



**Town of Blackfalds**  
**Regular Council Meeting**  
Via Remote Virtual Platform  
October 12, 2021 at 7:00 p.m.

**AGENDA**

---

1. **Call to Order**

---

2. **Land Acknowledgement**

2.1 Treaty Six Land Acknowledgement - Blackfalds Town Council acknowledges that we are on Treaty 6 territory, a traditional meeting ground, gathering place, and travelling route to the Cree, Saulteaux (So-toe), Blackfoot, Métis, Dene (De-nay) and Nakota Sioux (Sue). We acknowledge all the many First Nations, Métis, and Inuit whose footsteps have marked these lands for centuries.

---

3. **Adoption of Agenda**

3.1 Agenda for October 12, 2021

---

4. **Delegation**

None

---

5. **Public Hearing**

None

---

6. **Business Arising from Minutes**

None

---

7. **Business**

- 7.1 Director's Quarterly Report – 3<sup>rd</sup> Quarter
- 7.2 Request for Decision, Economic Development & Tourism Strategy
- 7.3 Request for Decision, Digital Service Squad
- 7.4 Request for Decision, Environmental Stewardship Strategy
- 7.5 Request for Decision, Property Assessment Services
- 7.6 Request for Decision, Canada 150 Mural Relocation
- 7.7 Request for Decision, FCSS Board Member Resignations

---

8. **Action Correspondence**

None

---

9. **Information**

- 9.1 Report to Council, Building and Development Permit Report – September 2021
- 9.2 Report to Council, Enforcement Services Monthly Report – September 2021
- 9.3 BOLT Transit Report – September 2021
- 9.4 Lacombe County Council Meeting Highlights – September 23, 2021
- 9.5 City of Lacombe Council Meeting Highlights – September 27, 2021
- 9.6 City of Lacombe Council Meeting Highlights – October 4, 2021
- 9.7 Municipal Planning Commission Meeting Minutes – June 8, 2021
- 9.8 Emergency Management Committee Meeting Minutes – October 8, 2021
- 9.9 Distinguished Service Award – Councillor Will Taylor

---

10. **Round Table Discussion**

None

---

11. **Adoption of Minutes**

11.1 Minutes from Regular Council Meeting on September 28, 2021

---

12. **Notices of Motion**

None

---

13. **Business for the Good of Council**

None

---

14. **Confidential**

14.1 FOIP S. 24

---

15. **Adjournment – Verbal**



**TOWN OF BLACKFALDS  
REGULAR COUNCIL MEETING  
DIRECTOR'S THIRD QUARTER REPORT**

---

**MEETING DATE:** October 12, 2021

**PREPARED BY:** Myron Thompson, CAO

**SUBJECT:** Directors Quarterly Report – 3<sup>rd</sup> Quarter of 2021

---

**BACKGROUND:**

Council and Administration have incorporated a reporting process that includes quarterly reports provided by the department directors that provides updates on activities within each department. The objective of these quarterly reports as well as the reporting of the CAO on a monthly basis assists in improving the flow of information for Council and to ensure that they have adequate knowledge of programs and activities of the various departments' functional areas.

**DISCUSSION:**

This standard template provides an opportunity for department directors to report on activities within their department on a quarterly basis and has been developed to ensure that consistency in format is maintained. The reports provide an overview of the department activities, updates on operational activities, an update on capital works activities, and information on the progress of projects and programs. Administration is prepared to answer any questions or to expand upon information contained within the report upon request of Council.

**FINANCIAL IMPLICATIONS:**

NA

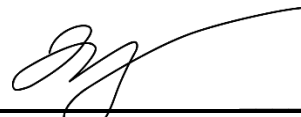
**ADMINISTRATIVE RECOMMENDATION:**

1. That Council accept the Directors third quarter report as information.

**Attachments:**

- *Department Director 3<sup>rd</sup> Quarter 2021 Reports*

**Approvals:**

  
\_\_\_\_\_  
CAO Myron Thompson

  
\_\_\_\_\_  
Director de Bresser

  
\_\_\_\_\_  
Director Weran

  
\_\_\_\_\_  
Director Barnes





**TOWN OF BLACKFALDS  
COUNCIL MEETING  
DIRECTOR'S THIRD QUARTER REPORT**

---

**MEETING DATE:**      **October 12, 2021**

**PREPARED BY:**      **Sean Barnes, Director of Community Services**

**SUBJECT:**              **Community Services Quarterly Report – July to September**

---

## **OVERVIEW**

Summer was very busy for the Community Services Department and despite the uncertainty of COVID-19, we hosted many social distanced events, programs and recreational activities.

The Bike Skills Park, Tayles Water Spray Park and the Outdoor Aquatic Centre were all well used despite the rainy weather we had this summer. Although the rain resulted in the Bike Skills Park being closed several times, it was well used by riders all over Alberta.

The Eagle Builders Centre is now over 95% complete with a tentative opening date during the first week of November! There have been some unforeseen setbacks due to supply issues during the pandemic, however, crews are working around the clock to finish off the final project details. The ice in the existing arena was ready September 20 and is already being used constantly by local groups and teams.

FCSS Manager Bornn participated in a meeting with Ministers Orr & Luan to discuss current social issues facing constituents in our riding. Minister Luan shared some key ways he felt he could continue to support the work of FCSS.

We'd like to thank all of our CSD staff for making this summer run so smoothly.

## **PARKS AND FACILITIES OPERATIONS:**

---

### **JULY**

- Summer grass cutting and trimming is in full operation.
- Blackfalds Slo-Pitch League is running Monday-Thursday.
- All-Star Park hosted two events.
- Lost approximately 7 days of use at Bike Skills Park due to wet weather.

### **AUGUST**

- Grass cutting and trimming continues!
  - All-Star Park hosted two events.
  - Parks Division performed stump grinding at various locations.
  - Existing wood park furniture was painted.
  - Lost approximately 5 days of use at Bike Skills Park due to wet weather.
-



## TOWN OF BLACKFALDS DIRECTOR QUARTERLY REPORT 3<sup>rd</sup> Quarter of 2021

---

### SEPTEMBER

- Eagle Builders Centre Arena #2 ice making started September 7<sup>th</sup> with ice plant start-up.
  - Users were on the ice September 20<sup>th</sup>.
- Parks Division is still cutting and trimming grass - but it is slowing down a bit!
- Tayles Water Spray Park closed and winterized after September long weekend.
- Fall fertilizer, weed control, and aeration on parks and sports fields.
- Hanging flowerpots and flower beds cleaned-up.
- All-Star Park hosted two ball events and the Drive-In Movie.
- Bike Skills Park was open.
- Hired a contractor to prune and remove poplar trees between Abbey parking lot and homes along the north side of the parking lot.
- Lost approximately 1.5 days of use at Bike Skills Park due to wet weather.
- Aurora Heights playground completed (just a little bit of landscaping to finish off).

### TASKS THAT CONTINUALLY GET WORKED ON THROUGH SUMMER & FALL

- Community Gardens.
- Grass cutting and trimming.
- Watering hanging pots, flower beds, new trees, and weeding.
- Mulch bed maintenance.
- Maintenance, preventative maintenance, and custodial: Abbey Centre, Protective Services, All-Star Park, Cemetery, FCSS, Blackfalds Food Bank, Civic/Cultural Centre (Administration Office and Library), Operations Facility, Wadey Centre, and Community Centre.
- Playground inspections and maintenance completed.
- Topped up mulch beds at various locations (Cemetery, Abbey Centre, Water Spray Park, Ball Diamond #5).

### ABBHEY CENTRE OPERATIONS:

---

#### JULY TO SEPTEMBER

- Reopened the Abbey Centre with no restrictions on July 1<sup>st</sup>.
  - Summer Culture Series had a very good turnout this year with over **2,600** people attending the weekly cultural events. Attendance doubled compared to previous years.
  - Mobile Meals & Munchies provided their food truck outside the pool gates in July and August.
  - Camp Curious (**96%**) and swim lessons (**87%**) were very well attended. In total, 286 participants attended Camp Curious, and 554 participants received swim lessons this summer.
  - Masks once again became mandatory as of September 4<sup>th</sup>. Unfortunately, we had several irate and disrespectful guests which prompted us to display additional signage that verbal abuse would not be tolerated.
-



## TOWN OF BLACKFALDS DIRECTOR QUARTERLY REPORT 3<sup>rd</sup> Quarter of 2021

---

- The pool season wrapped up on September 6<sup>th</sup>. Overall, we had great weather minus a few days when forest fire smoke hampered attendance. Our lifeguards did a wonderful job this summer and should be commended for their commitment in keeping our guests safe while enjoying the pool.
- Child Minding services resumed September 7<sup>th</sup>.
- Slo-pitch season wrapped up with the year-end tournament on September 18<sup>th</sup> & 19<sup>th</sup>.
- Launched our new recreation software (PerfectMind) on September 30<sup>th</sup> to replace MaxGalaxy that becomes obsolete after October 12<sup>th</sup>. Carol and Cindy did an excellent job of organizing, implementing and training employees. Our Implementation Consultant had doubts that our team would be able to implement this in time because she had never seen an organization with such a quick implementation/training period.
- Over the course of the summer we had **26,211** guests drop-in to the Abbey Centre and **18,369** member visits.
- As of September 30<sup>th</sup>, we have **444** annual members, **338** monthly members and **1,920** punch pass holders.
- Revenues for the quarter are **\$293,707**, most of which came from day admissions.

### FCSS OPERATIONS:

---

#### JULY

- **FCSS Office** had **149** visitors in the month of July.
- **Blackfalds Interagency Meetings** continue to happen on a bimonthly basis. July's Interagency Meeting was hosted online with 18 individuals in attendance from 15 different agencies.
- **Cheemo Club:** Volunteer Programmer continues to work closely with the Cheemo Club as they look forward to starting back up in September. Their booking contract in the Multi Purpose Room from September 10 - December 20 has been finalized.
- **One Seed at a Time:** Between May – August volunteers were asked to donate their time in the gardens at FCSS where they helped plant potatoes and beets. The harvested food was given to members of the community that could benefit. Volunteers were needed throughout the season to water the gardens on a regular basis.
- **Lunchbox program:** With Karie moving to the Executive Director role with the Beyond Food Community Hub (more than just a Food Bank), the FCSS team role with the Lunchbox program has decreased to an administrative one. The FCSS team sends out weekly emails to users of the program and shares information about the program with those in the community that can benefit from participation in it. On a weekly basis the program is supporting approximately 170 children and Beyond Food is hopeful to be able to continue the program indefinitely. The Beyond Food Community Hub recently celebrated the \$100,000 donation received from MEGlobal to support the renovations at their facility and the creation of a Community Kitchen. Stay tuned for big things to come from this wonderful addition to our community!



**TOWN OF BLACKFALDS**  
**DIRECTOR QUARTERLY REPORT**  
**3<sup>rd</sup> Quarter of 2021**

---

## **AUGUST**

- **FCSS Office** had **221** visitors in the month of August.
- **Summer Culture Series:** (Thursday evenings in July-August) Events were held at the Ag Society Amphitheatre located at the Abbey Centre and Volunteer Programmer attended when needed. A total of **16 volunteer shifts** were filled, which provided a **total of 22 hours** of their volunteer time supporting the many events:
  - The Klamdaggers (3 volunteers) – 131 attendees
  - Blackfalds Zoo (2 volunteers) – 593 attendees
  - Ride the Vibe (1 volunteer) – 559 attendees
  - Calysto Steelband (2 volunteers) – 219 attendees
  - Richard the Young Magician (2 volunteers) – 258 attendees
  - Red Deer Aboriginal Dance Troupe (2 volunteers) – 370 attendees
  - Three Hat Circus (2 volunteers) – 561 attendees
  - Hung Mon (1 volunteer) – 136 attendees
  - Calfskit presents Jack and the Beanstalk (1 volunteer) – 179 attendees
- **Tools 4 Schools:** We have supported 109 children and youth in Blackfalds get back to school with all the necessary supplies. Again, through collaboration with Staples we were able to offer the program at minimal cost to our donated accounts.
- The **Good Food Box Program** supported the Blackfalds Beyond Food Community Hub in the amount of \$434.09 for July and \$412.57 for August which leaves \$375.90.  
**Beyond Food will be taking this program on** once we have depleted our donated funding.
- **Vibrant Living 50+ Newsletter** continues to be well received with an open rate of 82% for July and 70% for August.
- Job posting board is updated weekdays and has seen an increase in client viewing.

## **SEPTEMBER**

- **FCSS Office** had **176** visitors in the month of September.
- **Child Safe Home Alone Safety** offered in September with 15 youth in attendance. Continues to be offered monthly throughout the school year for youth grades 4 - 6.
- **Blackfalds Interagency Meetings** continue to happen on a bimonthly basis. September's Interagency Meeting was hosted in person with 15 individuals in attendance from 11 different agencies.
- **Board/Committee Appointments:** The Volunteer Programmer is preparing recommendations for the upcoming Annual Organizational Council Meeting in October; where Council will appoint members at large to fill the 14+ upcoming vacancies.
  - This year the vacancies include:
    - Economic Development & Tourism Advisory Committee (1+ vacancies)
    - Family Community Support Services (min 1 – max 3 vacancies)
    - Municipal Library Board (up to 5 vacancies)



## TOWN OF BLACKFALDS DIRECTOR QUARTERLY REPORT 3<sup>rd</sup> Quarter of 2021

---

- Recreation, Culture & Parks Board (1 vacancy)
  - Policing Committee (2 vacancies which may include a Blackfalds student between the ages of 16-18)
  - Municipal Planning Commission (2 vacancies)
  - Subdivision & Development Appeal Board (5+ vacancies)
  - Five members-at-large that were eligible, re-applied for an additional term
  - Volunteer Programmer has reached out to everyone and is currently finalizing the screening process before submitting recommendations to council at the Annual Organizational Council Meeting on October 26<sup>th</sup>.
- **Community Info Expo** hosted the event on September 8<sup>th</sup> in conjunction with the Celebrating Diversity Food Truck Festival. The event provides residents an opportunity to meet Blackfalds' community groups, get info about services and learn how to register for programs. Organizations and groups in attendance included:
  - Alberta Sports Hall of Fame,
  - Blackfalds Bulldogs,
  - Blackfalds Girl Guides,
  - Blackfalds Public Library,
  - Blackfalds Scouts,
  - Blackfalds Skating Club,
  - Central Alberta Sexual Assault Support Centre,
  - Central Alberta Victim and Witness Support,
  - Dancer Edge Studio,
  - HeartFelt Yoga,
  - Kids Konnection,
  - Lionheart Martial Arts,
  - McMan Central - Lacombe Family Resource Network,
  - Optimist Club of Blackfalds,
  - The John Howard Society of Red Deer,
  - Town of Blackfalds Town Council & Staff and
  - Wolf Creek Primary Care Network.
- The **Drive In Movie Double Feature** had a team of 9 volunteers totalling 37 volunteer hours.
- **Fireworks** (September 25, 2021) Staff and the 6 Pyro Crew volunteers had a spectacular Blackfalds Culture Days firework show and totaling 73 volunteer hours.
- **Winter Coats for Kids:** Families have started receiving a voucher to go to Mountain Warehouse in Bower Mall. Vouchers (currently 107 children included) can be redeemed between October 1 to November 15 to pick out their own jacket. (The voucher system will allow the children to pick out their jacket, try it on at the store to ensure proper size.)
- FCSS Manager Bornn participated in a **meeting with Ministers Orr & Luan** at the Lacombe Memorial Centre with Ponoka FCSS, Wetaskiwin FRN & the Lacombe Action Group to discuss current social issues facing constituents in our riding. Topics that came up, during the round table style meeting, included:
  - Concerns about disconnectedness,
  - Employee shortages (specific to low-income earners),
  - Pandemic instability,
  - Increased need for mental health, addictions and substance use supports,
  - FCSS funding,

- Increased anxiety,
- Mental load, &
- Familial breakdown.

Minister Luan shared a couple of key things that he felt could continue to support the work FCSS does in communities:

- 1. Ensure we tell the story of success from FCSS – collectively through the FCSSAA, &**
- 2. Ensure our representatives are aware of our local successes.**

Minister Luan did share his experiences and he has a master's in Social Work and that worked for FCSS, City of Calgary for over 20 years. **He is a passionate supporter of the work of FCSS and will continue to advocate for continued support of funding stability.**

## **ONGOING INITIATIVES**

1. **Food Bank Lunch Box Program** continued support of the program through sending weekly sign-up emails to those accessing the program.
2. **Youth Yoga** offered weekly on Tuesday mornings though out the summer and saw 10 - 15 youth participants in attendance each week. Offered inside when weather permitted and inside the Community Centre when necessary.
3. **Fresh Air Art** offered weekly on Wednesday afternoons though out the summer and had 15 youth registered each week, often with additional youth on a waitlist. Instruction was provided by an art instructor and youth had the opportunity to explore a wide variety of different art mediums.
4. **Blackfalds Youth Crew (BYC)** was offered on a biweekly basis during the summer, which was a first for the program but due to the extended time in person programming wasn't allowed under the public health registration it was an opportunity to connect with youth that weren't necessarily interested in attending a structured activity (yoga & art). BYC resumed regular weekly programming on September 20<sup>th</sup>.
5. **Employment** support & job board
6. Numerous Collaborations:
  - a. Continued involvement with the 16 communities **IMPACT / Regional Vision for Non-Violence Coalition**, quarterly meetings taking place over Zoom.
  - b. **Central Alberta Rural Communities Coalition**: Members include representatives from Sylvan Lake, Eckville, Delburne, Elnora, Rimbey, Bentley, Blackfalds
  - c. FCSS Manager is working with the Lacombe Regional Emergency Management collaboration to continue updating **the Lacombe Regional Emergency Social Services Plan**.
7. **Monthly Volunteer Newsletter**: The newsletter is a great opportunity to promote upcoming TOB volunteer opportunities, as well as non-profit groups/organizations in our community



## TOWN OF BLACKFALDS DIRECTOR QUARTERLY REPORT 3<sup>rd</sup> Quarter of 2021

---

looking for volunteers. People interested can sign up for the monthly newsletter by checking it off 'email correspondence' on their Volunteer Application or subscribing at [www.blackfalds.com/volunteer](http://www.blackfalds.com/volunteer).

