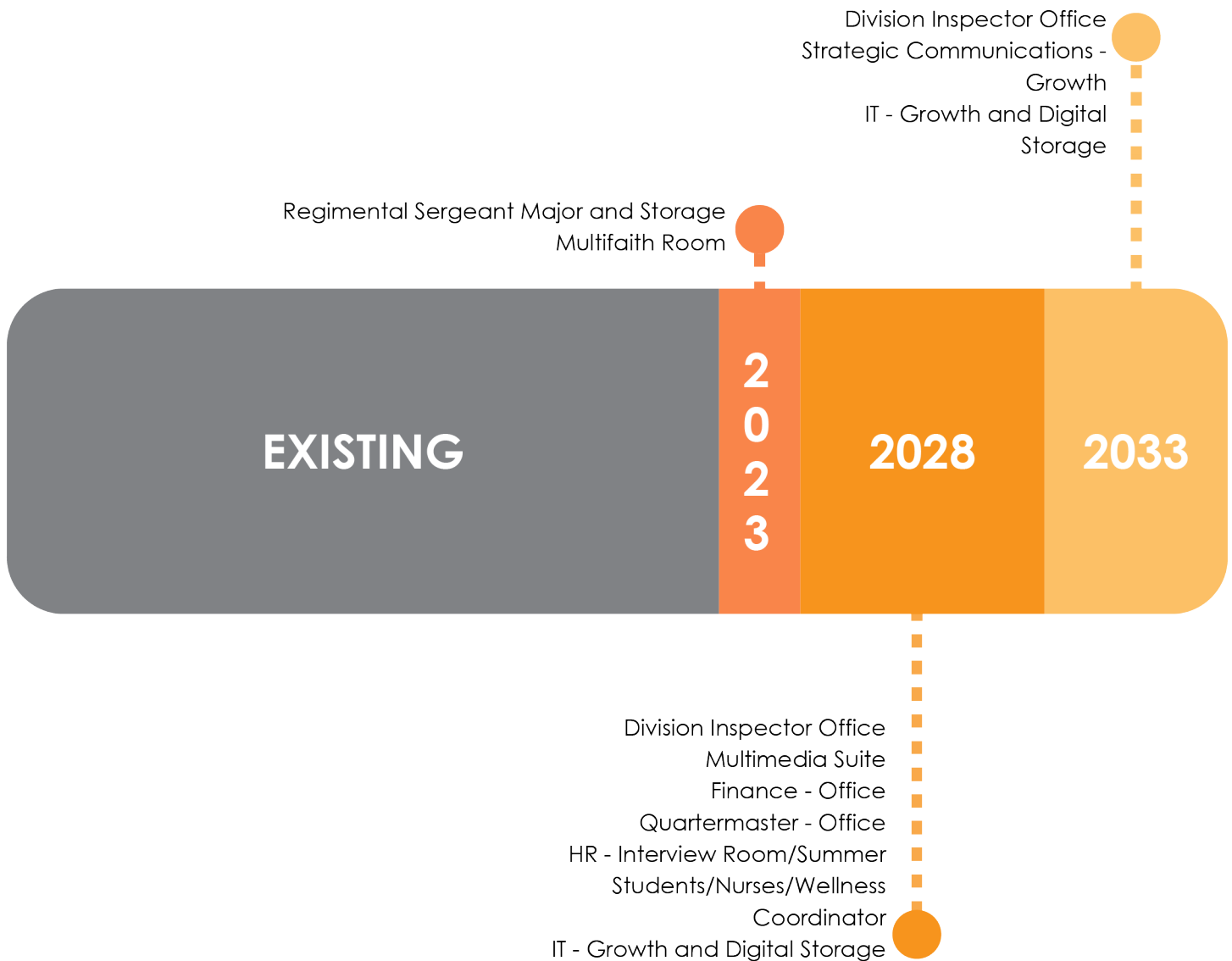


FIGURE 1-71- SPACE SUMMARY A: CHIEF OF POLICE

## Space Summary B: Support Services

For Support Services the period of significant growth and expansion for space requirements, is the immediate need; to address a lack of suitable training space. The graphic below illustrates how undeserved LPS is and the limiting effect that a lack of training space has in terms of growing the service.

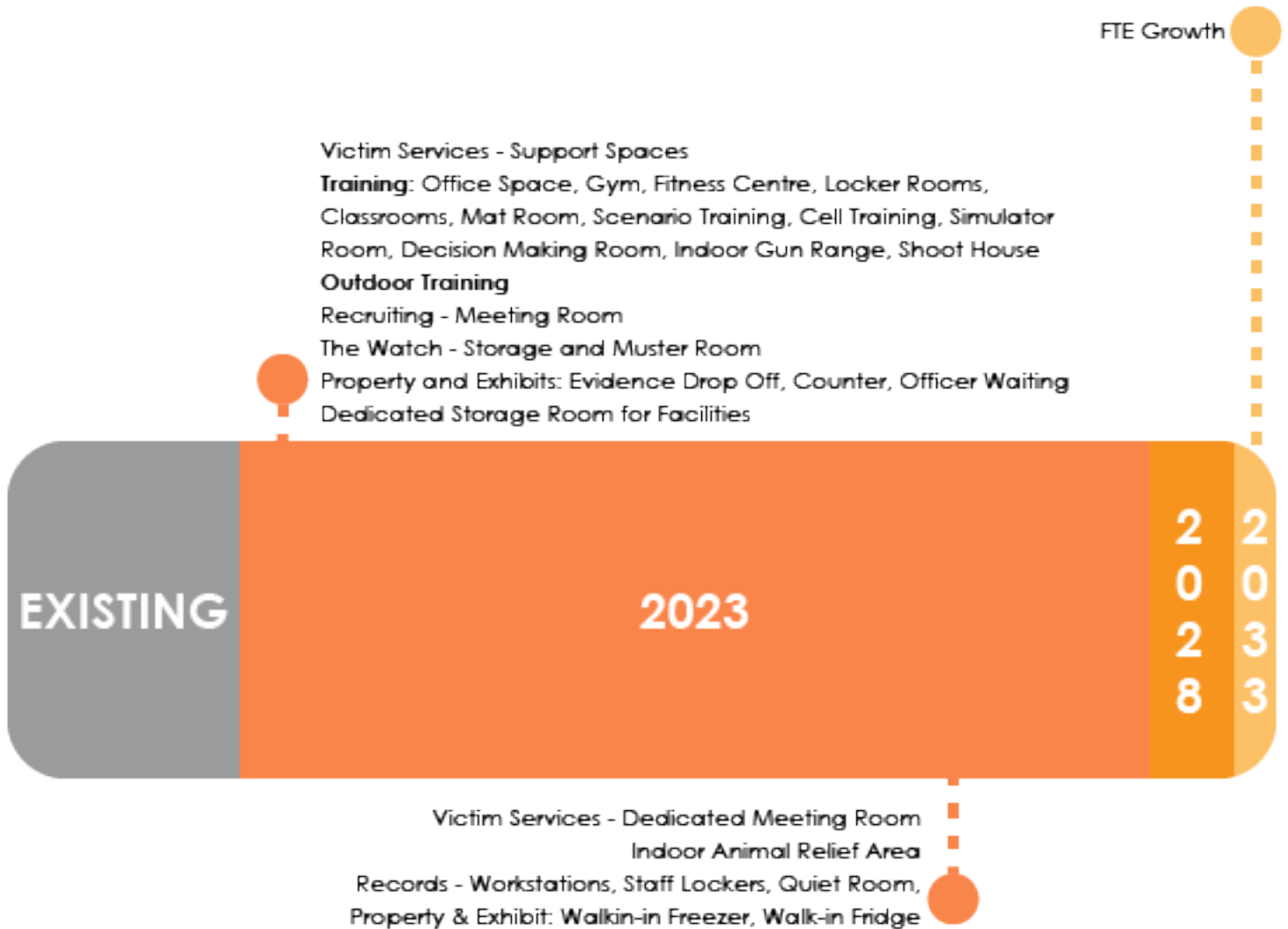


FIGURE 1-72- SPACE SUMMARY B: SUPPORT SERVICES

Space Summary C: Field Operations Division

For the Field Operations Division, the period of greatest growth and demand for space is in 2023. Work spaces need to grow to accommodate the addition of full-time employees that are needed to keep pace with population growth.



FIGURE 1-73- SPACE SUMMARY C: FIELD OPERATIONS DIVISION



## Space Summary D: Criminal Investigation Division

The Criminal Investigation Division is unique in that it is the only division that does not require additional space immediately. CID currently can operate effectively with their existing space at HQ. However, by 2028 two new units will be added to CID; the cyber crimes unit, and the sex crimes unit. Both units will require careful planning and purpose built or renovated space; that will meet the technological requirements and additional IT hardware / server requirements to support the functions of these units. In 2033, there will be increased growth to accommodate full time employees, along with the provision of a firearms testing lab. Space Summary E: Shared Support

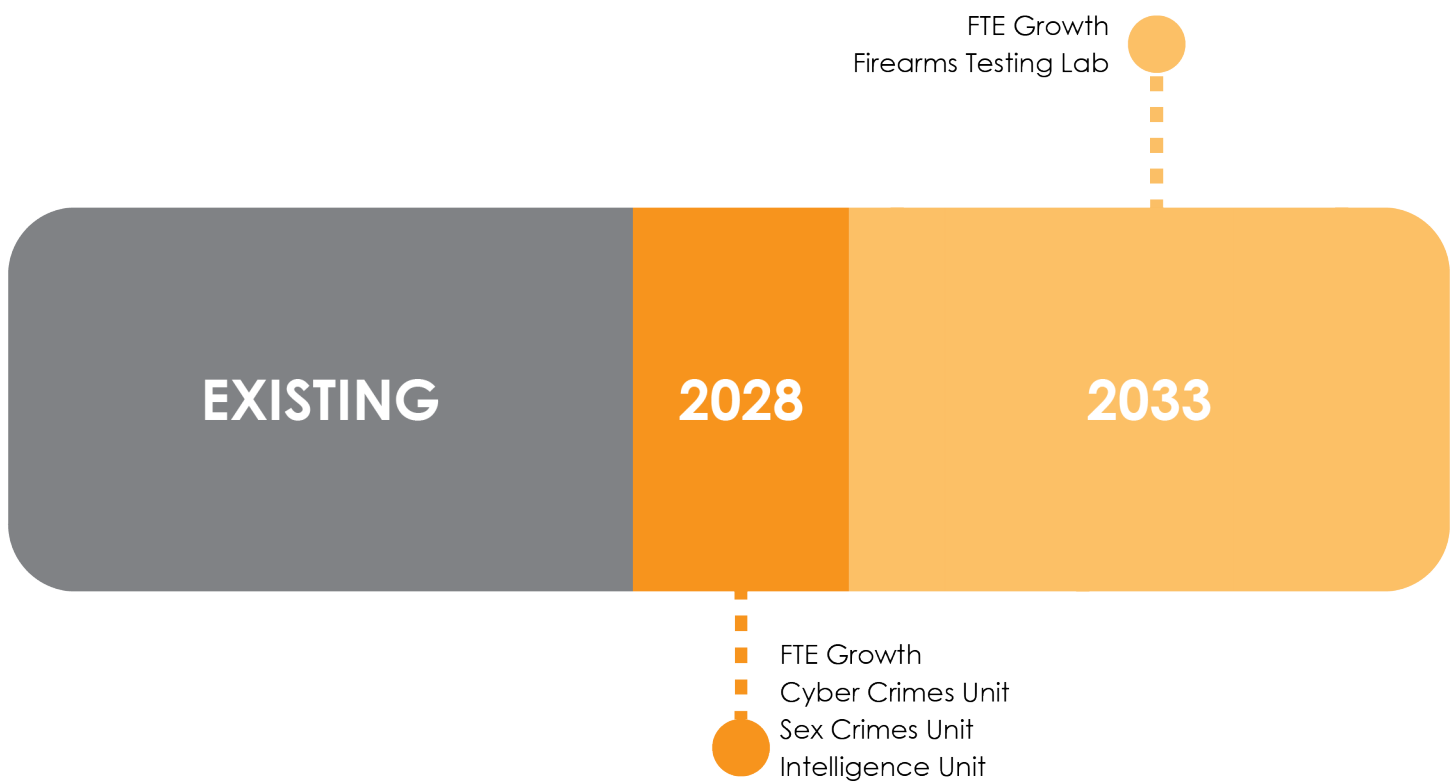


FIGURE 1-74- SPACE SUMMARY D: CRIMINAL INVESTIGATION DIVISION

## Space Summary E: Shared Support

Due to space shortage requirements at HQ, the community room previously available is no longer available for community engagement, press conferences or other community events as it was re-purposed for other higher priority items at the time. An immediate priority for 2023, is bringing the community room and media room back to the headquarters and reestablishing this connection with community policing, with an open and welcoming law enforcement presence. In 2028, meeting, gathering and learning spaces will have greater growth, to encourage employee health and wellness and collaboration across departments, divisions, and units in shared spaces.

