

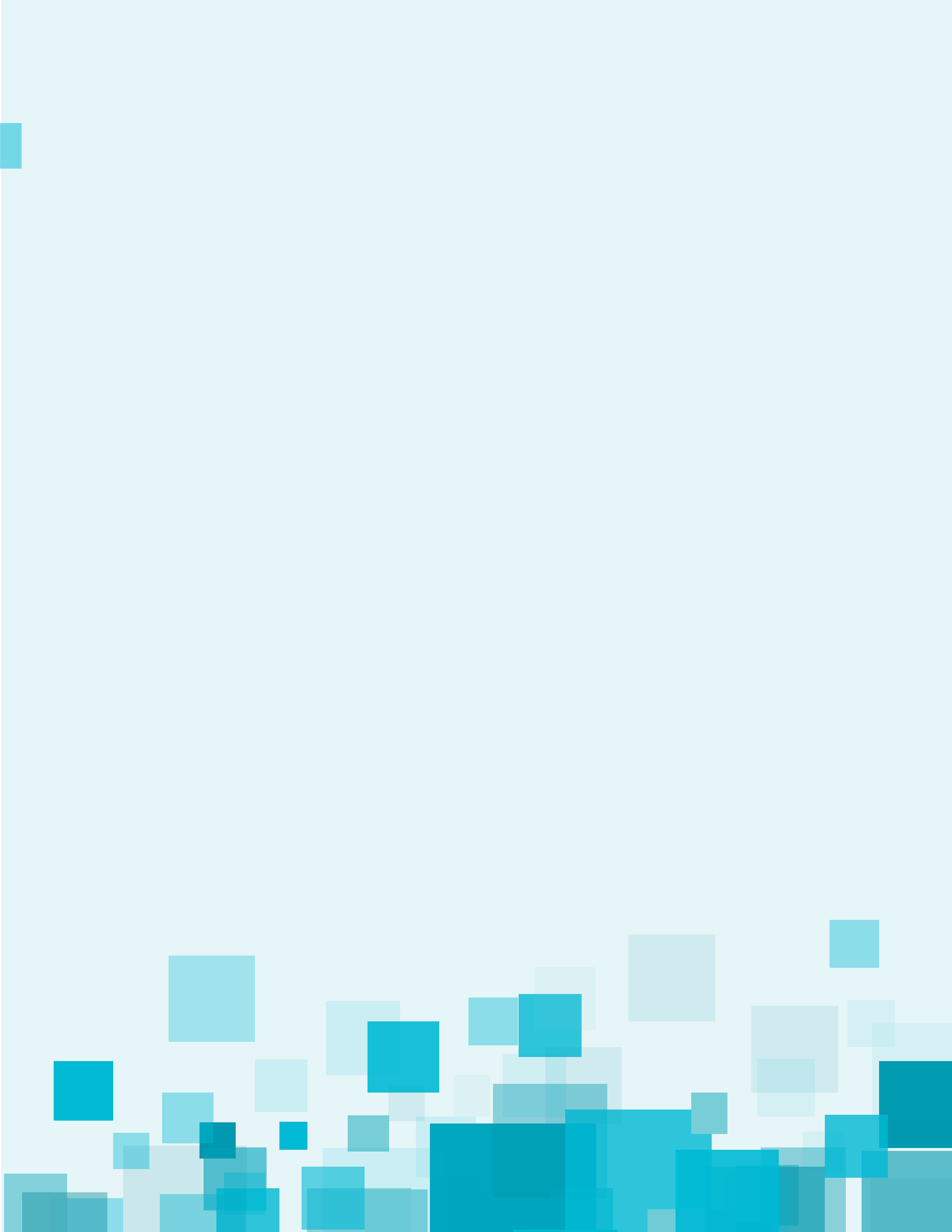
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# **TOWN OF BLACKFALDS CIVIC FACILITIES DEVELOPMENT STRATEGY AND MASTER PLAN**

**FINAL**  
November 14, 2018

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# 01 Introduction and Methodology

The Town of Blackfalds is situated in Central Alberta, along the QE II Hwy and Hwy 2A, between the Cities of Red Deer and Lacombe, and is home to approximately 10,125 residents (2018).

Blackfalds is one of Canada's youngest and fastest growing communities. Over the last ten years, the Town's population has grown in excess of 9% on average per year and the average age of residents is 30.1 years—nearly 8 years younger than the Alberta average and over 10 years younger than the Canadian average. Record breaking commercial and industrial development has also taken place in recent years. The availability and attractive pricing of land within the community, coupled with quality of life amenities such as the Abbey Centre and the parks and trails systems, contribute to ongoing growth.

The Town of Blackfalds provides residents and visitors with civic facilities that are relatively new and that meet the service expectations required to provide a high quality of life for a community with a very young demographic. As the Town's population is growing at a rapid rate, the community expectations for business, products, and services is also increasing. With such demographics and growth comes a need for updated municipal goals and strategies, as well as long-range capital and operation planning to address infrastructure planning and operating objectives.

Council and Administration have put much effort in to establishing long-range plans

For the purposes of this planning document, **civic facilities** are identified as all above ground infrastructure owned and operated by the Town for the purposes of community use or to facilitate the delivery of services to residents.

For the purposes of this planning document the term **Renewal** is used to describe investment in existing civic facilities to sustain use, effectiveness, and relevance.

for its services and operations, including capital infrastructure and equipment and fleet necessities, working hard to identify and secure funding sources to meet current and future demands and needs. The Town is now at a point where it must also consider its future requirements for Civic Facilities.

The following study intends to provide a course of action for the Town to follow over the next ten years related to current and future civic facilities in Blackfalds. This study examines the current state of existing facilities, expected population growth, potential partnership opportunities, and other factors including forthcoming changes to the Municipal Government Act. In order to plan for the future, Town decision makers must consider both the current state of existing civic facilities, what is required to sustain them, as well as what new facilities will be needed in the community as it evolves. **It is important to note that the course of action outlined herein is dependent upon available resources (financial and other) as well as, in some cases, the actions of other partners.**

Although the ability to forecast and resource Civic Facility renewal and development is daunting, another challenge experienced by Council and Administration is that Highway 2A dissects the community. At present, the vast majority of Civic Facilities in Blackfalds are located within the west sector of Town (west side of Highway 2A). This situation has always been somewhat of a contentious issue with some residents, especially considering that the most significant growth in the Town over the last several years has occurred on the east side of Highway 2A. Improving accessibility to Civic Facilities for residents on the east side of Highway 2A should factor into future requirements and plans.

This Civic Facilities Development Strategy and Master Plan document is organized into the following focus areas. For each focus area, a review of existing conditions as well as future requirements has been completed.

- Focus Area #1 Indoor Ice Surfaces
- Focus Area #2 Indoor Aquatics
- Focus Area #3 Arts & Culture Program and Performance Spaces

- Focus Area #4 Community Gathering Spaces
- Focus Area #5 Learning/Library Spaces
- Focus Area #6 Municipal Government Administrative Spaces
- Focus Area #7 Public Works Operations Spaces
- Focus Area #8 Parks & Recreation Operations Spaces
- Focus Area #9 Family and Community Support Services Spaces
- Focus Area #10 Protective/Enforcement Services functions

The Plan summarizes a recommended course of action for each of these focus areas over the short (very detailed), mid (somewhat detailed), and long term (less detailed). Recommendations are compiled into a comprehensive overview for Town decision makers to reference in strategic and tactical planning and capital budgeting. It is important to note that many of the projects discussed herein will require further study (i.e. feasibility and business planning, site testing, etc.) prior to final approval.

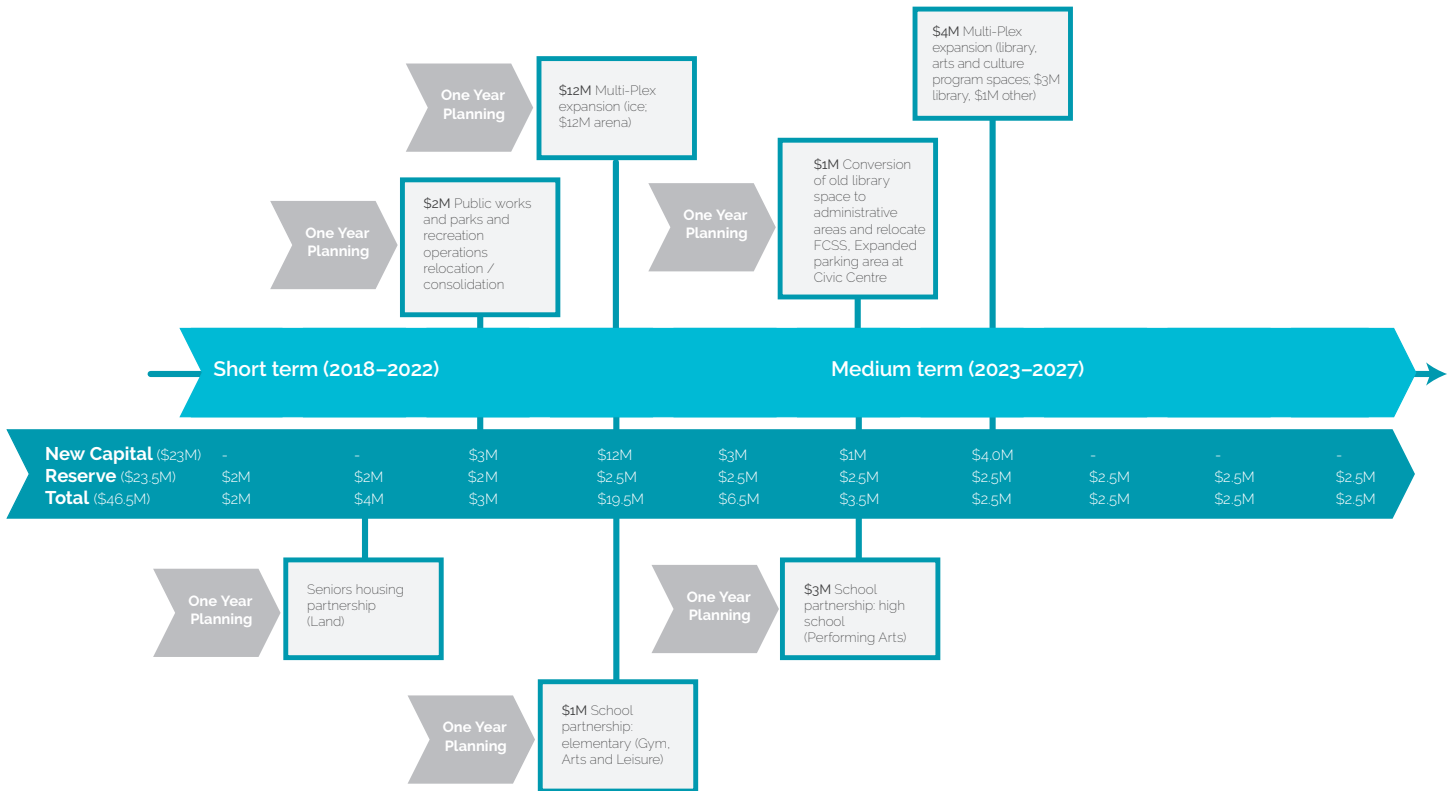
Sources of Information			
	Strategic	Tactical	Key Points
Municipal Sustainability Plan (2016), Municipal Development Plan, and Inter-municipal Development Plan			Strategic direction related to overall service quality and quality of life; increased focus on arts and culture
Recreation, Culture, and Parks Needs Assessment Master Plan (2015)			Strategic direction related to new facilities (arena, indoor pool, performing arts, etc.) and maintaining existing facilities
Social Needs Assessment & Master Plan (2015)			Strategic direction related to new facilities (program areas, administration, etc.)
Internal interviews			Specific direction as to future administration, operations, and community needs
Internal staffing plan			Specific direction as to future administration and operations needs for areas to accommodate staff
Other planning influences			<p>Sources of information such as:</p> <ul style="list-style-type: none"> <li>• The Canadian Infrastructure Report Card (2016) that relate leading practices in municipal asset management</li> <li>• Planning conducted by other municipalities in the region, such as the City of Red Deer, Lacombe County, and the City of Lacombe, as well as others with comparable characteristic to the Town of Blackfalds</li> </ul>

# 02

## Recommended Course of Action

The accompanying table and graphic outline a recommended course of action for the Town related to civic facilities over the next 10 years and beyond. This Plan identifies a need to budget for reinvestment in existing facilities to sustain them in the immediate and long-term, as well as approximately \$23 million in new facility investment. It is important to note that some of the projects listed must be initiated by outside partners, and thus are not under the full-control of the Town as it relates to project timing and actual development. **It is also important to note that the list of projects has been compiled for planning and budgeting purposes but the ultimate approval and development of each will be dependent upon available financial resources.**

Please refer to the appendix to see a larger version of the graphic.





The following table summarizes potential capital projects related to Civic Facilities to 2027 and beyond. Note that these also assume Asset Management and reserve budgeting occur (which accounts for \$2 - \$2.5 M per year depending on Civic Facility inventories).

Timing	Recommended Focus	Major Projects	Capital Costs	Total
Short-term	<ul style="list-style-type: none"> <li>Public works and parks and recreation operations relocation / consolidation</li> <li>Seniors housing development partnership</li> <li>Planning for Multi-Plex Arena expansion</li> <li>Planning for elementary school partnership</li> </ul>	<ul style="list-style-type: none"> <li>Public works and parks and recreation operations relocation / consolidation</li> <li>Seniors housing partnership (land)</li> </ul>	<ul style="list-style-type: none"> <li>\$2M (operations)</li> </ul>	\$2M
Short-term	<ul style="list-style-type: none"> <li>Partnering with school: elementary (gymnasiums and/or arts and culture space)</li> <li>Planning for Multi-Plex Arena expansion</li> </ul>	<ul style="list-style-type: none"> <li>School partnership: elementary</li> </ul>	<ul style="list-style-type: none"> <li>\$1M (gymnasium and/or arts and culture program space)</li> </ul>	\$1M
Short-term	<ul style="list-style-type: none"> <li>Multi-Plex Arena expansion potentially to include additional indoor ice</li> <li>Planning for high school partnership</li> </ul>	<ul style="list-style-type: none"> <li>Multi-Plex Arena expansion (ice)</li> </ul>	<ul style="list-style-type: none"> <li>\$12M (ice)</li> </ul>	\$12M
Medium-term	<ul style="list-style-type: none"> <li>Partnering with school: high school (performing arts)</li> </ul>	<ul style="list-style-type: none"> <li>School partnership: high school</li> </ul>	<ul style="list-style-type: none"> <li>\$3M (performing arts)</li> </ul>	\$3M
Medium-term	<ul style="list-style-type: none"> <li>Civic Centre library conversion; relocate FCSS</li> </ul>	<ul style="list-style-type: none"> <li>Conversion of old library space to administrative areas and relocate FCSS</li> <li>Expanded parking area at Civic Centre</li> </ul>	<ul style="list-style-type: none"> <li>\$0.5M (renovation)</li> <li>\$0.5M (parking lot)</li> </ul>	\$1.0M
Medium-term	<ul style="list-style-type: none"> <li>Multi-Plex Arena expansion potentially to include relocated library spaces, arts and culture program areas</li> </ul>	<ul style="list-style-type: none"> <li>Multi-Plex Arena expansion (library, arts and culture program spaces, youth spaces)</li> </ul>	<ul style="list-style-type: none"> <li>\$3.0M (library)</li> <li>\$1.0M (youth and arts and culture program spaces)</li> </ul>	\$4.0M
<b>Total capital costs to 2027+ excluding reinvestment reserve:</b>				<b>\$23.0M</b>
<b>Total capital costs to 2027+ including reinvestment reserve:</b>				<b>\$46.5M</b>



# 03 Focus Area Analysis

The following sections provide background information and an overview of the options analyzed in the development of the draft recommended course of action for each of the 10 Focus Areas.