- a. In **July** the newsletter was emailed to 234 contacts with the 'Open Rate' of 43%
  - b. In **August** the newsletter was emailed to 236 contacts with the 'Open Rate' of 38%
  - c. In **September** the newsletter was emailed to 235 contacts with the 'Open Rate' of 41%
8. The monthly FCSS **Vibrant Living 50+ newsletter** is a great way to keep our seniors informed about what is going on in the community, future opportunities, events, programming, and resources available to them. People interested can sign up for the monthly newsletter by subscribing at <https://www.blackfalds.com/living-here/vibrant-living-50>.
- a. In July the newsletter was emailed to 40 contacts with the 'Open Rate' of 82% and mailed to 22 residents.
  - b. In August the newsletter was emailed to 41 contacts with the 'Open Rate' of 70% and mailed to 22 residents.
  - c. In September the newsletter was emailed to 46 contacts with the 'Open Rate' of 41% and mailed to 23 residents.

### EVENTS UPDATE

Blackfalds Culture Days September-long activities were a huge success.

Activities included:

- Abbey yoga programming had a total of 10 participants.
- Blackfalds Youth Crew (BYC) (grades 4-12) hosted 52 youth in a variety of activities:
  - Youth Yoga,
  - Youth Hula Hoop Fitness,
  - Youth Drumming &
  - Youth Art
- FCSS Hosted Bridging Diversity
  - 4 ethnic food trucks (Simple Spice, Taco Monster, Roly Guacamole & 3 Pink Flamingos) in attendance.
- Drive In Movie – Cruella saw 120 vehicles in attendance & Jurassic Park had 82. Food Trucks included Simple Spice, 3 Pink Flamingos & Tubbz Stubbz.
- Blackfalds Pyro Crew (six volunteers totaling 75 hours) Musical Fireworks were well received by all in attendance. Bylaw and RCMP that attended reported a great turn out.
- Library programs were not offered because they anticipated moving into the EBC and due to COVID restrictions.





**TOWN OF BLACKFALDS  
COUNCIL MEETING  
DIRECTOR'S THIRD QUARTER REPORT**

---

**MEETING DATE:**      **October 12, 2021**

**PREPARED BY:**      **Preston Weran, Director of Infrastructure  
and Property Services**

**SUBJECT:**              **Infrastructure and Property Services Department –  
3<sup>rd</sup> Quarterly Report**

---

**OVERVIEW**

- With the COVID Pandemic reaching its peak, there has been a number of limitations that the department has overcome. We are concerned that the numbers are very high and provincial mask mandates have been reinstated. We continue to monitor the pandemic and work towards mitigating contact to limit exposure.
- For the third quarter, the department continues to suffer some HR limitations due to injuries and sickness. However, we were able to complete the recruitment process for the P&D Manager position. Jolene Tejkl started on September 20, 2021, she is doing well, learning the position.
- We have completed the NW Stormwater Masterplan Environmental Appeal Board mediation and hearing, we still wait for the board and Ministers decision.
- The Environmental Stewardship Strategy was reviewed by Council and will be presented for acceptance at this meeting with revision updates.
- The IPS Director and IS Manager attended the Recycling Council of Alberta (RCA) Conference in person. The topic this year was circular economy (CE) and there were discussions on various initiatives municipalities are exploring with CE.
- The Director addended an in-person meeting for the Battle River Watershed Alliance.
- The Development Officer and the Intern Planner attended the ADOA meeting this year virtually.

**PUBLIC WORKS OPERATIONS:**

- Lead management program water sampling is complete. Over 70 samples throughout the community with targeted sampling within select neighborhoods. No lead detected above acceptable limits was found. The Town will submit Operational Program and sample results as required at year end.
- Annual sidewalk repair and replacement program RFP was developed and posted to APC in August, with the project being awarded to Olds Concrete. This





## **TOWN OF BLACKFALDS DIRECTOR QUARTERLY REPORT 3rd Quarter of 2021**

is the second year Olds Concrete has been awarded the project and the quality of their work in 2020 was good. Construction is underway currently. As part of this, a new portion of sidewalk will be installed in front of FasGas.

- Annual roadway repair and replacement program is currently underway and was awarded to Border Paving. Border Paving is already working on multiple projects throughout Blackfalds. Due to higher than anticipated contractor costs, areas for repair were limited.
- Operational items completed by PWs this year include hydrant maintenance, painting of all~300 hydrants, pumping rolling hills pond, water metre installations, crack sealing, catch basin cleaning, asphalt patching, manhole lowering, calcium of gravel roadways, pothole filling, and new RFB for the school are completed. Completed signage installs, completed the street water valve exercising and sweeper has been put away for the year. Scheduled grading of alleys and roads are 95% complete. We were not able to do any line painting this year because of lack of paint supplies due to pandemic, but we did complete all the system 500 plastic painting along major roadways.
- Installation of a new crosswalk across Panorama Drive, and flashing beacons at the intersection of Panorama Drive and Parkwood Street is underway with an anticipated completion in late October.
- The Expression of Interest (EOI) for each snow removal in parking lots, and snow equipment (roadways) was posted to APC on September 23 with a close date of October 14. EOI are posted annual so the Town has a list of interested and qualified contractors to support snow removal operations.
- The department staff continue to work on the 2022 capital and operational 3 year budget projections.
- The RV dump station will be closed for the season. It was kept open for an additional 2 weeks because of nice weather.

### **PLANNING AND DEVELOPMENT OPERATIONS:**

- The updated Land Use Bylaw is being reviewed and additional amendments have been identified by the Planning and Development Manager that are needed before the final Bylaw is ready for First Reading which will have implications on the timelines. As discussed with Council, the public engagement for this LUB was completed virtually through notifications and feedback along with an in-person open house for the developers and builders to attend. Moving forward, the fees and fines associated bylaw is also coming forward to coincide with the future Public Hearing for the LUB set after the first reading. This bylaw is anticipated to be completed by the end of the fourth quarter.
- Short-term and medium-term planning discussions ongoing.
- Commercial and general inquiries are ongoing on basis.



## **TOWN OF BLACKFALDS DIRECTOR QUARTERLY REPORT 3rd Quarter of 2021**

- Detailed reviews for all applications ongoing, detailed reviews for MPC applications ongoing as well as review of Real Property Reports for Compliance Certificates.
- Enforcement focus on Community Standards Bylaw, ongoing.
- Annexation of the Soper Lands has started, the Manager and Director will be meeting with the landowner before finalizing the adjacent landowner notification process.
- Municipal Development Plan will be rescheduled later into 2022 based on priorities and human resources.
- Off-site Levies consultation will be starting in the first part of 2022.

### **CAPITAL UPDATE:**

- Phase 2a and Phase 3 of the Wetland, Trunk and Outfall system has been constructed by DB Bobcat. Phase 3, the county section, in this quarter, is 90% completed. Winter construction on Phase 2A to happen once frozen ground conditions occur east of McKay Pond.
- The Northwest Area Storm Water Management hearing was completed in June. Stantec's team of experts, our legal team and Alberta Environment and Parks provided excellent, professional support. We are still awaiting action from the Board. We have requested an update from the Board through our solicitor.
- The Womacks / Gregg Street Road and Rail Improvements Project was going well with 90% of the roadway and parking lot structure along with parking lot lighting, curbs and sidewalks is completed on the west side of the rail line. Construction delays with Fortis and CP Rail crews have caused significant delays. Border has been working to get the parking lot, Westwood, Stanley and the western portion of the Womacks extension in place. Paving of this western section is to occur next week. The eastern portion of the project to the tie in points on Gregg Street will move forward once the trailer park underground is completed and CP Rail / Fortis have completed their portion of the work. The gravel parking lot and access to the EBC is working well for winter programming so far.
- Duncan Avenue the Leung Road upgrades – Phase 1 construction is 95% completed. Stantec and DB Bobcat have been out there working to complete the project. The pavement is all completed and they are working on landscaping and touch ups.
- The Operations Centre Water and Wastewater RFP was awarded to Northside Construction Partnership Ltd. in August. Construction start is anticipated for late October/November as they had to reschedule their work around the EBC due to CP Rail and Fortis delays per item 3 above.



**TOWN OF BLACKFALDS  
DIRECTOR QUARTERLY REPORT  
3rd Quarter of 2021**

**PROGRESS ON PROJECTS/PROGRAMS:**

- Currently undergoing hydrovac and environmental field investigation program for the old landfill project. The anticipated timeline for conducting environmental investigation work and subsequent groundwater and gas monitoring scheduled for October/November 2021.
- Fall Clean-up is scheduled for the week of October 12 – 15<sup>th</sup>. Deadline to register is October 8<sup>th</sup>. Radio advertisements are running now. Leaf and yard waste program pick-up end the last full week of October.
- Implementation of the new Citywide PSD Asset Management software program is underway. Throughout the summer, our Asset Management/GIS Coordinator and Asset Field Data Tech reviewed an extensive amount of asset GIS and TCA data. Full Go-Live implementation of the Asset Management program is anticipated by December.
- Implementation of a new Work Order module within the new Citywide Program is underway. This program requires extensive cross-departmental collaboration between Corporate Services, Community Services, and Infrastructure Services. This program will be piloted on Public Works department initially.
- Transition from the former citizen service request tool, SeeClickFix, to the new Citizen Request Portal provided by PSD Citywide was completed in September. The new CRP tool is being used for both internal department requests (such as public works, facilities repairs, etc.) and external public service requests. The new CRP is well received by staff for ease of use.
- A resolution seeking Council's support to apply for an FCM MAMP grant was brought forward to Council September 28<sup>th</sup>. This was to seek MAMP support for \$50,000 of funding to support the 2022 Pavement Quality Study Capital Project. The MAMP grant application was submitted to FCM in September.
- The IPS Director, IS Manager, and Asset Management/GIS Coordinator completed participation in the RMA/AUMA Cohort program in July. Participation in this program was a commitment from the 2020 FCM MAMP grant funding.
- The one-year deadline to complete the FCM MAMP grant commitments is the end of October. The Town is on track to meet all the requirements in order to receive the funding.
- Future 2024 capital water reservoir improvements are being reviewed by Stantec to determine the best approach for upgrades to our water system on the east and west side to allow for continued fire flow and water supply.



**TOWN OF BLACKFALDS  
REGULAR COUNCIL MEETING  
DIRECTOR'S THIRD QUARTER REPORT**

---

**MEETING DATE:**        **October 12, 2021**

**PREPARED BY:**        **Justin de Bresser, Director of Corporate Services**

**SUBJECT:**                **Directors Quarterly Report – 3rd Quarter 2021**

---

### **Finance**

- Administration has been reviewing and updating the 10-year capital plan with focus on the capital purchase and project recommendations for the 2022 budget.
- Processes undertaken relative to the Wage - Salary compensation Survey review and costing updates as well as participation in the Council Remuneration Review Committee process.
- Collaboration with HR and Fire Services in review of the Firefighters Remuneration
- Recruitment process for the position of IT Manager
- Election Preparation is ongoing ahead of the fall election
- Development of Assessment Services RFP
- Commenced final borrowing applications for the Eagle Builders Center and Servus Library
- Elections planning including the following
  - Special Ballots
  - Advertising requirement
  - Hardware training with new voting system
- Preparation of the Budget Survey questions for Council review.
- Preparations completed for the Budget Open House at the Community Information Expo.
- Preparing Questica by updating the 2022 Budget Changes in time for Managers to access and establish operating budgets
- Developed Training refresher for Managers using Questica Budget

### **Information Technology**

- Continued roll out of new watchguards as per municipal standards to protect our network, data & users.
- A new server has been built in preparation for the diamond GP 2018 upgrade.
- Involvement and oversight in the Eagle Builders Centre server room layout & electrical.
- Development of a Password Policy and Procedure that will be rolled out to all staff.
- Updating network securities, which includes the new Password Policy for all staff
- Reviewing security camera & fob systems for future upgrades



## **TOWN OF BLACKFALDS REGULAR COUNCIL MEETING DIRECTOR'S THIRD QUARTER REPORT**

---

- Repairs to live streaming system in Council Chambers were completed after a recent failure.
- There was a server node review for future upgrades.
- A scheduled Diamond server build with Central Square support will be started on November 2 and will be completed by December 6, 2021.
- Continuing to upgrade our environment to meet IT Municipal security standards.
- IT has started the end user transition from blackfalds.com to blackfalds.ca.
- Completing a video surveillance upgrade review for all town facilities.
- IT Completed 138 support tickets for the quarter.

### **Records Management & FOIP**

- Continued build out of functional file plan
- Re-assigned physical record locations in R365 and entered 212 boxes of financial records
- Completed FOIP request and created the FOIP presentation for Newly Elected Officials.
- Completed shredding service contract revisions for all Town locations

### **Marketing and Communications**

- Work continues with the new website development and content review.
- Development of the Communications Plan is on track to bring forward to Council at the August 24<sup>th</sup> Council Meeting.
- Assisting the Infrastructure & Planning Services Dept. with the final design of the Environmental Stewardship Strategy Report
- Assisting in completion of grant applications
- Completion of the Website development that will be launched August 23 in addition to development of the website user manual.
- Continued work of the Communications Plan planned for completion at month end.
- Assisted with the ESS project with design of report template
- Assisting with the development of the Servus Library Logo
- Assisted with the budget survey
- Working with the EDO on the development of the promotional video script
- Assisting with marketing and communications functions related to the election process.
- Working on the online welcome brochure
- Continued work on the Communications Plan



**TOWN OF BLACKFALDS  
REGULAR COUNCIL MEETING  
DIRECTOR'S THIRD QUARTER REPORT**

---

- Website tweaking and troubleshooting - broken links, FAQ document.
- Assisted with the Economic Development and Tourism Strategy design and edits.
- Completed budget survey design, promotions, presentation boards, and results document design.
- ESS edits
- MarCom Budget planning
- Ongoing Town notices/Media releases/communications
- Social media plan for Tourism SM
- Promotional posters for Info Expo



**TOWN OF BLACKFALDS  
REGULAR COUNCIL MEETING  
REQUEST FOR DECISION**

---

**MEETING DATE:**     **October 12, 2021**

**PREPARED BY:**     **Chris Johnson, Economic Development Officer**

**SUBJECT:**           **Blackfalds Economic Development and Tourism Strategy**

---

**BACKGROUND:**

The Blackfalds Economic Development and Tourism Strategy has been identified as a critical document necessary for identifying and fulfilling Economic Development and Tourism initiatives. With the expiration of the previous plan in 2020, it was recommended that a new plan be developed in house to shape and guide the actions over the next decade.

**DISCUSSION:**

Overseen by the EDTAC, an Economic Development Business Plan sub-committee was created in 2020 to begin work on a document that would pull direction from the Municipal Sustainability Plan, providing a closer look at the initiatives necessary for economic and tourism growth. Other documents used to help tie the framework together are the Municipal and Intermunicipal Development Plans and Blackfalds Community Profile created by Central Alberta Economic Partnership.

Initial work began in 2020, a framework was started, and community/business engagement took place to uncover the strategic priorities of most importance to the economic development of the Town. In early 2021 I, Christopher Johnson, took over the endeavor to continue the work started by the EDTAC and sub- committees.

Adding to and revising the original framework, the priorities were established along with goals and actions for each category. The document was completed (content) and presented to EDTAC on September 13 and a motion was passed to proceed to presenting the document to Council for feedback/adoption of the Strategy as the guiding document for Economic Development.

*Member Hubbard moved that the Economic Development and Tourism Strategy be forwarded to Council for formal approval.*

**CARRIED UNANIMOUSLY**

The draft document was brought forward to Council at the September 28 Regular Meeting of Council. Council was requested to consider the content of the strategy with the understanding that the graphics and appearance would be completed in the final draft to reflect current branding and visual guidelines. There were some suggested changes requested by Council that have been incorporated in the final draft.



**TOWN OF BLACKFALDS  
REGULAR COUNCIL MEETING  
REQUEST FOR DECISION**

**297/21**

*Councillor Hoover moved that Council accept the recommendation of the Economic Development and Tourism Advisory Committee in the formal adoption of the content of the Blackfalds Economic Development and Tourism Strategy with the formal document to follow.*

**CARRIED UNANIMOUSLY**

The final draft is complete and is before Council for formal adoption.

**FINANCIAL IMPLICATIONS:**

A budget of \$40,000 was initially set for the development of the Economic Development Strategy. This budget was in place for consulting services, however decisions to complete the Strategy in house were made due to cost savings and the fact that many of the objectives will carry budgetary commitments going forward.

**ADMINISTRATIVE RECOMMENDATION:**

1. That Council formally adopt the Blackfalds Economic Development and Tourism Strategy.

**ALTERNATIVES:**

- a) That the Council does not formally adopt the Blackfalds Economic Development and Tourism Strategy.
- b) That the Council refers this item back to Administration and the office of Economic Development for further discussion and revision.

**Attachments:**

- *Blackfalds Economic Development and Tourism Strategy*

**Approvals:**

  
\_\_\_\_\_  
CAO Myron Thompson

  
\_\_\_\_\_  
Economic Development Officer



Box 220 | 5018 Waghorn St  
Blackfalds, AB | T0M0J0  
403.885.4677  
[www.blackfalds.ca](http://www.blackfalds.ca)



TOWN OF BLACKFALDS

# *Economic Development & Tourism Strategy*

Prepared by  
**Christopher Johnson**  
Economic Development Officer

Presented  
**10/01/2021**

**BLACKFALDS**  
ALBERTA





# Contents

ACKNOWLEDGEMENTS .....	4
EXECUTIVE SUMMARY .....	5
THE STRATEGY AT A GLANCE .....	6
BLACKFALDS...A BRIEF HISTORY .....	7
BLACKFALDS FAST FORWARD... ..	8
BLACKFALDS BRAND .....	9
WHERE WE WANT TO GO .....	10
A PLACE TO BE PROUD OF .....	11
SWOT ANALYSIS .....	13
STRATEGIC PILLARS .....	15
STRATEGIC PILLAR: BUSINESS SUPPPORT & ATTRACTION .....	16
STRATEGIC PILLAR: PLACEMAKING .....	23
STRATEGIC PILLAR: INVESTMENT READINESS .....	29
STRATEGIC PILLAR: TOURISM .....	33
IMPLEMENTATION PLAN .....	38
GETTING THE WORK DONE .....	39
WE'RE GETTING THERE! .....	41
A LASTING TRIBUTE .....	42
APPENDICES .....	43



# Acknowledgements

This Economic Development & Tourism Strategy was achieved through the collaboration of multiple organizations, community and business members.

This plan would not have been possible without the expertise of the Economic Development and Tourism Advisory Council (EDTAC) and the guidance and insight from the Economic Development and Tourism Strategy sub-committee representatives.

We would also like to thank EDTAC, the strategy sub-committee, Council, and the Mayor of Blackfalds, Richard Poole for their ongoing support.