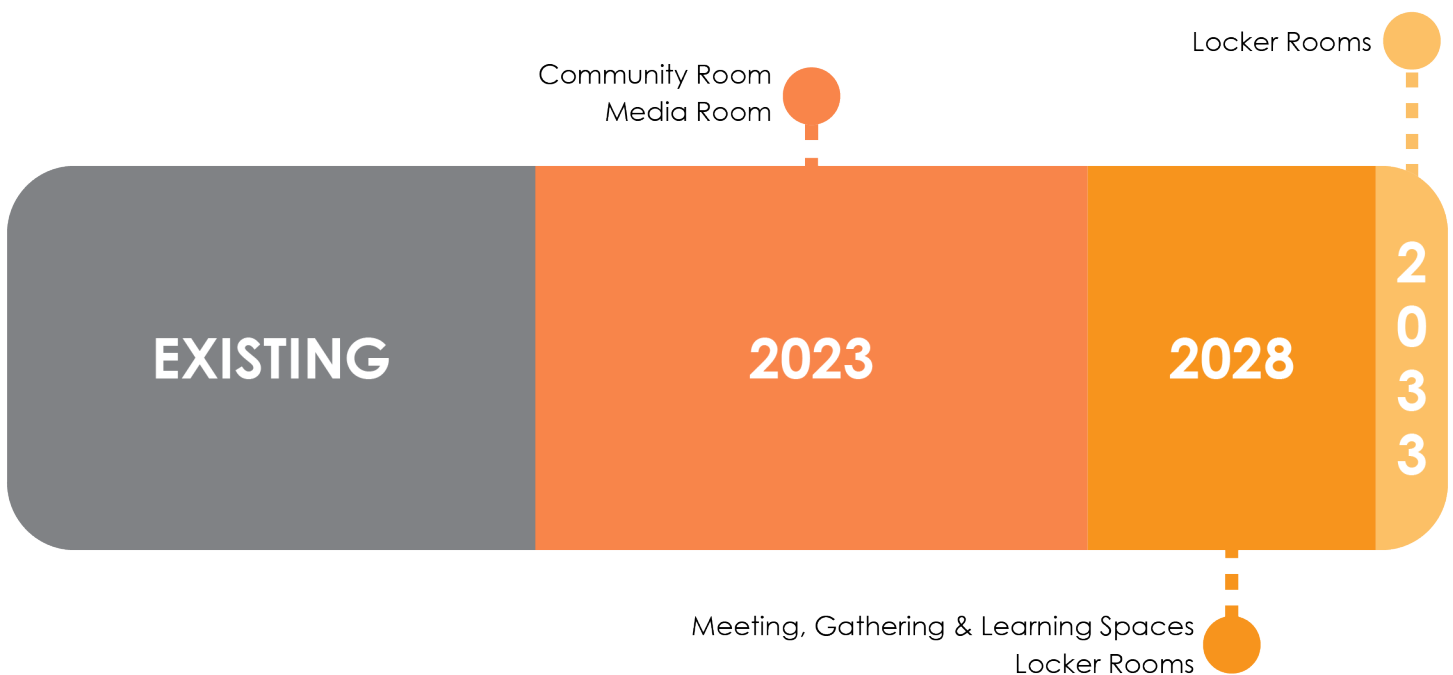


FIGURE 1-75- SPACE SUMMARY E: SHARED SUPPORT

## PLANNING FRAMEWORKS

### 1.7.1 GUIDING PRINCIPLES

To focus the planning and design of the LPSMP, a cohesive set of planning principles have been established. These principles identify key aspects to help make decisions that will result in the desired outcomes for the LPSMP and enable the LPS to meet immediate, and intermediate needs as well as the full 10-year planning horizon.

#### Principle 1: Suitable location and Size

To determine an appropriate site size required for the LPS expansion, data that was generated through the future accommodation study becomes a crucial tool to help inform possible scenarios. With an in depth understanding for each department, the existing space and the future space requirements, this information becomes a powerful resource to help guide decisions on departments that can co-locate based on critical adjacencies covered in the future accommodation study. To maximize efficiency, departments that have complementary needs and department synergies are proposed to be grouped together. Tables located in Appendix C illustrate examples of grouping of areas, that then has to take into account site requirements like parking stalls, landscaping and buffer, and site circulation and roadways. This ensures that an adequate site size is selected to meet the service requirements over the 10-year planning period.

#### Principle 2: Demonstrates Fiscal Responsibility

Demonstrating fiscal responsibility in the LPSMP is a key guiding principle as it will enable quick decision making and establish a level of trust between stakeholders, showing that the LPS are resourceful and are looking to optimize existing infrastructure and facilities to address existing and future needs. In order to optimize existing infrastructure, departments that could be relocated out of HQ have been identified through the engagement process with stakeholders. Examples of some of these departments are Records Management, Training Unit, Traffic and Critical Incident Unit. Space requirement data from the future accommodation report can be extrapolated along with the current occupied space at HQ to know the total space required to be leased or renovated for LPS use in an existing building. Along with the space requirements, an important aspect to note is whether the department can co-locate with other COL services, and the level of security the building requires. For example, Records Management can co-locate with complimentary COL Services. However, there needs to be a secure separation for the space occupied by LPS. In contrast, the Critical Incident Unit could not co-locate with any other services and need additional space for their sole operations and security.

#### Principle 3: Enable Service Excellence

Ensuring service excellence for LPS requires facilities that meet their operational needs. It also requires careful planning to future proof through the provision of multi- use and flexible spaces. For LPS to be a state-of-the-art municipal police service it must keep in step with new technologies in crime as they arise and be agile enough to change and adapt their service delivery. Specialized offering in cyber crime and critical incident response will require specialized training facilities and equipment. Emerging technologies such as 3D ghost guns, which are 3D printed, untraceable, illegal firearms may require the service to create new divisions suddenly to adapt to the changing nature of crime. Having spaces that can be easily adapted, changed, or re-purposed keeps LPS able to respond to crime meeting present day and future requirements. LPS will be able to identify and rapidly respond to emerging issues and trends to enable excellent service through the modification of their spaces.

- Provide police facilities that meet operational needs.
- Build multi-use spaces.
- Build flexible space that can be re-purposed as service delivery changes.

### Principle 4: Robust Implementation Plan

A robust implementation plan will have a common sense and rational sequencing approach to minimize interruption to existing services and to continue to meet service needs while expansion is occurring. As part of the LPSMP an implementation plan is included that will have steps to get new space for LPS available and online; before the previously occupied space comes offline. It is imperative that further space constraints are not caused because of the implementation of the LPSMP.

Whilst the LPSMP report looks to a 10-year planning horizon and the future accommodation data to support that forecasted period, it should be reviewed periodically and anticipate needs for a 25 year planning horizon. This is because needs can change faster than we sometimes can predict, and if certain facilities are only built to a 10 year time period, 2033, by the time that facility comes available at the completion of construction, it can already be at maximum capacity if there has been higher than forecasted population growth.

- Implement rational sequencing of projects.
- Minimize interruption to existing services.
- Planning horizon to 25 years
- Review LPSMP periodically

### Principle 5: Culture

The LPS is committed to fostering a culture of strong community presence and engagement. LPS takes part in a wide range of community outreach initiatives, including presentations in schools, open houses and other initiatives that aim to provide education about crime prevention and safety and to develop positive relationships with police officers. In order to meet future requirements and to ensure a continued and improved strong community presence for LPS, bringing back the community room to the headquarters will enhance the engaged culture that LPS values with the community of Lethbridge. The community room should be in a publicly accessible portion of the building that does not require security clearance.

The culture between LPS and the community of Lethbridge is to be one of mutual connection. Likewise within the LPS, this culture of connectivity to each other and between departments is the final but arguably the most important guiding principle. Regardless of how the service grows, it is to grow together. Together as whole, LPS is achieving bigger and better things, and thriving collectively. Fragmenting the service into too many small parts and buildings that are dispersed across the city will make it harder to achieve the feeling of connection between departments. This is why the critical adjacencies developed in the future accommodation study will help keep complimentary departments together, to be able to connect and collaborate with each other, and relocate together according to the size needed.



### 1.7.2 DESIRED OUTCOMES

The intention of establishing the LPSMP was to transform the way capital planning is performed at LPS. The following desired outcomes were articulated as part of the process to develop the LPSMP and ultimately reflect the key goals and objectives:

- Optimize use of existing infrastructure and facilities
- Meet the training needs of LPS through facility upgrades and new construction
- Address operational and infrastructure changes for the next 10 years
- Expand or modify facilities to meet LPS and community needs
- Evaluate potential for co-location with similar COL Services
- Anticipate current and emerging requirements of law enforcement practices and staff training
- Guide capital asset and service management
- Foster a supportive and diverse work environment
- Enhance service excellence through infrastructure investment
- Improve internal support services for staff
- Embrace new technology and become a technology leader
- Collaborate with similar service providers and community to enhance services and affordability
- Develop a mechanism that will assist LPS to determine which divisions are a priority for investment.
- Enable strategic decision-making that aligns to the LPSMP goals and the provision of equitable access to police service across the city;
- Provide an investment roadmap over a 10-year time-frame which identifies specific investment recommendations such as renovations, expansions, or new branches;
- Confirm LPS's investment priorities over the short- and medium-term capital investment for the 2023 – 2033 period.

The following sections provide a fulsome analysis of the methodology undertaken, the results of our analysis which led to the recommendations included herein.

# **PART 2**

# **LETHBRIDGE POLICE**

# **SERVICES**

## **MASTER PLAN**



## 2 PART 2: LETHBRIDGE POLICE SERVICE MASTER PLAN

This plan addresses the location and space requirements that will be necessary to serve the city's population as growth occurs. It does not address manpower standards or police operations which are the responsibility of the police department.

The LPSMP will deliver the required 359,487 sqft. and 1,388,000 sqft. outdoor support areas to meet the needs identified over the 10 years outlined in the plan as well as the 70,328 sqft area required immediately in order to meet its service mandate.

It will address the high-level of risk related to the availability and long-term access to training facilities for the LPS. It will also reinforce LPS's commitment to fostering strong community presence and engagement. The LPSMP is designed to manage risk, particularly regarding aging infrastructure, to allow for the logical sequencing of projects required to meet operational needs, to minimize the impact on police operations, and to modify accommodations to create operational efficiencies.

### 2.1 PORTFOLIO TRIAGING AND PRIORITIZATION

#### 2.1.1 IDENTIFICATION AND PRIORITIZATION

A thorough analysis was completed to review a variety of elements that influence capital planning decisions. Through this process, a Prioritization Framework was developed as a decision-making tool to assist in informing fair and equitable decisions for LPS. This evidence-based-approach proves to be methodical and guide decisions based on supported data received during the engagement process.

A prioritization matrix was used to prioritize the LPS's critical space needs based on two factors, impact and urgency.

1.The impact criteria are defined in the following way:

<b>HIGH</b>	Significant impact, could have very damaging results on service levels.
<b>MEDIUM</b>	Noticeable impact but will not affect service level in a significant way.
<b>LOW</b>	Minor Impact, easily mitigated or allowed for

2.The second factor, urgency has the following criteria definitions:

<b>CRITICAL</b>	Can no longer perform primary service functions.
<b>HIGH</b>	Service functions impaired- work around in place
<b>MEDIUM-LOW</b>	Inconvenient

The prioritization matrix below shows the higher the urgency, and impact, the more damaging and critical it is for the service to address in a timely manner. If not addressed, the impacts could be significant where the service begins to fail to deliver in that department, which could start to compromise the success of the entire service.

As impact and urgency reduces in severity, so do the repercussions for the service and the timing to address the issues can be prolonged.



TABLE 2-11: Impact

		IMPACT		
		High- Significant impact, could have very damaging results on service levels	Medium - Noticeable impact, but will not affect service levels in a significant way	Low- Minor impact, easily mitigated or allowed for
URGENCY	<b>CRITICAL</b> Can no longer perform primary service functions	Property and Exhibits Unit: high density mobile storage systems to increase storage.  Property and Exhibits Unit: evidence drop off, officer waiting, front counter.  Property and Exhibits Unit: Freezer Space.  Critical Incident Unit: Muster room with cleaning bench, EDU lockers, Storage and Indoor Vehicle Storage.  Support Services- Training Unit: Office space, training-instructors workstation, classrooms, lunchroom, instructors lounge, gym, fitness centre, locker rooms, mat room, scenario training, cell training, simulator room, decision making room, Indoor gun range,storage-firearms and control tactic storage	Criminal Investigation Section: Cyber Crime Unit.  Criminal Investigation Section: Sex Crime Unit.  Forensics: Secure Bay.  IT: Digital Evidence and Video Storage and FTE growth, IT.  Training: Shoot house.	Chief of Police- Regimental Sergeant Major: Storage Room  Chief of Police- Police Chaplain: Multi Faith Room
	<b>HIGH</b> Service functions impaired- work around in place	Support Services- Records Management: Lockers & FTE Growth- Records Management- current space requires 7 new workstations.  Support Services- Training Unit: Outdoor Support- Outdoor gun range, scenario training.  Shared Support: Community Room  Shared Support: Media Room  Support Services- Recruiting Unit: Interview room, waiting  Field Operations Section: Relocations-Move patrol equipment & briefing room to basement at HQ  Victim Services: Relocations- Victim services to main floor at HQ	Support Services- Victim Services: Dedicated Meeting Room (6-8)  Support Services- Victim Services: Indoor Animal Relief Area  Support Services - Facility and Maintenance Unit: Dedicated storage room  Field Operations Division- Booking & Holding: Medic Private assessment / Exam Room  Field Operations Division- Fleet Services: Maintenance Workers  Criminal Investigation Unit: FTE Growth	Chief of Police- Deputy Chief- Human Resources: Hoteling Stations  Chief of Police- Deputy Chief- Human Resources: Nurse (parole/probation office / family - child services  Support Services -The Watch: Storage and Muster Room  Support Services- Recruiting Unit: Meeting Room  Support Services- Recruiting Unit: Storage Room  Field Operations Division- Traffic Response Unit: Equipment Room  Field Operations Division- Traffic Response Unit: Larger Collaboration Room  Shared Support- Meeting, Gathering and Learning Spaces: Wellness Room, Quiet Room
	<b>MEDIUM-LOW</b> Inconvenient		Chief of Police- Strategic Communications: Audio/Multimedia Suite  Chief of Police- Regimental Sergeant Major: Private Office	Support Services- Training Unit: Fire arms testing



### 2.1.2 SUMMARY OF RESULTS

The prioritization matrix is a powerful tool as it provides stakeholders with a reliable process for resolving disagreements and deciding on which areas to focus on. As shown, there are many departments at LPS that are falling into critical urgency, with a high impact criterion. If there are delays in addressing these critical items, then it will become increasingly difficult for LPS to meet their mission as defined in the 2023-2026 Strategic plan, “Through partnerships and collaboration, the Lethbridge Police Service strives to create a safe community for all” with a vision of “Guided by the highest standards of policing, we are committed to supporting our community by addressing crime, maintain public safety and strengthening public trust”. There is a risk of crime levels increasing as LPS fails to grow to meet demands because there is not enough available space to accommodate new hires. This can then lead to burnout of existing officers as they try and keep up with an increased demand while lacking the necessary manpower. This data has been utilized to determine the short- and long-term recommendations of the LPSMP.