Within each focus area the following information is provided (where applicable):

1. Current situation
2. Relevant planning already in place for the Town
3. Input from internal stakeholders
4. Input from external stakeholders
5. An overview of the existing physical state of infrastructure
6. Current space requirements
7. Other influences
8. Future space requirements

Further to this information, the following assumptions have also been incorporated.

- Wolf Creek Public Schools and Red Deer Catholic Regional Schools are constantly planning and developing new elementary and high schools throughout the community. There could be as many as three new schools developed in the community over the next ten years.
- The Town staffing plan, outlining new positions over the next five years, will need to be accommodated. A copy of the staffing plan can be found in the appendix.
- The community is expected to grow at an average rate of 5% per year over the next ten years.
- Further discussions will be occurring with Lacombe County and possibly other regional municipalities related to current and future collaboration in the delivery of some municipal services as per the Modernized Municipal Government Act (in effect as of April 1, 2018).
- **Although there are a number of projects outlined to address civic needs, whether or not they are actually completed will be dependent upon available funding and resources. It is important to note that if the Town had to develop all of the projects outlined on their own, without any external funding support, it would lead to an unrealistic and significant property tax increase and thus not all would materialize.**

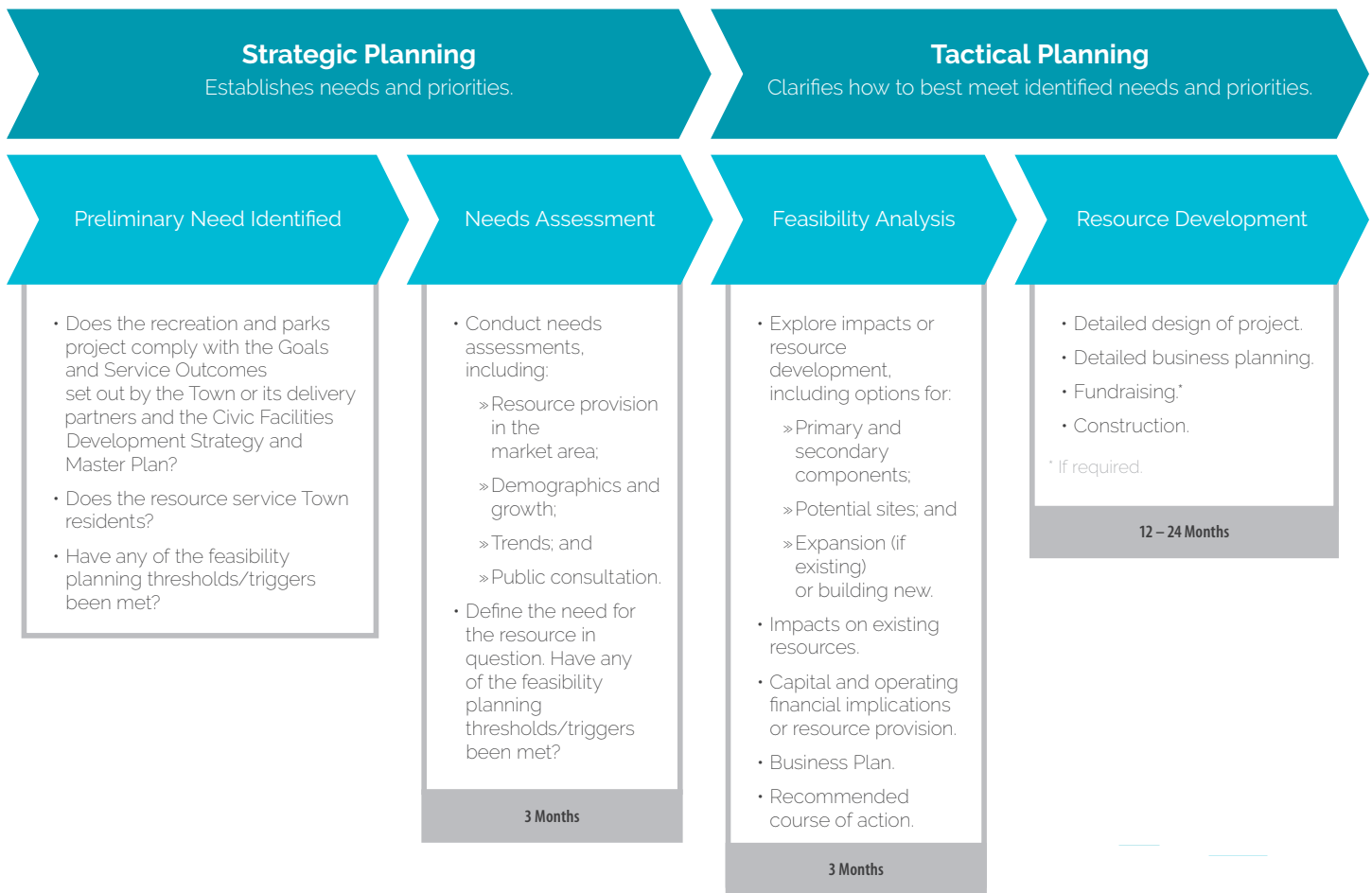
During the development of this Plan, three communities were reviewed in terms of how they have approached the provision of the 10 Focus Areas. These communities were Sylvan Lake, Morinville, and Lacombe. Detailed profiles of each community can be found in the appendix and relevant information from each is referenced through each Focus Area discussion.

Population Projections (2018: 10,125)									
2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
10125	10932	11479	12053	12656	13288	13953	14650	15383	16152

# Considerations Applicable to All Focus Areas

## The Capital Project Planning Process

Major capital investments by municipalities require due diligence. Decision makers need detailed information to make informed decisions about the best use of limited public funds. This requires planning at both strategic (like this Master Plan) and tactical (like the original business plan for the Abbey Centre) levels. The following process diagram, adapted from the Town's 2015 Recreation, Culture, and Parks, Needs Assessment Master Plan, outlines, in broad terms, the types of information required at each level.



Conditions for when more in-depth tactical feasibility analyses / business plans are warranted may include a combination of the following being met or exceeded:

- Facility spaces currently being offered approach 80% to 90% utilization levels on a sustained basis
- Facility or facility spaces currently being used have less than 25% remaining lifecycle or require investment of over 50% of replacement cost to remain as a functional and modern resource (as determined by ongoing lifecycle planning)
- Current and future demands, as impacted through expression of needs, as a function of public input, trends and majority impact, and/or market growth, can be proven
- The facility in question and program services proposed must provide equitable access for all residents as a public service
- Facility type and function must conform to the core recreation service functions of local municipalities or new functional areas as contained within the broader strategic planning
- Facility type and function are not currently and/or adequately provided through other agencies or private sector services in the Blackfalds area
- When potential and/or confirmed operational or capital partners are committed and established as registered societies, institutions, or municipal governments, and collectively represent sufficient membership or market segments to sustain use of the development over its lifecycle
- When an external partner (institution, municipality, volunteer and/or non-profit group) leading a facility development initiative has, or has access to, significant capital and/or operating resources

Once more detailed tactical planning is initiated, feasibility analyses / business plans should include the following prudent content and information:

1. Significant public engagement in the planning process, preferably through the use of statistically reliable surveys
2. Market assessment for component service delivery functions
3. Thorough and transparent site/location analysis
4. Biophysical/environmental impact statement (if applicable).
5. Concept development plan including infrastructure planning, costs and impacts of ongoing operations
6. Project must align with municipal strategic plans
7. Business plans outlining capital partners, operating partners, sources of capital, capital amortization and projection of operating costs
8. Opportunity cost analysis that demonstrates that the project represents a major need

Using the above content and information to determine when to undertake more detailed project feasibility analyses / business planning will ensure projects and/or initiatives can be evaluated in an equitable and justifiable fashion.

## Asset Management and Reserve Budgeting

The Canadian Infrastructure Report Card was developed by the Canadian Construction Association, Canadian Public Works Association, Canadian Society for Civil Engineering, and the Federation of Canadian Municipalities. The most recent iteration of the Report Card was compiled in 2016 in a document entitled "Informing the Future: the Canadian Infrastructure Report Card". The document can be found here: [http://www.canadainfrastructure.ca/downloads/Canadian\\_Infrastructure\\_Report\\_2016.pdf](http://www.canadainfrastructure.ca/downloads/Canadian_Infrastructure_Report_2016.pdf).

The study advances the following key messages:

1. Municipalities own the core infrastructure assets that are critical to the quality of life of Canadians and the competitiveness of our country
2. One-third of municipal infrastructure in Canada is in fair, poor or very poor condition, increasing the risk of service disruption
3. Increasing reinvestment rates will stop the deterioration of municipal infrastructure and save money in the long-term
4. Building for today's communities and tomorrow's Canada requires long-term planning
5. All communities, particularly smaller municipalities, can benefit from increased asset management capacity

Further to these key messages, the study identifies recommended reinvestment rates for municipal buildings (Civic Facilities) to be between 1.7% and 2.5% of current replacement value. Reserve budgeting to sustain existing Civic Facilities in Blackfalds is an important consideration for decision makers in the Town moving forward. While much of the Town's Civic Facilities are relatively "new", utilizing reserve budgeting now will enable future reinvestment to occur without significant capital injection at certain points in the future.

**The current replacement value of all Civic Facilities in the Town is estimated to be as high as \$100M (2018 \$). That being said, suggested reinvestment reserve budgeting should range between \$1.7M and \$2.5M annually. It is important to note that although these reserve allocations are recommended, not all municipalities are able to afford to contribute recommended amounts (if any).**

According to the research conducted during the development of the 2016 Canadian Infrastructure Report Card:

- 49% of municipalities have Asset Management Plans
- 38% of municipal infrastructure have State of Infrastructure Reports



## Project Prioritization and Decision Making

The Town of Blackfalds is experiencing constant population growth and community evolution, creating significant and dynamic pressures on services and infrastructure. More residents often equates to greater need for more equipment, staff, and administrative requirements for service delivery. Population growth also increases demand on existing community facilities (recreation and social facilities), as well as creates demand for facilities and services in new areas (such as arts and culture spaces in the case of Blackfalds). Accommodating expanding and evolving demands on Civic Facilities as the community grows is a key challenge facing decision makers in Blackfalds.

A concurrent challenge to accommodating these expanding and evolving demands on Civic Facilities are funding and resource limitations. The local tax base can support only so much capital development and operational expenses. In addition, external funding sources such as Provincial and Federal grants are often limited. These resource limitations force decision makers to prioritize some projects over others and may alter an ideal course of action if resources can be saved and allocated elsewhere.

Decision makers must look at potential projects from a broad perspective and a variety of criteria must be considered. In the case of Civic Facilities, the following criteria have driven the recommended course of action outlined herein.

1. **Public Safety:** Does the project address an immediate or future safety concern for the public?
2. **Employee Safety:** Does the project address an immediate or future safety concern for Town employees?
3. **Legislative Requirements:** Is the project required for the Town to meet legislative requirements?
4. **Community Demand:** Is the project supported by the community?
5. **Current Provision Levels:** Does the project provide a new service or amenity to the Town?
6. **Financial Implications:** What are the capital and operating costs of the project?
7. **Regional Partnerships:** Will the project help to strengthen regional collaboration?
8. **Cost Savings through Partnerships or Grants:** Are there external grants or funding sources that will help leverage Town investment?
9. **Economic Impact:** Will the project generate non-local spending, positively influence the brand of the Town, or generate commercial, residential, or industrial development?
10. **Geographic Service Balance:** Will the project enhance geographic service balance throughout the Town?

In the following section, each of the ten Focus Areas are discussed in relation to the above criteria. Key considerations and relevant information, options reviewed, and a recommended action plan are presented.

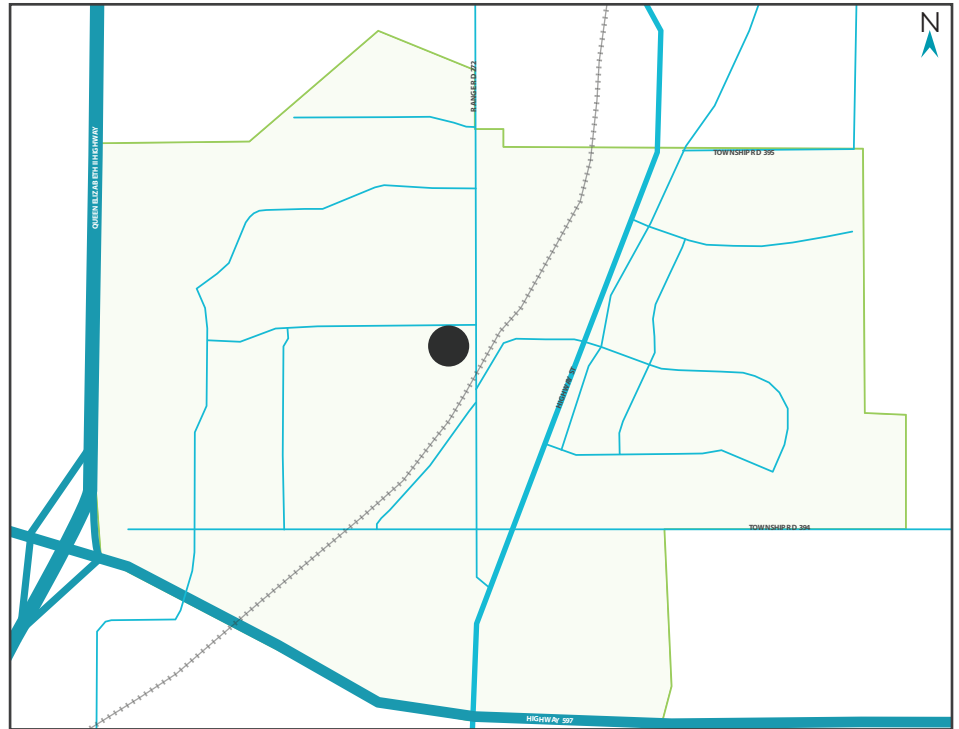
# Focus Area #1 Indoor Recreation Ice Surfaces

Potential Project(s): *Development of an additional indoor ice sheet in the Town*

Current Situation: The Town currently operates one indoor ice sheet at the Multi-Plex Arena facility. There is also an outdoor refrigerated ice sheet at the Multi-Plex Arena site which was designed to be covered, ultimately creating a twin indoor ice sheet.