# Executive Summary

**The Town of Blackfalds must stay up to date on the local, national, and international economic climate which will assist in realizing the town's potential for future growth.**

The Economic Development and Tourism Strategy will remain on course to sustainable economic prosperity by providing recommendations through stakeholder consultation. It also identifies several actions that must be implemented by Town to achieve its goals. The Blackfalds Municipal Development Plan and the Intermunicipal Development Plan provide a comprehensive analysis of current and future economic growth and development in the Town using the most up to date data available.

At the core of the strategy, the Town aims to significantly grow community engagement.

Building on a solid understanding of the local economy - stakeholders from various industries including business, manufacturing, tourism, the public sector, education, the development



industry, and professional services, as well as the Economic Development and Tourism Advisory Committee - adding dimension to this Economic Development and Tourism Strategy.

The process revealed four major points of opportunity for stakeholders to provide input and to influence this strategy.

*Christopher Johnson,*  
Economic Development Officer

# Strategy at a Glance

## WHAT IS IT?

An Economic Development and Tourism Strategy will help cultivate economic growth for the Town of Blackfalds over the next ten years.

## WHY WAS IT PREPARED?

The Town of Blackfalds requires a strategy that will assist in achieving future economic growth and prosperity. This strategy provides a road map for our future. We know there will be unforeseen circumstances and new directions to explore along the way, and we will adjust course as needed. It will take time to arrive at our future destination, but together is how we'll get there.

## HOW WILL IT HELP?

The strategy provides direction and help decisionmaking by key stakeholders and local governments.



## WHO PREPARED IT?

Economic Development Officer, Christopher Johnson developed a participatory framework that allowed community stakeholders and the Economic Development and Tourism Advisory Committee (EDTAC) to shape the development of the Economic Development and Tourism Strategy.

## WHEN WAS IT COMPLETED?

A draft of the plan was presented in September and the final draft will be shared in October of 2021.

## WHO WILL IMPLEMENT IT?

Town of Blackfalds Council, staff and other key business and community stakeholders will work collaboratively to implement the strategy.

## WHO WILL BENEFIT?

Everyone who lives, works, develops, or visits the Town of Blackfalds.

## WHERE DO I GET MORE INFORMATION?

Christopher Johnson,  
Economic Development Officer  
[ecdev@blackfalds.ca](mailto:ecdev@blackfalds.ca)



# Blackfalds...A Brief History

Centrally located between Red Deer and Lacombe, The Town of Blackfalds is one of Canada's fastest growing communities. The first time this happened was after the establishment of a railway line in 1891, long before the town's incorporation in 1904. Blackfalds' early growth resulted from the historic Calgary & Edmonton Trail and the railway.

Originally known as Waghorn, the village was named after Blackfalds' first postmaster, Walter Waghorn, who with mother Sarah and brother William, were some of the earliest settlers to come to the area in 1889. In 1903, the name changed to Blackfalds to pay homage to the postmaster's home in Scotland who claimed the rolling hills and farmland reminded him of the landscape where black sheep grazed back in Scotland.

The community's market access and rich agricultural land attracted people from across Canada, the US, and Europe. At various times Blackfalds has had the distinction of being one of the youngest and fastest growing communities in both Alberta and Canada.

Today, Blackfalds is a vibrant, entrepreneurial community; home to many well-educated, young families that are a critical factor in encouraging business prosperity. The Town has expanded rapidly with many businesses and homes now located on both sides of Highway 2A. It is a fast-growing community with a small town feel and a progressive economic vision.

Blackfalds is focused on community and economic development. As such, it strives to understand the business climate, the community's assets, the regional workforce, and its key economic indicators.

Blackfalds is a hub for the energy, construction, and transportation sectors, with many companies using the community as a staging area for their servicing and infrastructure projects throughout the province.

The community is fully serviced (water, wastewater, electricity, natural gas, cell phone coverage, broadband, and fibre optics) and is adjacent to Highway 2, the main corridor between the major cities of Edmonton and Calgary, both of which provide international airports.



# Blackfalds Fast Forward...

Blackfalds was known as a small bedroom community in between two growing cities, Lacombe and Red Deer. However, in recent years, more young families moved to Blackfalds due to its central location and its small-town, safe, and inviting feel.

Due to a growing population, Town Administration and Council, with resident input and recommendations from volunteer boards and committees, worked towards providing more amenities and services for its residents.

This commitment resulted in the creation of a Multi-Plex arena, multiple playgrounds, open green spaces, parks, the Abbey Centre, commercial and industrial areas, the Bike Sills Park, and

eventually the (now) Eagle Builders Centre. After some time, people began to visit Blackfalds for the outstanding recreational and business opportunities but ended up staying here for the fun and homey community.

As the Town continues to grow, more and more amenities are added to the community including health services, personal services, unique restaurants and local businesses, and education opportunities.

In 2020, the Town took on a new brand statement and story, which reflected the growth of Blackfalds and how it came from the small transit community to the youthful town it is today.





# Blackfalds Brand

## BRAND POSITIONING STATEMENT

Blackfalds - modern, active, fun - a vibrant community of young families, thriving businesses and outstanding recreation opportunities.

## BRAND STORY

Blackfalds is a community of young hearted people with a shared enthusiasm for play. Experience our youthful vibe while you explore our trails and parks, take in family-friendly events, or enjoy your favorite sports and leisure activities.

**For parents with young children and the grandparents who chase them, for visitors who seek to discover fun, and for local businesses who promote the growth of a thriving community, Blackfalds is your place to play!**



# Where We Want to Go

## VISION STATEMENT

The vision of the municipality provides direction for those who work for the Town and includes the goals that each employee has for Blackfalds.

Blackfalds is an active family community full of pride, commitment and opportunities reflecting an economically sustainable, selfsufficient, and safe living environment, with a balanced range of municipal services provided through innovation and proactive community partnerships.





# *A Place to be Proud of...*

Throughout the interactions with members of EDTAC and the community, EDTAC sessions and community engagement, a number of assets to the Town of Blackfalds and area have been identified which are important to note and celebrate as they provide a baseline for the creation of future action plans to be produced in carrying out the Economic Development and Tourism Strategy.

## **LOCATION**

---

- Central to major cities with international airports
- Close proximity to highways and transportation
- Access to universities, colleges, and other post secondary institutions

## **ECONOMY**

---

- Outstanding farming community with rural agricultural heritage
- Innovative industrial/manufacturing community
- Developable land
- Prosperous small family and home-based businesses

## **OUTDOOR LIFESTYLE**

---

Year-round recreational opportunities and healthy outdoor living that include:

- bike skills and all wheels parks, outdoor sports facilities & trails
- themed and inclusive playgrounds
- slo-pitch, soccer, mountain biking, hiking, and camping,

Access to nearby recreation such as:

- fishing, hunting, skiing, ATV riding, snowboarding, snowmobiling, equestrian centres, golfing, water sports

Facilities that cater to:

- community markets, weddings, sport events, tradeshow, and concerts.



## MUNICIPALITY

- Council and administration are proactive and probusiness
- Excellent municipal services
- Well-paved roads
- Local schools & education facilities
- Strong municipal council
- Ambitious chamber of commerce
- Variety of recreation facilities

## RURAL FABRIC

- A strong sense of community
- Small-town feel
- A great place to live & raise a family
- Diverse and unique
- A rural setting not affected by urban sprawl
- Friendly, generous, and helpful people
- A healthy mix of long-time residents and newcomers
- An enthusiastic community spirit



# SWOT Analysis



- Superb access to major Alberta and Canadian markets
- Access to QE 2 and two international airports
- Skilled labour force
- Young population
- Relatively inexpensive land
- Superior quality of life
- Ambience of small town
- New public buildings and amenities
- Natural beauty – trail and water systems
- Safety
- Proximity to post secondary education
- High speed internet connectivity



- Lack of health practitioners and healthcare facilities
- Insufficient provincial services (Registries Office)
- No local secondary education facilities
- Unbalanced tax assessment
- Limited mix of labour force
- Strong competition for labour due to surrounding municipalities
- Shortage of commercial services – retail/restaurant/entertainment
- Limited diversity/multiculturalism
- Lack of hospitality and tourism services
- Skewed population age distribution





- Willingness to embrace change
- Affordable housing for retirees and older citizens
- Available serviceable land
- Nearby airports offer development opportunities
- Tourism development and growth
- Regional cooperation/collaboration
- Potential to grow entertainment sector
- Build existing labour force to include more diverse skills
- Great place to attract new investment
- Poised to promote healthy community lifestyles and attract health practitioners and other health/lifestyle businesses
- Attract technology work force, remote workers
- Attract workers who can work remotely and choose to live and work in Blackfalds
- Opportunity to create a stronger identity for the community
- Community growth brings new opportunities
- Downtown core offers retail opportunities and balance big box stores providing a unique retail experience for residents and visitors



- Loss of aging population due to lack of housing and provincial supports
- Shortfall of career focused employment
- Disproportionate tax base
- Unfrequented downtown core
- Competitive environment makes it a challenge for Blackfalds to grow and retain a competitive advantage over nearby communities
- Local transit system does not offer regional service causing potential residents to move outside of the community
- Economic downturn in Alberta
- Pandemic makes engagement and personal relationship building a challenge.

# Strategic Pillars

Broaden and build the local business base by investing in business development and support programs and services.

Plan, invest and encourage placemaking efforts to grow the community of Blackfalds as a destination for businesses, visitors, and new residents.



Plan, support, invest and build tourism efforts to grow Blackfalds as an attractive destination for visitors and residents.

Participate in the creation of an integrated approach to infrastructure, services, and policy framework which will support the growth of investment and local employment.



## GOAL 1

Grow and develop business retention and expansion initiatives including business visits, surveys and provision of business information and support in order to ensure regular communication, monitoring and updating of business community needs and issues.

### ACTIONS



Develop events calendar of workshops, training, and other outreach activities to support business. Compile and update business distribution list.



Regular schedule of business satisfaction surveys.



IMMEDIATE



SHORT-TERM



CONTINUING



## GOAL 2

Launch Business Directory on new website to showcase local licensed businesses

### ACTIONS



Update Localintel and maintain current directory on Town website.



Maintain directories to increase walkability.



Include home-based businesses

## GOAL 3

Attend targeted trade shows (virtual and otherwise) that allow promotion of development opportunities and provide access to major retail companies and institutional investors.

### ACTIONS



Compile list and seek approval - will be included in future budgeting.

## GOAL 4

Continue to support and assist with business retention programs in partnership with existing business groups i.e. Annual Business Awards, Passport to Christmas, Health Professional Appreciation

### ACTIONS



Attend local and regional chambers of commerce meetings



Create more programs as opportunities arise.

## GOAL 5

**Establish an environment of entrepreneurship. Advocate for and support relevant programming across the education system.**

### ACTIONS



Research entrepreneurial and cooperative programs.



Liase with the Blackfalds Chamber of Commerce.



Work with school districts to understand needs.



Host and promote regional career fairs and involve external groups such as [careersnextgen.ca](http://careersnextgen.ca)

## GOAL 6

**Continue to streamline permitting and licensing processes and make available online whenever possible.**

### ACTIONS



Develop online platform that integrates with the Town website.

## GOAL 7

**Strengthen relationships with agencies to enhance delivery of business supports and training in the community.**

### ACTIONS



Develop accessible online training i.e. webinars, online workshops and regional resources.



Develop annual calendar of training as it becomes available.

## GOAL 8

Contribute to updates to Land Use Bylaw, Municipal Development Plan, MSP, and other planning documents, to mitigate unnecessary constraints and costs for businesses.

### ACTIONS



Engage with business community.



Aid in the development or update.

## GOAL 9

Create a prospectus that highlights specific types of business that are wanted in Blackfalds i.e. professional, health food store, artisan market, restaurants. Use as part of marketing package and post on relevant websites.

### ACTIONS



Conduct gap analysis and engagement surveys.



Include prospective verbiage and content in attraction marketing



Research business incentives opportunities



Distribute and promote on social media



IMMEDIATE



SHORT-TERM



CONTINUING

## GOAL 10

Enhance collaboration with Lacombe County on promoting available properties in joint economic development area and adjacent industrial parks.

### ACTIONS



Maintain inventory of development and commercial lands.



Collaborate with Lacombe County EDO to market opportunities.



Compile and update available properties and commercial land content on Town website and Localintel.



Make available in easily accessible place

## GOAL 11

Categorize and maintain collateral for investors, businesses, residents and visitors including sector profiles, testimonials, maps, etc.

### ACTIONS



Compile and update collateral Town website and Localintel.



Make available in easily accessible place



IMMEDIATE



SHORT-TERM



CONTINUING

## GOAL 12

Assess residential, commercial and industrial developers needs and interests in partnering on collaborative marketing initiatives.

### ACTIONS



Use Localintel collaborative Quality of Life tool.



Develop community engagement plan



Establish list of current/interested developers.



Explore creating a microsite showcasing resident neighbourhoods.



Market “Your Best Life” in Blackfalds, through sustaining and increasing population growth and economic development activities in Blackfalds.





# KEY PERFORMANCE INDICATORS

## QUALITATIVE INDICATORS

Increased business engagement  
(number of businesses, amount of  
individuals)

Change in the number of local  
businesses and/or in a targeted  
sector

Value of building permits

Increase in non-residential tax  
assessment

Increase in business licenses  
applications

Increased satisfaction scores

Increased website traffic on  
LocalIntel and Town website

## QUANTITATIVE INDICATORS

Reputation as a good location for  
small and medium business growth

Level of engagement with the  
business community

Increased business engagement  
with “Shop Local” programs and  
initiatives.



# Placemaking

## GOAL 1

Invest in promoting the community through dynamic and storytelling content. Emphasize Blackfalds as modern, active and fun - a vibrant community of young families, thriving businesses and outstanding recreation opportunities.

### ACTIONS



Gather/create inventory of marketing collateral and content i.e. videos, still ads, photography, virtual community tours.



Develop marketing plan through implementation.



Explore addition of Localintel Quality of Life Tool and embed into Business & Development pages on Town website.



IMMEDIATE



SHORT-TERM



CONTINUING

## GOAL 2

**Champion and participate in community branding. When the time is right, integrate into economic development marketing; enhance residential and commercial areas by adding streetlight banners, neighbourhood wayfinding signage and other elements.**

### ACTIONS



Re-establish branding committee to continue established course of action.



Go to market for Community Branding consultant.



Engage community, departments, Council, and Administration.



Re-introduce new branding to Council for adoption and acceptance.



Work with Marketing & Communications to roll out new brand to community through marketing campaigns.

## GOAL 3

**Promote opportunities to attract health services and wellness facilities, childcare providers, affordable housing, and accessible aging in place accommodations.**

### ACTIONS



Implement physician marketing strategy.



Conduct needs assessment.



Refine incentive program.





Work with Localintel for inventory.



Conduct gap analysis of accessible, affordable, adult-only, and rental housing.



Build a plan to address identified needs.

## GOAL 4

Identify, densify, and enliven the downtown core.

### ACTIONS



Engage stakeholders.



Engage in gap/analysis survey



Explore opportunities for programming



Research/grant funding initiatives, revitalization incentive program, art and culture initiatives.



Continue to advance the initiatives in the Downtown Revitalization Plan, including façade improvements



Research business attraction/incentives.



Advocate for growth of unique retail, office, restaurant, and entertainment opportunities in commercial areas, recognizing current limited available commercial space downtown.



IMMEDIATE



SHORT-TERM



CONTINUING

## GOAL 5

Plan and encourage local events and activities.  
Prepare for the opening of EagleBuilders Centre.

### ACTIONS



Plan for visitor needs such as hotels, restaurants, shopping, etc.



Gap analysis and community engagement.



Develop event specific marketing.



Research relevant tradeshow.

## GOAL 6

Support the development of gathering spaces and assist  
with attraction & delivery of programming and events.

### ACTIONS



Attract sponsorship and support for the Eagle Builders Centre plaza space.



Research events group RFP and contracting.



Research available grants for community events.



Expand summer community markets and Arts & Culture Series.



Growth of event base to include Bike Skills, All Wheels Park, All Star, and other regional landmarks and tourism attractions.



## GOAL 7

**Build community capacity to attract, welcome, integrate, and retain newcomer residents and entrepreneurs.**

### ACTIONS



Plan to expand hospitality industry and tourism attractions such as hotels, restaurants, shopping, etc.



Conduct gap analysis and community engagement.



IMMEDIATE



SHORT-TERM



CONTINUING



# KEY PERFORMANCE INDICATORS

## QUALITATIVE INDICATORS

Perception of downtown as a destination and key asset in the community

Increased participation from visitors and residents

Presence of philanthropic giving and community endowments

Improved quality of life elements i.e. schools, health services, cultural assets, recreation amenities, and public transit

## QUANTITATIVE INDICATORS

Investment & redevelopment expenditures

Increase of new companies in Blackfalds

Total number of businesses

Population changes – numbers, age categories and diversity

Increased resident & visitor engagement

Amount of visitors and inquiries through Visitor Information Centre

Increase of new home builds





# Investment Readiness

## GOAL 1

Maintain and promote an available property inventory. Aim to make this an online, interactive and searchable tool on the Town's website.

### ACTIONS



Work with Localintel to maintain.



Work with the business community to maintain current vacancies.



Embed on Town website.



IMMEDIATE



SHORT-TERM



CONTINUING

## GOAL 2

Investigate renewal options with Localintel and embed existing investment attraction tools into the Town website or create in-house tools.

### ACTIONS



Regularly update Localintel information.



Put MarComm in communication with Localintel for web integration.

## GOAL 3

Market broadband communications infrastructure as a community strength. Assess and advocate for additional fibre build where beneficial.

### ACTIONS



Maintain updated map.



Include in relevant marketing.



Conduct needs assessment and advocate for expansion where necessary.







## GOAL 4

Organize regular opportunities to engage local landlords, business property owners, realtors and prospective developers, so their needs, challenges and successes are clearly understood.

### ACTIONS



Develop list of opportunities.



Maintain calendar of events.



Maintain email distribution list.



Market calendar to community and partner groups.

## GOAL 5

Support the expansion of the BOLT regional public transit system to support economic growth, workforce, and schooling mobility.

### ACTIONS



Provide input, when necessary, which contributes to establishing new or updated functioning.