## 2.2 PARTNERING OPPORTUNITIES

### 2.2.1 CITY OF LETHBRIDGE

During the engagement process, LPS noted that they have no space that is shared with the COL, and this was limiting efficiency opportunities and greater connectedness between the service and other city departments, partner organizations, and the community. While LPS collaborates with COL departments on a range of processes, such as purchasing, emergency planning, fleet management and IT services, it does not share any space with city departments. While it was noted during the engagement process that policing requires unique, secure space requirements that has few parallels amongst other city departments or functions, it is still seen as a unique opportunity to expand facility capacity at the best possible value. Further it was noted during workshops, particularly the master plan workshop that the COL attended on the 13 June 2023, that the COL currently has several underutilized facility spaces that may provide opportunities for LPS to expand, especially if it can move some of its non-core policing functions from the current headquarters.

An area of collaboration noted that would be beneficial for COL and LPS employees is the city’s employee wellness program. This would support key themes that were identified in the engagement process such as access to appropriate mental health and wellness expertise and the coordination of diversity efforts. The increasing diversification of the service may require additional personal amenities such as childcare and other similar supports, that would offer advantages to COL and LPS staff alike. This partnership between the COL and LPS could be an effective strategy for optimizing the operational performance of existing COL built assets as well as optimizing employee wellness programmes and services.

### 2.2.2 LETHBRIDGE FIRE DEPARTMENT

From very early beginnings dating back to 1916 when William Hardy was both the Lethbridge Fire Chief and the Lethbridge Police Chief there has been a close working relationship between the Lethbridge Fire Service and LPS. As the COL has grown and its needs have changed quickly, both services have faced the same challenges of keeping up with population growth while still meeting mandated response times for effective emergency response, coverage, and services. Demands will continue to increase as the community further expands geographically and in population growth.

The Lethbridge Fire Service completed their own Master Plan report in 2017. This report identified a strong need to have a presence on the west side of the city to keep up with extensive growth in that area's residential population over the last 40 years. At the time of the master plan report the fire service had a four-fire station model. The master plan report recommended that the Fire Service move to a six-station model<sup>8</sup>.

<sup>8</sup> City of Lethbridge, Fire Department Master Plan 2017, page 7

This would include a relocated Station 3, an additional station in North Lethbridge (2026-2029), two new stations in West Lethbridge and decommissioning the existing Station 2. In 2021, the Lethbridge Fire Department completed one of the two new fire stations required for West Lethbridge, and Station 5 was opened. Over the long term (2030-2033) timed to match growth and development, another West Lethbridge fire station is planned to be located at the intersection of Metis Trail West and Garry Drive West. Once the new station is constructed the existing Station 2 will be decommissioned<sup>9</sup>.

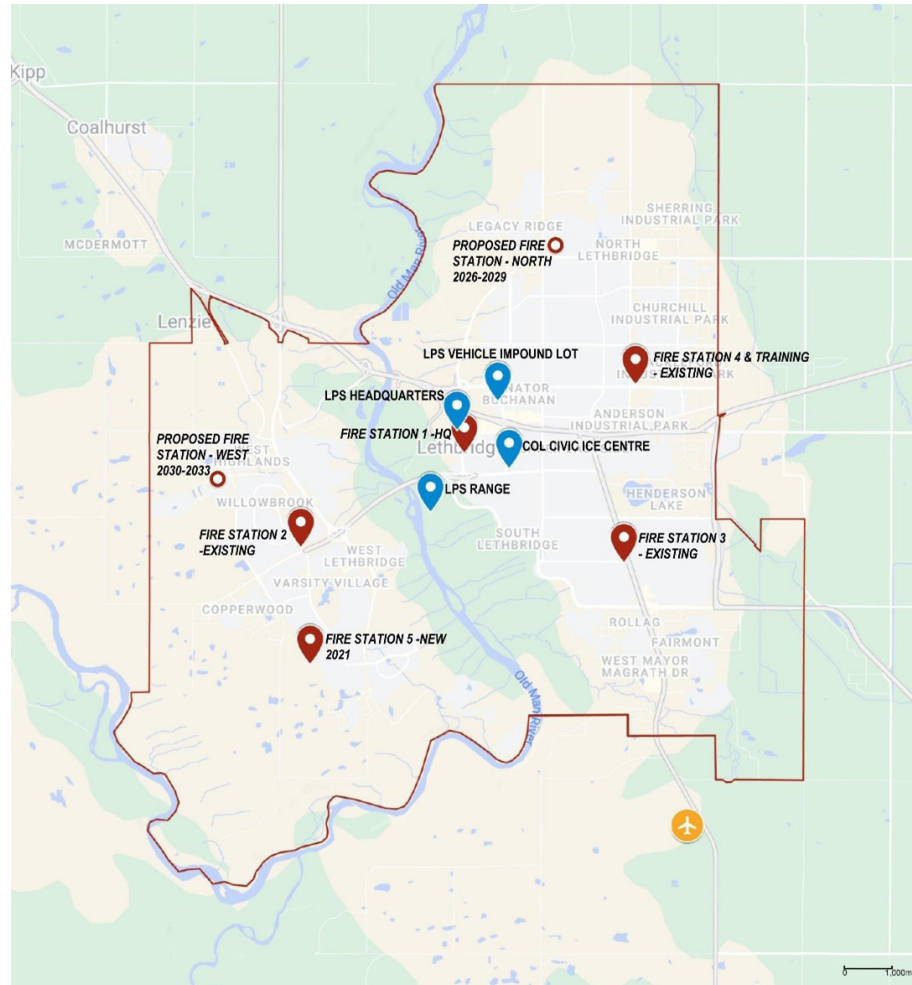


Figure 2-221: Existing and proposed fire department Stations

Working together to create a joint presence with a new fire station and police district office in growing parts of the city to the north and the west could lead to operational efficiencies for both services and provide much needed emergency response coverage, working together to maintain public safety as the city grows. The pooling of resources between fire and police shows a willingness to collaborate, and resourcefulness by sharing space that could service both functions of the police and fire service. This integration between the two services will create efficiencies in the funding, planning, and construction process of the new facilities required and potentially come at a lower long-term cost, than if the two services continued to grow independently of each other.

There is also opportunity for the decommissioned existing fire stations (Station 2 and Station 3) to be used by the LPS for scenario training, storage, or additional uses as the needs arise over the master plan period. Working closely with Lethbridge Fire Service in the planning phase of a new facility- will enable LPS to keep informed of the plans for the decommissioned fire stations and potentially stake a claim ahead of other COL departments if the buildings can be of use to their operations.

<sup>9</sup> City of Lethbridge, Fire Department Master Plan 2017, page 6

### 2.2.3 TRAINING PARTNERSHIPS

Another potential option that could benefit the LPS and other emergency response providers in southern Alberta could be training partnerships. The construction of a new training facility in southern Alberta could benefit many emergency response services, that currently do not have adequate funds to afford the type of training facility they now require in this rapidly changing world of crime, and emergency response.

This joint training campus could be located within the COL, Lethbridge County or within a short distance of Lethbridge. Examples of potential stakeholders are:

City of Lethbridge Emergency response services, (Fire & Ambulance)

- Government of Canada- Border Services
- Blood Tribe Police Services
- Lethbridge College
- Other municipalities located in southern Alberta that require training facilities for their law enforcement and emergency services (Taber, Medicine Hat)

A significant benefit of a training campus that is shared in a collaborative way amongst numerous groups is that the resources used to create the training campus can go much further. There can be more cross discipline integrations and advancements with direct connection to other emergency response providers. Additional capital can be invested in advanced training to keep up to date with the changing nature of crime because it benefits more groups and organizations, and the higher upfront capital cost would be justifiable.

Training facilities for the groups mentioned above are specialized, but there is a lot of overlap in the type of training facilities required. To pool resources together amongst many groups shows fiscal responsibility, the willingness of groups to collaborate for the benefit of the communities they serve and the desire to find efficiencies.

Additionally, the continued modernization of emergency response service demographics and size will require the enhancement of support services. A joint training partnership could provide better access to appropriate mental health and wellness expertise for emergency responders. An increased coordination of diversity efforts will require internal experts to be staffed and supported with the proper facilities and equipment. Increasing diversification of these services creates opportunity for new support options such as childcare. In a larger partnered training facility, the increased capital cost to offer these new amenities is justified and enables the diversification of emergency respondents sooner.

Some potential negatives that would be worth mentioning for this option that could impact the Lethbridge Police Service are the following:

- It would introduce additional groups that have their own performance and service requirements.
- It would require a new master plan study of the new stakeholders, the current state, and the future accommodation requirements; to be able to understand how big the building and land parcel are required to be for the predicted growth, and to serve the stakeholders involved in the partnership.
- This option could delay the LPS getting the training facility they need urgently as a larger campus for additional groups will take additional time to plan, design, and finance.

## 2.3 INVESTMENT ROADMAP

The following project typologies have been considered for the recommendations presented for the LPSMP:

- **Revitalize:** Renovate an existing LPS facility to address maintenance upgrades (minor renovation)
- **Expand:** Expand an existing LPS's physical building footprint to address service level provision from a square foot/capita perspective, in addition to a renovation of the existing facility.
- **Relocate/co-locate:** Move an existing business unit from one location to another location requiring major renovations. This investment action will likely be tied to a co-location opportunity.
- **Relocate/Expand:** A relocation and/or expansion of a business unit where the physical structure of a location is currently built, and only fit-out cost is required.
- **New Build:** New construction of a purpose-built building for policing needs for business units identified, costs required will be land acquisition, base building costs and fit out costs for a singular building.
- **New Campus:** A collection of buildings and land that belongs to the LPS and / or partnerships with other stakeholders; the amalgamation of compatible units should be considered over the next 5-10 years through expansion. Capital required will cover costs associated with land acquisition, base building costs and fit out costs, for multiple buildings.

## 2.4 MASTER PLAN

The major components of the LPSMP are outlined in Table 2-41 below. Each of these projects will require specific implementation strategies and a funding envelope. Each project will be presented to the COL for consideration, review, and budget approval in accordance with established practice and the Finance and Administration Procedures.

**An important understanding which has impacted the development of the LPSMP is that the LPS Headquarters will remain the hub for LPS services.**

Table 2-41: Master Plan Opportunity Summary provides a list of project typologies for the LPS HQ and for the New Training Facility, Outdoor EVOC / Scenario Training Campus and New Divisional Station.





**TABLE 2-41: Master Plan Opportunity Summary**

MASTER PLAN OPPORTUNITY SUMMARY						
SHORT TERM						
LPS HEADQUARTERS						
No.	Division/Section/Unit	Description	Type	Impact	Urgency	Year of Completion
1	Property and Exhibits Unit	Evidence drop off, officer waiting, front counter	Relocate/Expand	High	Critical	2025
2	Property and Exhibits Unit	Freezer Space	Revitalize	High	Critical	2023
3	Shared Support	Female Locker Room	Relocate/Expand	High	Critical	2024
4	Shared Support	Community Room/ Media Room	Relocate/Expand	High	High	2023
5	Recruiting Unit	Interview room, waiting	Relocation	High	High	2023
6	Field Operations Section	Move patrol equipment & briefing room to basement at HQ	Relocation	High	High	2028
7	Criminal Investigation Section	Cyber Crime Unit	Relocate/Expand	Medium	Critical	2028
8	Criminal Investigation Section	Sex Crime Unit	Relocate/Expand	Medium	Critical	2028
9	Forensics	Secure Bay	Relocate/Expand	Medium	Critical	2028
10	IT	Digital Evidence and Video Storage and FTE growth	Relocate/Expand	Medium	Critical	2028
11	Support Services-Victim Services:	Dedicated Meeting Room (6-8), Indoor Animal Relief Area	Relocate/Expand	Medium	High	2028
12	Field Operations Division- Booking & Holding:	Medic Private assessment / Exam Room	Revitalize	Medium	High	2023
13	Field Operations Division- Fleet Services:	Maintenance Workers	Relocate/Expand	Medium	High	2028
14	Chief of Police	Regimental Sergeant Major: Private Office and storage room	Relocate/Expand	Low	Critical	2023
15	Chief of Police	Police Chaplain: Multi Faith Room	Relocate/Expand	Low	Critical	2023
16	Chief of Police- Deputy Chief- Human Resources:	Hoteling Stations, Nurse (parole/ probation office / family - child services), Private Office	Relocate/Expand	Low	High	2023
17	Support Services -The Watch:	Storage and Muster Room	Relocate/Expand	Low	High	2023
18	Support Services- Recruiting Unit:	Meeting Room and storage room	Relocate/Expand	Low	High	2023