Year built: 1995 and renovated in 2004 and 2008

Condition: Good





Consideration	Relevant information
Relevant planning already in place for the Town	<ul style="list-style-type: none"> <li>2015 Community Services Needs Assessment Master Plan: additional planning to occur at 12,000-15,000 population.</li> </ul>
Input from internal stakeholders	<ul style="list-style-type: none"> <li>Development of new ice arenas is a priority for the public and user groups.</li> </ul>
Input from external stakeholders	<ul style="list-style-type: none"> <li>The Dual Ice Development Society organization has been formed and is investing efforts and resources to advocate for another indoor ice sheet in Town.</li> </ul>
An overview of the existing physical state of infrastructure	<ul style="list-style-type: none"> <li>The existing Multi-Plex Arena is 28 years old; expected life span is 45+ years (2045-2050). It has been renovated a number of times since.</li> </ul>
Current space requirements	<ul style="list-style-type: none"> <li>The current utilization of the indoor sheet at the Multi-Plex Arena is 125% of Prime Time Capacity and minor hockey enrolment is growing at 5% per year.</li> <li>Current utilization of the outdoor sheet at the Multi-Plex Arena is explained as having "lots" of use, as it is the only outdoor refrigerated sheet in the region. The Town has tried to "rent it out" for minor hockey and there was no appetite for programmed outdoor ice.</li> </ul>



Consideration	Relevant information
Other influences	<ul style="list-style-type: none"> <li>• Red Deer Ice Study suggested no new additional indoor ice sheets in the City until RDC facility public use is better known.</li> <li>• City of Lacombe Recreation and Culture Master Plan stated that no new ice sheets are needed in the short term. Increased demand could be met through the use of less desirable times. Future growth may impact demand however.</li> <li>• Of the communities reviewed, all had at least two sheets of indoor ice.</li> </ul>
Future space requirements	<ul style="list-style-type: none"> <li>• 1 more sheet of indoor ice over the next 10 years.</li> </ul>

Options reviewed:

Option	Pros	Cons
Do nothing	<ul style="list-style-type: none"> <li>• Capital and operating cost avoidance</li> </ul>	<ul style="list-style-type: none"> <li>• Community demand not met</li> </ul>
Build a new stand-alone ice sheet on a new site	<ul style="list-style-type: none"> <li>• Regional partnership opportunity</li> <li>• Service east of 2A</li> <li>• Start new Multi-Plex Arena site</li> <li>• Meet regional demand</li> <li>• Maintain outdoor rink provision levels</li> </ul>	<ul style="list-style-type: none"> <li>• Operational inefficiency – higher operating costs</li> <li>• High capital costs (site and facility space duplication for lobbies, food and beverage, parking, etc.)</li> <li>• Reduced attractiveness for tournaments</li> </ul>
Twin the existing ice sheet at the Multi-Plex Arena	<ul style="list-style-type: none"> <li>• Regional partnership opportunity</li> <li>• Meet regional demand</li> <li>• Protect existing investment</li> <li>• Consolidate ice for economies of scale and improved tournament hosting capability</li> <li>• Lower capital costs</li> <li>• Lower operating costs</li> </ul>	<ul style="list-style-type: none"> <li>• Loss of outdoor refrigerated ice sheet</li> <li>• Reduced attractiveness for regional partnerships due to location of existing facility</li> </ul>

Recommended action plan:

**Twin the existing ice sheet at the Multi-Plex Arena in the short term.**

## Focus Area #2 Indoor Aquatics

Potential Project(s): *Development of an indoor aquatics facility in the Town*

Current Situation: The Town currently operates an outdoor aquatics facility at the Abbey Centre. The Town does not have an indoor aquatics venue. Residents currently access indoor aquatics facilities in Lacombe and Red Deer.



Year built: 2014  
Condition: Excellent

Consideration	Relevant information
Relevant planning already in place for the Town	<ul style="list-style-type: none"> <li>2015 Community Services Needs Assessment Master Plan: additional planning to occur at 15,000-20,000 population.</li> </ul>
Input from internal stakeholders	<ul style="list-style-type: none"> <li>An indoor pool will be a priority when the community is large enough to sustain one (based on 2018+ capital cost realities); many smaller communities that have indoor pools built them in a different construction market circumstance (more affordable).</li> <li>Residents are able to utilize nearby regional pools in the meantime.</li> </ul>
Input from external stakeholders	<ul style="list-style-type: none"> <li>n/a</li> </ul>
An overview of the existing physical state of infrastructure	<ul style="list-style-type: none"> <li>The Abbey Centre outdoor pool has been in operation for 3 years; some provisions were made to possibly cover it during the design and construction process.</li> </ul>
Current space requirements	<ul style="list-style-type: none"> <li>Current utilization of outdoor pool is 54,000 visits between May 15 to the September long weekend.</li> <li>It is the only modern outdoor pool in the region.</li> </ul>

Consideration	Relevant information
Other influences	<ul style="list-style-type: none"> <li>• The City of Red Deer Multi-use Aquatics Facility project is currently being planned which will likely include a 54M competitive pool and leisure amenities.</li> <li>• City of Lacombe Recreation and Culture Master Plan suggests new pool development will not occur in the short or mid term.</li> <li>• Of the communities reviewed, three of the four had indoor pools; the most recent new indoor pool was developed in Beaumont when their population was approximately 14,000.</li> </ul>
Future space requirements	<ul style="list-style-type: none"> <li>• Develop an indoor aquatics venue once the Town is at least 15,000 population (10+ years).</li> </ul>

Options reviewed:

Option	Pros	Cons
Do nothing	<ul style="list-style-type: none"> <li>• Capital and operating cost avoidance</li> </ul>	<ul style="list-style-type: none"> <li>• Community demand not met</li> </ul>
Build a new stand-alone indoor aquatics venue in Town at a new site	<ul style="list-style-type: none"> <li>• Regional partnership opportunity</li> <li>• Service west of 2A</li> <li>• Start new Multi-Plex Arena site</li> <li>• Meet regional demand</li> <li>• Maintain outdoor aquatics provision levels</li> </ul>	<ul style="list-style-type: none"> <li>• Operational inefficiency – higher operating costs</li> <li>• High capital costs (site and facility space duplication for lobbies, food and beverage, parking, etc.)</li> </ul>
Cover the existing outdoor pool	<ul style="list-style-type: none"> <li>• Regional partnership opportunity</li> <li>• Meet regional demand</li> <li>• Protect existing investment</li> <li>• Consolidate recreation facilities for economies of scale</li> <li>• Lower capital costs</li> <li>• Lower operating costs</li> </ul>	<ul style="list-style-type: none"> <li>• Loss of outdoor aquatics venue unique to the region</li> <li>• Reduced attractiveness for regional partnerships</li> </ul>

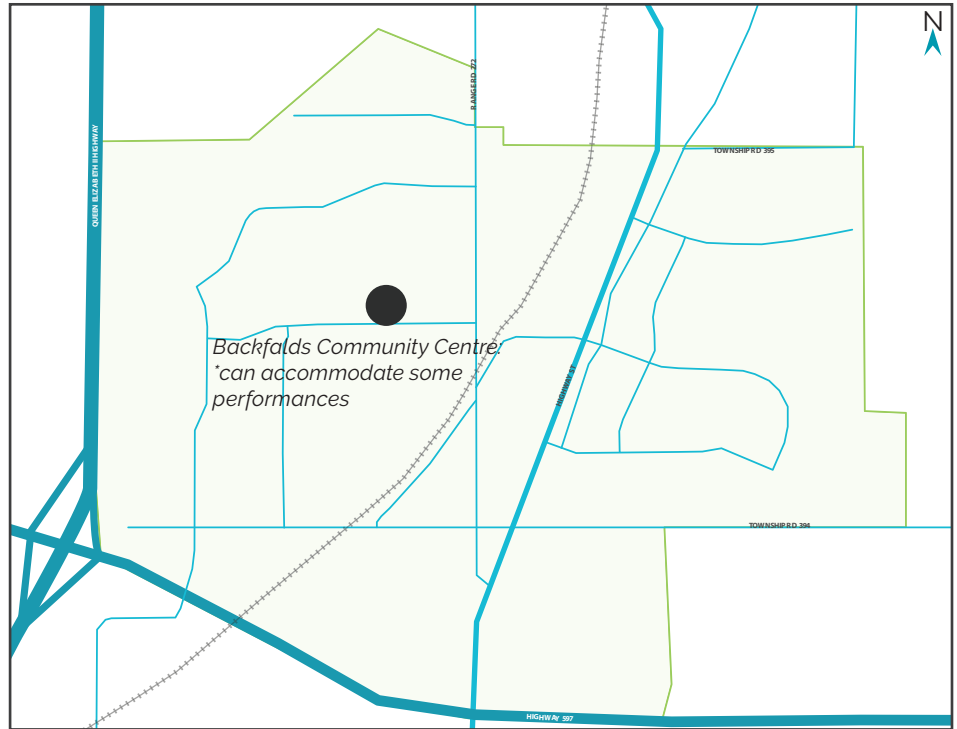
Recommended action plan:

Do nothing until the Town's population reaches at least 15,000 (10+ years).

# Focus Area #3 Arts & Culture Program and Performance Spaces

Potential Project(s): *Development of new performing and program spaces for arts and culture activities*

Current Situation: The Town has limited spaces available to accommodate arts and culture activities. Residents currently access arts and culture program and performing spaces in Lacombe and Red Deer. Municipal provision of arts and culture spaces in Alberta communities is occasionally accommodated through partnerships with local school authorities.



Year built: n/a

Condition: n/a

Consideration	Relevant information
Relevant planning already in place for the Town	<ul style="list-style-type: none"> <li>• Municipal Sustainability Plan outlines arts and culture as very important for future focus.</li> <li>• 2015 Community Services Needs Assessment Master Plan:                             <ul style="list-style-type: none"> <li>» Planning for outdoor event/amphitheatre spaces to occur at 20,000 population.</li> <li>» Explore potential to supplement investment to include performing arts spaces in new schools.</li> <li>» Planning for community theatre space once population reaches 15,000-20,000.</li> <li>» Include arts and culture program spaces in all future facility development projects.</li> </ul> </li> </ul>
Input from internal stakeholders	<ul style="list-style-type: none"> <li>• Arts and culture spaces and amenities are lacking in the community.</li> </ul>
Input from external stakeholders	<ul style="list-style-type: none"> <li>• n/a</li> </ul>

Consideration	Relevant information
An overview of the existing physical state of infrastructure	<ul style="list-style-type: none"> <li>Wadey House is a recently relocated/development space dedicated to heritage preservation and tourist information.</li> </ul>
Current space requirements	<ul style="list-style-type: none"> <li>There is a requirement for both program and performance spaces in the community now.</li> </ul>
Other influences	<ul style="list-style-type: none"> <li>City of Lacombe is currently planning for indoor arts and culture program and performing spaces.</li> <li>Of the communities reviewed, three have arts and culture program or performance spaces; only one had a performing arts facility.</li> <li>In most instances, partnerships with schools enable these types of spaces to be provided.</li> </ul>
Future space requirements	<ul style="list-style-type: none"> <li>Provision of more arts and culture program and performance spaces in the community over the next ten years.</li> </ul>

Options reviewed:

Option	Pros	Cons
Do nothing	<ul style="list-style-type: none"> <li>Capital and operating cost avoidance</li> </ul>	<ul style="list-style-type: none"> <li>Community demand not met</li> </ul>
Add arts and culture program and performance spaces to new or expanded facilities when projects occur (including schools if possible)	<ul style="list-style-type: none"> <li>Incorporate arts and culture amenities with other community services</li> <li>Capital and operational costs savings with co-location</li> <li>Partnership opportunity</li> </ul>	<ul style="list-style-type: none"> <li>Timelines dependent upon other projects</li> </ul>
Develop new stand-alone arts and culture program and performance spaces on a new site	<ul style="list-style-type: none"> <li>Ability to move forward immediately</li> <li>Start new community facility site</li> </ul>	<ul style="list-style-type: none"> <li>Higher capital and operating costs</li> </ul>

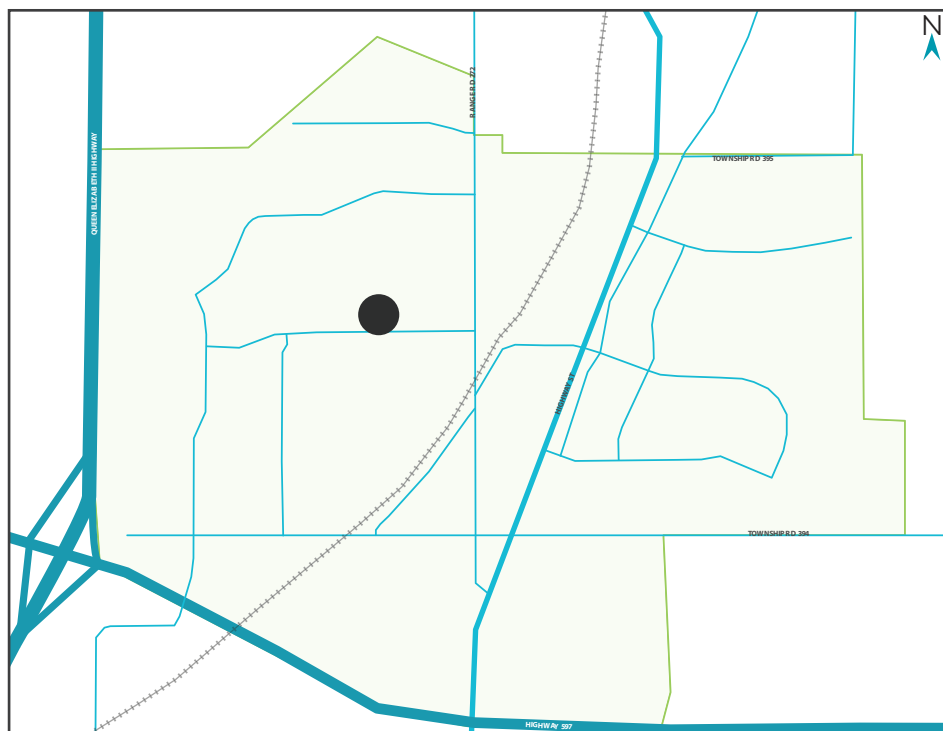
Recommended action plan:

Partner with local school authorities when opportunities emerge to incorporate arts and culture program spaces in existing and/or new school facilities where possible. Also, incorporate arts and culture spaces when new community facilities are developed by the Town.