IMMEDIATE



SHORT-TERM



CONTINUING



# KEY PERFORMANCE INDICATORS

## QUALITATIVE INDICATORS

Level of engagement with business community

Easier accessibility to information

Easier accessibility to inventory and contact information

## QUANTITATIVE INDICATORS

Value of commercial/institutional/ industrial building permits

Appropriate residential, commercial and industrial lands

Increase in non-residential tax assessment

Growth in local employment

Overall supply of serviced employment lands

Available square footage for commercial and industrial use employment lands

Change in # of overall businesses in the community and/or in a specific sector

Total inquiries received for employment lands

Web traffic to Business & Development web pages with embedded Localintel tools





## GOAL 1

**Develop opportunities in sports and recreation tourism. Create a strategy to attract related activity and private spin off industries including sport medical facilities and businesses.**

### ACTIONS



Work with AJHL to create events surrounding the team and community.



Attract and grow current sports circuit as well as new opportunities.



Research group for activation of Bike and All Wheels parks.



Grow relationship with Lacombe Regional Tourism to be the premier destination for activity and sport/recreation hosting.



Research Trade Show, Conference, and sponsorship opportunities.



IMMEDIATE



SHORT-TERM



CONTINUING

## GOAL 2

### Grow tourism in Blackfalds.

#### ACTIONS



Expand marketing to reach Edmonton and Calgary markets



Maintain and enhance relationships with tourism partners – Central Alberta Tourism Alliance, Lacombe Regional Tourism, and Tourism Red Deer and encourage investment from private tourism operators (accommodations, golf course, trail and river experiences, hunting, and camping).



Explore opportunities to contract a local community group to provide visitor services at the Wadey Centre.



Expand visitor services to be more community visible at high priority events.



Research Trade Show, Conference, and sponsorship opportunities.



Research feasibility of a Town of Blackfalds/Tourism app to focus on the younger population and include itinerary creation and implementation.

## GOAL 3

### Attract tourism businesses and build partnerships.

#### ACTIONS



Inventory available tourism options and develop needs/opportunities assessment.



Market opportunities and actively search for partners to grow business in Blackfalds.



Mentor B2B collaboration to create new local options.

## GOAL 4

Create relevant and exciting content specific to tourism and maintain an updated database available for use with industry partners.

### ACTIONS



Develop a database of year-round photography.



Contract drone photographer.



Develop a tourism panel and request HD footage from willing participants.



Work with Lacombe Regional Tourism to maintain regional content.

## GOAL 5

Create a Destination Marketing Fund (DMF).

### ACTIONS



Organize a committee/non-profit group.



Develop industry standard inclusion process and fees.



Develop compelling marketing strategy to attract buy-in.



IMMEDIATE



SHORT-TERM



CONTINUING

## GOAL 6

Develop and maintain an online tourism presence.

### ACTIONS



Create a tourism portal on the Town website.



Explore creating a Tourism microsite.



Create and maintain tourism specific social media.



Be present on Lacombe Regional Tourism and Travel Alberta social media and website.

## GOAL 7

Major Projects – Creation of new capital projects or inclusion into current projects and events.

### ACTIONS



Encourage ideation of major tourism projects.



Conduct feasibility studies.



IMMEDIATE



SHORT-TERM



CONTINUING

# KEY PERFORMANCE INDICATORS

## QUALITATIVE INDICATORS

Customer Satisfaction

Product Quality

Stakeholder Satisfaction

Creation of standalone Tourism Board/Committee

Strong partnerships with local Tourism partners, TRD, LRT, TA

Tourism related employment

## QUANTITATIVE INDICATORS

Increased Quality of Life Index

Increase in visitors

Increase in new local business (tourism)

Increase in new tourism options/entertainment

Increase in hotel stays

Website traffic and time spent



# Implementation Plan

**The actions outlined in this strategy represent the priorities of Town of Blackfalds and its stakeholders in moving forward to guarantee a positive future for the Town and its residents. The Town will need to act as leader, facilitator, and partner in this endeavour and with the assistance and participation of its stakeholders, this future can be achieved.**

In addition to the actions described herein, the Town of Blackfalds must determine the means by which it can keep on top of trends and development initiatives. This imperative, along with the significant work program that this strategy embodies will require an assessment of the resources that are currently available for economic development in the Town to determine if they are sufficient to meet the requirements of the goals laid out by the stakeholders consulted.

The Town will also need to be diligent in monitoring the success of the actions it decides upon. Careful monitoring will help inform the need to stay the course, increase efforts, or change directions on any given action.

The ability to do this is crucial given the pace of change in today's economy.

The effort required to successfully implement the strategy as outlined is significant. In this context, it will be important to determine whether existing resources (budget, staffing) allocated to economic development activities in the Town of Blackfalds are sufficient. One approach to kick-starting the implementation of this strategy is to begin to work immediately on those things that can be started easily, require limited resources, and yield results quickly.

**Several projects outlined in this strategy are already underway and will work toward this strategy's goals.**

Economic Development and Town departments will complete detailed implementation plans for each focus area. New projects will be planned and budgeted for through the Town's processes and will seek Council approval prior to beginning.

We will continue to engage community partners and enlist their help in moving this strategy forward. We will look for, and listen to, opportunities for collaboration

# Getting the Work Done

Our new Strategic Plan is ambitious both in terms of its targets and scope of work. The Economic Development and Tourism Advisory Committee (EDTAC) was clear in its recommendation of the need to be proactive in keeping the business community updated on our progress and ways to get involved.

To hit our targets, manage the work and involve businesses as much as possible, we need to adjust the way we will do things in three ways:

## **PROMOTIONALLY**

---

The development of a promotional storyline to help raise awareness of Blackfalds as a great place to invest, reside, and grow.

## **FINANCIALLY**

---

A rigorous bottom-up approach to appropriately budgeting for this ambitious plan will be required. Detailing funding requirements, particularly for the new projects, will require time. A measured approach will ensure that responsible recommendations are presented to council as part of the annual budgeting process.

## **ORGANIZATIONALLY**

---

New areas of focus and greater activity in existing areas of focus will result in new and increased activity which include:

- Connecting and consulting with small and medium businesses
- Organize and promote business events
- Manage sustainable innovation projects
- Promote Blackfalds' lifestyle
- Workforce attraction
- Develop a diverse workforce
- Promote Blackfalds to potential investors
- Profile available land and space
- Retain, promote and celebrate existing businesses
- Be fiscally responsible in budget planning and seek out grants and sponsorship opportunities
- Purchasing

## TWO KEY TARGETS

Community stakeholders, including business leaders and citizens, who are interested in knowing about progress being made, what it means for them and their businesses, as well as how they may be able to provide additional support.

A broader group of business leaders, investors and influencers who are interested in finding out more about investment opportunities in Blackfalds, from buying land or buildings, to locating their companies here or investing in newer ventures.

## ACTIONS

- Quarterly e-newsletters to keep businesses updated on events, opportunities, and progress on the Economic Development and Tourism Strategy
- Select media releases to highlight when we have hit key milestones
- Regular updates featuring interviews about local success stories and inspiring perspectives
- Targeted presence at events and venues locally, regionally, and nationally where council and staff can promote investment opportunities in person
- Frequent social media news, boosted posts and ad campaigns on Facebook, Instagram and LinkedIn
- Broader business gatherings that inspire leadership, workforce development, and innovation
- Regular updates to Council





# We're Getting There!

In building this Economic Development and Tourism Strategy, we progressively narrowed our focus, choosing goals with the greatest potential to accelerate the long-term economic well-being and quality of life of our community.

Each goal has metrics attached. Because without effective measurement, who's to say how effective completed actions actually are? We need to know that we're moving the needle on economic well-being for the long term. As we shift into execution, we will be measuring our progress on each goal, which will allow us to adjust in order to be more effective.

While the Strategy includes performance indicators for all identified priorities, Action Plans will be created for each individual goal and will include their own key metric categories linked to the plan's main goals.





# A Lasting Tribute...

With heavy hearts, we had to say goodbye to a valued member of our community and of the Economic Development and Tourism Advisory Committee, Alex Yule.

Alex passed away unexpectedly at the Red Deer Regional Hospital Centre, on Friday, September 17, 2021 at the age of 63 years. Born in Sarnia, Ontario, Alex moved to our community in 2014 when he was transferred with GE to Alberta. He purchased a home in Blackfalds and resided there with his wife Cheryl until his passing. Happily married for almost 30 years, Alex and Cheryl had 4 children and 7 grandchildren.

When he wasn't volunteering and being an active member of the community, Alex spent his time camping and playing golf. He served on the Family Community Support Services board for 6 years and recently served on both the Economic Development & Tourism Advisory Committee as well as the Blackfalds Health Professional Attraction & Retention Committee. Alex was about to start a new adventure as he aspired to become the next Mayor of Blackfalds.

No words can express the great loss we feel as a community as we say goodbye to this amazing individual. From the bottom of our hearts, we thank you for your energy and commitment.

Rest in Peace Alex.

**Alexander Stuart Yule (1957-2021)**





# Appendices

- Municipal Sustainability Plan
- Central Alberta Economic Partnership (CAEP)  
2021 Community Overview
- Municipal Development Plan
- Intermunicipal Development Plan
- Central Alberta Economic Partnership (CAEP)  
Community Profile





*Let's get started!*

Economic Development & Tourism  
TOWN OF BLACKFALDS  
Civic Cultural Centre  
Box 220, 5018 Waghorn St  
Blackfalds, AB T0M 0J0  
T: 403.885.4677

**BLACKFALDS**  
ALBERTA





**TOWN OF BLACKFALDS  
REGULAR COUNCIL MEETING  
REQUEST FOR DECISION**

---

**MEETING DATE:**      **October 12, 2021**

**PREPARED BY:**      **Chris Johnson, Economic Development Officer**

**SUBJECT:**              **Business Link Alberta Digital Service Squad Letter of Support**

---

**BACKGROUND:**

Business Link and the Toronto Association of Business Improvement Associations, which is the non-profit owner of the Digital Main Street (DMS) platform and program are collaborating to implement a two-year Digital Economy Program that delivers a suite of programs in Alberta, including ShopHERE powered by Google and Digital Service Squads (DSS).

Squads are free resources of trained youth situated throughout Alberta who will deliver personalized, one-on-one assistance designed to help small businesses navigate new digital tools and optimize their use to reach potential customers in existing and new markets. These trained specialists meet with small businesses, at no cost, help them complete an online assessment, and introduce them to online training modules to build their digital knowledge and skills. This one-on-one Squad assistance includes support for basic website set-up, Google My Business profiles, 360° photos, creation, or enhancement of social media presence, and much more. Small Businesses are encouraged to work with the ShopHERE powered by Google program to set up a digital storefront with e-commerce functionality.

**DISCUSSION:**

The office of Economic Development, in conjunction with the communities of Sylvan Lake and Bentley would like to embark on the Digital Service Squad Program to deliver free tools and training to small businesses in our community. Per the guidelines of the Business Link Alberta Digital Service Squad Grant, it was necessary, and welcome, for Blackfalds to partner with other like-minded communities to ensure the minimum criteria of number of small businesses was met. Also required per the grant application guidelines is the submission of a Letter of Support from Council from each of the participating municipalities.

The purposes of this grant program include:

- To provide small businesses (under 50 employees) with resources, training, and support for the adoption of digital technologies
- To provide non-profit stakeholder organizations, which may include municipalities, Economic Development Agencies, Business Improvement Areas (BIA), Chambers of Commerce, Indigenous Communities or Community Futures, with contributions to facilitate the creation of local service squads within an applicable area in Alberta





## TOWN OF BLACKFALDS REGULAR COUNCIL MEETING REQUEST FOR DECISION

- To provide opportunity and incentive for collaboration between prospective grant applicant organizations to deliver regional service squads

### FINANCIAL IMPLICATIONS:

The grant is intended to cover all necessary costs of the program and there is no expected financial burden for the Town of Blackfalds. Grant funding covers the following expenses:

- Salaries and Wages – Suggested at \$25 per hour including benefits for Squad members only.
- Administrative Costs – Please refer to the maximum Eligible Administrative Costs. These costs can be allocated to cover partial costs of human resources that support the program execution.
- Employee Benefits - Benefits that contracted squad members are eligible for as per your organization's guidelines
- Payroll Taxes - As per applicants' HR guidelines
- Laptops (Limited to \$1,100/squad member)
- 360 Degree Camera and Accessories (Limit to 1 unit at \$600 per 5 squad members)
- Software - any software that is identified as a requirement to implement this program, examples could include a scheduling software for appointments with small businesses
- Web Hosting and Domains
- Office supplies - necessary supplies for the functioning of the squad
- Advertising/Marketing - How much do you intend to spend on launch and advertising and marketing of the squad's services? Please note that Business Link also has a budget for marketing the program to small businesses across Alberta
- Travel
  - Bus Travel / Car Rental + Gas - Actual Expense (Receipts required)
  - Private Vehicle Mileage Allowance - \$0.505 per kilometer travelled
  - Per Diem Meals in Alberta
    - Breakfast - \$9.20
    - Lunch - \$11.60
    - Dinner - \$20.75

### ADMINISTRATIVE RECOMMENDATION:

1. For Council to express their support of the Digital Service Squad program as outlined through approval of the attached Letter of Support to Business Link Alberta as part of the grant application process.

### ALTERNATIVES:

- a) That the Council does not express their support and approval of the Letter of Support.



**TOWN OF BLACKFALDS  
REGULAR COUNCIL MEETING  
REQUEST FOR DECISION**

**Attachments:**

- *Letter of Support from Council to Business Link*
- *Grant Funding Guidelines*

**Approvals:**

  
\_\_\_\_\_  
CAO Myron Thompson

**Town of Blackfalds  
Council 2017-2021**

Box 220  
5018 Waghorn Street  
Blackfalds, Alberta | T0M  
0J0  
Office: 403.885.4677  
[info@blackfalds.com](mailto:info@blackfalds.com)

**Mayor Richard Poole**  
p. 403.885.6372  
[rpoole@blackfalds.com](mailto:rpoole@blackfalds.com)

**Councillor Marina Appel**  
p. 587.377.0307  
[mappel@blackfalds.com](mailto:mappel@blackfalds.com)

**Councillor Jamie  
Hoover**  
p. 403.872.2555  
[jhoover@blackfalds.com](mailto:jhoover@blackfalds.com)

**Councillor Ray Olfert**  
p. 403.896.1472  
[rolfert@blackfalds.com](mailto:rolfert@blackfalds.com)

**Councillor Rebecca  
Stendie**  
p. 403.396.9730  
[rstendie@blackfalds.com](mailto:rstendie@blackfalds.com)

**Councillor Laura Svab**  
p. 403.391.9485  
[lsvab@blackfalds.com](mailto:lsvab@blackfalds.com)

**Councillor Will Taylor**  
p. 403.598.3149  
[wtaylor@blackfalds.com](mailto:wtaylor@blackfalds.com)

October 7, 2021

Business Link  
**Address**

To Whom It May Concern:

**RE: Digital Service Squad Grant**

Blackfalds Town Council is pleased to provide this letter of support for our Economic Development Office in their application for Digital Service Squad funding.

As we all continue to navigate the COVID-19 pandemic, the need to support our business community is more apparent than ever. We are excited to embark on this partnership with the communities of Sylvan Lake and Bentley in an effort to service our small businesses and better prepare them for the digital economy.

It is understood that the three communities involved have each appointed a liaison to progress this initiative and will work together to fulfill the goals and outcomes as well as deploy any dispute resolution if deemed necessary.

Thank you for reviewing this letter of support. I welcome the opportunity to further discuss my support of this partnership initiative.

Sincerely,

Richard Poole  
Mayor, Town of Blackfalds



# Alberta Digital Economy Program

## Digital Service Squad Grant Guidelines





## What is the Digital Economy Program in Alberta?

Business Link and the Toronto Association of Business Improvement Associations as non-profit owner of the Digital Main Street (DMS) platform and program are collaborating to implement a two-year [Digital Economy Program](#) that delivers a suite of programs in Alberta including ShopHERE powered by Google and Digital Service Squads (DSS).

## What is a Digital Service Squad and what do they do?

Squads are free resources of trained youth situated throughout Alberta who will deliver personalized, one-on-one assistance designed to help small businesses navigate new digital tools and optimize their use to reach potential customers in existing and new markets.

These trained specialists meet with small businesses, at no cost, help them complete an online assessment, and introduce them to online training modules to build their digital knowledge and skills. This one-on-one Squad assistance includes support for basic website set-up, Google My Business profiles, 360° photos, creation, or enhancement of social media presence, and much more.

Small Businesses are encouraged to work with the ShopHERE powered by Google program to set up a digital storefront with e-commerce functionality.

## Who are the Eligible Businesses?

**To be eligible to be a part of the Digital Economy Program, businesses must fit the following criteria:**

1. Small businesses registered in Alberta
2. Less than 50 employees (this includes self-employed business owners with no employees) and
3. Home-based or commercial businesses

Non-profits, charitable trusts and franchises are not considered eligible businesses under this program.

## What is the DSS Grant's Purpose?

**Setting up a DSS takes time and money. Business Link is providing funding to help cover the costs to develop, train and implement these squads. The objectives of the DSS Grant (DSSG) program includes:**

- To provide small businesses (under 50 employees) with resources, training, and support for the adoption of digital technologies
- To provide non-profit stakeholder organizations, which may include municipalities, Economic Development Agencies, Business Improvement Areas (BIA), Chambers of Commerce, Indigenous Communities or Community Futures, with contributions to facilitate the creation of local service squads within an applicable area in Alberta
- To provide opportunity and incentive for collaboration between prospective grant applicant organizations to deliver regional service squads

## Who is eligible for the Grants?

The grant is open to applicant(s) that meet the following requirements:

Non-profit stakeholder organizations, which may include municipalities, Economic Development Agencies, Business Improvement Areas (BIA), Chambers of Commerce, Indigenous Communities or Community Futures that work with small businesses in Alberta.

Please review your eligibility for the grant prior to completing the [DSS Grant Application](#).

Application Steps:

1. Please make sure your community qualifies before you start your application.

To be a qualifying applicant, you must have 100 or more businesses in your community as per [this list](#). If the number of businesses is lower than 100 as per [this list](#), you will need to partner with other surrounding areas to equal 100 businesses or more to qualify.

2. Once you have established your eligibility criteria as a standalone applicant or a primary applicant jointly with others, proceed to fill the [DSS Grant Application](#).
3. The guidelines for filling in the form fields are included in the online grant application form.
4. You have the opportunity to join the weekly information sessions regarding Grant Applications.

For questions about eligibility, [please reach out to Business Link](#).

\*Note that preferences will be given to applicants that show partnerships and collaborations that can leverage existing infrastructure and improved economies of scale to deliver better outcomes and to applicant(s) who intend to hire Youth (Alberta residents under age 30).

## Budget

Detailed narrative of how the funds will be spent.