## PART 2: LETHBRIDGE POLICE SERVICE MASTER PLAN

MASTER PLAN OPPORTUNITY SUMMARY						
19	Field Operations Division- Traffic Response Unit:	Equipment room and large collaboration room	Relocate/Expand	Low	High	2023
20	Shared Support-Meeting, Gathering and Learning Spaces:	Wellness Room, Quiet Room	Relocate/Expand	Low	High	2023
Undertake due diligence to select and acquire sites for a new 15 acre indoor training, a 30 acre EVOC / scenario training campus and a 5 acre divisional station.						
LONG TERM						
PRIORITY 1 - 5-10 YEARS						
LPS HEADQUARTERS						
No.	Division/Section/Unit	Description	Type	Impact	Urgency	Year of Completion
21	Property and Exhibits Unit	High density mobile storage systems to increase storage	Revitalize	High	Critical	2033
22	Victim Services Unit	Victim services to main floor at HQ	Relocation	High	High	2033
23	Support Services - Facility and Maintenance Unit:	Dedicated storage room	Relocate/Expand	Medium	High	2033
24	Criminal Investigation Unit:	FTE Growth	Relocate/Expand	Medium	High	2033
25	Chief of Police	Audio/Multimedia Suite	Revitalize	Medium	Medium-Low	2033
NEW TRAINING FACILITY						
No.	Division/Section/Unit	Description	Type	Impact	Urgency	Year of Completion
1	Support Services Division	Training Facility	New Build	High	Critical	2028
2	Support Services Division	Indoor Gun Range	New Build	High	Critical	2028
4	Field Operations Division	Traffic	New Build	High	Critical	2028
5	Field Operations Division	Critical Incident Unit	New Build	High	Critical	2028
PRIORITY 2 - 10 YEARS						
6	Support Services Division	Outdoor Gun Range	New Build	Medium	Medium-Low	2033
7	Support Services Division	Shoothouse	New Build	Medium	Medium-Low	2033
8	Field Operations Division	Vehicle Impound Lot	New Build	Low	High	2033

## PART 2: LETHBRIDGE POLICE SERVICE MASTER PLAN

MASTER PLAN OPPORTUNITY SUMMARY						
PRIORITY 3 - FUTURE						
9	Support Services- Training Unit:	Firearms testing	New Build	Low	Low	Future
EVOC / SCENARIO TRAINING - APPROXIMATELY 30 ACRES						
No.	Division/Section/Unit	Description	Type	Impact	Urgency	Year of Completion
1	Support Services Division	EVOC- Emergency Vehicle Operator Course	New Build	Medium	Medium- Low	2033
2	Support Services Division	Training Facility- Outdoor	New Build	Medium	Medium- Low	2033
NEW WEST LETHBRIDGE CAMPUS						
No.	Division/Section/Unit	Description	Type	Impact	Urgency	Year of Completion
1	N/A	New Divisional Station	New Build	Medium	Medium- Low	Future

### 2.4.1 SHORT TERM MASTER PLAN

#### Lethbridge Police Service Headquarters:

The short-term options for LPS include removal of select sections and units from the HQ to enable reconfiguration of spaces. Extensive renovations and a re-stack is being proposed to alleviate space constraints and service impacts that are affecting day to day operations.

If LPS decides to leave the headquarters in its current conditions without addressing space requirement and future growth, the consequences could be extreme. Issues that may rise include:

- Operational inefficiency
- Poor working conditions
- Safety and security issues due to impact on service
- Lack of employee engagement, such as reduced productivity and morale due to inefficient and poor working conditions

The following plans indicate the re-stacking approach that will allow the service to meet its most critical and high impact needs. For this approach to work, the following must occur:

- Records Management Section has to be relocated to a City of Lethbridge suitable property.
- The Long-term storage for Property and exhibits is relocated to an off-site location.

On the subsequent pages the short term recommendations are captured in; **Figure 2-411: Basement Floor Plan, Figure 2-412: Main Floor Plan and Figure 2-413: Second Floor Plan**. Each figure details the required relocations, restacking and renovations required in the Short Term for LPS HQ on the basement, ground floor and second level. The figures visually represent the location and size of the required scope, that is tagged to a key to explain the extents.





SHORT TERM RECOMMENDATIONS  
2028

1. Support Services - Property & Exhibits  
Room 030: New Freezers, racking upgrades for better storage optimization.
2. Support Services - Records Management  
Move records management and long term storage out of HQ
3. Field Operations Division - Patrols  
Patrol Briefing Room and Equipment room relocates to basement from main level
4. Support Services - Training  
Training storage relocates from room 007 to 036 in the basement.
5. Shared Support - IT  
IT moves to main floor from second level
6. Criminal Investigation Unit  
Develop Cyber crime and Sex crime units
7. Support Services - Training  
Training offices move from second floor to Rooms 151 and 151a on the main level
8. Support Services - Recruiting  
Recruiting relocates from Room 221 to IT vacated space 205 on the 2nd floor.
9. Support Services - Victim Services  
Victim Services enlarges on the 2nd floor.
10. Deputy Chief - HR  
HR enlarges on the second floor

ROOM LEGEND

001 - SHIPPING & RECEIVING	019a - KENNEL 1	036 - OVERNIGHT OVERSIZED STORAGE
002 - EDU STORAGE	019b - KENNEL 2	038 - OVERSIZED & LONGTERM STORAGE
003 - DRIVEWAY	020 - TACTICAL UNIT	316 - IT CLOSET
004 - WIRETAP ROOM	020a - TACTICAL EQUIPMENT	
005 - FLEET OFFICE	020b - TACTICAL MEN LOCKER	C019 - STAIR
006 - LINE UP ROOM	020c - TACTICAL WOMEN LOCKER	C022 - DUTY BAG STORAGE
007 - GUN CLEANING ROOM	022 - ELECTRICAL ROOM	C036 - ELEVATOR LOBBY
008 - PATROLS STORAGE	023 - FITNESS	C035 - ELEVATOR
010 - CLASSROOM-14	024 - FIREARMS EQUIPMENT STORAGE	C052 - STAIR
011 - MEN'S LOCKER ROOM	025 - QUARTERMASTER STORES	C053 - ELEVATOR
011a - MEN'S WASHROOM	025a - QUARTER MASTER	C061 - EXIT STAIR 6
011b - MEN'S SHOWER ROOM	025b - AMMUNITION	H001 - JANITOR
011c - MEN'S SAUNA	025c - CHG.	H002 - JANITOR
012 - CLASSROOM-34	025d - CHG.	M001 - MECHANICAL
013 - RECORDS STORAGE	026 - VEHICLE MAINTENANCE	M001a - MECHANICAL
014 - PATROL STORAGE	027 - VEHICLE MAINTENANCE	M002 - EMER. GEN.
015 - SIMULATOR ROOM 1	029 - FORENSICS IDENT BAY	M003 - UPS
015b - SIMULATOR ROOM 2	030 - GENERAL EXHIBIT / LONG TERM EXHIBIT	M004 - GAS METER
015c - OFFICER SAFETY STORAGE	031 - DROP	M005 - ELEV. MECH.
016 - WOMEN'S WASHROOM	032a - DEAD FILE STORAGE	M006 - MECH
016a - WOMEN'S LOCKER ROOM	032b - DRUGS	W014 - MEN'S WASHROOM
016b - WOMEN'S SHOWER ROOM	032c - VAULT	W015 - WOMEN'S WASHROOM
016c - WOMEN'S SAUNA	032d - GUN ROOM	
017 - ELEV. LOBBY	033 - OVERNIGHT ROOM	
018 - RECRUIT STORAGE	034 - TACTICAL STORAGE	
019 - CANINE	035 - DATA CABINET	

DEPARTMENT LEGEND

	CHIEF OF POLICE
	DEPUTY CHIEF
	SUPPORT SERVICES DIVISION
	FIELD OPERATION DIVISION
	CRIMINAL INVESTIGATION DIVISION
	SHARED SUPPORT

BASEMENT FLOOR PLAN



FIGURE 2-411: BASEMENT FLOOR PLAN - 2028 SHORT TERM RECOMMENDATIONS

SHORT TERM RECOMMENDATIONS  
2028

1. Support Services - Property & Exhibits  
Room 030: New Freezers, racking upgrades for better storage optimization.
2. Support Services - Records Management  
Move records management and long term storage out of HQ
3. Field Operations Division - Patrols  
Patrol Briefing Room and Equipment room relocates to basement from main level
4. Support Services - Training  
Training storage relocates from room 007 to 036 in the basement.
5. Shared Support - IT  
IT moves to main floor from second level
6. Criminal Investigation Unit  
Develop Cyber crime and Sex crime units
7. Support Services - Training  
Training offices move from second floor to Rooms 151 and 151a on the main level
8. Support Services - Recruiting  
Recruiting relocates from Room 221 to IT vacated space 205 on the 2nd floor.
9. Support Services - Victim Services  
Victim Services enlarges on the 2nd floor.
10. Chief of Police - HR  
HR enlarges on the second floor

ROOM LEGEND

101b - COLLISION REPORTING	125 - SGT. PRIORITY CRIME	151 - BRIEFING AND TRAINING
104 - ROM. OPEN WORKSTATION	126 - SGT. N.WEST	161 - FLU OPEN WRKSTN AREA
104a- COFFEE	127 - SGT. DOMESTIC CRIME	161a - COFFEE / COPY
104b - FILE TREE	128 - STAFF SGT.	163 - PHOTO LAB
104c - RECORDS MANAGER	129 - COFFEE/ COPY	162 - CLOAK RM OUT
104d - SECURITY CLOSET	130 - PATROLS OPERATIONS	162a - CLOAK RM IN
110a - OASIS	OPEN WKSTN	162b- WASH AREA
115 - MONITORING SOFT	131 - ARMS	162c - FORENSICS LAB
117 - SOFT INTERVIEW 3	132a - TRAFFIC STORAGE	164 - EVIDENCE EXHIBITS STORAGE
119 - SOFT INTERVIEW 4	133 - OFFICE	165 - SGT.
120a - DUTY. STORAGE	134 - OFFICE	166 - DRYING ROOM
121 - FIELD OPERATIONS SUPPORT SECTION	135 - OFFICE	167 - COMPUTER TECH ROOM
122 - TRAFFIC UNIT	136 - OFFICE	169 - EXAMINATION ROOM
122a - TRAFFIC STORAGE	137 - OFFICE	183 - GUN LOCKERS
123 - MEETING	138 - OFFICE	199 - SERVER ROOM
123a - CID OPEN WKSTN AREA	139 - OFFICE	
122b - PROJECT	141 - LAYER	
124a - PROJECT	141a - LAWYER	
124c - OFFICE	142 - HARD INTERVIEW 4	
124e - OFFICE	143 - HARD INTERVIEW 2	
124f - WORK AREA	144 - HARD INTERVIEW 3	
124g - OFFICE	145 - MONITORING - HARD	
124h - OFFICE	146 - INTOX. 2	
124i - OFFICE	150 - E.D.B	
	151a - EQUIPMENT ROOM	

DEPARTMENT LEGEND

	CHIEF OF POLICE
	DEPUTY CHIEF
	SUPPORT SERVICES DIVISION
	FIELD OPERATION DIVISION
	CRIMINAL INVESTIGATION DIVISION
	SHARED SUPPORT

D105 - LIVE SCAN
D105a - TELEPHONE
D106 - JIR/HEARING
D107 - JIR / HEARING
D108 - STAFF ROOM
D109 - BOOKING
D136 - TEL
D140 - JM
D141 - W/C
D142 - SHOWER
D143 - INTAKE
D144 - STAFF WASHROOM
D145 - SALLYPORT
D146 - SERV.
D148 - GUN LOCKER
H112 - HOUSE KEEPING
W101 - BF WASHROOM
W102 - BF WASHROOM
W112 - MEN'S WASHROOM
W114 - WOMEN'S WASHROOM
W115 - WASHROOM
W146 - WASHROOM - HARD
C101 - LOBBY
C101a - WAITING
C119 - STAIR 4
C130a - COFFEE
C135 - ELEVATOR
C152 - STAIR 3
C161 - STAIR 6
D100 - SECURE VESTIBULE
D102 - INTOX. 1
D104 - HARD INTERVIEW 1

MAIN FLOOR PLAN



FIGURE 2-412: MAIN FLOOR PLAN - 2028 SHORT TERM RECOMMENDATIONS

## SHORT TERM RECOMMENDATIONS 2028

## 1. Support Services - Property & Exhibits

Room 030: New Freezers, racking upgrades for better storage optimization.

## 2. Support Services - Records Management

Move records management and long term storage out of HQ

### 3. Field Operations Division - Patrols

Patrol Briefing Room and Equipment room relocates to basement from main level

#### 4. Support Services - Training

Training storage relocates from room 007 to 036 in the basement.

## 5. Shared Support - IT

IT moves to main floor from second level

## 6. Criminal Investigation Unit

Develop Cyber crime and Sex crime units

## 7. Support Services - Training

Training offices move from second floor to Rooms 151 and 151a on the main level

## 8. Support Services - Recruiting

Recruiting relocates from Room 221 to IT vacated space 205 on the 2nd floor.

## 9. Support Services - Victim Services

Victim Services enlarges on the 2nd floor.

## 10. Chief of Police - HR

HR enlarges on the second floor

## ROOM LEGEND

201 - MEETING ROOM 18  
201a - COAT COFFEE  
202 - MEETING ROOM 10  
203 - INFORMAL MEETING  
204 - INCIDENT COMMAND CENTRE  
204a - NEGOTIATOR  
205 - INFORMATION TECHNOLOGY  
206 - IT MANAGER  
207 - IT OPERATIONS COORDINATOR  
208 - OFFICE  
212 - VICTIM SERVICES  
212a - MANAGER  
212b - INTERVIEW  
220 - CORRIDOR  
221 - OFFICE  
222 - RECRUITING CONSTABLE  
224 - HR ADVISOR ASSISTANT  
225a - MEETING ROOM WORK RM  
225b - OFFICE  
226 - HR COORDINATOR  
228 - TRAINING UNIT SERGEANT  
229 - HR MANAGER  
230 - STAFF LOUNGE  
233 - MEETING ROOM 8  
234 - MEETING ROOM 8

235 - MEETING ROOM  
251 - BOARDROOM  
252 - EXECUTIVE OFFICER / MEDIA  
253 - DEPUTY CHIEF  
254 - CHIEF'S ADMIN  
255 - CHIEF'S OFFICE  
261 - PROF. STANDARDS SGT.  
262 - PROF. STANDARDS SGT.  
263 - COPY/ SUPPLY AREA  
263a - STORAGE ROOM  
265 - STAFF SGT  
266 - INSPECTOR OFFICE  
267 - BUSINESS MANAGER  
269 - INSPECTOR OFFICE  
270 - INSPECTOR OFFICE  
271 - INSPECTOR OFFICE  
272 - INSPECTOR OFFICE  
275 - LOUNGE  
  
C205 - STAIR  
C261 - STAIR 6  
C270 - STAIR 5  
M201 - MECHANICAL  
M202 - COMM. ROOM  
W211 - MEN'S WASHROOM

W213 - WOMEN'S WASHROOM  
W255 - CHIEF'S WASHROOM  
W273 - MEN'S LOCKER ROOM  
W273a - WASHROOM  
W274 - WOMEN'S LOCKER ROOM  
W274a - WASHROOM  
X202 - ELEVATOR

### DEPARTMENT LEGEND

The organizational chart for the New York City Police Department is structured as follows:

- CHIEF OF POLICE**
  - DEPUTY CHIEF**
    - SUPPORT SERVICES DIVISION**
      - FIELD OPERATION DIVISION**
        - CRIMINAL INVESTIGATION DIVISION**
          - SHARED SUPPORT**

## SECOND FLOOR PLAN



FIGURE 2-413: SECOND FLOOR PLAN - 2028 SHORT TERM RECOMMENDATIONS

## CAMPUS APPROACH

In table 2-41, the LPSMP proposed a police campus to help meet the LPS's training needs. This section outlines what will be needed to bring this to fruition.