# Focus Area #4 Community Gathering Spaces

Potential Project(s): *Develop a new, large (500+ banquet capacity) social gathering space*

Current Situation: The Town currently operates a Community Centre with capacity of 300. The Community Centre was recently revitalized and refreshed through a reinvestment project.



Year built: 1985 (renovated in 2009 and 2017)

Condition: Excellent

Consideration	Relevant information
Relevant planning already in place for the Town	<ul style="list-style-type: none"> <li>• 2015 Community Services Needs Assessment Master Plan:                             <ul style="list-style-type: none"> <li>» Explore potential to supplement school investment to up-size dry land spaces in new schools.</li> <li>» Planning for social gathering spaces (500+ banquet seating) to occur at 15,000 population.</li> </ul> </li> </ul>
Input from internal stakeholders	<ul style="list-style-type: none"> <li>• The recent expansion at the existing facility has alleviated pressures for social gathering facilities in the town.</li> <li>• If a large event needs to be hosted, the Abbey Centre can accommodate 300 people (banquet seating).</li> </ul>
Input from external stakeholders	<ul style="list-style-type: none"> <li>• n/a</li> </ul>
An overview of the existing physical state of infrastructure	<ul style="list-style-type: none"> <li>• The current Community Centre just underwent significant expansion and enhancement; it is expected to have a 30 year life span.</li> </ul>
Current space requirements	<ul style="list-style-type: none"> <li>• The existing Centre was rented approximately 80 event days in 2017 and also hosted 136 programs/uses.</li> </ul>

Consideration	Relevant information
Other influences	<ul style="list-style-type: none"> <li>• There are 500 person banquet facilities in the region (Lacombe Memorial Centre, various in Red Deer).</li> <li>• Of the other communities reviewed, two had dedicated social gathering facilities that could host 500+ people (banquet seating).</li> </ul>
Future space requirements	<ul style="list-style-type: none"> <li>• Develop a larger social gathering facility in the Town when population is at least 15,000 population (10+ years).</li> </ul>

Options reviewed:

Option	Pros	Cons
Do nothing	<ul style="list-style-type: none"> <li>• Capital and operating cost avoidance</li> </ul>	<ul style="list-style-type: none"> <li>• Community demand not met</li> </ul>
Build a new stand-alone community gathering space	<ul style="list-style-type: none"> <li>• Ability to start new community facility site</li> </ul>	<ul style="list-style-type: none"> <li>• Higher capital and operating costs</li> </ul>
Build a new community gathering space attached to other community facilities	<ul style="list-style-type: none"> <li>• Lower capital and operating costs</li> </ul>	<ul style="list-style-type: none"> <li>• Dependent upon current / planned facility locations</li> </ul>

Recommended action plan:

**Do nothing until the population reaches at least 15,000 (10+ years).**



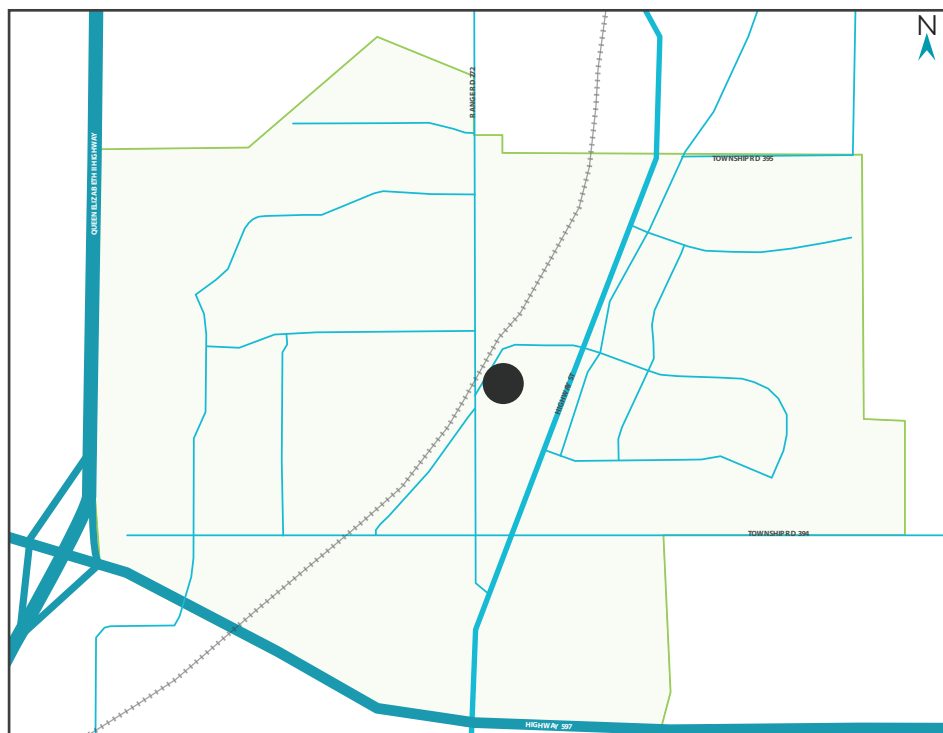


# Focus Area #5 Learning/Library Spaces

Potential Project(s): *Expand or replace existing library spaces*

Current Situation: The library facility was built when the town population was approximately 5,000. Although the population has doubled since, the space allocated to the library has remained constant. The library provides various community programs. Library facilities throughout Alberta (and beyond) are provided in stand-alone configurations as well as part of schools and larger recreation centres. The library was started in 1962.

Year built: 2006  
Condition: Good



Consideration	Relevant information
Relevant planning already in place for the Town	<ul style="list-style-type: none"> <li>2015 Community Services Needs Assessment Master Plan:                             <ul style="list-style-type: none"> <li>» Planning for second library location (branch) to occur when once population reaches 25,000.</li> </ul> </li> </ul>
Input from internal stakeholders	<ul style="list-style-type: none"> <li>Library programs are at or near capacity in many cases.</li> <li>The library currently plays a significant role in the community for social connections and welcoming new residents.</li> </ul>
Input from external stakeholders	<ul style="list-style-type: none"> <li>n/a</li> </ul>
An overview of the existing physical state of infrastructure	<ul style="list-style-type: none"> <li>The current library facility is in the basement of the Civic Centre administration building; the lower level space occupied by the library will be required for increased administrative capacity when it is relocated.</li> </ul>

Consideration	Relevant information
Current space requirements	<ul style="list-style-type: none"> <li>The current space allotment could be doubled based on industry guidelines (based on Town population plus portions of the surrounding area); this would include increases in program space for youth and community/social gathering as well as all other areas of the library.</li> </ul>
Other influences	<ul style="list-style-type: none"> <li>The Alberta Library Association has a set of planning guidelines, based on population, to help identify how much library space is appropriate/ideal for communities of different sizes; The guidelines suggest approximately double the existing space (+7,000sq.ft.) for the current population in the Town and surrounding area.</li> <li>All of the other municipalities reviewed support library spaces; some have used the guidelines to help determine overall need for space.</li> </ul>
Future space requirements	<ul style="list-style-type: none"> <li>Expanded provision of library space, at a single location, in the next ten years.</li> </ul>

Options reviewed:

Option	Pros	Cons
Do nothing	<ul style="list-style-type: none"> <li>Capital and operating cost avoidance</li> </ul>	<ul style="list-style-type: none"> <li>Community demand not met</li> </ul>
Build a new larger stand-alone library in Town at a new site	<ul style="list-style-type: none"> <li>Ability to start new community facility hub and provide service on east side of highway</li> <li>Regional partnership opportunity</li> </ul>	<ul style="list-style-type: none"> <li>Higher capital costs</li> </ul>
Build a new larger library in the community attached to an existing or re-purposed civic building (or part of a renovation/expansion project)	<ul style="list-style-type: none"> <li>Lower capital costs</li> <li>Enhance convenience of use for non-traditional users</li> <li>Regional partnership opportunity</li> </ul>	<ul style="list-style-type: none"> <li>Dependent upon other projects</li> <li>Inability to strategically locate facility</li> </ul>
Build a new larger library in the community as part of a new/renovated school project	<ul style="list-style-type: none"> <li>Lower capital costs</li> <li>Create partnership with school to optimize use of public funds</li> <li>Regional partnership opportunity</li> </ul>	<ul style="list-style-type: none"> <li>Dependent upon school timelines</li> <li>Possible collection and usage limitations for the general public</li> </ul>

Recommended action plan:

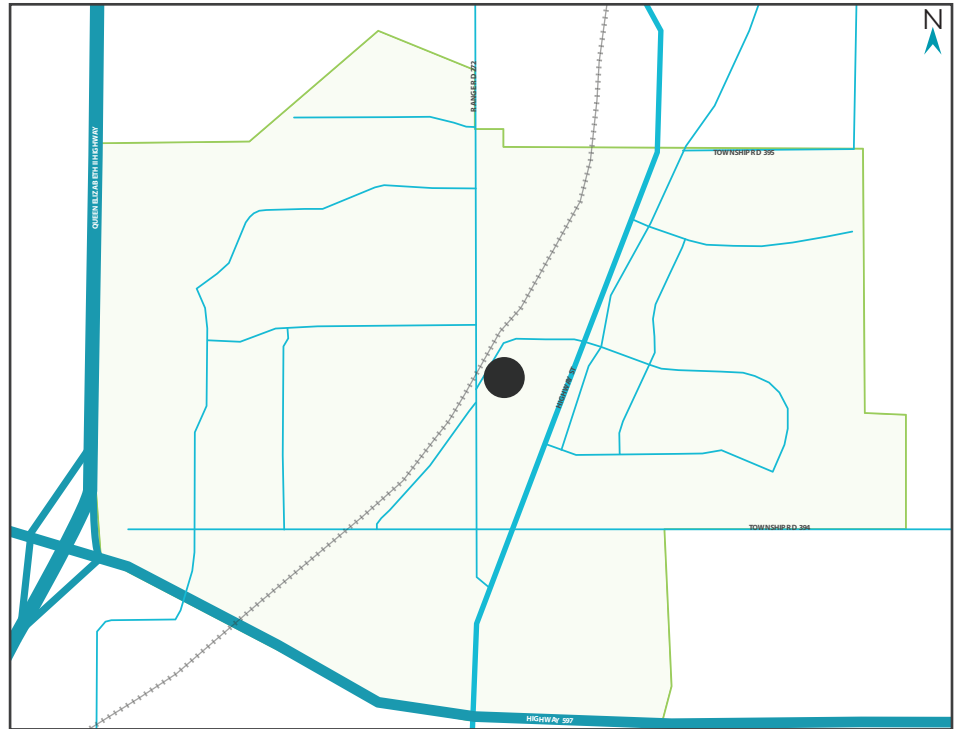
Develop a new library attached to an existing or re-purposed civic building or possibly included in a school. This will accommodate administrative expansion at the Civic Centre.

# Focus Area #6 Municipal Government Administrative Spaces

Potential Project(s): *Expand administrative office space capacity at the existing Civic Centre*

Current Situation: The Town has centralized administrative spaces at the Civic Centre. This facility incorporates administrative spaces, as well as Council chambers on the upper floor, and has recently been retrofitted to accommodate more administrative spaces on the lower floor. The lower floor also currently houses the library.

Year built: 2006  
Condition: Good



Consideration	Relevant information
Relevant planning already in place for the Town	<ul style="list-style-type: none"> <li>Staffing plan suggests that up to 5 additional work spaces will be needed over the next 5 years.</li> </ul>
Input from internal stakeholders	<ul style="list-style-type: none"> <li>With the recent retrofit, there are workspaces for all Town administrative staff in the facility.</li> <li>It is ideal to have consolidated administrative offices (as is the case now).</li> </ul>
Input from external stakeholders	<ul style="list-style-type: none"> <li>n/a</li> </ul>
An overview of the existing physical state of infrastructure	<ul style="list-style-type: none"> <li>The existing Civic Centre is 12 years old and has a life span of 25+ years.</li> <li>Should the library be relocated, there is room for administrative area expansion that will accommodate the Town for 10+ years; there may also be opportunity to lease or rent space in the facility once the library is relocated and administrative requirements do not consume the entire facility.</li> </ul>
Current space requirements	<ul style="list-style-type: none"> <li>n/a</li> </ul>

Consideration	Relevant information
Other influences	<ul style="list-style-type: none"> <li>• Trends in municipal administrative infrastructure suggest that consolidation of space under one roof is key; in some cases administrative spaces are co-located with other public infrastructure such as libraries and recreation centres.</li> <li>• Design of administrative buildings is seen as a way to showcase community brand and image.</li> <li>• Of the municipalities reviewed, most have consolidated administrative facilities; two are combined with library facilities and none are located in recreation centres.</li> </ul>
Future space requirements	<ul style="list-style-type: none"> <li>• At least five more administrative spaces in the next 5 years, additional spaces required as the Town grows and municipal service levels evolve.</li> <li>• It is also important to note that parking at the Civic Centre site is at capacity and will need to be increased as activity at the site is increased.</li> </ul>

Options reviewed:

Option	Pros	Cons
Do nothing	<ul style="list-style-type: none"> <li>• Capital and operating cost avoidance</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of planning for the future</li> </ul>
Build a new stand-alone administrative facility in Town at a new site	<ul style="list-style-type: none"> <li>• Creating an additional administrative service area for the Town</li> </ul>	<ul style="list-style-type: none"> <li>• Higher capital and operating costs</li> <li>• Inability to consolidate administrative areas</li> </ul>
Renovate the existing Civic Centre (lower level) to accommodate more administrative spaces	<ul style="list-style-type: none"> <li>• Consolidates all administration for the Town</li> <li>• Secures investment in existing facility</li> </ul>	<ul style="list-style-type: none"> <li>• Necessitates relocation of current library spaces</li> </ul>