- Revenues
  - Grant - Grant amount that the applicant(s) are eligible for based on the criteria mentioned above.
- Eligible Expenses
  - Salaries and Wages – Suggested at \$25 per hour including benefits for Squad members only.
  - Administrative Costs – Please refer to the maximum [Eligible Administrative Costs](#). These costs can be allocated to cover partial costs of human resources that support the program execution.
  - Employee Benefits - Benefits that contracted squad members are eligible for as per your organization's guidelines
  - Payroll Taxes - As per applicants' HR guidelines
  - Laptops (Limited to \$1,100/squad member)
  - 360 Degree Camera and Accessories (Limit to 1 unit at \$600 per 5 squad members)
  - Software - any software that is identified as a requirement to implement this program, examples could include a scheduling software for appointments with small businesses
  - Web Hosting and Domains
  - Office supplies - necessary supplies for the functioning of the squad
  - Advertising / Marketing - How much do you intend to spend on launch and advertising and marketing of the squad's services? Please note that Business Link also has a budget for marketing the program to small businesses across Alberta
  - Travel
    - Bus Travel / Car Rental + Gas - Actual Expense (Receipts required)
    - Private Vehicle Mileage Allowance - \$0.505 per kilometer travelled
    - Per Diem Meals in Alberta
      - Breakfast - \$9.20
      - Lunch - \$11.60
      - Dinner - \$20.75

- Accommodation – Actual Expense for mid-range hotels (Receipts required)
- Air Travel – Economy Class with prior approval from primary grant recipient (Receipts required)
- Other Eligible Expenses – You have an opportunity to request additional expenses that would be considered necessary for the program and explain the purpose of that expense.

## What are non-eligible expenses?

Applicant(s) should provide in-kind support / leverage existing assets and infrastructure where possible. To maximize the amount of support available to small businesses, certain costs will be eligible and other will be deemed ineligible. In consideration of this approach, certain costs are deemed ineligible. Ineligible costs are those deemed unnecessary or excessive and include, but are not limited to the following:

- Unnecessary or excessive equipment
- Repayment of other loans, past debts, software, repair of existing equipment
- Existing staff salary – i.e., paying a current full-time member of your team other than the eligible Administrative Costs
- Costs of land, building or vehicle purchase
- Costs of intangible assets such a goodwill, whether capitalized or expensed
- Depreciation or amortization expenses
- Interest on invested capital, bonds, or debentures
- Bond discount
- Monthly mortgage, loan, utility and rent payments
- Refinancing of an existing debt
- Losses on investments, bad debts, and any other debts
- Fines or penalties
- Costs related to litigation
- Fees for administrators including payments to any member or officer of the Recipient's Board of Directors
- Opportunity costs
- Hospitality and entertainment costs
- Franchise fees and/or franchise license costs
- Lobbyist fees
- New capital expenditures

## How do we apply?

Applications intake for DSSG will begin August 2021 and will continue to be accepted until September 30, 2021 or until the program funding has expired. Please check the Program page - [Digital Economy Program | Business Link](#) for up-to-date information on grant applications. For applicant(s) applying for a grant, the process is as follows:

- Go to [businesslink.ca/dss](https://businesslink.ca/dss)
- Complete an application form
- On intimation of acceptance of the application sign the Grant Agreement





## How long does it take for DSSG applications to be reviewed/approved?

Once submitted, Business Link will review the application to ensure all requirements are met. The Program Manager will follow-up with the applicant(s) if there are questions about the application.

**Once the final review is completed, Business Link will:**

- Contact the applicant(s) by email and inform them they are approved.
- Issue a DSSG agreement that must be signed within five (5) business days

## Is there a process for appeals for unsuccessful applicant(s)?

Yes. Upon receipt of an official request for appeal, Business Link will reassess the application and will provide an update to the applicant(s) regarding the results.

## When will we receive the grant funds?

Upon receipt of the signed agreement, Business Link will contact the applicant(s) to verify method of payment: EFT or e-Transfer. Payment will be issued within fifteen (15) business days.

## What other responsibilities should we be aware of under the DSSG agreement?

All requirements will be detailed in the DSSG agreement, but approved applicant(s) should pay particular attention to the following reporting requirements:

- All applicant(s) must commit to completing all required reporting using an identified database to track analytical information on businesses contacted and served within the project period.
- All projects and reporting must be completed as agreed to in the grant agreement, with final reporting requirements no later than June 30, 2023 (3 months after the end of the program).
- Upon request, all approved applicant(s) must submit copies of all original receipts to support expenditures as outlined in their budget by the due date in their agreement. All receipts should be net of any applicable GST discount or rebate
- Any unused funding or budget shortfalls are payable and must be returned to Business Link upon final reconciliation of the budget, no later than June 30, 2023.
- In case the Grantee chooses to leave the Program, the grantee should submit a final report and return all unused funds in accordance with the grant agreement.

## Is there a job description for a DSS member?

Business Link can provide a generic job description for a DSS member that each applicant is free to modify depending on the responsibilities you want to assign to your squad member(s) and your overall expectations of the role. Preference will be given to applicants that hire Youth (Alberta resident under the age of 30).

## Are there guidelines for hiring a DSS member and will training be provided?

Once you are ready to begin the hiring process and to make sure you are on the right track, Business Link will make a virtual introduction to the DMS DSS Coordinator. They can guide you through the DSS hiring and squad member onboarding.

DSS squad members need to take a mandatory half-day training provided by Digital Main Street. The half-day training from DMS will alternate every Tuesday and Wednesday 8:30-11:30 am MST, followed by Q&A based on Business Link recorded video training from 11:30 am to noon.

The “Kick off DSS training” is not on hard skills – its focus is best practices and procedures. It will provide a comprehensive overview of Business Link and its services, DSS conduct, the DSS Toolkit, DMS best practices (including other safety precautions), and the daily reporting requirements. We will have many DSS teams across Alberta, and we need to ensure that all DSS members perform consistently.

## Is there any marketing support material available for our DSS members?

Materials will be available from Business Link and DMS to support your marketing requirements.

## Is there an easy way for a business to determine which DMS program (ShopHERE powered by Google and/or DSS Grants) to apply for or can they apply for both?

Detailed description of both delivery models will make it clear to the small businesses what is available. Selecting the path forward should be very straightforward.

The ShopHERE powered by Google program will continue to be delivered across Alberta to small businesses meeting the criteria and definitions set out. This will include working 1-on-1 with dedicated eCommerce coordinators, who will help businesses get started and get an online store built, or help them finalize and improve their existing store if they have previously tried to create a store.

Continuing to work in conjunction with our Digital Service Squad Program, the ShopHERE powered by Google team is set up to handle all eCommerce related requests and will work with the DSS program leads to curate a communication strategy that conveys this message. It will be communicated in the Digital Service Squad training/onboarding, and biweekly mastermind sessions that ShopHERE powered by Google is a complimentary and support resource for the DSS so they can refer businesses that are looking for an eCommerce storefront.

There will be a seamless flow between programs where businesses can be partitioned to the ShopHERE powered by Google program for eCommerce support and then back to the DSS for ongoing digital services support.

These programs are independent of each other, albeit very complementary. There is nothing prohibiting a business from going through both programs if they qualify and there is no specific order in which a business needs to approach the programs.

## How can I learn more?

Visit Business Link at [Digital Economy Program | Business Link](#) for more information on timing and instructions for applying for DSS Grants.



# Alberta Digital Economy Program

## Digital Service Squad Grant Guidelines

Program brought to you by:



Thank You To Our Program Supporters & Partner:





**TOWN OF BLACKFALDS  
COUNCIL MEETING  
REQUEST FOR DECISION**

---

**MEETING DATE:** October 12, 2021

**PREPARED BY:** Laura Thevenaz, Infrastructure Services Manager

**SUBJECT:** Environmental Stewardship Strategy Final Report

---

**BACKGROUND:**

The development of an Environmental Stewardship Strategy (ESS) was identified as a priority for the Town, since the 2016 Municipal Sustainability Plan (MSP) was approved. This need was again identified as part of the approved 2020 MSP. Since early 2019, Administration has undertaken numerous activities as part of the ESS development.

The draft ESS was brought forward to Regular Council Committee on September 28, 2021:

**292/21**

Councillor Appel moved that the Draft Environmental Stewardship Strategy be revised and return to a Regular Council Meeting for formal approval.

**CARRIED UNANIMOUSLY**

**DISCUSSION:**

As previously identified in the MSP, the key focus areas of the ESS include water, stormwater, land, energy, buildings & infrastructure, air, and solid waste. The identification and selection of goals, strategies, targets and metrics are the result of extensive research, education, informational interviews with other municipalities, public engagement, and interdepartmental collaboration with the Environmental Advisory Team.

Since the draft version was brought forward to Council, changes within the report as requested by Council have since been incorporated.

**Moving Forward:**

Moving forward, Administration is excited about the possibility to participate in new initiatives to increase environmental stewardship for the community. An important factor for this success will be to have a dedicated staff resource to facilitate this. This includes community engagement activities, researching and applying for grant opportunities, working with EAT members to facilitate department specific programming, establishing baseline metrics, conducting annual environmental reporting, etc.

**FINANCIAL IMPLICATIONS:**

All components of the ESS previously described were done internally, including the report, which was done by the Town's Marketing and Communications department.





## TOWN OF BLACKFALDS COUNCIL MEETING REQUEST FOR DECISION

As described in the ESS, an additional staff resource will be required. The Town of Blackfalds needs this resource in order to meet its ESS commitments, succeed in its goal to becoming a steward of the environment, and leader in sustainability amongst municipalities of its size. Although this position is identified in the ESS, the position will be determined through future Council budgetary staffing reviews.

### ADMINISTRATIVE RECOMMENDATION:

1. That Council approve the final Environmental Stewardship Strategy.

### ALTERNATIVES:

1. That Council refer this back to Administration for further information.

### Attachments:

- *ESS Final Report with attachment*

Approvals:

  
\_\_\_\_\_  
CAO Myron Thompson

  
\_\_\_\_\_  
Department Director/Author



# TOWN OF BLACKFALDS **ENVIRONMENTAL STEWARDSHIP STRATEGY**

Approved  
**10/12/2021**

**BLACKFALDS**  
ALBERTA

# ENVIRONMENTAL VISION STATEMENT

“

*The Town of Blackfalds is committed to undertaking sustainability measures to ensure a healthy environment for current and future generations.*

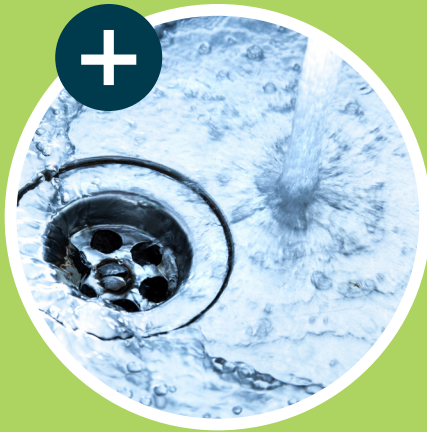
*Environmental stewardship strategies will be incorporated into Town operations, organizational culture, development conditions, and policies and procedures where applicable, to conserve, protect and enhance the environment in balance with social and economic needs.*

”

# CONTENTS

<b>EXECUTIVE SUMMARY .....</b>	<b>5</b>
<b>1   WHAT IS ENVIRONMENTAL STEWARDSHIP? .....</b>	<b>7</b>
<b>2   MUNICIPAL SUSTAINABILITY PLAN .....</b>	<b>8</b>
<b>3   EXISTING PLANS &amp; STRATEGIES .....</b>	<b>10</b>
<b>4   ENVIRONMENTAL AWARENESS PROGRAM .....</b>	<b>12</b>
<b>5   PUBLIC ENGAGEMENT .....</b>	<b>13</b>
<b>6   IMPLEMENTATION OF THE ESS .....</b>	<b>14</b>
<b>7   CRITICAL STEPS .....</b>	<b>17</b>
<b>8   KEY FOCUS AREA: WATER .....</b>	<b>18</b>
<b>9   KEY FOCUS AREA: STORM WATER .....</b>	<b>23</b>
<b>10   KEY FOCUS AREA: LAND .....</b>	<b>28</b>
<b>11   KEY FOCUS AREA: ENERGY .....</b>	<b>34</b>
<b>12   KEY FOCUS AREA: BUILDINGS &amp; INFRASTRUCTURE .....</b>	<b>37</b>
<b>13   KEY FOCUS AREA: SOLID WASTE .....</b>	<b>41</b>
<b>14   KEY FOCUS AREA: AIR .....</b>	<b>46</b>
<b>MOVING FORWARD .....</b>	<b>50</b>
<b>ACRONYMS &amp; DEFINITIONS .....</b>	<b>51</b>
<b>APPENDICES .....</b>	<b>53</b>





# EXECUTIVE SUMMARY

The Town of Blackfalds Environmental Stewardship Strategy (ESS) is a comprehensive strategy to identify how the Town will manage the full extent of its environmental impacts. It highlights existing and proposed policy and bylaw direction, standards improvement, community education and awareness programs, and plans. By identifying these strategies, the Town as an organization, will be able to identify the most important actions to reduce environmental impacts. The Town will initiate community programs to engage our citizens in a collaborative manner in the pursuit of our goal of a healthy environment.

The purpose of the ESS is to integrate key documents such as plans, strategies, policies, bylaws into an overarching document that serves as the framework for environmental stewardship within the Town of Blackfalds. The ESS takes the broad vision for environmental stewardship from the Municipal Sustainability Plan (MSP).

The MSP is a comprehensive sustainability planning document that guides decision-making for the Town of Blackfalds. The ESS is organized into seven major focus areas:



## **WATER**

How the Town manages water resources



## **STORMWATER**

How the Town manages and treats stormwater



## **LAND**

How the Town manages growth, natural spaces, and landscapes



## **ENERGY**

How the Town manages energy use



## **BUILDINGS & INFRASTRUCTURE**

How the Town builds and maintains these assets



## **SOLID WASTE**

How the Town manages solid waste to increase waste diversion



## **AIR**

How the Town manages emissions and improves air quality

Through this Strategy, Council has set the direction Blackfalds will take to create a growing, sustainable community committed to environmental stewardship.

The strategies outlined in the Environmental Stewardship Strategy will direct the actions Town staff, community members, and Council will take over the next 10 years to reach Blackfalds' key focus area goals. Specific actions to achieve these goals will be reviewed on an annual basis by Town staff to ensure that actions remain in line with changing budget, technologies, provincial and federal directives, and other internal and external factors.

The success of the ESS will only be achieved with the combined effort of Town staff, community groups, businesses, developers and individuals. It is imperative that the citizens of Blackfalds continue to provide their input on environmental stewardship goals, and actively engage in sustainability actions for our community now and in the future.

By identifying key performance metrics for each major focus area, the Town can track progress towards each goal. This will help the Town ensure it is on the right path toward its vision of a sustainable, resilient community, as well as showcase Blackfalds' continued leadership in environmental performance.





# 1 | WHAT IS ENVIRONMENTAL STEWARDSHIP?

Fundamentally, environmental stewardship is the sustainable management of Earth's resources to meet our needs today, and in the future. It is also the responsible use and protection of the natural environment through conservation and sustainable practices to enhance ecosystem resiliency and human well being.<sup>1</sup>

Stewardship action is defined as the activities, behaviours, decisions, and technologies that are used by stewards (individuals, groups, or network of actors). Collaboratively, these stewards are used to manage common-trust resources. Actions involved can vary based on scale and complexity of the issue at hand.

By employing environmentally conscious and sustainable corporate practices, the Town of Blackfalds can limit negative environmental impacts, and start to create positive impacts in our community, and on the Town's operational practices.



---

<sup>1</sup> (<https://www.noaa.gov/resource-collections/common-measures-definitions/stewardship-definitions>)



# 2 | BLACKFALDS MUNICIPAL SUSTAINABILITY PLAN

The Municipal Sustainability Plan (MSP)<sup>2</sup> is a comprehensive statutory planning document that guides decision making by the Town of Blackfalds. The MSP identified five sustainability pillars and several critical moves and indicators to address these pillars. Of these five pillars, two of them pertain to environmental stewardship: Natural Environment and Infrastructure and Buildings.



## **SUSTAINABILITY PILLAR: NATURAL ENVIRONMENT**

The Sustainability pillar “Natural Environment” is defined as “the natural environment contributes to a high quality of life in Blackfalds. We will continually seek opportunities to preserve and reclaim more natural space and build a culture to help promote community action to improve our environmental performance.”

The following Natural Environment goals pertain to environmental sustainability:

- The community reflects a culture of conservation
- We continually reduce our residential, commercial, and industrial waste while innovatively dealing with existing waste
- Alternative energy sources are encouraged and facilitated by the Town
- Development guidelines preserve and respect natural areas
- The natural environment is improved through reclamation initiatives
- The Town adopts an Environmental Stewardship Strategy to guide meaningful environmental action
- Partnerships with surrounding municipalities are pursued for large-scaled environmental initiatives
- Develop an Environmental Awareness Program
- The Town’s municipal documents support environmental policy
- Short and long-term improvements to Blackfalds’ parks and greenspaces are a priority

---

2 [www.blackfalds.ca/DownloadDocument?docId=18041b71-1938-4313-808e-a81fc084a75d](http://www.blackfalds.ca/DownloadDocument?docId=18041b71-1938-4313-808e-a81fc084a75d)



## SUSTAINABILITY PILLAR: INFRASTRUCTURE AND BUILDINGS

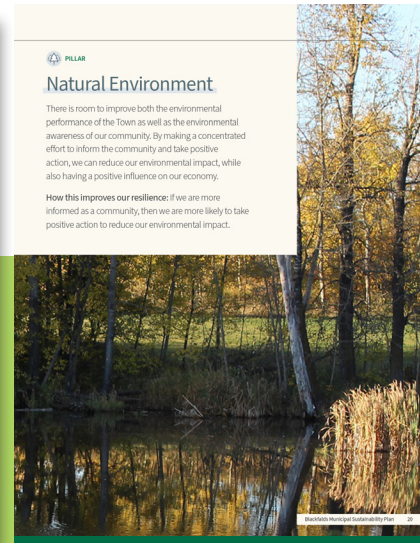
The Sustainability pillar of “Infrastructure and Buildings” is defined as “.... all of the built environment in Blackfalds.”

This includes buildings that service a diverse population and are able to adapt as the community changes and grows.

Residents are able to choose from a variety of housing types and travel by bike, walking, ridesharing service or car. All of the built environment is to be maintained in a proactive manner.