LPS should utilize the next 1-3 years to identify suitable sites in collaboration with the City of Lethbridge that could be retained for long term use for a police campus in the future.

### ① 15 acres parcel of land for the Training Campus:

#### Site Criteria:

- **Appropriate Geographic Location:** Lethbridge has experienced significant population growth and parts of the city that were on the outskirts, are now surrounded by new residential development. When considering site selection for a training facility, with an outdoor gun range, indoor gun range, shoot house, and scenario training; proximity to residential areas is less desirable in case as it could lead to noise complaints from the firearms use from nearby residents. A site that is not adjacent to residential areas, but in a mixed use, industrial or commercial part of the city, even agriculture would be acceptable.
- **Access:** Proximity to major arterial routes would be beneficial to ensure that new cadets and existing police officers can get to the site in a timely manner as they will be coming from all corners of the City to train and re-certify on a regular basis. Main traffic routes that enable proximity to LPS Headquarters will ensure that there is a feeling of connectivity between the satellite sites and the main Headquarters.

### ② 30 acres of land for the EVOC / Scenario Outdoor Training Campus

#### Site Criteria:

- **Appropriate Geographic Location:** For an emergency vehicle operator courses (EVOC), the main requirement is a significant parcel of land that can be purposed for the use of a track. The EVOC track integrates a theoretical approach with hands on application to assist police officers with numerous aspects of vehicle operation and vehicle dynamics, and emergency response driving techniques.
  - Land that is undesirable to build on for residential, commercial, or industrial purposes can offer opportunities for EVOC, below market rates. Below are deterrents for other developments of land, that could offer LPS land heavily discounted for EVOC purposes.
  - Contaminated ground / ground that requires remediation for construction can be repurposed for EVOC purposes.
  - Land under flight paths / close to airports that has significant noise pollution or height restrictions, Lethbridge Airport to the South or Fort Macleod Airport to the West.
  - Land close to Landfills where there can be objectionable odors, Lethbridge Waste and Recycling Centre in the North.
- **Access:** The access to the EVOC course can be via arterial routes to a variety of potential sites in the North, South, East and West of Lethbridge, or Lethbridge County within a 30-minute driving radius of downtown. The EVOC location does not require a central location as it won't be frequented daily by many police officers but visited periodically for new cadets training and ongoing training of existing officers.



### ③ 5 acres of land for a new divisional station

- **Appropriate Geographic Location:** A new divisional station will best suit locations of significant population growth and development in Lethbridge and where there is a lack of existing police presence that can affect meeting service area increased demands and mandated response times. West Lethbridge has grown 10 times its size in the last 40 years and is now home to nearly half the city. Based on the 2023 Municipal Census information, West Lethbridge continues to lead the region in increased population growth, of 7.08% from 2019 to 2023<sup>10</sup>. Similarly, North Lethbridge has experienced increased population growth in the region and has seen an increased population growth of 4.53% from 2019 to 2023<sup>11</sup>.

There is opportunity for co-location and partnering with Lethbridge fire service as they complete their additional fire stations to the West and North of Lethbridge to meet population growth and mandated response times. A new fire station is proposed to North Lethbridge in the medium term (2026-2029) and another new fire station is proposed to West Lethbridge in the long term (2030-2033)<sup>12</sup>.

- **Access:** Central locations in the Western and Northern parts of Lethbridge will ensure adequate coverage and maintaining mandated response times. Partnering with other emergency providers such as the Lethbridge fire service and locations close to main arterial routes will ensure response times that consistently meet or exceed industry standards and benefit to overall exceptional emergency response for the Lethbridge residents.

<sup>10</sup> [Municipal Census results show growing Lethbridge population | City of Lethbridge](#)

<sup>11</sup> [Municipal Census results show growing Lethbridge population | City of Lethbridge](#)

<sup>12</sup> [City of Lethbridge, Fire Department Master Plan Final Report\\_Feb 2017, pg 8](#)

### 2.4.2 LONG TERM MASTER PLAN (2028-2033 YEARS)

The long-term options for LPS accounts for the relocation of the training facility and traffic unit from the headquarters to a training campus. Extensive renovations and a restack are proposed within the HQ to allow for future growth and new amenities that were determined as essential to a police headquarters such as a community and media room. In the long term the LPSMP also proposes the construction of three new facilities.

- Restack of HQ
- A 15-acre training campus
- A 30-acre outdoor training campus
- A 5-acre divisional station: This will allow LPS to provide a physical presence on the west side of the city that continues to be the fastest growing area

#### Lethbridge Police Service Headquarters

The restack of the LPS HQ to meet the requirements of the 10 year master plan can be achieved in two ways:

1. **Option A** allows for CID to remain in the HQ. In this option, LPS will not be able to accommodate the community/media room which has been identified as a key requirement in the visioning session.
2. **Option B** requires CID to be removed from the HQ and relocated as part of the new training campus or divisional station. This option will meet the 10 year future accommodation requirements identified, provide a community and media room and provide for future growth. This option allows greater flexibility in meeting future needs.

Both options impact the main and second floor only.

On the following pages the long term recommendations are captured in; **Figure 2-421: Basement Floor Plan, Figure 2-422: Main Floor Plan (Option A), Figure 2-423: Second Floor Plan (Option A), Figure 2-424: Main Floor Plan (Option B) and Figure 2-425: Second Floor Plan (Option B)**. Each figure details the required relocations, re-stacking and renovations required in the Long-Term for LPS HQ on the basement, ground floor and second level.

It should be clarified that in Table:2-61\_Master Plan Implementation Plan; costing data for only Option A has been provided.

LONG TERM RECOMMENDATIONS  
2033

1. Field Operations Division - Patrols  
Patrol Briefing Room and Equipment room relocates within Basement level
2. Deputy Chief - Quartermaster  
Quartermaster relocates within basement level
3. Field Operations Division - Patrols  
Enlarge Patrols on basement level
4. Support Services - Properties & Exhibit's Property & Exhibits  
Properties & Exhibit's Property & Exhibits expands on the basement level
5. Criminal Investigation Division - Forensics  
Develop a secure bay for Forensics in the basement
6. Shared Support - Common Areas  
Create a new storage space
7. Support Services - Training (office)  
Re-configure training area in the basement
8. Shared Support - Common Areas  
Enlarge locker space (critical unit, training areas and traffic move to new campus)

ROOM LEGEND

- 001 - SHIPPING & RECEIVING

002 - EDU STORAGE

003 - DRIVEWAY

004 - WIRETAP ROOM

005 - FLEET OFFICE

006 - LINE UP ROOM

007 - GUN CLEANING ROOM

008 - PATROLS STORAGE

010 - CLASSROOM-14

011 - MEN'S LOCKER ROOM

011a - MEN'S WASHROOM

011b - MEN'S SHOWER ROOM

011c - MEN'S SAUNA

012 - CLASSROOM-34

013 - RECORDS STORAGE

014 - PATROL STORAGE

015 - SIMULATOR ROOM 1

015b - SIMULATOR ROOM 2

015c - OFFICER SAFETY STORAGE

016 - WOMEN'S WASHROOM

016a - WOMEN'S LOCKER ROOM

016b - WOMEN'S SHOWER ROOM

016c - WOMEN'S SAUNA

017 - ELEV. LOBBY

018 - RECRUIT STORAGE

019 - CANINE
- 019a - KENNEL 1

019b - KENNEL 2

020 - TACTICAL UNIT

020a - TACTICAL EQUIPMENT

020b - TACTICAL MEN LOCKER

020c - TACTICAL WOMEN LOCKER

022 - ELECTRICAL ROOM

023 - FITNESS

024 - FIREARMS EQUIPMENT STORAGE

025 - QUARTERMASTER STORES

025a - QUARTER MASTER

025b - AMMUNITION

025c - CHG.

025d - CHG.

026 - VEHICLE MAINTENANCE

027 - VEHICLE MAINTENANCE

029 - FORENSICS IDENT BAY

030 - GENERAL EXHIBIT / LONG TERM EXHIBIT

031 - DROP

032a - DEAD FILE STORAGE

032b - DRUGS

032c - VAULT

032d - GUN ROOM

033 - OVERNIGHT ROOM

034 - TACTICAL STORAGE

035 - DATA CABINET
- 036 - OVERNIGHT OVERSIZED STORAGE

038 - OVERSIZED & LONGTERM STORAGE

316 - IT CLOSET

C019 - STAIR

C022 - DUTY BAG STORAGE

C036 - ELEVATOR LOBBY

C035 - ELEVATOR

C052 - STAIR

C053 - ELEVATOR

C061 - EXIT STAIR 6

H001 - JANITOR

H002 - JANITOR

M001 - MECHANICAL

M001a - MECHANICAL

M002 - EMER. GEN.

M003 - UPS

M004 - GAS METER

M005 - ELEV. MECH.

M006 - MECH

W014 - MEN'S WASHROOM

W015 - WOMEN'S WASHROOM

BASEMENT FLOOR PLAN



FIGURE 2-421: BASEMENT FLOOR PLAN - 2033 LONG TERM RECOMMENDATIONS

LONG TERM RECOMMENDATIONS  
2033

9.1 Support Services - The Watch  
Relocate Watch on main level from Room 139 to 101b

10.1 Criminal Investigation Unit  
CID growth on main level in Room 122, previously traffic area.

DEPARTMENT LEGEND

[Purple]	CHIEF OF POLICE
[Blue]	DEPUTY CHIEF
[Yellow]	SUPPORT SERVICES DIVISION
[Orange]	FIELD OPERATION DIVISION
[Red]	CRIMINAL INVESTIGATION DIVISION
[Green]	SHARED SUPPORT

ROOM LEGEND		
001 - SHIPPING & RECEIVING	019a - KENNEL 1	036 - OVERNIGHT OVERSIZED STORAGE
002 - EDU STORAGE	019b - KENNEL 2	038 - OVERSIZED & LONGTERM STORAGE
003 - DRIVEWAY	020 - TACTICAL UNIT	316 - IT CLOSET
004 - WIRETAP ROOM	020a - TACTICAL EQUIPMENT	
005 - QUIET ROOM / FIRST AID	020b - TACTICAL MEN LOCKER	C019 - STAIR
006 - LINE UP ROOM	020c - TACTICAL WOMEN LOCKER	C022 - DUTY BAG STORAGE
007 - GUN CLEANING	022 - ELECTRICAL ROOM	C036 - ELEVATOR LOBBY
008 - PATROLS STORAGE	023 - FITNESS	C035 - ELEVATOR
010 - CLASSROOM-14	024 - FIREARMS EQUIPMENT STORAGE	C052 - STAIR
011 - MEN'S LOCKER ROOM	025 - QUARTERMASTER STORES	C053 - ELEVATOR
011a - MEN'S WASHROOM	025a - QUARTER MASTER	C061 - EXIT STAIR 6
011b - MEN'S SHOWER ROOM	025b - AMMUNITION	H001 - JANITOR
011c - MEN'S SAUNA	025c - CHG.	H002 - JANITOR
012 - CLASSROOM-34	025d - CHG.	M001 - MECHANICAL
013 - RECORDS STORAGE	026 - VEHICLE MAINTENANCE	M001a - MECHANICAL
014 - PATROL STORAGE	027 - VEHICLE MAINTENANCE	M002 - EMER. GEN.
015 - SIMULATOR ROOM 1	029 - FORENSICS IDENT BAY	M003 - UPS
015b - SIMULATOR ROOM 2	030 - GENERAL EXHIBIT / LONG TERM EXHIBIT	M004 - GAS METER
015c - OFFICER SAFETY STORAGE	031 - DROP	M005 - ELEV. MECH.
016 - WOMEN'S WASHROOM	032a - DEAD FILE STORAGE	M006 - MECH
016a - WOMEN'S LOCKER ROOM	032b - DRUGS	W014 - MEN'S WASHROOM
016b - WOMEN'S SHOWER ROOM	032c - VAULT	W015 - WOMEN'S WASHROOM
016c - WOMEN'S SAUNA	032d - GUN ROOM	
017 - ELEV. LOBBY	033 - OVERNIGHT ROOM	
018 - RECRUIT STORAGE	034 - TACTICAL STORAGE	
019 - CANINE	035 - DATA CABINET	

MAIN FLOOR PLAN - OPTION A



FIGURE 2-422: MAIN FLOOR PLAN OPTION A - 2033 LONG TERM RECOMMENDATIONS



LONG TERM RECOMMENDATIONS  
2033

Criminal Investigation Division Remains at HQ

11.1 Deputy Chief / Support Services - Financial Services  
FTE Growth for Financial Services, Professional standards and FOIP.

12.1 Deputy Chief - Audio / Multimedia Space  
Reconfigure space for creation of audio / multimedia suite on second floor.