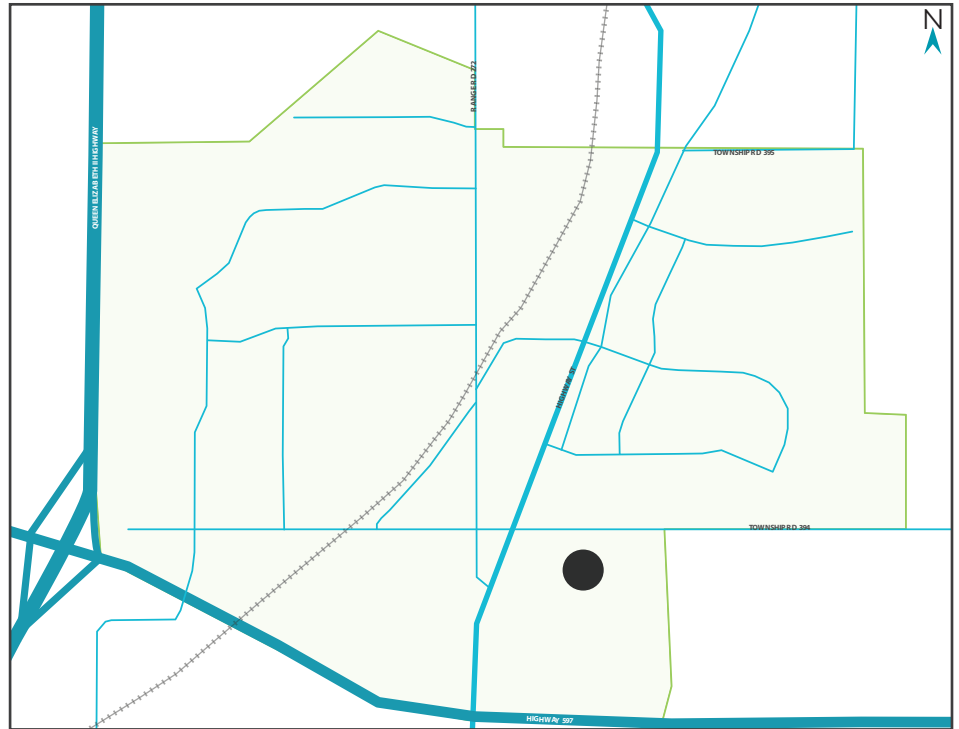
Recommended action plan:

Once library spaces are relocated, convert existing library facility to administration space. While internal (Town administration) space requirements do not consume entire facility, lease or rent space to community groups or other appropriate users.

# Focus Area #7 Public Works Operations Spaces

Potential Project(s): *Expand public works operations areas to accommodate current and future needs.*

Current Situation: The Town's public works operations site and facilities have been servicing the Town since it was 3,812 population and covered a much smaller geographic footprint. As public works operations are a function of community size (population levels and geographic) current facilities are at capacity and prohibit expansion of staff (i.e. in house mechanics, etc.) and equipment / fleet (there are currently no areas to store any major pieces of new equipment). Currently, the facilities and site are insufficient for parking of equipment (both heated and unheated) as well as storage space for equipment and inventory. The current public works operations site is separate from the parks and recreation operations site and much of the fleet and associated staff are housed separately.



Year built: 2003

Condition: Fair/good

Consideration	Relevant information
Relevant planning already in place for the Town	<ul style="list-style-type: none"> <li>Staffing plan suggests an additional operator (and equipment) in 2019 and a mechanic position (new) in 2021.</li> </ul>
Input from internal stakeholders	<ul style="list-style-type: none"> <li>Current facilities do not provide appropriate / ideal areas for regular public works operations functions (e.g. inadequate wash bay separation, lack of warm and cold sheltered storage, inadequate size of main shop space, need for a snow dump site, etc.).</li> <li>Consolidation of public works and parks and recreation operations' sites may be warranted, although resource sharing (equipment, current staff, etc.) between two will not likely be significant.</li> <li>Having a central location in the community or access to major transportation routes is important.</li> </ul>
Input from external stakeholders	<ul style="list-style-type: none"> <li>n/a</li> </ul>

Consideration	Relevant information
An overview of the existing physical state of infrastructure	<ul style="list-style-type: none"> <li>• Existing facilities on the site range in age and have different expected life spans.</li> <li>• The existing site has significant limitations due to site boundaries, existing site soil/ground conditions, and environmentally sensitive areas.</li> <li>• Many of the existing facilities on the site are temporary and could be relocated.</li> <li>• Current operations facilities do enable public access.</li> </ul>
Current space requirements	<ul style="list-style-type: none"> <li>• Need for at least two additional main shop bays, a separate wash bay, file storage, on site administrative and customer service areas, etc.</li> <li>• It is unknown if the existing main shop facility can be expanded to accommodate additional bays.</li> </ul>
Other influences	<ul style="list-style-type: none"> <li>• Of the communities reviewed, all have consolidated operations yard areas for public works and parks/recreation functions; three of four have developed new sites/buildings within recent years.</li> </ul>

Future space requirements	<ul style="list-style-type: none"> <li>• Need for at least one additional main shop bay, a separate wash bay, file storage, on site administrative and customer service areas (current space requirements) plus a mechanics area and additional bays as the community grows.</li> <li>• There is also an immediate and future need for heated and unheated equipment and fleet storage as well as additional storage for equipment inventory, parts, etc.</li> <li>• There is a need for a fueling station.</li> <li>• There is a need for a lay down area for infrastructure components such as pipe, manhole sections, fill materials, granular materials, and other road products.</li> </ul>
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Options reviewed:

Option	Pros	Cons
Do nothing	<ul style="list-style-type: none"> <li>• Capital and operating cost avoidance</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of any service expansion capability</li> <li>• Compromised/reduced service levels as the community grows</li> </ul>
Build/acquire a new stand-alone public works operations venue in Town at a new site	<ul style="list-style-type: none"> <li>• Modernization of existing operation and ability to enhance and evolve service level</li> </ul>	<ul style="list-style-type: none"> <li>• Doesn't capture any site efficiencies possible with parks operations</li> <li>• Higher capital cost</li> </ul>
Expand existing public works operations site	<ul style="list-style-type: none"> <li>• Reduced capital costs</li> </ul>	<ul style="list-style-type: none"> <li>• Inability to accommodate current and future needs appropriately</li> <li>• Unknown site remediation costs</li> </ul>
Build/acquire a new public works operations site shared with parks and recreation operations	<ul style="list-style-type: none"> <li>• Modernization of both public works and parks and recreation operations</li> <li>• Possible synergies between two departments</li> </ul>	<ul style="list-style-type: none"> <li>• Higher capital costs</li> <li>• Dependent upon site/property availability</li> </ul>

Recommended action plan:

Consolidate public works operations and parks and recreation operations in the short term; look to repurpose existing sites for other civic needs (snow dump, environmental stewardship initiatives, storage, etc.).

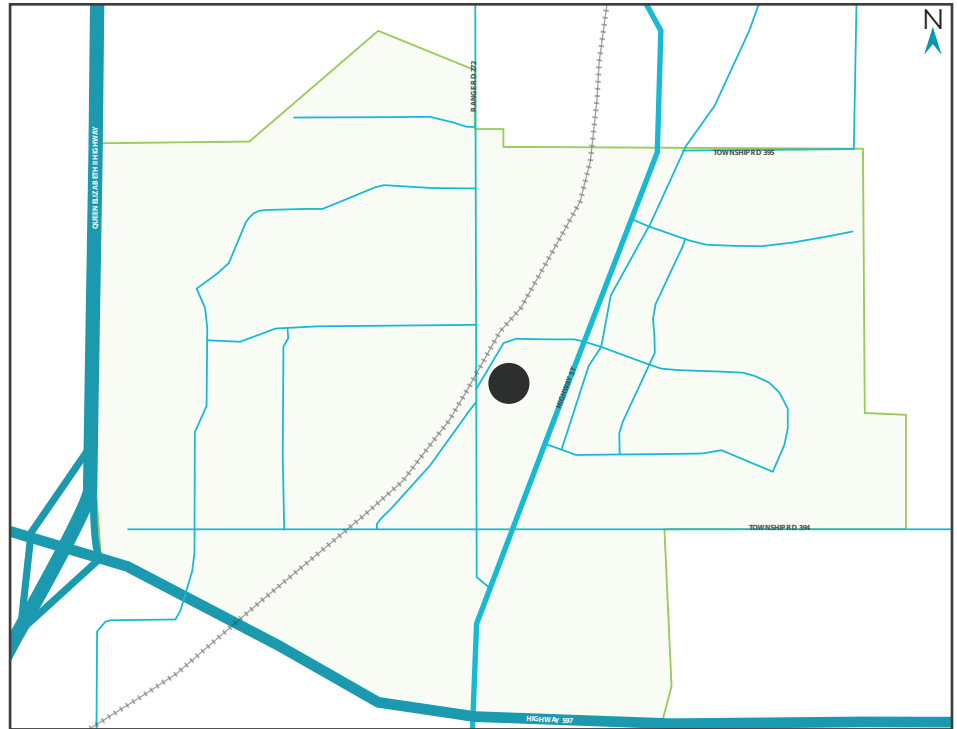
# Focus Area #8 Parks & Recreation Operations Spaces

Potential Project(s): *Expand parks and recreation operations areas to accommodate current and future needs*

Current Situation: The current parks and recreation operations site and facilities are located in the Town's old fire hall and have been servicing the Town since it had a population of 1,688 people and included less park spaces and facilities. As parks and recreation operations are a function of quantity of parkland and number of facilities, the current facilities are undersized and limit abilities to meet current and future service levels. The current parks and recreation operations site is separate from the public works operations site and is in a high traffic area; the existing site will need to be decommissioned once planned changes to the area occur.

Year built: 1988

Condition: Good



Consideration	Relevant information
Relevant planning already in place for the Town	<ul style="list-style-type: none"> <li>Staffing plan suggests up to 5 additional positions in the next 5 years, as well as increased equipment inventories.</li> </ul>
Input from internal stakeholders	<ul style="list-style-type: none"> <li>Aside from areas to house up to 5 additional staff over the next 5 years, of which no capacity exists in current facilities, there is also an immediate and future need for at least 2 more equipment bays and on site storage.</li> <li>The potential of a shared in house mechanic between public works and parks has also been discussed.</li> </ul>
Input from external stakeholders	<ul style="list-style-type: none"> <li>n/a</li> </ul>
An overview of the existing physical state of infrastructure	<ul style="list-style-type: none"> <li>The current parks and recreation operations facility is on the same site as the Civic Centre and is limited in terms of expansion; It is also in a high traffic area and is not "aesthetically pleasing".</li> <li>Once planned upgrades to the area occur, including road re-alignments/etc., the site will need to be decommissioned and the facility demolished.</li> </ul>
Current space requirements	<ul style="list-style-type: none"> <li>Two more bays and additional on-site storage; increased administrative areas.</li> </ul>



Consideration	Relevant information
Other influences	<ul style="list-style-type: none"> <li>Of the communities reviewed, all have consolidated operations yard areas for parks/recreation and public works functions; three of four have developed new sites/buildings within the past ten years.</li> </ul>
Future space requirements	<ul style="list-style-type: none"> <li>Two more bays and additional on-site storage; increased administrative areas (current space requirements) plus space to accommodate at least 5 additional staff positions (various responsibilities).</li> </ul>

Options reviewed:

Option	Pros	Cons
Do nothing	<ul style="list-style-type: none"> <li>Capital and operating cost avoidance</li> </ul>	<ul style="list-style-type: none"> <li>Lack of any service expansion capability</li> <li>Compromised/reduced service levels as the community grows</li> </ul>
Build/acquire a new stand-alone parks and recreation operations venue in Town at a new site	<ul style="list-style-type: none"> <li>Modernization of existing operation and ability to enhance and evolve service level</li> </ul>	<ul style="list-style-type: none"> <li>Doesn't capture any site efficiencies possible with public works operations</li> <li>Higher capital cost</li> </ul>
Build/acquire a new parks and recreation operations site shared with public works operations	<ul style="list-style-type: none"> <li>Modernization of both parks and recreation and public works operations</li> <li>Possible synergies between two departments</li> </ul>	<ul style="list-style-type: none"> <li>Higher capital costs</li> <li>Dependent upon site/property availability</li> </ul>

Recommended action plan:

Consolidate parks and recreation operations site with public works operations in the short term; look to repurpose existing sites for other civic needs (snow dump, environmental stewardship initiatives, storage, etc.).

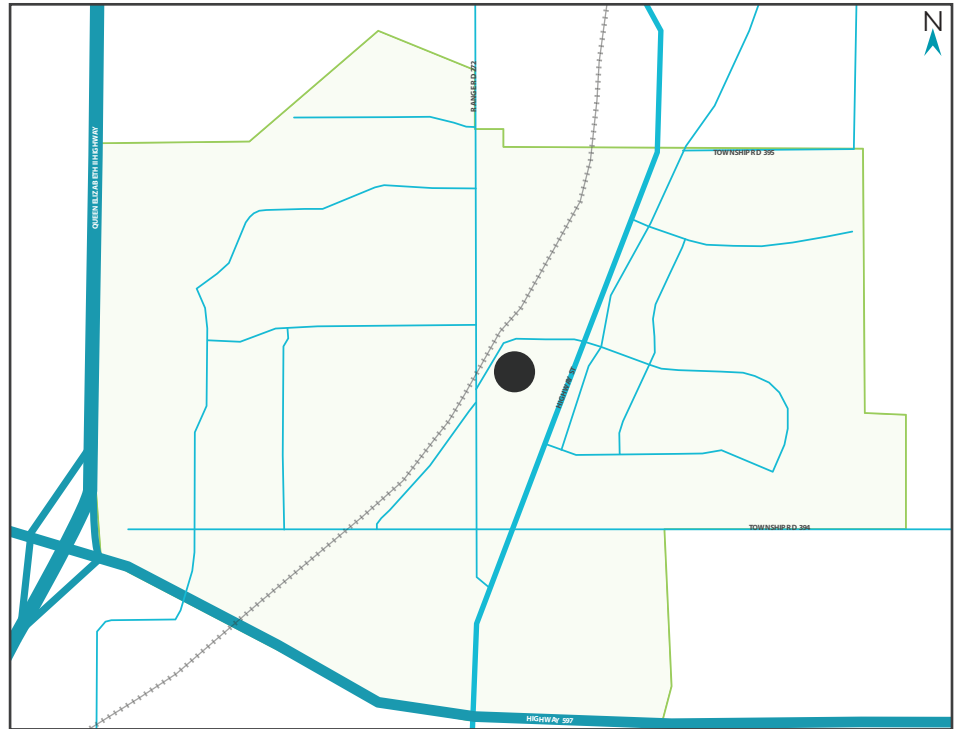
# Focus Area #9 Family and Community Support Services Spaces

Potential Project(s): *Expand FCSS administrative spaces to include program areas*

Current Situation: The FCSS department operates in a small administrative building on the Civic Centre site. The facility has 9 offices, five of which are used by Town FCSS staff and four that are used by partner social service providers. There is no program space included in the facility. Some municipal FCSS departments throughout Alberta have dedicated program spaces, while others share space with library facilities or recreation centres. The provision of seniors housing is also a priority of some Alberta FCSS departments.