The following Infrastructure and Buildings goals pertain to environmental sustainability:

- Buildings are of high-quality design and environmental performance
- Neighborhoods in Blackfalds are designed to encourage walkability
- Infrastructure projects are considered and negotiated among multiple levels of government





# 3 | EXISTING PLANS & STRATEGIES TO **ACHIEVE ENVIRONMENTAL STEWARDSHIP GOALS**

As part of the Town's long-term commitment to environmental stewardship, there are a number of existing bylaws, plans, strategies and policies to guide the Town's overall approach to environmental management and sustainability.

**THE ENVIRONMENTAL MANAGEMENT POLICY IS AN OVERARCHING POLICY FOR THE TOWN OF BLACKFALDS THAT IDENTIFIES OBJECTIVES THAT NEED TO TAKE PLACE IN ORDER TO CONSERVE, PROTECT AND ENHANCE THE ENVIRONMENT FOR THE TOWN.**

One of the outcomes of this policy is to "...integrate applicable environmental principles and performance objectives under the Environmental Stewardship Strategy (ESS) into relevant decision-making processes. Through Council reporting, meeting discussions and planning, these objectives will be integrated across all departments."

This policy will also help lead environmental mandates for the protection, conservation and enhancement of the environment through our local, provincial and regional partnerships.

In addition to the Environmental Management Policy, the following existing plans and strategies outline the key policy framework in which the ESS is integrated.

Some of these key documents include information applicable to numerous focus areas and have been referenced to its (numerous) focus area to aid in the development of the Blackfalds' ESS.

## **WATER**

- Charter for Protecting Source Water Quality in the Red Deer River Watershed (2018)
- Design Guidelines (2011)
- Environmental Management Policy (2020)
- Potable Water Management Policy (2020)
- Utility Bylaw (2020)
- Wastewater Master Plan (2015)
- Water Model Update (2016)

## **STORMWATER (BASIN MANAGEMENT)**

- Charter for Protecting Source Water Quality in the Red Deer River Watershed (2018)
- Design Guidelines (2011)
- Environmental Management Policy (2020)
- Land Use Bylaw (2021)
- Master Drainage Plan for the Wolf Creek and Whelp Brook Watersheds (2014)
- Utility Bylaw (2020)
- Various Community Developer Stormwater Management Plans

## **LAND**

- Community Standards Bylaw (2018)
- Design Guidelines (2011)
- Downtown Revitalization Plan (2011)
- Land Use Bylaw (2021)
- Municipal Development Plan (2009)
- Municipal Sustainability Plan (2020)
- Recreation, Culture and Parks Needs Assessment and Master Plan (2016)
- Transportation Master Plan (2015)

## **ENERGY**

- Land Use Bylaw (2021)
- Recreation, Culture and Parks Needs Assessment and Master Plan (2016)

## **BUILDINGS AND INFRASTRUCTURE**

- Design Guidelines (2011)
- Land Use Bylaw (2021)
- Recreation, Culture and Parks Needs Assessment and Master Plan (2016)

## **SOLID WASTE**

- Community Standards Bylaw (2018)
- Solid Waste Management Bylaw (2013)
- Waste Management Review (2013)

## **AIR**

- Land Use Bylaw (2021)



# 4 | ENVIRONMENTAL AWARENESS PROGRAM

As identified in the ESS, the Town will implement an environmental awareness program. The purpose of this program is to build community knowledge of the environmental issues and impacts that can be influenced at the individual level.

Key elements of the program include:

- Regular environmental awareness communications and education to provide ongoing information and resources to reduce individual environmental impacts. A combination of information and clear direction for action (ie. how to get involved with municipal services and programs) can lead to improved results over time. These may be measured through program targets.
- Design environmental awareness signage for Town infrastructure. By including environmental awareness signage throughout the community, citizens are better informed, and the message of environmental stewardship is reinforced. Signage will be developed and placed at strategic locations throughout the community where environmental awareness is needed.

Each of the key focus areas of the ESS will have a community education and awareness goal. This will be achieved through a variety of methods including but not limited to, social media campaigns, education and community outreach programs to schools, community groups, businesses and residents in general, availability of incentives and rebates, and informational materials available to our residents on our website.





## 5 | PUBLIC ENGAGEMENT

This Environmental Stewardship Strategy is the result of collaboration between the community, Council, Town staff and Environmental Advisory Team (EAT).

Effective communication is critical to understanding what is needed to help protect the environment. It fosters a stronger commitment to environmental stewardship and helps influence positive change in behaviours. The Town believes that if internal and external stakeholders are kept informed of environmental work done locally, it will be easier for the Town to get help and obtain support to carry out the Town's environmental projects, initiatives and programs.

Between February 21, 2020 and April 30, 2020 an online public survey was published on the Town of Blackfalds website. Broader promotion of this survey included social media posts, in person promotion at the Red Deer Home Show, and direct personal

invitations to participate was sent to several community associations and community developers. Due to COVID-19, in person public engagement events were cancelled.

In total, 177 people participated in the ESS survey. The survey asked a series of questions about:

- Environmental priorities and actions;
- Effectiveness of current programs, initiatives and services; and
- Willingness and barriers to taking personal actions to protect the environment.

A copy of the **Public Participation Report** can be found in Appendix 1.

As an outcome of the survey, the Town gained a better understanding of what environmental actions are important to its stakeholders. The strategies and actions identified as part of this ESS reflect that feedback.



## 6 | IMPLEMENTATION OF THE **ENVIRONMENTAL STEWARDSHIP STRATEGY**

The ESS was designed to outline the broad vision, goals, and strategies to achieve environmental stewardship for the Town of Blackfalds. The Town will commit to review and update the ESS every 10 years and will include community review to identify new external and internal conditions that may influence the current plan.

### **ANNUAL MONITORING & REPORTING TO THE COMMUNITY**

To monitor the advancement of the ESS, key metrics of each of the seven focus areas will be reported to the community on an annual basis. Monitoring these metrics are important to establish baseline conditions, determine progress over time, and identify areas of opportunity for change.

Town Council will be engaged periodically as progress is made with the implementation of policies, programs, strategies, etc. as identified in each of the focus areas. This will ensure the transparency of the Town's progression towards environmental stewardship.

### **ENVIRONMENTAL ADVISORY TEAM**

Within Town Administration, an Environmental Advisory Team (EAT) has been created to collaboratively identify and assess environmental initiatives for the Town. As the Town implements environmental initiatives identified as part of this ESS, the EAT will be responsible for identifying key programs, educational offerings, incentives/rebates, etc. that are best suited to the community. Selection of these programs will be based on what is realistic in terms of internal resource commitments, community needs and opportunities, budgetary constraints, availability of grant support, technological advancements, etc.



## COMMUNITY ENGAGEMENT & REGIONAL COLLABORATION

Given its limited resources and economic sphere of influence, the Town of Blackfalds can't achieve environmental sustainability in isolation. Building relationships and partnerships with surrounding communities, community groups, schools, and other regional partners will be key to achieving the goals set out in the ESS.

This will mean supporting community connections through joint program development and implementation, use of environmentally sustainable solutions in the regional context, while respecting local service levels.

## MEASURING PROGRESS

The purpose of monitoring metrics is to identify where and how progress is being made in relation to specific targets, and key focus area goals. Metrics provide a baseline for progress to be measured. These metrics will be published annually through a report to the community.

Within select focus areas, targets and metrics are carefully considered and selected based on industry standards, other municipalities' experiences, community specific environmental conditions, local service levels, and the wants and needs of the Blackfalds community. Targets will be defined for the life of the ESS (10 years, until 2031).

## STRATEGIES & TARGETS

For each of the focus areas, strategies and actions are necessary in order to achieve the Blackfalds' ambitious goals towards environmental stewardship. Proposed actions are identified over a specified period of time from **immediate** (1-2 years), **short-term** (3-5 years) and **long-term** (6+ years). A level of effort (low, medium or high) and anticipated costs have been assigned for each strategy.

The magnitude of cost is determined as follows:

<b>Internal</b>	Internal Resources
<b>Low</b>	<\$50k
<b>Medium</b>	\$50 – \$100k
<b>High</b>	\$100+

Targets for each of the seven key focus areas were selected based on realistic ambitions in alignment with the Town's intention. The targets are selected for initial monitoring and will be refined over time as data is collected and baseline conditions are understood. This will allow the Town time to identify suitable targets with consideration for internal and external influences. Internal influences can include policies, bylaws, plans, and feasibility studies. External influences can include legislation, technological and scientific advancements, political views, economic and market factors, and changes in social or planning values.



## **ESS STAFF RESOURCES**

The Town recognizes that in order to achieve its goals towards environmental stewardship as identified in this ESS, an additional staff member will be required. This dedicated resource will be instrumental in building community relationships, providing education and awareness programs, seeking grant funding opportunities, and baseline and annual metric collection and reporting. The resource will lead the many strategies in the ESS in order to accomplish its goals.

## **ASSET MANAGEMENT AND THE ENVIRONMENT**

The Town of Blackfalds recognizes the need to incorporate principles of asset management across the organization. As outlined in Asset Management Policy 139.20, the goal towards achieving the medium to long term financial sustainability of the organization requires the promotion of asset management principles in all Town departments. Any impact to asset infrastructure, level of service, risk, or sustainability as an outcome of any commitment within this ESS (eg. Climate Change Adaptation and Resiliency Plan) will be conducted in accordance with Asset Management Policy 139.20 and included in established asset management practices.



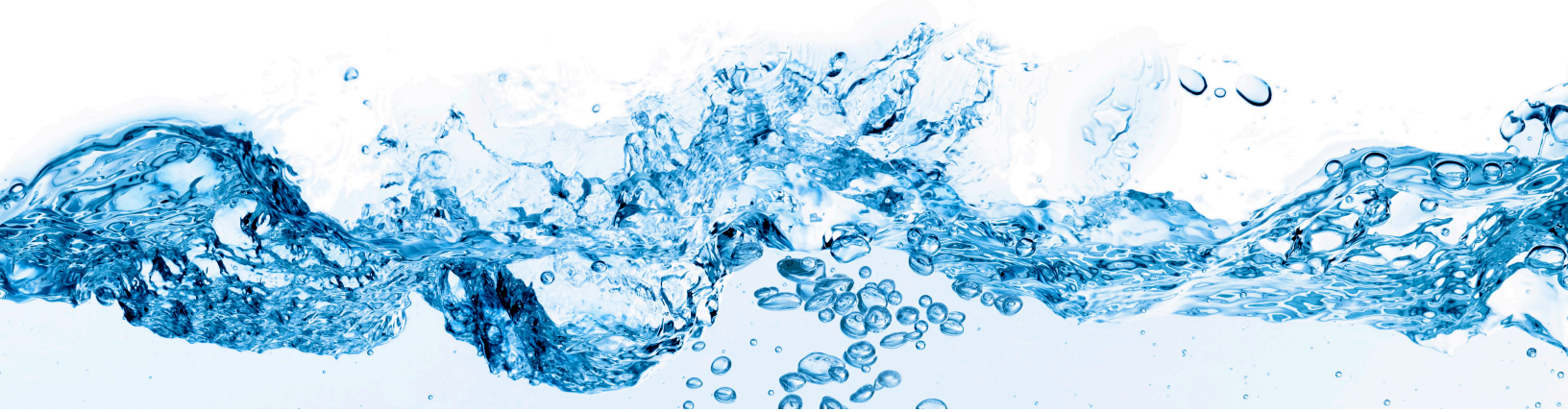
# 7 |

## CRITICAL STEPS TO ACHIEVE ENVIRONMENTAL STEWARDSHIP



On its path to achieving environmental sustainability, the Town of Blackfalds will follow a hierarchical approach to meeting its goals. Each level within this hierarchy represents a critical step that must be taken in order to achieve the next higher step within the hierarchy.

The base of this hierarchy identifies the specific strategies and actions that must be taken in order to meet specific goals and targets for each key focus area. The accomplishment of those goals and targets is then required to meet the overarching vision for environmental stewardship within the Town of Blackfalds.



# 8 | KEY FOCUS AREA **WATER**



## **HOW THE TOWN MANAGES WATER RESOURCES**

As a member of the North Red Deer Region Water Services Commission (NRDRWSC) since 2007, the Town of Blackfalds continues to work with its regional partners to achieve a long-term and sustainable supply of clean water that meets the needs of its community. With Blackfalds being one of Canada's fastest growing municipalities, the Town has experienced increased water usage demands due to corresponding high development rates. To meet regulatory requirements, the Town of Blackfalds is responsible for the repair and maintenance of water distribution facilities within the Town including both Broadway Avenue and East Railway water reservoirs and pump stations, water distribution mains, hydrants, valves and other water infrastructure. Through these measures, the Town ensures clean drinking water and fire flow protection are available for the community.

In 2018, the Town joined the North Red Deer Regional Wastewater System (NRDRWWSC) which is responsible for the transmission and treatment of wastewater from the Town of Blackfalds into the Red Deer Regional Wastewater Treatment Facility. The Town of Blackfalds is responsible for the operations and maintenance of the wastewater collection system within the Town. This includes lift stations, manholes, wastewater mains, and other wastewater infrastructure.

It is anticipated that the Blackfalds area will experience warmer temperatures, resulting in an increase rate of evaporation from vegetation and soils. There is also an anticipated decrease in precipitation during the warm summer months, resulting in moisture stress.<sup>3</sup>

---

3 <https://www.okotoks.ca/sites/default/files/pdfs/publications/Okotoks%20-%20Climate%20Resilience%20Express%20Action%20Plan%20-%20FINAL%20-MARCH%202018-.pdf>



The Town has already started taking its first steps towards mitigating climate change impacts on potable water supply. Low water supply affecting potable water availability can cause water restrictions.

In 2020, the Town developed a Potable Water Management Policy. This policy identified environmental stewardship strategies to conserve, protect and enhance the environment in balance with social, infrastructure, and economic needs. The Town also has universal water metering and associated rates for the community ensuring residents and commercial/industrial customers are aware of their water usage and wastewater.

Fortunately, the Town of Blackfalds already has the following bylaws, policies and plans in place to guide the sustainable use of water in the community:

- Charter for Protecting Source Water Quality in the Red Deer River Watershed (2018)
- Design Guidelines (2011)
- Environmental Management Policy (2020)
- Potable Water Management Policy (2020)
- Utility Bylaw (2020)
- Wastewater Master Plan (2015)w
- Water Model Update (2016)

## AVERAGE INDOOR HOUSEHOLD WATER USAGE







**Reduce water consumption and demand for drinking water by implementing conservation strategies, operational practices, incentives, and policies**

## STRATEGIES

### 1. Measure potable water consumption through municipal water supply

*Understanding baseline potable water consumption is necessary to monitor changes in consumer behaviours with the implementation of conservation strategies. A reduction in consumption is interpreted as successful.*



**Timeline:** Immediate



**Effort:** Low



**Cost:** Internal



**Target:**

Year over year reduction in water consumption.



**Metric (Annual):**

Litres per person per day (residential and industrial/commercial/institutional (ICI))

### 2. Monitor the efficiency of the water distribution infrastructure

*Increase the overall efficiency of water infrastructure by identifying and addressing any leaks.*



**Timeline:** Immediate



**Effort:** Medium



**Cost:** Internal

### 3. Require the use of low flow water fixtures and faucets on all new builds through the Utility Bylaw.

*Installation of low flow water fixtures and faucets has been shown to reduce household water consumption levels. In addition to the National Plumbing Code, this requirement was included as part of the 2020 Utility Bylaw.*



**Timeline:** Short-term



**Effort:** Low



**Cost:** Internal

### 4. Research and evaluate incentives and possible rebates for installation of low-flow toilets, rain sensors for sprinkler systems, water conserving landscaping materials.

*By providing residents with incentives or rebates, it is anticipated that this will result in increased household participation in the installation of water conserving fixtures or materials.*



**Timeline:** Short-term



**Effort:** Medium



**Cost:** Internal

### 5. Research options to re-use pool water, arena ice rink water, and other sources for use in outdoor rinks, parks watering, and water distributing vehicles (street sweepers, tree watering tanks).

*Re-use of water from Town operations will align with provincial guidelines and requirements, and based on best management practices with comparable municipalities. Reusing greywater reduces the amount of fresh potable water required to maintain Town operations.*



**Timeline:** Short-term



**Effort:** Medium



**Cost:** Medium





## GOAL #2

Create or update existing policies, plans, bylaws, or guidelines that pertain to water

### STRATEGY

#### 1. Update the Design Guidelines (2011)

The Design Guidelines (2011 ) document is a comprehensive engineering manual that governs subdivision design, servicing standards, the design and construction approval process, and the as-construction drawing submission requirements.



**Timeline:** Short-term



**Effort:** High



**Cost:** High



## GOAL #3

Community Education & Awareness

### STRATEGY

The reduction of water consumption through education and awareness programs is necessary for the public to realize the economic and environmental benefits of water conservation.



**Timeline:** Immediate



**Effort:** Medium



**Cost:** Internal



# 9 | KEY FOCUS AREA **STORMWATER**



## **HOW THE TOWN HANDLES AND TREATS STORMWATER**

The Town of Blackfalds is characterized by knob and kettle topography with numerous wet low areas and is located within both the Red Deer River and the Battle River watersheds. Basin management is achieved through the Town's Water Act approvals under Alberta Environment and Parks. Stormwater is managed through a system of stormwater ponds, artificial and natural wetlands, and other drainage amenities.

Adaptation and building resiliency into key infrastructure are critical components in the Town's approach to mitigating the affects of climate change.

As the climate warms, weather variability in Blackfalds is projected to increase. It is anticipated that there will be more intense storm events, warmer and wetter winters, and summer heat waves with less precipitation events.

The Town has already taken steps to implement long-term and sustainable stormwater quality and quantity management solutions to protect against climate change. Inadequate stormwater management and planning can result in significant community impacts including damage to infrastructure and property, increased insurance costs, reduced water quality in source river, potential impacts to health and safety (fatalities or injuries), lost productivity for businesses, etc.