DEPARTMENT LEGEND

CHIEF OF POLICE

DEPUTY CHIEF

SUPPORT SERVICES DIVISION

FIELD OPERATION DIVISION

CRIMINAL INVESTIGATION DIVISION

SHARED SUPPORT

ROOM LEGEND		
201 - MEETING ROOM 18	235 - MEETING ROOM	W213 - WOMEN'S WASHROOM
201a - COAT COFFEE	251 - BOARDROOM	W255 - CHIEF'S WASHROOM
202 - MEETING ROOM 10	252 - EXECUTIVE OFFICER / MEDIA	W273 - MEN'S LOCKER ROOM
203 - INFORMAL MEETING	253 - DEPUTY CHIEF	W273a - WASHROOM
204 - INCIDENT COMMAND CENTRE	254 - CHIEF'S ADMIN	W274 - WOMEN'S LOCKER ROOM
204a - NEGOTIATOR	255 - CHIEF'S OFFICE	W274a - WASHROOM
205 - INFORMATION TECHNOLOGY	261 - PROF. STANDARDS SGT.	X202 - ELEVATOR
206 - IT MANAGER	262 - PROF. STANDARDS SGT.	
207 - IT OPERATIONS COORDINATOR	263 - COPY/ SUPPLY AREA	
208 - OFFICE	263a - STORAGE ROOM	
212 - VICTIM SERVICES	265 - STAFF SGT	
212a - MANAGER	266 - INSPECTOR OFFICE	
212b - INTERVIEW	267 - BUSINESS MANAGER	
220 - CORRIDOR	269 - INSPECTOR OFFICE	
221 - OFFICE	270 - INSPECTOR OFFICE	
222 - RECRUITING CONSTABLE	271 - INSPECTOR OFFICE	
224 - HR ADVISOR ASSISTANT	272 - INSPECTOR OFFICE	
225a - MEETING ROOM WORK RM	275 - LOUNGE	
225b - OFFICE		
226 - HR COORDINATOR		
228 - TRAINING UNIT SERGEANT		
229 - HR MANAGER		
230 - STAFF LOUNGE		
233 - MEETING ROOM 8		
234 - MEETING ROOM 8		
	C205 - STAIR	
	C261 - STAIR 6	
	C270 - STAIR 5	
	M201 - MECHANICAL	
	M202 - COMM. ROOM	
	W211 - MEN'S WASHROOM	

SECOND FLOOR PLAN - OPTION A



FIGURE 2-423: SECOND FLOOR PLAN OPTION A - 2033 LONG TERM RECOMMENDATIONS

LONG TERM RECOMMENDATIONS  
2033

Community and Media Room Locates to Main Level, Criminal Investigation Division Leaves HQ

9.2 Support Services -The Watch  
Relocate Watch on main level from Room 139 to 104a

10.2 Shared Support - Common Areas  
Community Room and Media Room is created on main level in previous CID space

11.2 Shared Support -Common Areas  
Meeting Room is created on main level in room 122, previous traffic space

12.2 Support Services - Victim Services  
Victim services relocates from 2nd floor to main level in a portion of previous CID space.

13.2 Shared Support - IT  
IT expands on main level

ROOM LEGEND

- 001 - SHIPPING & RECEIVING
- 002 - EDU STORAGE
- 003 - DRIVEWAY
- 004 - WIRETAP ROOM
- 005 - QUIET ROOM / FIRST AID
- 006 - LINE UP ROOM
- 007 - GUN CLEANING
- 008 - PATROLS STORAGE
- 010 - CLASSROOM-14
- 011 - MEN'S LOCKER ROOM
- 011a - MEN'S WASHROOM
- 011b - MEN'S SHOWER ROOM
- 011c - MEN'S SAUNA
- 012 - CLASSROOM-34
- 013 - RECORDS STORAGE
- 014 - PATROL STORAGE
- 015 - SIMULATOR ROOM 1
- 015b - SIMULATOR ROOM 2
- 015c - OFFICER SAFETY STORAGE
- 016 - WOMEN'S WASHROOM
- 016a - WOMEN'S LOCKER ROOM
- 016b - WOMEN'S SHOWER ROOM
- 016c - WOMEN'S SAUNA
- 017 - ELEV. LOBBY
- 018 - RECRUIT STORAGE
- 019 - CANINE

- 019a - KENNEL 1
- 019b - KENNEL 2
- 020 - TACTICAL UNIT
- 020a - TACTICAL EQUIPMENT
- 020b - TACTICAL MEN LOCKER
- 020c - TACTICAL WOMEN LOCKER
- 022 - ELECTRICAL ROOM
- 023 - FITNESS
- 024 - FIREARMS EQUIPMENT STORAGE
- 025 - QUARTERMASTER STORES
- 025a - QUARTER MASTER
- 025b - AMMUNITION
- 025c - CHG.
- 025d - CHG.
- 026 - VEHICLE MAINTENANCE
- 027 - VEHICLE MAINTENANCE
- 029 - FORENSICS IDENT BAY
- 030 - GENERAL EXHIBIT / LONG TERM EXHIBIT
- 031 - DROP
- 032a - DEAD FILE STORAGE
- 032b - DRUGS
- 032c - VAULT
- 032d - GUN ROOM
- 033 - OVERNIGHT ROOM
- 034 - TACTICAL STORAGE
- 035 - DATA CABINET

- 036 - OVERNIGHT OVERSIZED STORAGE
- 038 - OVERSIZED & LONGTERM STORAGE
- 316 - IT CLOSET
- C019 - STAIR
- C022 - DUTY BAG STORAGE
- C036 - ELEVATOR LOBBY
- C035 - ELEVATOR
- C052 - STAIR
- C053 - ELEVATOR
- C061 - EXIT STAIR 6
- H001 - JANITOR
- H002 - JANITOR
- M001 - MECHANICAL
- M001a - MECHANICAL
- M002 - EMER. GEN.
- M003 - UPS
- M004 - GAS METER
- M005 - ELEV. MECH.
- M006 - MECH
- W014 - MEN'S WASHROOM
- W015 - WOMEN'S WASHROOM

DEPARTMENT LEGEND

- CHIEF OF POLICE
- DEPUTY CHIEF
- SUPPORT SERVICES DIVISION
- FIELD OPERATION DIVISION
- CRIMINAL INVESTIGATION DIVISION
- SHARED SUPPORT

MAIN FLOOR PLAN - OPTION B



FIGURE 2-424: MAIN FLOOR PLAN OPTION B - 2033 LONG TERM RECOMMENDATIONS

LONG TERM RECOMMENDATIONS  
2033

Community and Media Room Locates to Main Level, Criminal Investigation Division Leaves HQ

- 14.2 Shared Support - Common Areas  
Meeting room is created on the 2nd level in room 221.
- 15.2 Shared Support - Common Areas  
Space created for future growth in previous victim services space.
- 16.2 Deputy Chief / Support Services - Financial Services  
FTE Growth for Financial Services, Professional standards and FOIP.
- 17.2 Chief of Police - Audio / Multimedia Space  
Reconfigure space for creation of audio / multimedia suite on second floor.

DEPARTMENT LEGEND

CHIEF OF POLICE

DEPUTY CHIEF

SUPPORT SERVICES DIVISION

FIELD OPERATION DIVISION

CRIMINAL INVESTIGATION DIVISION

SHARED SUPPORT

GROWTH

ROOM LEGEND		
201 - MEETING ROOM 18	235 - MEETING ROOM	W213 - WOMEN'S WASHROOM
201a - COAT COFFEE	251 - BOARDROOM	W255 - CHIEF'S WASHROOM
202 - MEETING ROOM 10	252 - EXECUTIVE OFFICER / MEDIA	W273 - MEN'S LOCKER ROOM
203 - INFORMAL MEETING	253 - DEPUTY CHIEF	W273a - WASHROOM
204 - INCIDENT COMMAND CENTRE	254 - CHIEF'S ADMIN	W274 - WOMEN'S LOCKER ROOM
204a - NEGOTIATOR	255 - CHIEF'S OFFICE	W274a - WASHROOM
205 - INFORMATION TECHNOLOGY	261 - PROF. STANDARDS SGT.	X202 - ELEVATOR
206 - IT MANAGER	262 - PROF. STANDARDS SGT.	
207 - IT OPERATIONS COORDINATOR	263 - COPY/ SUPPLY AREA	
208 - OFFICE	263a - STORAGE ROOM	
212 - VICTIM SERVICES	265 - STAFF SGT	
212a - MANAGER	266 - INSPECTOR OFFICE	
212b - INTERVIEW	267 - BUSINESS MANAGER	
220 - CORRIDOR	269 - INSPECTOR OFFICE	
221 - OFFICE	270 - INSPECTOR OFFICE	
222 - RECRUITING CONSTABLE	271 - INSPECTOR OFFICE	
224 - HR ADVISOR ASSISTANT	272 - INSPECTOR OFFICE	
225a - MEETING ROOM WORK RM	275 - LOUNGE	
225b - OFFICE		
226 - HR COORDINATOR		
228 - TRAINING UNIT SERGEANT		
229 - HR MANAGER		
230 - STAFF LOUNGE		
233 - MEETING ROOM 8		
234 - MEETING ROOM 8		
	C205 - STAIR	
	C261 - STAIR 6	
	C270 - STAIR 5	
	M201 - MECHANICAL	
	M202 - COMM. ROOM	
	W211 - MEN'S WASHROOM	

SECOND FLOOR PLAN - OPTION B



FIGURE 2-425: SECOND FLOOR PLAN OPTION B- 2033 LONG TERM RECOMMENDATIONS

### Training Campus

Over the next 5-10 years as land would have been secured, LPS will start the planning, design, bid and construction of buildings required for the training campus. The site will require a training campus development plan that identifies the buildings and adjacencies on the site.

- Adjacencies: At a training campus there are many departments and units that can co locate to maximize efficiencies. Below are examples of units that would compliment each other in a shared campus scenario:
  - Indoor Training
  - Outdoor Training (Gun ranges)
  - Traffic Response Unit
  - Collision Reporting Centre
  - Critical Incident Unit

The development of the campus will be over the ten-year planning horizon and construction of buildings will happen over this time period, aligning with the needs of LPS and the City of Lethbridge funding cycles. Below are planned actions for the successful completion of a training campus.

- Training campus master / development plan with phased development timelines.
- Secure funding for design and construction
- Engage registered professionals to design first phase of buildings for the training campus.
- Finalize contract documents and obtain all necessary permits from the authority have jurisdiction.
- Bid contract documents for construction.
- Build phase 1 of the campus.
- LPS relocates units to the training campus once construction is completed.

### EVOC / Scenario Training Campus

The EVOC outdoor training campus over the long-term horizon should be fully built and operational. As the requirements for this type of training is primarily open space and track with little built environment required, once land has been secured, the design and construction of the track can follow closely behind.

- Adjacencies: At an outdoor training campus the below can co-locate to maximize utilization of a large land parcel
  - Training – Classroom and amenities to support the EVOC
  - Vehicle Impound Lot

Support spaces would be required at the outdoor training in a building that contained a classroom, lunchroom, washroom and lockers. Below are planned actions for the successful completion of an outdoor training campus.

- Design, bid and build EVOC track and associated building.

### New Divisional Station

Over the next 5-10 years a divisional station will be fully built and operational to keep up with population growth in new communities in Western and or Northern regions of the City.

- Adjacencies: For a new divisional station the co location of emergency response providers listed below could create operational efficiencies for the emergency response services.
  - Lethbridge Police Service Divisional Station
  - Traffic Response Unit, Collision Reporting Centre, Critical Incident Unit
  - City of Lethbridge New Fire Station



## PART 2: LETHBRIDGE POLICE SERVICE MASTER PLAN

Below are planned actions for the successful completion of a new divisional station.

- Meetings with other emergency responders for Lethbridge (fire) to discuss and plan the possibility of collocation.
- Secure funding for design and construction
- Engage registered professionals to design station(s).
- Finalize contract documents and obtain all necessary permits from the authority have jurisdiction.
- Bid contract documents for construction.
- Build station(s).
- LPS occupies new divisional station.



### 2.4.1 MULTI SERVICE FACILITY

As a strategy for reducing the number of smaller facilities, there are opportunities presented through the construction of multi-use or partnership buildings which would combine Police, Fire, Third party agency or possibly Emergency Medical Services. Operations that would be best served by a Multi-Service Facility include the Fleet Management Branch and Police Dispatch 911 section. These partnership buildings would only be pursued if it can be demonstrated that there would be no degradation in the level of service when compared with the option of construction separate buildings as required. This option can be part of the long-term master plan for LPS as consultation is needed between identified partners.

#### Potential Benefits

- Visibility / Image Enhancement

A partnership building would offer the opportunity to present to the public a unified community presence for dealing with Emergency and Non-Emergency situations. This “one-stop” shop provides an excellent means for allowing interface with the public to address community concerns.

- Site Services and Land Cost Reduction

The combination of services on a single parcel of land will have the net effect of lowering land costs when compared to the costs of purchasing or leasing multiple plots of land.

- Share Resources

Functions that could be combined under a multi-use building include training rooms, meeting rooms, public washrooms, gym / weight rooms.

- Lower Facility Operation Costs.

#### Potential Concerns

- Scheduling of Shared Resources

Shared resources imply the need to pay extra attention to the scheduling of these spaces (meeting rooms and training rooms).

- Privacy, Safety and Access Issues

Police, Fire, 3rd Party agencies and EMS are each holders of a certain amount of sensitive or private information that each separate entity may not want shared with any or all of the others. As such, areas allocated for such information must have controls in place, either by design or by physical security, which ensure that this sensitive or private information is secured.

- Cultural Differences

It has been recognized that Police, Fire, 3rd Party and EMS are trained differently and often operate with different goals and values. It is important to acknowledge that cultural differences exist between these groups. It should be assumed that cultural differences are likely to continue, and in fact may even be heightened due to close proximity. The planning should ensure that each partner retains its own identity while still feeling part of the whole. It is extremely important for the success of the project that the ability of each partner to work is not in any way hampered by the efficiencies of shared resources.