Year built: 1980

Condition: Fair



Consideration	Relevant information
<p>Relevant planning already in place for the Town</p>	<ul style="list-style-type: none"> <li>• The staffing plan suggests a new FCSS staff person in 2020.</li> <li>• The 2016 Social Needs Assessment suggests: "Support a feasibility study on community space. This space could address the need for dedicated space for youth as well as the need for other community programming space."</li> </ul>
<p>Input from internal stakeholders</p>	<ul style="list-style-type: none"> <li>• The current space allotted to FCSS functions is enough to support current town staff allocations but lacks program space.</li> <li>• Excess administrative capacity is currently shared with other social service providers / partners; since there is a limited presence in the community of other publicly funded health providers, the Town is the only public agency available to support some of these other partners.</li> <li>• Although the current facility is on the same site, consolidation of FCSS and broader administration would be ideal.</li> <li>• The space where the existing facility is located could be used to increase parking capacities at the Civic Centre.</li> <li>• Because the physical space is quite consolidated, confidentiality and privacy (especially with the type of situations and needs for services provided by FCSS) is sometimes compromised.</li> </ul>

Consideration	Relevant information
Input from external stakeholders	<ul style="list-style-type: none"> <li>n/a</li> </ul>
An overview of the existing physical state of infrastructure	<ul style="list-style-type: none"> <li>The current FCSS building is in sound structural condition; life expectancy is 10+ years.</li> </ul>
Current space requirements	<ul style="list-style-type: none"> <li>There are no administrative space requirements for Town staff however having program space at the same location as FCSS administration would be ideal.</li> <li>The space provided to partners at the existing facility is necessary for these organizations to deliver needed services to residents; there are other groups in the community that need space as well.</li> </ul>
Other influences	<ul style="list-style-type: none"> <li>The role of FCSS varies from community to community in Alberta; in a case like Blackfalds where other public health supports are limited, FCSS departments can have expanded scope.</li> <li>Of the communities reviewed, all had FCSS departments and most are located in broader administrative buildings.</li> </ul>
Future space requirements	<ul style="list-style-type: none"> <li>Increased administrative and program space capacity for Town staff and partners.</li> </ul>

Options reviewed:

Option	Pros	Cons
Do nothing	<ul style="list-style-type: none"> <li>Capital and operating cost avoidance</li> </ul>	<ul style="list-style-type: none"> <li>Community demand not met</li> </ul>
Build a new stand-alone FCSS venue in Town at a new site	<ul style="list-style-type: none"> <li>Provide needed social services on east of Highway 2A</li> <li>Ability to start a new municipal service centre in a new area of town</li> </ul>	<ul style="list-style-type: none"> <li>Increased capital and operating costs</li> </ul>
Relocate FCSS to another civic building or partner facility and repurpose the existing facility	<ul style="list-style-type: none"> <li>Consolidated administrative areas</li> <li>Ability to accommodate administration and program space to the mid-term (at least)</li> </ul>	<ul style="list-style-type: none"> <li>Relocation from facility with remaining life span</li> </ul>

Recommended action plan:

Relocate FCSS to another civic building or partner facility and repurpose the existing facility for other uses (arts and culture program areas, etc.) or to expand parking capacity at the Civic Centre.

## Focus Area #10 Protective/Enforcement Services Functions

Potential Project(s): *New or expanded fire and protective services facilities*

Current Situation: The Town of Blackfalds developed a new facility to house both fire and protective services in 2011. This facility was designed to meet the needs of both RCMP and fire department purposes and also houses the Town's Bylaw Enforcement staff. The RCMP lease a portion of the space from the town, whereas the fire department, made up of volunteers expect for one staff, occupies the remainder of the facility. Bylaw Services is housed in the RCMP side of the building. The building was designed to accommodate future on-site expansion.

Year built: 2011

Condition: Good



Consideration	Relevant information
Relevant planning already in place for the Town	<ul style="list-style-type: none"> <li>• Staffing Plan suggests new fire staff in 2022 (1) and new RCMP and Bylaw staff in 2019 (2) and 2021 (1).</li> </ul>
Input from internal stakeholders	<ul style="list-style-type: none"> <li>• RCMP and Bylaw: <ul style="list-style-type: none"> <li>» RCMP facility needs are dynamic.</li> <li>» Although spaces to accommodate members to serve the Blackfalds community are appropriate, the facility also houses some traffic (regional) staff and the needs of this traffic group are constantly changing; however, there are no immediate needs for additional space.</li> <li>» There are some functional issues that exist within the existing facility, but it is new and has some additional capacity.</li> <li>» It is good to have Bylaw in the same space as the RCMP (bullpen) as there are synergies with video, communication, etc.</li> </ul> </li> <li>• Fire Services: <ul style="list-style-type: none"> <li>» The current fire hall is on the west side of town; additional fire stations on the east side of town may warrant exploration as the town grows.</li> <li>» If improved fire response time is the goal, then moving to a paid fire department (as opposed to the current volunteer system) will improve times by at least 10 minutes which would have a far better effect than simply developing a new facility on the west side of town. Without paid staff (at least 3), a new station would have no impact on response time.</li> <li>» New fire station facilities may be a potential regional partnership opportunity. Although the Town does not have an immediate need for a new facility to service the east side of Town, should a potential partnership opportunity with other service providers in the region present itself, the Town may consider partnering.</li> </ul> </li> </ul>
Input from external stakeholders	<ul style="list-style-type: none"> <li>• n/a</li> </ul>
An overview of the existing physical state of infrastructure	<ul style="list-style-type: none"> <li>• The existing facility is new and was designed to be expanded.</li> </ul>
Current space requirements	<ul style="list-style-type: none"> <li>• There are no immediate needs for new space although some functional issues exist with the current RCMP part of the building.</li> </ul>
Other influences	<ul style="list-style-type: none"> <li>• All of the municipalities reviewed have volunteer fire departments.</li> </ul>
Future space requirements	<ul style="list-style-type: none"> <li>• 3 additional administrative spaces in the RCMP / Bylaw side can be met with existing space.</li> <li>• A new fire hall would only be pursued by the Town in the next 10 years if it was through a regional partnership.</li> </ul>

Options reviewed:

Option	Pros	Cons
Do nothing	<ul style="list-style-type: none"> <li>• Capital and operating cost avoidance</li> <li>• Service levels are not being compromised</li> </ul>	<ul style="list-style-type: none"> <li>• Not planning for future growth</li> </ul>
Develop a new fire hall on East side of town	<ul style="list-style-type: none"> <li>• Improved geographic service coverage</li> <li>• Potential regional partnership opportunity</li> </ul>	<ul style="list-style-type: none"> <li>• No improvement to response time (evolution to paid from volunteer personnel will have a greater impact on response time)</li> <li>• Capital and operating cost incurred without service level improvement</li> </ul>
Expand existing RCMP side of the facility	<ul style="list-style-type: none"> <li>• Enhanced capacity and ability to address functional issues in current facility</li> <li>• Ability to accommodate traffic or other RCMP stakeholders in facility (beyond Blackfalds community needs)</li> </ul>	<ul style="list-style-type: none"> <li>• Capital and operating cost incurred without service level improvement (specific to Town)</li> </ul>
Expand existing Fire side of the facility	<ul style="list-style-type: none"> <li>• Enhanced capacity</li> </ul>	<ul style="list-style-type: none"> <li>• No improvement to geographic coverage</li> <li>• No improvement to response time (evolution from volunteer to paid personnel will have a greater impact on response time)</li> <li>• Capital and operating cost incurred without service level improvement</li> </ul>

Recommended action plan:

Do not expand current facility over the next ten years+; consider partnering with other service providers should a new fire station project emerge that could better service the east side of town.

# 04 Summary

This Civic Facilities Master Plan is intended to provide direction for the Town regarding facilities over the next 10 year period and beyond.

Blackfalds is a growing community situated within a broader regional context – outlying communities are also growing. Collaboration and partnership wherever possible with other municipalities is a good idea, as espoused within the modernized Municipal Government Act

While many civic facilities are likely important to residents of Blackfalds, it is important that the Town take a longer-term approach to facility development. The Town's population is growing, but population thresholds for developing new amenities (e.g. 15,000 – 20,000+) will not be reached for at least another 10 years. Identifying where plans and business cases will need to be developed in the future (aquatics centre, community gathering spaces) is beneficial in that the Town can take its time to respond to and capitalize upon development opportunities as they arise (e.g. grants, partnerships, lower labour costs, etc.)

Initially, the Town should begin developing a business plan for co-locating the Public Works and Parks & Recreation Operations on a shared site at some point in the short term. At the same time, planning should begin for expanding the Multi-Plex Arena facility. Actions recommended include twinning the existing ice sheet, incorporating new arts and culture program spaces into space expansion, and developing a new space for the library. By shifting the library from its existing space at the Civic Centre, administrative space requirements can be met and surplus space to be leased/rented to community groups, including accommodating relocated FCSS staff.

The development of both a new elementary school (replacement) and a new high school (new) in the community in the future provides significant opportunity for the Town to partner with Wolf Creek Public Schools; together the two organizations will optimize the use of public funds while meeting needs and demands for educational facilities, arts and culture program and performance spaces, and other community and recreation spaces (indoor and outdoor). Although the timing associated with school development is not within the control of the Town, it is both ready and willing to partner to improve quality of life for residents.

In the long-term, the Town may decide to explore developing an indoor aquatics centre, community gathering space with a seating capacity of at least 500, as well as examine the potential for regional-scale partnerships to expand fire service in the east portion of town.

It is important to note that reserve budgeting for maintaining existing facilities is integral to sustaining existing services levels. It is also important for the Town to seek out and make the most of available grant opportunities by maintaining a flexible, future-focused approach to facility development. As well, other funding opportunities will need to be sought that could include regional cost sharing funding, levies and user fees. Facilities should be designed according to municipal plans and development objectives, have a holistic scope, meet community demand, and ideally designed to be expanded to accommodate future needs.

More specifically related to the Focus Areas presented herein, the following table outlines key action for each.

Focus Area	Recommended Action Plan
Indoor Recreation Ice Surfaces	<i>Twin the existing ice sheet at the Multi-Plex Arena in the short term. <b>The current facility is at capacity and the outdoor rink was designed to be covered.</b></i>
Indoor Aquatics	<i>Do nothing until the Town's population reaches at least 15,000 (10+ years). <b>A new indoor pool could cost at least \$15-20M initially (capital cost) and \$750,000 per year to operate. The Town couldn't afford to pay for an indoor pool without a significant increase in property taxes at current population levels.</b></i>
Arts & Culture Program and Performance Spaces	<i>Partner with local school authorities when opportunities emerge to incorporate arts and culture program spaces in new/existing school facilities. Incorporate arts and culture spaces when new community facilities are developed by the Town. <b>School partnerships are a cost effective way for a municipality the size of Blackfalds to provide arts and culture facilities as school and public use is complementary.</b></i>
Community Gathering Spaces	<i>Do nothing until the Town's population reaches at least 15,000 (10+ years). <b>The recent expansion of the Community Centre will accommodate community needs into the future.</b></i>
Learning/Library Spaces	<i>Develop a new library attached to an existing or re-purposed civic building or possibly included in a school. This will free up the possible administrative expansion at the Civic Centre. <b>The current library is undersized compared to industry standards.</b></i>
Municipal Government Administrative Spaces	<i>Once library spaces are relocated, convert existing library facility to administration space. While internal (Town administration) space requirements do not consume entire facility, lease or rent space to community groups or other appropriate users. <b>The Civic Centre was built to handle the expansion of Town administration.</b></i>