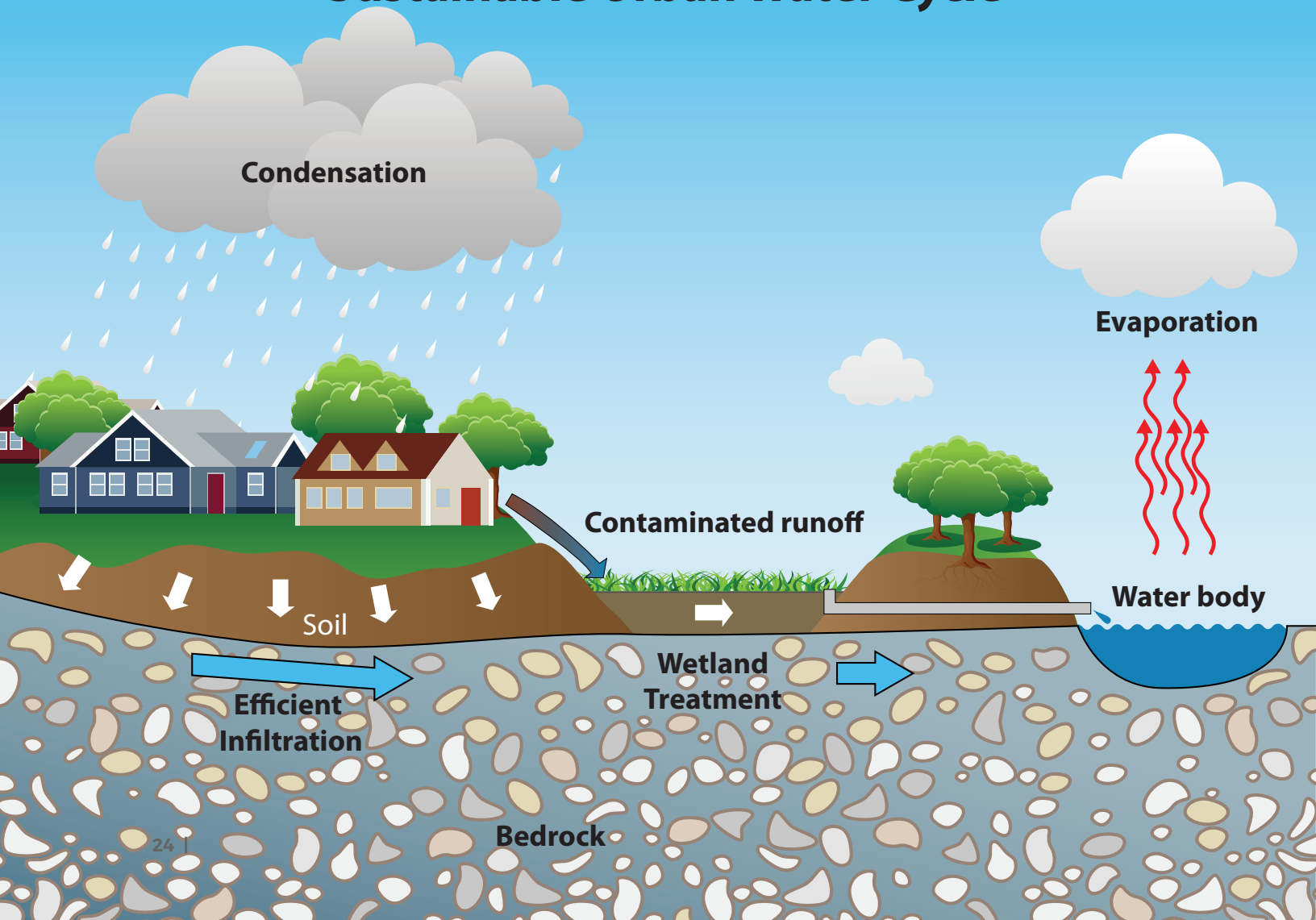


## KEY FOCUS AREA: STORMWATER

Fortunately, the Town of Blackfalds already has the following policies and plans in place to guide the sustainable stormwater management in the community:

- Charter for Protecting Source Water Quality in the Red Deer River Watershed (2018)
- Design Guidelines (2011)
- East Area Master Stormwater Management Plan (2017)
- Environmental Management Policy (2020)
- Land Use Bylaw (2021)
- Master Drainage Plan for the Wolf Creek and Whelp Brook Watersheds (2014)
- Northwest Area Master Stormwater Management Plan (2018)
- Utility Bylaw (2020)
- Various community stormwater master plans

## Sustainable Urban Water Cycle





**Creation of, or update existing policies, plans, bylaws, or guidelines that pertain to stormwater**

## STRATEGIES

- 1. Continue to participate in regional partnerships and community programs to protect and enhance stormwater quality, basin management, and infrastructure.**

*The Town is an active member of the Battle River Watershed Alliance, the Red Deer River Municipal Users Group and the Red Deer River Watershed Alliance and will continue to participate in these partnerships.*



**Timeline:** Immediate



**Effort:** Low



**Cost:** Low

- 2. Completion of the Area Stormwater Management Plans and development of an overarching Town-wide Stormwater Management Plan**

*The Town has undertaken extensive stormwater management studies to ensure stormwater is managed sustainably and aligns with current and future developments.*



**Timeline:** Short-term



**Effort:** High



**Cost:** High

- 3. Protection of stormwater as identified through Utility Bylaw provisions**

*As part of the Utility Bylaw update in 2020, stormwater protection was added. This will allow the Town to hold polluters accountable for direct or indirect costs, and enforce fines and penalties for activities that violate protection measures within the Bylaw.*



**Timeline:** Immediate



**Effort:** Medium



**Cost:** Low

- 4. Develop a Climate Change Adaptation and Resiliency Plan (CCARP)**

*The development of a CCARP will identify and the impacts of climate change, and actions the municipality will take the address them as applicable for each key focus area of the ESS.*



**Timeline:** Short-term



**Effort:** High



**Cost:** High

## 5. Develop an Erosion and Sediment Control Policy

*An Erosion and Sediment Control Policy is intended to help reduce the amount of sediment-laden water entering into the Town's stormwater drainage system and downstream waterbodies*



**Timeline:** Short-term



**Effort:** Medium



**Cost:** Low

## 6. Research and consider options to incorporate low-impact development (LID) within Town developments. This includes the development of a Rainwater Management Plan and updating the LUB to incorporate LID technologies (ie. Xeriscaping) into new developments.

*LID are systems and practices that mimic or use natural features or processes to protect the natural and urban environment. LID has been proven to increase stormwater quality and reduce quantities, resulting in cleaner water being discharged to the watershed.*



**Timeline:** Short-term



**Effort:** High



**Cost:** Medium



**Improve basin management by reducing the quantity of stormwater runoff and improve the quality by implementing conservation strategies, operational practices, incentives, and policies**

## STRATEGIES

### 1. Consider options to capture and use stormwater from Town facilities for use in Town operations (such as street sweepers, tree watering tanks, etc.)

*Research and evaluate capture and use of stormwater from Town facilities for use in Town operations as it aligns with the key focus area identified in the MSP.*



**Timeline:** Short-term



**Effort:** High



**Cost:** Medium

## 2. Explore alternatives to road & sidewalk salt and sand and implement a testing program for alternative products

*Road salt is a cost effective way to control ice issues, but has a negative impact on the aquatic ecosystems. Alternatives to salt will result in cleaner stormwater.*



**Timeline:** Short-term



**Effort:** High



**Cost:** Medium

## 3. Develop a Best Management Practice for stormwater facilities maintenance and operations

*A Best Management Practice will include measure to be taken to ensure effective operations and maintenance practices for stormwater infrastructure throughout Blackfalds.*



**Timeline:** Immediate



**Effort:** Medium



**Cost:** Low



## Community Education & Awareness

### STRATEGY

## 1. Seek community support and provide education to emphasize the importance of Low Impact Design (LID) landscaping practices.

*In collaboration with the water key focus area , we will incorporate LID practices to improve water conservation practices.*



**Timeline:** Immediate



**Effort:** Medium



**Cost:** Low



# 10 | KEY FOCUS AREA LAND



## HOW THE TOWN MANAGES GROWTH, NATURAL SPACES AND THE LANDSCAPE

Blackfalds considers itself to be a sustainable community that is continually adjusting to meet the social and economic needs of its residents, businesses and visitors while respecting the environment. By taking a proactive approach to managing growth, it will prevent some of the challenges communities face when not properly addressed; this includes land use conflicts, inefficient utility servicing patterns, uncoordinated road networks and environmental degradation, all of which work against a positive environment for economic sustainability and the general liveability of the community.

A sustainable community uses its resources to meet current needs while ensuring that adequate resources are available for future generations. Focusing on balance and sustainable development, land use compatibility, the retention of environmental quality and the effective and efficient provision of municipal services are all

important factors to ensuring Blackfalds is sustainable now, and for future generations.

Climate change impacts such as intense storm events, heat extremes, increased temperature and less precipitation during the warmer months have a direct impact on the land. Increased risk of grassfires, ecological pests, drought, ice storms, blizzards, and reduction in wetland and storm pond volumes, will have significant consequences for Blackfalds.

These risks have the potential to threaten property and infrastructure, increase the Town's operational costs, reduce air quality, increase insurance premiums, and economic impacts to the business community and Town. The consequence of climate change due to increased ecological pests include damage to natural assets, and impact on terrestrial and aquatic wildlife and ecosystems.

The Town is committed to provide public parks, recreation areas and related facilities, which meet the growing needs of the community, while retaining natural landscape features, whenever possible. Planning and environmental standards provide the framework to create an attractive, vibrant community where land impacted by growth will respect the environment and utilize natural features where feasible.

The Town of Blackfalds already has a number of bylaws and plans in place to guide the sustainable land management in the community:

- Blackfalds Intermunicipal Development Plan (2020)
- Community Standards Bylaw (2018)
- Design Guidelines (2011)
- Downtown Revitalization Plan (2011)
- Land Use Bylaw (2021)
- Municipal Development Plan (2009)
- Municipal Sustainability Plan (2020)
- Recreation, Culture and Parks Needs Assessment and Master Plan (2016)
- Transportation Master Plan (2015)





**GOAL #1**

**Create or update existing policies, plans, bylaws, or guidelines that pertain to land**

## STRATEGIES

### 1. Develop a “Green” Purchasing Policy

*The development of a Green purchasing policy will ensure that goods and services are procured with sustainability in mind. This will help the Town minimize its environmental impact to the environment.*



**Timeline:** Immediate



**Effort:** Medium



**Cost:** Internal

### 2. Research options to develop a municipal noxious/nuisance weeds list

*Weeds in Alberta are provincially regulated through the Weed Control Act and includes duties of municipalities to control them. Municipalities have the abilities to create a municipality specified noxious or nuisance weeds list to control weeds within the municipality not identified in the Weed Control Act. This will help ensure only desired vegetation species are in the community, and enhancing the aesthetics of the community.*



**Timeline:** Long-term



**Effort:** High



**Cost:** Internal

### 3. Conduct research to develop an Integrated Pest Management (IPM) Plan

*An IPM Plan is an environmentally friendly approach to pest management that reduces the use of chemicals for pest control. The IPM Plan will consider alternatives to pesticides to reduce environmental impacts on human and animal health, and the environment.*



**Timeline:** Long-term



**Effort:** High



**Cost:** Medium



**Target:**

Year over year reduction of pesticide usage for municipal operations.



**Metric (Annual):**

Volume of toxic pest control product used per acre of municipal owned land (ml/acre)

## 4. Develop a Climate Change Adaptation and Resiliency Action Plan



**Timeline:** Short-term



**Effort:** High



**Cost:** High



### GOAL #2

### Land Development

#### 1. Encourage developers to set aside a small portion of land beyond what's required through the Land Use Bylaw for community garden purposes

*Community gardens contribute to healthy lifestyles through providing affordable and fresh produce. They promote increased physical and mental health through physical activity engagement with other community members, amongst a few things. During the ASP planning with developers, the Town will encourage developers to set aside additional land for community gardens, where feasible.*



**Timeline:** Short-term



**Effort:** Medium



**Cost:** Internal



**Target:**

Increase land devoted to community gardens and urban agriculture in an area (m<sup>2</sup>/capita)

#### 2. Encourage developers to increase land within the Town's developed area devoted to natural features (parks, turf areas, shrub beds, naturalization areas, tree stands, wetlands, developed stormwater ponds, etc.)

*Increasing opportunities for community members understanding and connection to nature plays a significant role in promotion of environmental stewardship in Blackfalds. As part of ASP planning with developers, the Town will work with developers to devote more lands to natural features.*



**Timeline:** Short-term



**Effort:** Medium



**Cost:** Internal



## STRATEGIES

- 3. Focus on increasing access to alternative transportation, healthy living through trail network. Includes multi-use trails (asphalt and concrete surface trails in parks and shared trails). Includes non-hard surfaces such as boardwalks, aggregate, woodchip and pedestrian only trails.**

*The Recreation, Culture and Parks Needs Assessment and Master Plan (2016) identifies the strategic long-term plan for the trail network within the community. Devoting land and infrastructure to alternative transportation methods increases environmental stewardship through reduction in GHG, as well as promoting healthy living.*



**Timeline:** Immediate



**Effort:** Medium



**Cost:** Low

- 4. Plant more trees each year including on municipal lands, as well as encourage private landowners to plant trees.**

*Trees benefit the community through reducing temperatures, cleaner air and enhancing aesthetics. The When the municipality has to remove a tree, Town plant a new tree in another location. Community education and awareness will be done to promote the benefits of planting trees on private property as well.*



**Timeline:** Immediate



**Effort:** Medium



**Cost:** Low



5. Explore developing a Municipal Urban Agricultural Action Plan (UAAP) that identifies more local food opportunities including farmers markets, community edible fruit trees, community gardens, etc. Work in collaboration with community groups and students to ensure food is harvested and used where required.

*Urban agriculture improves community health and reduces health inequalities through growing of produce in public and private lands, and providing that opportunity to all community members, regardless of social or economic barriers. A UAAP will consider how this can best be incorporated into Blackfalds and with community members to ensure its success.*



**Timeline:** Long-term



**Effort:** High



**Cost:** Medium



### GOAL #3

### Community Education & Awareness

## STRATEGY

1. Provide community support and education surrounding importance of local and sustainable food choices and practices (ie. promotion of farmers markets, local buy & sell, etc.)



**Timeline:** Immediate



**Effort:** Medium



**Cost:** Low







# 11 | KEY FOCUS AREA ENERGY

## HOW THE TOWN MANAGES ENERGY USE & INCREASED USE OF RENEWABLE ENERGY

The result of climate change on human health, the economy, and the environment is considered one of the greatest threats in history. It is widely believed that human activities are one of the primary drivers of this: burning fuel to power vehicles, greenhouse gas emissions from landfills, consuming energy to heat and cool our homes, and industrial processes, to name a few. There are numerous steps community members can take to implement technologies and resources to heat homes and buildings more efficiently. This can include the use of alternative renewable energy sources, upgrading to newer energy efficient heating systems, updating insulation and windows.

The impact of climate change will affect the Town's energy demands. It is anticipated that increased summer temperatures and extreme heat events will result in increased energy demands

for indoor space cooling. This will increase greenhouse gas emissions, all the while costing the Town, businesses and residents more money.

Between 2016 and 2020, the Town conducted a third-party feasibility analysis for the installation of solar photovoltaic panels on all Town facilities, except for the Operation Center (acquired 2020) and the Eagle Builders Center, currently under construction (2021). In Spring 2020, the Town also conducted a feasibility assessment for the installation of LED lights in the Abbey Field House. Following up to the solar PV feasibility studies, in 2016 and 2018, solar panels were outfitted on the roof of the Civic Center and the Abbey Center. Electricity generated by the solar panels at the Abbey Center is 221 MWh/year and 50 MWh/year at the Civic Center.

The following key documents are in place to guide the energy management in the community:

- Land Use Bylaw (2021)
- Recreation, Culture and Parks Needs Assessment and Master Plan (2016)



**Create or update existing policies, plans, bylaws, or guidelines that pertain to the reduction of greenhouse gases created by Town facilities or operational practices**

## STRATEGIES

### 1. Develop a Community Renewable Energy Strategy (CRES)

*A CRES is designed to inventory, analyze and prioritize renewable energy options for residential and commercial properties within Blackfalds. It will provide an understanding of feasibility, cost, and anticipated GHG reductions, and identify programs, incentives, rebates and opportunities for the community to participate.*



**Timeline:** Short-term



**Effort:** High



**Cost:** Medium

### 2. Develop a Climate Change Adaptation and Resiliency Action Plan



**Timeline:** Short-term



**Effort:** High



**Cost:** High

### 3. Develop a “Green” Purchasing Policy



**Timeline:** Immediate



**Effort:** Medium



**Cost:** Internal





**Promote reduction of energy usage through the implementation of conservation strategies, incentives, and policies.**

## STRATEGY

- 1. Research into possible partnerships to build and operate an electric vehicle charging station within Blackfalds**

*The installation of EV charging stations in the community encourages residents to switch from fossil fuel vehicles to electric, resulting in decreased in GHG emissions.*



**Timeline:** Immediate



**Effort:** Medium



**Cost:** Low



**Community Education & Awareness**

## STRATEGY

- 1. Research and create of community education programs to reduce energy usage**



**Timeline:** Immediate



**Effort:** Medium



**Cost:** Internal



# 12 | KEY FOCUS AREA **BUILDINGS & INFRASTRUCTURE**



## **HOW THE TOWN BUILDS AND MAINTAINS THESE ASSETS TO REDUCE ENVIRONMENTAL IMPACT**

The incorporation of environmental sustainability into buildings and infrastructure requires consideration of historic and current building standards and practices, environmental sustainability goals, economic and social factors. Incorporation of sustainability measures into regulatory practices will ensure the Town has a solid foundation for the implementation of new practices. I.e. bylaws, policies, plans, etc.

Light pollution is considered the inappropriate or excessive use of artificial light and can have serious environmental consequences for human health, wildlife and climate. Much of the outdoor lighting used at night is inefficient, overly bright, poorly targeted, improperly shielded, and, in many cases, completely unnecessary. This light, and the electricity used to create it, is being wasted by spilling

it into the sky, rather than focusing it on to the actual objects and areas that people want illuminated. Lack of building standards or municipal bylaws to require the utilization of dark sky compliant lighting enables this problem to continue.

The incorporation of sustainability measures to mitigate climate change impacts on buildings and infrastructure will be critical to reducing risk. Increased severe weather events such as windstorms, hail storms, blizzards, and ice storms, and an increase freeze/thaw cycles will have a negative impact on the community. These climate change events can result in surface and underground infrastructure damage, power outages, socio-economic impacts, and transportation disruption (vehicle accidents and local and regional travel conditions). The Town must investigate these impacts further.

## KEY FOCUS AREA: BUILDINGS & INFRASTRUCTURE

The Town of Blackfalds utilizes an “on-demand” transit system for its local and regional commuter transport to the City of Red Deer. Public transportation is considered an environmentally sustainable for the following reasons:



**Health** – It promotes healthier and more active cities, cleaner air, and reduced accident risk.



**Affordability** – It is more affordable than owning a car including the costs of paying for insurance, and fuel.



**Community** – Moving people rather than cars provide more interactive public spaces and create opportunities for social interaction.