## 2.1 RECOMMENDATIONS

Considering the information outlined, the LPSMP makes the following recommendations:

- **Recommendation 1:** LPS should pursue land investments that have been identified for the long-term growth of the services.
- **Recommendation 2:** LPS should identify criteria for City of Lethbridge facilities for the units that need to be relocated immediately out of the HQ: (Refer to Appendix C [Table C-3 : Relocation Opportunities from HQ](#))
  - Can the division co-locate with other City departments / functions
  - Level of access; secure, limited, public.
  - Square footage required.
  - Parking stalls required.
- **Recommendation 3:** LPS should assign ownership of the Prioritization Framework spreadsheet to enable routine updating and support capital planning.
- **Recommendation 4:** The Prioritization Framework should be updated annually to reflect year-over-year changes and any completed projects.
- **Recommendation 5:** LPS should update its Building Condition Assessment (BCA) Report every five years
- **Recommendation 6:** LPS should develop a communication strategy with the City of Lethbridge and the Lethbridge Police Commission to inform on LPS priorities and as potential service impacts due to lack of implementation of Master Plan.
- **Recommendation 7:** LPS should work closely with the City to explore potential partnerships and determine real estate opportunities and land availability.
- **Recommendation 8:** It is recommended that LPS implement a long-term strategic approach to facility planning. This may include the appointment of an individual or group who is responsible to maintain and implement the master and strategic plans. Since these documents are considered living documents, the individual or group must also be able to fully understand LPS operations today and as future growth and change is required. The facility planning group may house the skill set required or they may utilize out of house consultants. As this is an organizational operational change, further discussion will be required that is outside the scope of this document.





### 2.2 IMPLEMENTATION PLAN

The LPSMP includes an implementation strategy that categorizes the recommendations in the below tables by Division / Section /Unit with a description of the requirements. The expected cost is identified, as is the type of project typology required, as noted in 2.3 Investment Roadmap - Revitalize, Expand, Relocate / Co-locate, Relocate / Expand, New Build, or New Campus. The implementation plan notes the impact, urgency, and the year of expected completion.

These implementation plans and Tables provide a timeline and an expected capital investment that can inform council to plan and budget for financial commitments and identify funding streams.





Table: 2-61 Master Plan Implementation Plan LPS Headquarters

MASTER PLAN OPPORTUNITY SUMMARY									
SHORT TERM									
LPS HEADQUARTERS									
No.	Division/Section/Unit	Description	Square Footage	Cost/ sqft	Total Cost*	Type	Impact	Urgency	Year of Completion
1	Property and Exhibits Unit	Evidence drop off, officer waiting, front counter	473	\$83.71	\$39,594.83	Relocate/Expand	High	Critical	2025
2	Property and Exhibits Unit	Freezer Space	N/A	N/A	\$50,000.00	Revitalize	High	Critical	2023
3	Shared Support	Female Locker Room	1017	\$83.71	\$85,133.07	Relocate/Expand	High	Critical	2024
4	Shared Support	Community Room/ Media Room	2025	\$83.71	\$169,512.75	Relocate/Expand	High	High	2023
5	Recruiting Unit	Interview room, waiting	297	\$83.71	\$24,861.87	Relocation	High	High	2023
6	Field Operations Section	Move patrol equipment & briefing room to basement at HQ	1064.4	\$176.52	\$187,883.31	Relocation	High	High	2028
7	Criminal Investigation Section	Cyber Crime Unit	1909	\$167.41	\$319,585.69	Relocate/Expand	Medium	Critical	2028
8	Criminal Investigation Section	Sex Crime Unit	622	\$167.41	\$104,129.02	Relocate/Expand	Medium	Critical	2028
9	Forensics	Secure Bay	550	\$176.52	\$97,083.64	Relocate/Expand	Medium	Critical	2028
10	IT	Digital Evidence and Video Storage and FTE growth	2841	\$83.71	\$237,820.11	Relocate/Expand	Medium	Critical	2028
11	Support Services- Victim Services:	Dedicated Meeting Room (6-8), Indoor Animal Relief Area	1176	\$83.71	\$98,442.96	Relocate/Expand	Medium	High	2028
12	Field Operations Division- Booking & Holding:	Medic Private assessment / Exam Room	162	\$30.10	\$4,876.20	Revitalize	Medium	High	2023
13	Field Operations Division- Fleet Services:	Maintenance Workers	173	\$83.71	\$14,481.83	Relocate/Expand	Medium	High	2028
14	Chief of Police	Regimental Sergeant Major: Private Office and storage room	635	\$83.71	\$53,155.85	Relocate/Expand	Low	Critical	2023
15	Chief of Police	Police Chaplain: Multi Faith Room	270	\$83.71	\$22,601.70	Relocate/Expand	Low	Critical	2023
16	Chief of Police- Deputy Chief- Human Resources:	Hoteling Stations, Nurse (parole/ probation office / family - child services), Private Office	410	\$83.71	\$34,321.10	Relocate/Expand	Low	High	2023
17	Support Services -The Watch:	Storage and Muster Room	675	\$83.71	\$56,504.25	Relocate/Expand	Low	High	2023
18	Support Services- Recruiting Unit:	Meeting Room and storage room	432	\$83.71	\$36,162.72	Relocate/Expand	Low	High	2023
19	Field Operations Division- Traffic Response Unit:	Equipment room and large collaboration room	475	\$83.71	\$39,762.25	Relocate/Expand	Low	High	2023
20	Shared Support- Meeting, Gathering and Learning Spaces:	Wellness Room, Quiet Room	365	\$83.71	\$30,554.15	Relocate/Expand	Low	High	2023
Undertake due diligence to select and acquire sites for a new 15 acre indoor training, a 30 acre outdoor training campus and a 5 acre divisional station.									
Total HQ Cost- Short Term			15,571.40		\$1,706,467.30				

MASTER PLAN OPPORTUNITY SUMMARY

LONG TERM

PRIORITY 1 - 5-10 YEARS

LPS HEADQUARTERS

No.	Division/Section/Unit	Description	Square Footage	Cost/ sqft	Total Cost*	Type	Impact	Urgency	Year of Completion
21	Property and Exhibits Unit	High density mobile storage systems to increase storage	900	\$30.10	\$27,090.00	Revitalize	High	Critical	2033
22	Victim Services Unit	Victim services to main floor at HQ	1115	\$176.52	\$196,815.01	Relocation	High	High	2033
23	Support Services - Facility and Maintenance Unit:	Dedicated storage room	300	\$83.71	\$25,113.00	Relocate/Expand	Medium	High	2033
24	Criminal Investigation Unit:	FTE Growth	8212	\$83.71	\$687,426.52	Relocate/Expand	Medium	High	2033
25	Chief of Police	Audio/Multimedia Suite	2025	\$60.20	\$121,905.00	Revitalize	Medium	Medium-Low	2033
Total HQ Cost Long-Term			12,552.00		\$1,058,349.53				

NEW TRAINING FACILITY

No.	Division/Section/Unit	Description	Square Footage	Cost/ sqft	Total Cost*	Type	Impact	Urgency	Year of Completion
1	Support Services Division	Training Facility	50856	\$400.07	\$20,345,959.92	New Build	High	Critical	2028
2	Support Services Division	Indoor Gun Range	7277	\$451.07	\$3,282,436.39	New Build	High	Critical	2028
4	Field Operations Division	Traffic	4046	\$402.07	\$1,626,775.22	New Build	High	Critical	2028
5	Field Operations Division	Critical Incident Unit	14881	\$401.52	\$5,975,019.12	New Build	High	Critical	2028
Total Training- Critical					\$31,230,190.65				

PRIORITY 2 - 10 YEARS

6	Support Services Division	Outdoor Gun Range	82000	\$137.75	\$11,295,500.00	New Build	Medium	Medium-Low	2033
7	Support Services Division	Shoothouse	4200	\$449.62	\$1,888,404.00	New Build	Medium	Medium-Low	2033
8	Field Operations Division	Vehicle Impound Lot	85455	\$68.11	\$5,820,340.05	New Build	Low	High	2033
Total Training- Long Term					\$19,004,244.05				

PRIORITY 3 - FUTURE

9	Support Services- Training Unit:	Firearms testing	6000	\$451.07	\$2,706,420.00	New Build	Low	Low	Future
Total Training- Future					\$2,706,420.00				

MASTER PLAN OPPORTUNITY SUMMARY									
EVOC / SCENARIO TRAINING - APPROXIMATELY 30 ACRES									
No.	Division/Section/Unit	Description	Square Footage	Cost/ sqft	Total Cost*	Type	Impact	Urgency	Year of Completion
1	Support Services Division	EVOC- Emergency Vehicle Operator Course	120774	\$21.53	\$2,600,264.22	New Build	Medium	Medium-Low	2033
2	Support Services Division	Training Facility- Outdoor	2000	\$4.09	\$8,180.00	New Build	Medium	Medium-Low	2033
Total Outdoor Training Campus					\$2,608,444.22				
NEW WEST LETHBRIDGE CAMPUS									
No.	Division/Section/Unit	Description	Square Footage	Cost/ sqft	Total Cost*	Type	Impact	Urgency	Year of Completion
1	N/A	New Divisional Station	16000	\$401.52	\$6,424,320.00	New Build	Medium	Medium-Low	Future
Total Divisional Station					\$6,424,320.00				

\* Costing has been suggested to the greatest degree of accuracy that is possible at this stage. Cost estimates are accurate to approximately +/- 30%, assuming a 2024 construction start. Refer to 2.3 Opinion of Probable Cost, for additional information and construction costs excluded.

## 2.3 OPINION OF PROBABLE COST

This section discusses the key assumptions have been used in the development of the opinion of probable costs, outlined in the section above. The opinion of probable costs has been developed as high-level, preliminary estimates based on the large number of unknown factors remaining for the new resources, as well as the potential alternatives and options available to LPS that could adjust specific space changes. However, based on the changes indicated in the table above, the cost/sqft. Figures above are intended to be within 30% of expected figures. While detailed cost consulting was not included in the development of this opinion of probable cost, detailed cost consulting from comparable construction projects within the region were referenced to develop these figures.

Even with this reference material, there are still a number of key assumptions to these estimates that provide important context and inform what kind of changes to costs expectations may occur as decisions and situational factors change regarding the proposed spaces, which may have positive or negative financial implications. These assumptions include:

### Construction Cost Excluded

A range of factors have not been considered in the opinion of probable cost at this time, based on unknown factors and decisions still to be made by LPS. These include:

- Any expenses associated with the acquisition of land for the project. It is assumed that the City of Lethbridge will provide the land in the form of a no-cost lease over the life of the facility, thereby excluding land purchase, legal fees, and annual property tax considerations.
- Costs associated with roadway construction, including road paving, road signage, and any related servicing infrastructure required for construction.
- Significant additional expenses associated with exceptional safety issues or concerns during construction, including unforeseen safety equipment, training, and safety measures on the construction site, are not incorporated into the core construction cost estimation.
- Any site enhancements, including site markup, landscaping costs and additional accessories and equipment, including the procurement of plants, trees, shrubs, hardscaping, irrigation systems, garbage cans, benches, and associated labor, have not been incorporated into the probable cost estimation.
- Factors related to restrictive labour or materials sourcing requirements, supply chain volatility, the availability of local suppliers and any associated currency rate considerations with international suppliers have been excluded. These variables are subject to fluctuation and should be closely monitored and managed during the project's execution.
- A pre-construction inflation contingency has not been included. This contingency would cover price escalation from the time an estimate of probable cost is prepared to the time when bids or proposals are received. It is subject to fluctuation and should be closely monitored and managed during the project's execution.
- Other factors that could still inflate costs past probable cost levels include: energy code issues with functional program, additional specialized technology requirements from functional program changes, expedited time-frames or excessive overtime requirements, new phasing requirements, additional environmental/contamination or excavation requirements for sites, specialized environmental certification requirements (LEED, etc.), or others.

### Construction Cost Included

#### Proposed Construction for New Spaces

As noted, detailed cost consulting from comparable construction projects within the region were referenced to develop these figures for new space construction (as outlined in the section 2.6 above). An overview of the specific assumptions related to the various new spaces includes:

- Building Structural costs include construction costs for the shell of the building, including all structural requirements such as a foundation.



- The outdoor gun range structural costs have been reduced as the outdoor gun range does not require extensive structural work. This cost has been allocated to basic concrete foundation space work.
- The vehicle impound lot and emergency vehicle operator course do not have a structure, and therefore does not have structural costs associated.
- Building Fit up costs include interior construction costs such as floor and ceiling finishes and basic fittings & furnishings.
  - A 100% premium has been added for specialty fittings & fixtures related to indoor gun range and shoot house specifics.
  - The vehicle impound lot and emergency vehicle operator course Fit up costs have been allocated for paving costs.
  - The vehicle impound lot has an additional cost to accommodate for security fencing. This cost has been scaled down from a comparable compound in California, and accounts for currency exchange.
- Mechanical/Electrical construction costs include plumbing & drainage, fire protection, HVAC, controls, lighting, devices, heating, electrical service and distribution, electrical systems, and ancillaries.
  - The outdoor gun range, vehicle impound lot, and emergency vehicle operator course cost has been scaled down to account for the lesser mechanical and electrical requirements of an outdoor space.
- Site work is inclusive of all leveling, stripping, and grading.
- Parking lot sq.m is allocated based on 25 sq.m per parking space which accounts for all site circulation & roadways required. Parking lot construction is based off industry standard pricing for site prep and paving.
- For No. 26 in the table in Section 2.6, noted as: Support Services- Training Unit – Firearms Testing
  - This cost has been estimated based on the Indoor Gun Range cost of \$451.07/sqft. All assumptions noted in the CONSTRUCTION COSTS EXCLUDED AND ONGOING/OPERATING COSTS sections apply.
- Similarly, the New West Lethbridge Divisional Station has been estimated at the same level as the new Critical Incident Unit (\$401.52/sqft). All assumptions noted in the CONSTRUCTION COSTS EXCLUDED AND ONGOING/OPERATING COSTS sections apply.
- A range of design and planning contingency costs have been included for all remaining detailed design, permitting, and other preparatory steps required to start construction. Estimates are based off industry standard levels and also account for an additional 10% contingency added on top of base facility construction costs.
- An overall estimate of 12% is applied to total construction costs for General Construction Requirements to allow for fluctuations or unexpected impacts to a range of construction processes, including: site set up, contractor staffing, hoarding/weather management, mobilization and demobilization, bonding and insurance, small scale environmental containment or remediation, traffic management requirements, temporary office requirements, or other issues.