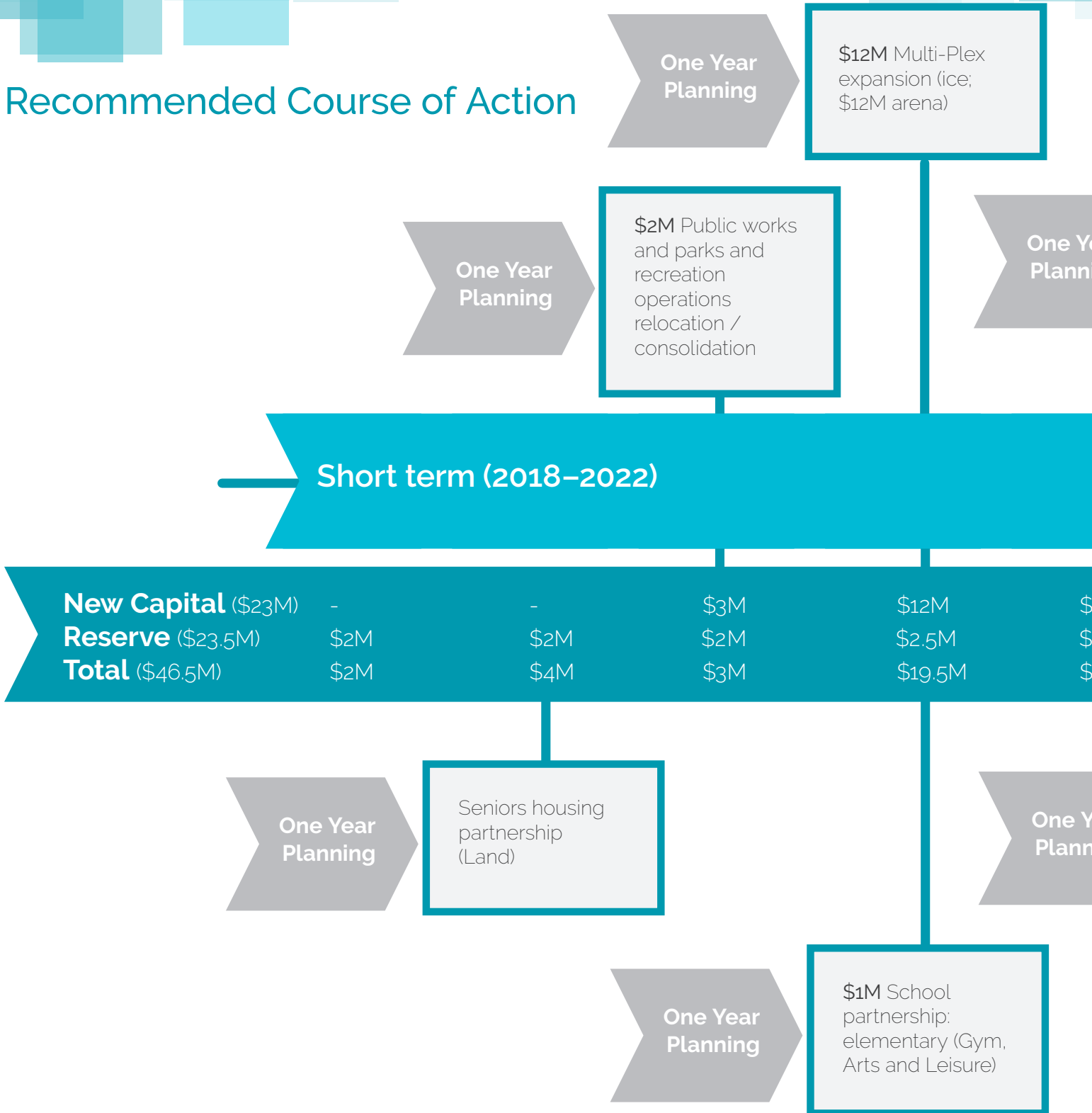


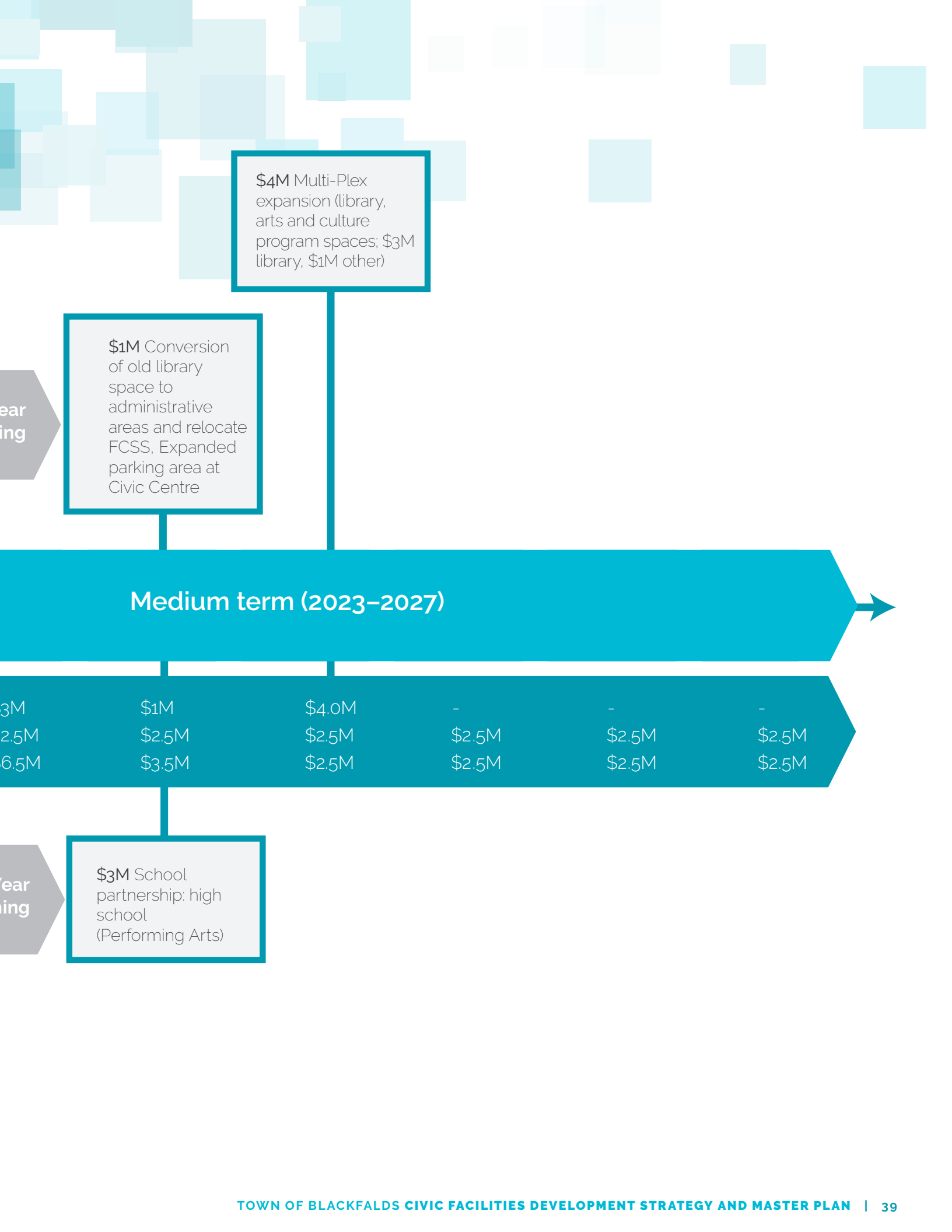
Focus Area	Recommended Action Plan
Public Works Operations Spaces	<i>Consolidate public works operations and parks and recreation operations in the short term; look to repurpose existing site for other civic needs (snow dump, environmental stewardship initiatives, storage, etc.). <b>Public works and parks and recreation operations spaces have not been invested in significantly since the town was half the size or smaller. If investment does not occur, current services levels for residents will be compromised.</b></i>
Parks & Recreation Operations Spaces	<i>Consolidate parks and recreation operations site with public works operations in the short term; look to repurpose existing site for other civic needs (snow dump, environmental stewardship initiatives, storage, etc.). <b>Public works and parks and recreation operations spaces have not been invested in significantly since the town was half the size or smaller. If investment does not occur, current services levels for residents will be compromised.</b></i>
Family and Community Support Services Spaces	<i>Relocate FCSS to another civic building or partner facility and repurpose the existing facility for other uses (arts and culture program areas, etc.) or to expand parking capacity at the Civic Centre. <b>FCSS facilities currently only include administrative areas and would ideally be located closer to program spaces.</b></i>
Protective/Enforcement Services Spaces	<i>Do not expand current facility over the next ten+ years; consider partnering with other service providers should a new fire station project emerge that could better service the east side of town. <b>Current facilities adequately serve the Town of Blackfalds.</b></i>

This Master Plan provides Town decision makers and partners with the ability to plan for investment in existing and new Civic Facilities over the next ten years. Although further tactical planning will be required for many of the projects outlined herein, this Master Plan sets a course for the planning and maintenance of above ground infrastructure in the Town until 2028 and beyond.

# 05 Appendices

## Recommended Course of Action





**\$4M** Multi-Plex expansion (library, arts and culture program spaces; \$3M library, \$1M other)

**\$1M** Conversion of old library space to administrative areas and relocate FCSS, Expanded parking area at Civic Centre

Year ing

**Medium term (2023-2027)**

3M	\$1M	\$4.0M	-	-	-
2.5M	\$2.5M	\$2.5M	\$2.5M	\$2.5M	\$2.5M
6.5M	\$3.5M	\$2.5M	\$2.5M	\$2.5M	\$2.5M

Year ing

**\$3M** School partnership: high school (Performing Arts)

## Community Profile: Lacombe

The City of Lacombe (2016 population 13,057) is located 10 minutes northeast of Blackfalds, accessible via Highway 2 or 2A. Lacombe's population grew by 11.5% between 2011 to 2016, in line with the Provincial average over this period. The median age of Lacombe's residents is 37.5, approximately 7.2 years older than is the case with Blackfalds. Health care and social assistance, construction, retail trade, and educational services are major employment sectors in Lacombe, with additional employment sectors that include mining, quarrying, oil and gas, and manufacturing.<sup>1</sup> In 2016, the City employed approximately 113 full-time staff, up from 2015 and down slightly from the 120 full-time staff employed by the City in 2013<sup>2</sup>. The City's governance structure is organized into four departments: Administration, Emergency Services, Infrastructure Services, and Recreation. Under each of these departments are separate sub-departments, as indicated below:<sup>3</sup>

- Administration
  - » Communications, Community & Economic Development, Computer & Information Services, Financial Services, Freedom of Information and Protection of Privacy, Human Resources, Legislative Services, Marketing, and Planning & Development
- Emergency Services
  - » Bylaw & Enforcement, Lacombe Fire Services, Lacombe Police Services
- Infrastructure Services
  - » Engineering, Infrastructure, Streets & Roads
- Recreation
  - » Parks & Facilities, Recreation & Culture Services

### Administration

Most of the City's staff are housed within Lacombe's City Hall. Purchased from Lacombe County, the Hall is the City's primary administration building. As an older building, future renovations or facility expansion/development were explored, but as of 2018 City Hall is no longer under consideration within the City's 10-year capital planning process. In addition to the Hall, all civic buildings operated by the City feature additional office spaces for administrative staff. These buildings include the Lacombe Memorial Centre, the Gary Moe Auto Group Sportsplex, two libraries, a police station and fire hall, and several buildings located at the City's Parks/Public Works yard. The City also owns an older Provincial Building, purchased several years ago, a portion of which is leased to Alberta Health Services, with the rest vacant. No plans have been developed for the Provincial Building as of 2018.

### Emergency Services, Enforcement & Bylaw

The City has its own police force, the Lacombe Police Service, which operates out of a 16,000 sq. ft. facility opened in 2016 at a cost of \$8.4 million, financed via a combination of MSI grant funding and other borrowing. The facility features a modern design, garage and cell block space, and houses Lacombe Victim Services. There are no plans for future development or renovations of the facility due to its relatively recent opening. Prior to the opening of the new police facility, LPS shared a location with the City's Fire Department. The City's Fire Department has two paid staff (Fire Chief and Deputy), along with up to 40 paid-on-call firefighters. Few details on the City's Fire Hall could be identified for this report, including whether there are plans for renovations or new facility development for the Fire Department. A Community Peace Officer is located within the new police station and two City bylaw officers are housed within City Hall.

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1 Statistics Canada, 2018

2 Municipal Affairs, 2018

3 City of Lacombe, 2018

## Public Works, Operations & Parks

The City's Parks and Public Works departments share a main shop building at the Public Works yard, along with other buildings used for equipment and material storage. Detailed information on the Public Works yard was not available. A new Public Works building was under consideration but is no longer in the City's 10-year capital planning process. The City operates and maintains several parks, playgrounds, and green spaces, as well as a trail network. Major parks include the Michener Recreation Park (ball diamonds, soccer pitches, athletic track, skateboard park, off leash park, etc.) and the Les Walker Rotary Park (gazebos, camping area).

## Community and Social Services

The City's Family and Community Support Services (not-for-profit) operates out of the Lacombe Memorial Centre (LMC) and provides support services and programs to seniors, families, children and youth. Opened in 2007, the LMC is a large multi-use facility (3,300 sq. ft. main floor, 1,200 sq. ft. second floor) that features a library, art display spaces, a café, and office space for a few administrative staff. Featuring banquet facilities that can accommodate groups of up to 500, a commercial kitchen, meeting rooms, and boardrooms available for booking, the LMC is a major community services centre within the City. The majority of the City's public art collection is housed at the LMC (art is also displayed in other civic buildings). The Lacombe Arts Guild uses meeting spaces upstairs in the LMC and hosts an annual Art Show Fundraiser out of the facility yearly. There are no plans for future development or expansion of the LMC. Other arts and cultural spaces can be found in local churches; the Lacombe Performing Arts Centre Foundation is working with the Lutheran Church to develop a permanent performance arts space. The City has additional arts and cultural space capacity through partnerships with Burman University and joint-use agreements with local schools for gymnasium and other spaces.

The City does not operate a food bank location, seniors housing or a seniors centre, or a youth centre. However, such facilities do exist within the city. Lacombe's food bank operates out of an old church in the city, with a clothing store operating on the main floor of the church, the food bank in the basement, and a community garden on-site. There is one public seniors housing facility in the city, two private facilities, and an independent seniors centre called Kozy Korner. The Kozy Korner facility features a kitchen, large hall, meeting rooms, and other programmable basement spaces. A youth-focused organization called YU Turn operates a youth centre in the city that features a mini stick rink, kitchen, and other programmable open spaces. There is one library in the city - the Mary C Moore Public Library located in the LMC. The Mary C Moore Public Library is approximately 950 sq. m. No plans for new facilities or sites for library services are currently underway.

## Recreation Facilities

There are several major recreation facilities operated by the City, including the Gary Moe Auto Group Sportsplex, the Can Pak Ice Complex, the Kinsmen Aquatic Centre, and the Lacombe Athletic Park. The Gary Moe Sportsplex, formerly the Lacombe Sports & Leisure Complex, underwent major renovations that were completed in 2017 at a cost of just over \$15.5 million. The Sportsplex houses two NHL-size indoor ice sheets (Can Pac Ice Complex), an outdoor ice rink, and a 2,110 sq. m. aquatic centre (Kinsmen) that features a 25 metre, six lane main pool, teaching/leisure pool, and hot tub. A spray park was added to the Sportsplex in 2013. As renovations to the Sportsplex were completed recently, there are no plans for new facility development or expansion. The City provides significant financial support to the Lacombe Athletic Park Association, which operates the MEGlobal Athletic Park, which opened in 2011. The Park features a fully-featured field house (change rooms, washrooms, concession, media tower), two spectator grandstands that can seat 1,500, an artificial turf athletic field, and fully-lit athletic track. The Park has many user groups, including local schools,

football, lacrosse, and soccer clubs, with future expansions anticipated by the LAPA. Additional recreation facilities operated by Burman University are also accessible to the public for a fee. These facilities include a pool, large gymnasium, racquetball courts, and a 9,000 sq. ft. fitness centre.

## School Division Partnerships

The City has joint-use agreements in place with the Wolf Creek School Division and the St. Thomas Aquinas Roman Catholic Separate Regional School Division. These agreements include use of school gymnasiums, classrooms, playing fields, and library facilities. The City offers use of owned facilities (e.g. aquatic centre, ice arenas) free of charge or at discounted rates for schools. Burman University also provides use of its gymnasium and physical education centre to the public for a fee.

## References

Statistics Canada. (2017). *Lacombe, CY [Census subdivision], Alberta and Division No. 8, CDR [Census division], Alberta (table). Census Profile. 2016 Census*. Statistics Canada Catalogue no. 98-316-X2016001. Ottawa. Released November 29, 2017. Retrieved from <https://www12.statcan.gc.ca/census-recensement/2016/dp-pd/prof/index.cfm?Lang=E>

Government of Alberta. Municipal Affairs. (2018). Location and History Profile, City of Lacombe. Retrieved from <http://www.municipalaffairs.gov.ab.ca/cfml/MunicipalProfiles/index>

City of Lacombe. (2018). Departments. Retrieved from <http://www.lacombe.ca/how-do-i/contact/departments/-sortn-SDName/-sortd-asc>



## Community Profile: Morinville

The Town of Morinville (2016 population 9,848) is located 35 minutes northwest of Edmonton, accessible via Highway 2. Morinville has experienced steady population growth since 2011, increasing by 14.9% as of 2016 and over 45% since 2006. The average age of Morinville's residents is 34.2, approximately 4 years older than is the case with Blackfalds residents. Construction, public administration, retail trade, and health care and social assistance are major employment sectors in the Town.<sup>1</sup> Taking a growth-oriented approach to the future, Morinville has recently developed a comprehensive Municipal Sustainability Plan that guides development to 2035, is developing a large Multi-Plex Arena set to open in 2019, and projects the construction of two new schools in the near future.

The Town's governance structure is organized into five divisions: Administration, Community & Protective Services, Corporate & Financial Services, Planning & Economic Development, and Public Works. Under each of these divisions are separate departments, as indicated below:<sup>2</sup>

- Administration
  - » Chief Administrative Officer, Legislative Officer, Corporate Communications
- Community & Protective Services
  - » Community Services Business & Operations, Enforcement Services Manager, RCMP Services (contract), Fire Services, Sports & Recreation, Events & Culture
- Corporate & Financial Services
  - » Finance, Human Resources, Information Management, and IT
- Planning & Economic Development
- Public Works
  - » Engineering & Facilities, Operations, Parks & Arena Operations

### Administration

Most of the Town's staff (Administration, Corporate & Financial Services, Planning & Economic Development) are housed within the Town Office, a 16,000 sq. ft. building renovated in 2011. The Town's administrative staff is housed primarily on the second floor. This building currently meets town staffing needs, with the 2011 renovation creating additional room to accommodate the addition of up to 10 staff in the future. Other staff are housed within the RCMP building, fire station, and Community Culture Centre. There are no plans for additional administration facilities at this time; however, the Town's new Multi-Plex Arena may create new space for Town administrative staff.

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1 Statistics Canada, 2018

2 Town of Morinville, 2016

## Emergency Services, Enforcement & Bylaw

The Town operates one fire station, which has 4 bays and a small administrative area (4 offices, training area, kitchen). The Town employs a full-time Fire Chief and two deputies, along with a full-time admin/support staff, and 47 paid on-call/volunteer fire fighters. The Town currently provides fire services to Sturgeon County. The Town is planning to expand its fire station within the next 5-7 years, adding two additional vehicle bays, an expanded administrative area, and dorm space. Discussions have occurred about building an additional fire hall in the southern portion of town, which would likely be a partnership with the nearby County to create a joint station. Morinville's RCMP detachment is housed in a federally-owned space adjacent to the Town's Public Works office. Some of the Town's administrative staff is co-located with the RCMP, including Bylaw, community peace officers, and municipal clerks. The Town is currently exploring the feasibility of constructing a new \$16 million RCMP facility, with discussions focused on what level of government will fund construction and to what extent. Another option being explored is for the Town to develop a separate facility for Morinville-specific services (e.g. Bylaw, peace officers, etc.), which would be subject to Provincial support. The Town currently leases a building to Alberta Health Services to provide ambulance services. There is an appetite within the Town to amalgamate several services into one site in the distant future.

## Public Works, Operations & Parks

The Town's Public Works yard and office/shop are located adjacent to the RCMP dispatch on a large parcel of land. Parks services are currently operated through the Public Works. Several buildings are located on-site, including shop space, equipment and cold storage space (recent expansion), and staff offices. Discussions have occurred about developing a sand/salt storage facility but have not progressed significantly. The Town is also potentially looking to move the Public Works site in the next 10 years. An additional building on-site is leased by the Town from Alberta Transportation. Discussions about locating a new RCMP facility on this leased site have occurred.

## Community and Social Services

The Town's Community Services staff are housed within the Morinville Community Cultural Centre, a 37,000 sq ft. facility that opened in 2011. The Centre is highly-programmed and is home to a 500-seat auditorium hall, performance stage, a large commercial kitchen, arts and culture display spaces, and bookable meeting rooms. The Town's Youth Centre operates out of the Centre's Mezzanine space. The Centre also contains 6 offices for administrative staff, a front-desk/reception area, and a large open-space administrative area with open desk space for 6-10 staff. There are no discussions underway about expanding the facility, but some Town staff may be relocated from the Centre to the Town's new recreation Multi-Plex Arena that is currently under construction. The Town also provides approximately 2,400 sq. ft. of space within its Town Office to the Morinville Community Library, which was renovated in 2011. Planning for a larger library space is not expected for at least another 10 years. Arts and culture display spaces and community gathering spaces are provided within the Cultural Centre and local parks/gazebos are utilized for event hosting/gatherings during summer months.

The Town does not operate a food bank facility but does provide an operating grant of \$15,000 per year to the Morinville Food Bank Society. The Society has initiated discussions about constructing a new facility in partnership with Homeland Housing, a regional foundation focused on providing supportive accommodations for seniors and affordable housing in the region. The Town does not operate any seniors housing or seniors centre facilities but has agreed to donate a parcel of land and funds to the Jessica Martel Memorial Foundation to create affordable housing for individuals experiencing domestic violence. This facility will be operated by a charity or non-profit, rather than the Town. The Town has also leased land to the Rendez-Vous Centre, which provides space and programming for local seniors, on a 99-year basis. The Town also employs a Senior Programs staff member based out of the Cultural Centre.



## Recreation Facilities

The Ray McDonald Sports Centre houses an indoor ice-sheet with bleacher capacity for 350 spectators, a full commercial kitchen, lounge/bar space, and four curling ice-sheets. The ice-sheet arena is nearing the end of its lifecycle and the Town has commenced construction of a new, \$24.3 million recreation facility. This facility is to be constructed over two major phases. The first phase involves constructing a replacement indoor ice-sheet, a field house with an indoor walking track, full-sized indoor soccer area, dividable gym space, a fitness area, concession space, and space for municipal staff. This first phase is expected to be completed in May 2019. A second phase is also planned for the facility that will include a swimming pool, second indoor ice-sheet, and additional multi-use space. The timeline for the second phase of the recreation centre has not yet been determined. The Town maintains six baseball diamonds in two locations, over 250 acres of parks, green spaces, and playgrounds, including a splash park and off-leash dog park, as well as outdoor exercise equipment. The Town has initiated conceptual planning for an additional 77 acres of park space that will include additional baseball diamonds, an off-leash area, a toboggan area, and walking paths.

## School Division Partnerships

The Town currently has joint-use partnerships with the Sturgeon Public School Division and the Greater St. Albert Catholic Schools board for gymnasium and sports field spaces. The Town currently can access 4 gymnasium spaces in two schools, with an additional two gymnasiums to be added through the construction of two K-9 schools (anticipated by the end of 2026). In exchange, the two school boards can access the Cultural Centre and the Ray McDonald Sports Centre. These joint-use agreements are currently up for renewal, with discussions presently underway. The Town retains ownership of open-spaces around school sites and renewal discussions will likely focus on how these spaces will be maintained moving forward.

## References

Statistics Canada. 2017. *Morinville [Population centre], Alberta and Alberta [Province] (table). Census Profile. 2016 Census.* Statistics Canada Catalogue no. 98-316-X2016001. Ottawa. Released November 29, 2017. Retrieved from: <http://www12.statcan.gc.ca/census-recensement/2016/dp-pd/prof/index.cfm?Lang=E>

Town of Morinville. (2016). "2016 Organizational Chart." Retrieved from: <http://www.morinville.ca/doc-library/hr/256-2016-organizational-chart>



## Community Profile: Sylvan Lake

The Town of Sylvan Lake (2016 population 14,816) is located 25 minutes southwest of Blackfalds and 25 minutes west of Red Deer, accessible via Highway 20, 11, or 11A. Sylvan Lake's population has grown significantly since 2011, increasing by nearly 20% as of 2016. The median age of Sylvan Lake's residents is 33.1, approximately 3 years older than is the case with Blackfalds. Mining, quarrying, oil and gas, construction, retail trade, and health care are major employment sectors in Sylvan Lake.<sup>1</sup> Tourism is also an important sector, with lake-oriented recreational opportunities attracting more than 750,000 visitors over the summer months, as well as visitors throughout the winter months'.<sup>2</sup>

The Town's governance structure is organized into five divisions: Administration, Community Services, Finance, Planning and Development, and Public Works. Under each of these divisions are separate departments, as indicated below:

- Administration
  - » Office of the CAO; Legislative Services; Economic Development; Communication; and Human Resources
- Community Services
  - » Recreation, Arts and Culture; Parks; Municipal Enforcement; Family and Community Support Services; and Fire
- Finance
  - » Accounts Payable/Receivable; Animal Licensing; Freedom of Information; Information and Technology; Assessment and Taxation; and Utility Billing
- Planning and Development
  - » Business Licensing; Planning; and Development
- Public Works
  - » Water and Sewer; Transportation; Asset and Project Management; and Waste Management Services

### Administration

Most of the Town's staff (Administration, Council, Finance, Planning & Development) are housed within the Municipal Government Building, a 10,700 sq. ft. facility opened in 2013. All department directors have offices within the Municipal Government Building. This building currently meets Town staffing needs and no discussions on expansion or developing new Administrative spaces have occurred. Other staff are housed in other facilities, including the NexSource recreation facility, Family and Community Centre, Protective Services Building, and Fire Hall. There are no plans for additional administration facilities.

### Emergency Services, Enforcement & Bylaw

The Town operates one fire station, a 13,400 sq. ft facility with 8 truck bays, opened in 2016. The town employs a Fire Chief and Deputy Fire Chief, with an additional 34 volunteer fire fighter positions. The Town also provides space for its RCMP dispatch, which is co-located with the Town's Municipal Enforcement staff (community peace officers and bylaw staff have different security clearance levels). The RCMP and Municipal Enforcement department operate out of a 17,800 sq. ft. space that features 7 detainment cells. There are no plans for additional emergency services, enforcement, or bylaw facilities.

### Public Works, Operations & Parks

The Town's Parks and Municipal Operations share a shop and yard site area located approximately 3 km from the Town's Municipal Government Building. The site was purchase by the Town in 2011, with an existing building

1 Statistics Canada, 2018

2 Sylvan Lake, 2018

on site upgraded to accommodate Parks and Operations space requirements. The two departments operate out of a 12,320 sq. ft. facility on a 9 acre yard, with two double garages dedicated to Parks equipment storage. The Town has had preliminary discussions about opening a second Parks yard on the west site of Town as part of the development of a new sports park.

## Community and Social Services

The Town's Family and Community Support Services department operates out of the municipally owned Sylvan Lake Community Hall. The Hall is shared with Lakeview Parent Link (parenting support services) and KCS Association (early learning/special needs programming). The Hall features office space, a gymnasium, and a commercial kitchen, and was recently renovated to create more office space. Youth centre spaces are also provided within the Hall. The Town also owns space that it leases to the Sylvan Lake Community Food Bank, operated by the Seventh Day Adventist Church.

The Town does not provide support for public or private seniors housing initiatives but does provide space for a seniors' center within the Town's newly-opened NexSource Centre, including 5,400 sq. ft of office space and a commercial kitchen. There is one municipally-maintained Library facility in the community, with some recent renovations having occurred within the 6,912 sq. ft. space. The Town does provide arts, culture, and program spaces within the NexSource centre. Arts and culture display spaces are located within most Town-owned facilities. Beyond the purchase of a mobile arts performance stage in 2018, the Town does not have plans for other community and social services facilities.

## Recreation Facilities

The most significant recreation facility operated by the Town is the NexSource Centre, a 155,000 sq. ft. Multi-Plex Arena that opened in March 2017. The NexSource Centre features two NHL-sized ice arenas with seating capacities ranging from 170 to 720 people. The Centre has a fully-featured aquatic centre, with a leisure pool, hot tub, and lap pool. The Centre also includes an indoor children's play space, 4,100 sq. ft. of configurable multipurpose room space, three meeting room/warm-up spaces, a 3-lane, 187m indoor track, a 20,365 sq. ft. curling arena with 5 ice sheets, as well as a fully-licensed lounge space and concession areas. Nearly all spaces within the Centre are available to be rented by the public and the Centre is highly-utilized by community members.<sup>3</sup>

## School Division Partnerships

The Town currently has partnerships with the Red Deer Catholic School Division and the Chinook's Edge School Division on a large parcel of land located within the community. Two schools are located on this site: Ecole Fox Run School (Gr. 7 & 8) and Ecole Mother Teresa School (Gr. 3 – 9). The two schools operate independently under a 'campus' model where facilities are shared between each, as well as are available for use by residents of the town. These facilities include three full-sized gymnasiums, a commercial kitchen, construction lab, and a fine arts center. Approximately 900 students are enrolled in the two schools.<sup>4</sup>

## References

Statistics Canada. (2017). *Sylvan Lake [Census subdivision], Alberta and Blackfalds [Population centre], Alberta (table). Census Profile. 2016 Census.* Statistics Canada Catalogue no. 98-316-X2016001. Ottawa. Released November 29, 2017. Retrieved from: <http://www12.statcan.gc.ca/census-recensement/2016/dp-pd/prof/index.cfm?Lang=E>

Sylvan Lake. (2018). "About Sylvan Lake." Retrieved from: <https://www.sylvanlake.ca/en/public-services/about-sylvan-lake.aspx>

Sylvan Lake. (2018b). "Facility Rentals". Retrieved from [https://www.sylvanlake.ca/en/explore-sylvan/explore-sylvan-facility-rentals.aspx?\\_mid\\_=14268](https://www.sylvanlake.ca/en/explore-sylvan/explore-sylvan-facility-rentals.aspx?_mid_=14268)

Ecole Mother Teresa Catholic School. (n.d.). "About Us". Retrieved from <https://www.ecolemotherteresa.ca/about>

3 Sylvan Lake, 2018b.

4 Ecole Mother Teresa Catholic School, n.d.