### Proposed Construction to HQ

Same as the previous section, costs to change space usage within the current HQ building are based on detailed cost consulting information from comparable construction projects within the region, and aligns to many of the cost considerations outlined above. An overview of the specific assumptions related to the changes to the HQ facility includes:

- LPS Headquarters costs are based on three categories identified in Section 2.3 (Revitalize, Relocate/Expand, Relocation). The costs for these categories are based priced at standard levels according to previous cost consulting information, and available information on the scope of renovation work required. These levels include:
  - Revitalize
    - ◊ \$30.10/ sqft includes basic interior fittings & equipment.
  - Relocate/Expand
    - ◊ \$83.71/ sqft includes interior construction costs such as floor and ceiling finishes and basic fittings & furnishings.
  - Relocation
    - ◊ \$176.52/ sqft includes interior construction costs such as floor and ceiling finishes and basic fittings & furnishings, any demolition work, reconfiguring of enclosures, and any required mechanical/electrical work.
- There are notable exceptions to these categories, based on unique changes to the identified spaces.
  - No. 3: Property and Exhibits Unit – Freezer Space
    - ◊ A flat cost of \$50,000 has been accounted for to revitalize freezer space. This cost includes a walk-in freezer and additional costs for installation and customization.
  - No. 6: Recruiting Unit – Interview room, waiting
    - ◊ This space does not include any specialized equipment or major renovations to the existing space and as such as been costed down at the Relocate/Expand level.
  - No. 9: Criminal Investigation Section – Cyber Crime Unit
    - ◊ A 100% markup has been added to this space to account for the specialized equipment and technology required to expand this service area.
  - No. 10: Criminal Investigation Section – Sex Crime Unit
    - ◊ A 100% markup has been added to this space to account for the specialized equipment and technology required to expand this service area.
  - No. 11: Forensics – Secure Bay
    - ◊ Due to the secure nature of this space and the renovations of the existing space required, this space has been costed up at the Relocation level.
  - No. 18: Chief of Police – Audio/Multimedia Suite
    - ◊ A 100% markup has been added to this space to account for the specialized technology required to revitalize this service area.

### Ongoing Operating Costs

The focus and scope of the opinion of probable cost has exclusively been on the construction costs related to various existing and new spaces identified in the master plan. However, future planning should also incorporate a comprehensive financial assessment with various operating costs included. Some of the operating costs that should be considered, but are excluded from the current opinion of probable cost, include:

- Maintenance Costs: Maintenance expenses are essential for preserving the functionality and aesthetics of the constructed facility over time. These costs cover routine upkeep, repairs, and replacements of equipment, infrastructure, and building components.

- **Utilities Costs:** Utilities costs encompass expenditures related to electricity, water, gas, heating, and cooling required to operate the facility.
- **Additional Staffing Costs:** It will likely be necessary to hire additional staff for day-to-day facility operations and maintenance. This includes salaries, benefits, and other personnel-related expenses.
- **Lease Costs:** Lease costs encompass a variety of expenses, including any necessary modifications to the leased space, expenses related to relocating equipment and personnel, as well as the ongoing rental fees. The master plan outlines a number of spaces that require long-term leasing, or short-term leasing while new spaces are constructed.
- While the training campus may generate demand from other agencies for rental usage, no rental revenues have been considered in the planning to date, nor have specific demand levels from other agencies been tested.

It is recommended that a detailed scope development for each recommendation identified in LPSMP would also be accompanied by a Class D estimate to ensure feasibility of the project and access to capital to fund the project successfully.

### 3 APPENDIX A - REFERENCES

Supporting documents that contribute to, or provide history for, the greater understanding of this Master Plan are as follows:

- Lethbridge Police Service, "2019-2022 Lethbridge Police Service Business Plan," 2022
- Lethbridge Police Service, "Lethbridge Police Service, 2023-2026 Strategic Plan"
- Lethbridge Police Service, "Lethbridge Police Service Annual Policing Plan, 2023"
- Lethbridge Police Service, "Lethbridge Police Service, Annual Report, 2022"
- Lethbridge Police Service, "Lethbridge Police Service Annual Report," 2021
- Lethbridge Police Service, "Lethbridge Police Service Organizational Chart," 2022
- City of Lethbridge, "Lethbridge Police Service – Basement Level: Updated Floor Plan," 2022
- City of Lethbridge, "Lethbridge Police Service – Main Floor Level: Updated Floor Plan," 2022
- City of Lethbridge, "Lethbridge Police Service – Second Floor Level: Updated Floor Plan," 2022
- Stantec Architecture Ltd. Stantec Consulting Ltd. "Construction Drawings for Lethbridge Police Head Quarters," 2014
- Stantec Architecture Ltd. Alvin Reinhard Fritz Architect Inc., "Lethbridge Regional Police Service Headquarters Expansion & Renovation Main Floor, Second Floor, Basement Floor, plans" 2014
- Stantec Architecture Ltd. Alvin Reinhard Fritz Architect Inc., "Site & Facility Condition Assessment Review," 2013
- Stantec Architecture Ltd. Alvin Reinhard Fritz Architect Inc., "Needs Assessment Update & Program Verification" 2013
- City of Lethbridge, "Condition Assessment (With All Photos), POLICE HQ," 2013



## 4 APPENDIX B - STEERING COMMITTEE AND STAKEHOLDER TEAM

LPS STEERING COMMITTEE	
NAME	ROLE
Jason Walper	Point of Contact, Inspector, Lethbridge Police Service
Shahin Mehdizadeh	Chief of Police, Lethbridge Police Service
Gerald Grobmeier	Deputy Chief of Police, Lethbridge Police Service
Russell Lawrence	Inspector, Lethbridge Police Service
Jason Dobirstein	Inspector, Lethbridge Police Service
Jenn Ward	Administrative Contact, Lethbridge Police Service

COL STEERING COMMITTEE	
NAME	ROLE
Karrie Nightingale	General Manager, Facility Services, City of Lethbridge

LPS STEERING COMMITTEE		
NAME	ROLE	FIRM
Hemna Marwah	Project Lead & Master Planner	Stantec Architecture Ltd.
Ruth Twigden	Project Architect Support and Planner	Stantec Architecture Ltd.
Dave McGarva	Lead Facilitator / Strategic Management Lead	Tantus
Grant Gabert	Cost Modelling Lead	Tantus

### 5 APPENDIX C - ADDITIONAL TABLES

- Table C-1: Land Area Required - Training Campus Table
- Table C-2 : Land Area Required Outdoor Training Table
- Table C-3 : Relocation Opportunities from HQ

TABLE C-1: Land Area Required - Training Campus Table

TABLE - LETHBRIDGE POLICE SERVICE - CAMPUS OPTIONS								
PROGRAM	SQUARE FEET	NO. OF STOREYS	SQUARE METERS	SQUARE FEET	PARKING STALLS - 10 YEAR BUILD OUT (BYLAW-TO BE CONFIRMED BY THE DEVELOPMENT AUTHORITY)	PARKING STALLS - 10 YEAR BUILD OUT (FLEET)	LEVEL OF ACCESS	OTHER COMMENTS
	FULL 10 YEAR BUILD OUT		FULLY 10 YEAR BUILD OUT - BUILDING FOOTPRINT	FULLY 10 YEAR BUILD OUT - BUILDING FOOTPRINT				
Campus Approach - Solution 1								
B - SUPPORT SERVICES DIVISION								
Training Facility							Public/ Limited/ Secure	Recruit Training Section, Officer Safety Section, In-House Training Section
Indoor Gun Range*	7,277	Single Storey	676	7,277	35		Secure	(50m - 10 lanes)
Outdoor Gun Range	82,000	NA	7,618	82,000	25			(100m-10 lanes) and includes outdoor scenario training
Shoot House*	4,200	Single Storey	390	4,200	15			
Training Programing (Office space, gym, fitness centre, locker rooms, classrooms, mat room, scenario training)*	50,856	Combined into a single two storeyed building	2,362	25,428	95			
C - FIELD OPERATIONS DIVISION								
Traffic Response Unit & Collision Reporting Centre*	4,046	Combined into a single two storeyed building	879 0	9,464	25	20	Secure	
Critical Incident Unit*	14,881							
Vehicle Impound Lot	85,455	NA	7,939	85,455				
			0					
Parking Total			5,375	57,860	195	20		Parking Total: 215
Building & Parking Total- Option 1			25,240	271,680				
Site Circulation & Roadways (45%)			11,358	122,260				
Subtotal			41,973	451,800				
Landscaping & Buffer (40%)			16,789	180,720				
Total Facility Area Requirements	248,710							
Priority 1 Total Ground Coverage			58,762	632,510			acres	15

\*(includes building gross up 1.40)

Table C-2 : Land Area Required Outdoor Training Table

TABLE - LETHBRIDGE POLICE SERVICE - EVOC / SCENARIO TRAINING									
PROGRAM	SQUARE METERS	SQUARE FEET	NO. OF STOREYS	SQUARE METERS	SQUARE FEET	PARKING STALLS - 10 YEAR BUILD OUT (BYLAW-TO BE CONFIRMED BY THE DEVELOPMENT AUTHORITY)	PARKING STALLS - 10 YEAR BUILD OUT (FLEET)	LEVEL OF ACCESS	OTHER COMMENTS
	FULL 10 YEAR BUILD OUT	FULL 10 YEAR BUILD OUT		FULLY 10 YEAR BUILD OUT - BUILDING FOOTPRINT	FULLY 10 YEAR BUILD OUT - BUILDING FOOTPRINT				
Outdoor Training									
B - SUPPORT SERVICES DIVISION									
EVOC- Emergency Vehicle Operator Course	120,774	1,300,000	NA	120,774	1,300,000			Secure	Training parking included in facility training count.
Training Facility- Outdoor	186	2,000	Single Storey	93	1,000	50		Secure	Classroom, Washrooms, Lunchroom, Storage
Parking Total				1,250	13,450	50	0		Parking Total: 50
Building & Parking Total				122,117	1,314,450				
Total Facility Area Requirements	120,960	1,302,000							
Priority 1 Total Ground Coverage				122,117	1,314,450			acres	30

\*(includes building gross up 1.40)



Table C-3 : Relocation Opportunities from HQ

TABLE - LETHBRIDGE POLICE SERVICE - RELOCATION OPPORTUNITIES FROM HQ								
PROGRAM	SQUARE FEET	SQUARE FEET	SQUARE FEET	SQUARE FEET	PARKING STALLS - 10 YEAR BUILD OUT	LEVEL OF ACCESS		OTHER COMMENTS
	CURRENT SPACE IN HQ	NEW SPACE REQUIRED IN 2023 TO MEET SERVICE MANDATE	NEW SPACE REQUIRED TO MEET 10 YEAR SPACE REQUIREMENTS	TOTAL SPACE REQUIRED BY 2033			CAN THE DIVISION CO- LOCATE WITH OTHER CITY FUNCTIONS	
Critical Incident Unit								
Workstation area, offices, meeting, interview rooms, muster room with cleaning bench, EDU Lockers*	6,450	7,472	0	13,922	25	Secure	NO	Potential long term relocation. Staff Parking
Parking- secure indoor vehicle storage- sqft	3,100	3,450	0	6,550	Incl	Secure	NO	Specialized indoor storage space required for CIU vehicles, noted as sqft not number of stalls as must be indoor and secure so classified as building area.
Records Management								
Lockers & FTE Growth*	4,519	595	2,484	7,598	46	Secure	YES	Potential long term relocation - 7 new work stations required for 2023. Parking includes FTE and visitor parking
Property & Exhibits Unit								
Long Term Storage / Exhibits	NA	750	750	750	4	Secure	YES	Only long term storage for property and exhibits requires relocation from HQ
Training - Office								
Classrooms, Simulator Rooms, Storage, Meeting Room, Office, Training Unit Sgt. -minus fitness room, that remains at HQ until full build out*	5,578	56,257	0	5,578	40	Secure / Limited	YES	Short term relocation- new training space for 2023 mandate not included and training will continue at the civic ice centre until long term solution is determined Fitness room has been excluded so that it remains at HQ for other staff to use.
Parking Total				14,958	115			Parking Total: 111
Building & Parking Total-Sqft				48,607				

\*(includes building gross up 1.35)

## 6 APPENDIX D - LPSMP VISIONING SESSION

November, 24, 2022\_Stantec Architecture Ltd. & Tantus Business Solutions

## 7 APPENDIX E - LPSMP PROJECT CHARTER

November 25, 2022\_Stantec Architecture Ltd. & Tantus Business Solutions

## **8 APPENDIX F - LPSMP SITUATIONAL ANALYSIS FINDINGS**

February 6, 2023\_Stantec Architecture Ltd. & Tantus Business Solutions



## **9 APPENDIX G - LPSMP SITUATIONAL ANALYSIS FUTURE SERVICES**

March 29,2023\_Stantec Architecture Ltd. & Tantus Business Solutions

## 10 APPENDIX H - LPSMP FUTURE ACCOMMODATION REPORT

July 21, 2023\_Stantec Architecture Ltd. & Tantus Business Solutions

## **11 APPENDIX I - FACILITY CONDITION ASSESSMENT REPORT**

February 23, 2023\_Stantec Consulting Ltd.