**Economy** – allows for increased mobility of residents to the City of Red Deer and businesses within Town limits.



**Environment** – personal vehicles are one of the largest sources of green house gases and other pollutants. Sustainable transportation allows us to reduce our carbon footprint, and lead towards a more stable climate future.

Fortunately, the Town of Blackfalds already has the following key documents in place to guide the sustainable building and infrastructure management in the community:

- Design Guidelines (2011)
- Land Use Bylaw (2021)
- Recreation, Culture and Parks Needs Assessment and Master Plan (2016)





**Create or update existing policies, plans, bylaws, or guidelines that pertain to buildings and infrastructure or Town operational practices**

## STRATEGY

### 1. Research the development of a Sustainable Building Strategy (SBS) for Town-owned infrastructure

*An SBS includes the consideration of renewable energy, passive and active energy requirements, green building materials, native landscaping and LID stormwater management for Town owned infrastructure. Should an SBS be feasible for Blackfalds, the information and recommendations from existing feasibility studies will be re-visited.*



**Timeline:** Long-term



**Effort:** High



**Cost:** High

### 2. Develop a “Green” Purchasing Policy



**Timeline:** Immediate



**Effort:** Medium



**Cost:** Internal

### 3. Implement a Dark Sky Policy to reduce light pollution and incorporate a Dark Sky Compliant Lighting requirements into the Land Use Bylaw

*Light pollution has serious environmental consequences for wildlife, human, and the climate. As part of the 2021 LUB updates, installation of Dark Sky Compliant Lighting has been included for new construction and retrofitting projects.*



**Timeline:** Short-term



**Effort:** Medium



**Cost:** Internal

### 4. Develop a Climate Change Adaptation and Resiliency Action Plan



**Timeline:** Short-term



**Effort:** High



**Cost:** Medium




## **GOAL #2** Increase Transit Ridership

### STRATEGIES

#### 1. Continue to promote alternative transportation modes, including usage of BOLT transit system

*BOLT Transit is an important transportation service for Blackfalds residents allowing them accessibility into the City of Red Deer. Promotion of BOLT Transit through community engagement activities such as Blackfalds Days, Clean Air Day, and other events, will be used to grow this service.*

 **Timeline:** Immediate
  **Effort:** Medium
  **Cost:** Internal

 **Target:** Year over year increase in transit ridership

#### 2. Annual Proclamation of World Car Free Day in September. Offer free BOLT transit ridership for the day.

*As part of the commitment to promoting alternative transportation in the community, the Town will offer free BOLT transit ridership to community members for the day. This is a great opportunity for residents who have not experienced BOLT before to try it for free.*

 **Timeline:** Immediate
  **Effort:** Medium
  **Cost:** Internal

## **GOAL #3** Community Education & Awareness

### STRATEGY

#### 1. Develop education programs surrounding benefit of public transit, active modes of transportation, indoor and outdoor air quality, benefits of Dark Sky Compliant Lighting, etc.

 **Timeline:** Immediate
  **Effort:** Medium
  **Cost:** Internal



# 13 | KEY FOCUS AREA SOLID WASTE



## HOW THE TOWN MANAGES SOLID WASTE TO INCREASE WASTE DIVERSION

The issue of managing waste and alternatives to landfill disposal is becoming increasingly important. Municipal solid waste commonly includes textiles, food scraps, packaging, furniture, construction and demolition materials from the residential, industrial/commercial/institutional (ICI).

Recycling is the process of collecting and processing materials that would otherwise be thrown away as trash and turning them into new products. Recycling benefits the environment and the community by reducing waste volumes, reducing air pollution (from incineration), water pollution (from landfilling), reduce consumption of raw materials, greenhouse gas emissions and through redirecting waste output in the economic system.

The recyclability of materials is dependent on the type of material (paper, plastic, glass, etc.), material contamination, and market influences such as commodity markets for processing and reuse.

There are some ISO standards related to recycling, such as ISO 15270:2008 for plastics waste and ISO 14001:2015 for environmental management control of recycling practice.

In 2013, the Town conducted the Waste Management Review to identify current waste management practices, and areas for improvement. The Town has achieved many of the recommendations within that report but will commit to undertaking a new review as a commitment from this ESS. The Town currently disposes of its waste at the City of Red Deer landfill, recycling is taken to a materials reduction facility in Red Deer County, and compost material is taken to a compost facility in Red Deer County.

The Town already has the following in place to guide solid waste management in the community:

- Community Standards Bylaw (2018)
- Solid Waste Management Bylaw (2013)
- Waste Management Review (2013)



**GOAL #1**


**Increase waste diversion from landfill**


## STRATEGIES

### 1. Reduce amount of waste contributing to landfill

*There are many reasons why reducing waste to landfill is important. Taking a comprehensive and strategic approach to reducing landfill waste through increasing diversion and decreasing waste disposal.*

 **Timeline:** Immediate
  **Effort:** Medium
  **Cost:** Low


 **Target:** Year over year reduction in landfill tonnage.

 **Metric (Annual):**
 Waste diverted: % of waste diverted per year per tonnage of waste landfilled  
 Weight of solid waste: total weight of solid waste generated by single family residences (tonnes/capita/year)

### 2. Implement a residential organic waste collection program (Green Bin) with future program expansion to include apartments and condominiums

*The Town currently operates a black bin (solid waste), blue bin (recycling), and seasonal yard waste program. At this time all household organic waste goes is incorporated with black bin materials. The implementation of a Green Bin program will help to keep waste out of the landfill by collecting and processing organics into material that can be used to create nutrient rich compost. It is anticipated this program will reduce the amount of waste going to landfill.*

 **Timeline:** Short-term
  **Effort:** High
  **Cost:** High

 **Metric (Annual):**
 Amount of organic waste collected (tonnes/capita/year)  
 Weight of solid waste diverted per waste sector (ICI)





## GOAL #2

Create or update existing policies, plans, bylaws, or guidelines that pertain to waste

## STRATEGIES

## 1. Review and update the Waste Management Review (WMR) (2013)

The WMR is a long-term solid waste management plan aimed at improving solid waste management practices within Blackfalds. Updating the WRM will provide an opportunity to review existing practices, measures of success, community and industry partnerships, technological advances, and other feasible solid waste management initiatives and practices for the community.



**Timeline:** Short-term



**Effort:** High



**Cost:** Medium

## 2. Review and update the Solid Waste Management Bylaw 1167/13

The Solid Waste Management Bylaw 1167/13 regulates the handling, collection and disposal of solid waste in the Town of Blackfalds. This bylaw will be reviewed and updated as a commitment under the ESS.



**Timeline:** Short-term



**Effort:** High



**Cost:** Medium







**Increase waste diversion through the implementation of conservation strategies, Town operational practices, incentives, and policies**

## STRATEGIES

### 1. Research and consider participation in pilot programs to implement Circular Economy (CE) practices

*The move towards a more CE has been widely regarded to its positive environmental benefits. Consideration to implementing programs with the key principals of CE will be researched as part of this initiative.*



**Timeline:** Short-term



**Effort:** Medium



**Cost:** Internal

### 2. Increase number of residents participating in Spring and Fall Clean Up programs



**Timeline:** Immediate



**Effort:** Medium



**Cost:** Internal



**Metric (Annual):** Year over year increase in number of participants

### 3. Develop a “Green” Purchasing Policy



**Timeline:** Immediate



**Effort:** Medium



**Cost:** Internal

### 4. Continue to promote Town facilitated community programs including Community Garage Sale and Curbside Give Away



**Timeline:** Immediate



**Effort:** Medium



**Cost:** Internal

### 5. Investigate feasibility of recycling used cooking oils from Town facilities

*Recycling of used cooking oils reduces waste, benefits local businesses, protects the environment and wastewater infrastructure, and can be recycled into biodiesel. The Town will investigate the feasibility of this initiative for Town facilities.*



**Timeline:** Immediate



**Effort:** Medium



**Cost:** Internal

## 6. Continue to participate in waste and household hazardous waste diversion programs offered through Alberta Recycling Management Authority (ARMA)

The Town currently participates in ARMA programs for the collection of electronics, paints, tires, and used oil at the Transfer Station. The Town has already participated in a number of pilot projects with ARMA and will continue to do so as part of its commitment to environmental stewardship.



**Timeline:** Immediate



**Effort:** High



**Cost:** Internal

## 7. Research and consider Waste to Energy (WTE) solutions

Technological advancements in alternatives to traditional landfill solid waste disposal has been explored more frequently by municipalities.



**Timeline:** Short-term



**Effort:** High



**Cost:** Low



### GOAL #4

### Community Education & Awareness

## STRATEGIES

### 1. Research and create community education programs, community re-use and re-purpose action plan (eg. Food waste, composting, textiles, kick it to the curb program, issues surrounding circular economy)



**Timeline:** Immediate



**Effort:** Medium



**Cost:** Internal

### 2. Create education and enforcement programs to keep recyclables out of the waste stream



**Timeline:** Short-term



**Effort:** Medium



**Cost:** Low

# 14 | KEY FOCUS AREA AIR



## HOW THE TOWN MANAGES EMISSIONS AND IMPROVES AIR QUALITY

In Canada, the primary sources of energy we rely on come from fossil fuels. When fossil fuels are burned, they release harmful air pollutants into the atmosphere. These fossil fuels have taken an enormous toll on human health and the environment. As climate change progresses, the Town of Blackfalds is more susceptible to grass and forest fires. Poor air quality in the community is mostly attributed to when smoke from forest fires in adjacent provinces drifts into the Town.

The Town of Blackfalds is committed to taking steps to improve local air quality through the implementation of policies and programs. The following document is in place to manage air quality within the Town:

- Land Use Bylaw (2021)



**Create or update existing policies, plans, bylaws, or guidelines that pertain to air quality**

## STRATEGIES

### 1. Create a new Anti-Idling Policy for Town operations

*As part of the Town's commitment to reducing air pollution, an Anti-Idling Policy discouraging unnecessary idling of vehicles on Town owned property, and of Town fleet will be created. Exemptions will be considered for unique circumstances.*



**Timeline:** Immediate



**Effort:** Medium



**Cost:** Internal

## 2. Develop a Clean Air Action Plan that includes creation of new signage, plant more trees, increase community education and awareness



**Timeline:** Short-term



**Effort:** Medium



**Cost:** Low

## 3. GHG emissions saved through seasonal yard waste collection program

*When organic waste decomposes in landfills, it generates methane, a potent GHG. Composting organics collected through the seasonal yard waste program reduces methane emissions and creates compost material that is used for local agricultural purposes.*



**Timeline:** Immediate



**Effort:** Medium



**Cost:** Internal



**Metric (Annual):** Tonnes of waste collected in seasonal yard waste program reported as tonnes of CO<sub>2</sub> emissions saved

## 4. GHG emissions saved through future organic waste cart collection program

*Implementation of an organic waste cart or “Green Bin” program will allow for year-round diversion of organic wastes from the landfill. This will further reduce methane emissions from organics within the landfill.*



**Timeline:** Short-term



**Effort:** Medium



**Cost:** Internal



**Target:** Year over year reduction in GHG through increased waste diversion



**Metric (Annual):** Tonnes of waste collected through future organic waste cart collection program reported as tonnes of CO<sub>2</sub> emissions saved

## 5. Develop a Climate Change Adaptation and Resiliency Action Plan



**Timeline:** Short-term



**Effort:** High



**Cost:** High





**Promote improvement of local air quality by implementing conservation strategies, Town operational practices, incentives, and policies**

## STRATEGIES

### 1. Participate in Parkland Air Management Zone (PAMZ)

*Participation in PAMZ will provide Blackfalds access to air quality resources and connections not available without membership.*



**Timeline:** Immediate



**Effort:** Medium



**Cost:** Low

### 2. Develop a “Green” Purchasing Policy



**Timeline:** Immediate



**Effort:** Medium



**Cost:** Internal

### 3. Support of Canadian Environment week and Proclamation of Clean Air Day. Promotion of BOLT transit system

*2020 was the first year Blackfalds participated in this initiative and will continue to do so as part of its commitment towards environmental stewardship.*



**Timeline:** Immediate



**Effort:** Low



**Cost:** Internal

### 4. Research and create community education programs surrounding benefit of public transit, active modes of transportation, indoor and outdoor air quality



**Timeline:** Immediate



**Effort:** Medium



**Cost:** Internal



### GOAL #3

## Community Education & Awareness

### STRATEGIES

1. Create environmental awareness signage on impacts of air quality on human health and the environment



**Timeline:** Short-term



**Effort:** Medium



**Cost:** Low

2. Investigate possible partnerships with local school district to create school programs



**Timeline:** Immediate



**Effort:** Medium



**Cost:** Low



# MOVING FORWARD

The ESS was developed to move the Town of Blackfalds forward with its environmental stewardship goals through the identification of environmental principles and performance objectives. The integration of environmental stewardship strategies into Town operations, organizational culture, development conditions, and policies and procedures where applicable, will allow the Town to conserve, protect and enhance the environment in balance with social and economic needs. This includes considering the impacts of staff planning, capital project planning, budgetary planning, development planning and other cultural and organizational planning. The Town of Blackfalds recognizes that it cannot achieve its goals without the collaboration of multiple stakeholders including industry, government, residents, schools, businesses and other community groups. The Town values its local, regional and other funded partnerships, as environmental stewardship is a shared responsibility by all.

# ACRONYMS & DEFINITIONS

**Alternative Transportation** – Includes all modes of travel other than a vehicle.

**Alberta Recycling Management Authority (ARMA)** – A not-for-profit that acts on behalf of the province to oversee end-of-life processing of tires, electronics, paint and used oils materials.

**Area Structure Plan (ASP)** - A Statutory Plan adopted by Council, prepared pursuant to the MGA, which addresses the future development of large areas of land at a conceptual level of detail.

**Asset Management** – The process of making decisions about the use and care of infrastructure to deliver in a way that considers current and future needs, manages risk and opportunities, and makes the best use of resources.

**BOLT** – Blackfalds On-demand Local Transit.

**Circular Economy (CE)** - Is based on the principals of designing out waste and pollution, keep products and materials in use and regenerate natural systems. It designs out negative impacts of economic activity that cause damage to human health and the environment.

**Carbon Dioxide (CO<sub>2</sub>)** – Is a colourless gas having a faint sharp odour and a sour taste. It is one of the most important greenhouse gases linked to global warming, but it is a minor component of Earth's atmosphere, formed in combustion of carbon-containing materials, in fermentation, and in respiration of animals

and employed by plants in the photosynthesis of carbohydrates.

**Dark Sky Compliant Lighting** – Outdoor light fixtures that meet the requirements specified by the International Dark Sky Association meaning that they minimize glare while reducing light trespass and skyglow.

**ESS** – Environmental Stewardship Strategy.

**EV** – Electric Vehicle.

**Greenhouse Gases (GHG)** - Any gas that has the property of absorbing infrared radiation (net heat energy) emitted from Earth's surface and reradiating it back to Earth's surface, thus contributing to the greenhouse effect. Carbon dioxide, methane, and water vapour are the most important greenhouse gases.

**Green Bin** – Also known as an organic waste cart. A large green coloured container that is used for the collection of biodegradable, organic waste as a means to divert waste from landfills.

**Green Purchasing Policy** – Policy dedicated to the purchasing products or services, that advance the protection of the environment and support sustainable development.

**Industrial/Commercial/Institutional (ICI)** – ICI waste includes solid waste from all non-residential sources in a municipality including businesses, large industries and institutions such as hospitals and schools, and is excluded



from the residential waste stream.

**Integrated Pest Management**

**(IPM)** – Is an effective and environmentally sensitive approach to pest management that relies on a combination of common-sense practices. IPM programs use current, comprehensive information on the life cycles of pests and their interaction with the environment. This information, in combination with available pest control methods, is used to manage pest damage by the most economical means, and with the least possible hazard to people, property, and the environment. (<https://www.epa.gov/safepestcontrol/integrated-pest-management-ipm-principles>)

**KWH/sqft** – Kilowatt hours per square foot.

**LED** – Light-emitting diode.

**Low Impact Development (LID)** -

An approach to land development that works with nature to manage stormwater runoff where it falls through preservation and recreation of natural landscape features, minimizing hard surfaces to create functional and appealing site drainage. Low impact development treats stormwater as a resource rather than a waste product.

**Land Use Bylaw (LUB)** - Establishes rules and regulations for land development as well as the process of making decisions for development permit applications within the Town of Blackfalds.

**Municipal Sustainability Plan (MSP)** - A comprehensive sustainability planning document that guides decision-making for the Town of Blackfalds and includes seven key focus areas (potable water, stormwater, waste, air, energy, land, and

buildings and infrastructure).

**MWh/year** – Megawatt hours per year.

**Naturalization** – The establishment of native vegetation in an area where it has not previously existed.

**Natural Features** – physical characteristics of the landscape that are not man-made (e.g. soil type, geology, vegetation, surface water, slopes).

**Parkland Airshed Management Zone**

**(PAMZ)** - PAMZ is a non-profit group who is responsible to identify air quality concerns within the zone and to implement management strategies to address those concerns.

**Sustainable Building** – A structure that reduces its environmental impact by being resource efficient and environmentally responsible over the course of its life-cycle.

**Urban Agricultural Action Plan**

**(UAAP)** – An urban agricultural plan that identifies opportunities to grow food through intensive plant cultivation and animal husbandry in and around municipalities. It can also include the processing and distribution of food produced through urban agriculture activities.

**Waste to Energy (WTE)** – A Waste to Energy plant use different systems and technologies to convert municipal solid waste, otherwise destined for landfill, into a renewable energy source.

**Xeriscaping** – Landscaping, or gardening, that reduces or eliminates the need for irrigation.

# **APPENDICES**



TOWN OF BLACKFALDS  
Civic Cultural Centre  
Box 220, 5018 Waghorn St  
Blackfalds, AB T0M 0J0  
T: 403.885.4677

**BLACKFALDS**  
ALBERTA

## INTRODUCTION

The development and implementation of an Environmental Stewardship Strategy (ESS) was identified as a priority for the Town of Blackfalds. Two actions to build environmental performance and awareness were identified in the 2016 Municipal Sustainability Plan (MSP):

1. To develop and approve an ESS with a key focus on the areas of water, land, energy, buildings and infrastructure, waste, and air.
2. To develop an environmental awareness program, with key elements being the regular environmental awareness communications, and to design environmental awareness signage for Town infrastructure.

Effective communication is critical to understanding what is needed to improve the environment. It fosters stronger commitment to environmental stewardship and helps influence positive change in behaviors. If internal and external stakeholders are kept informed of environmental work done locally, it will be easier for the Town to get help and obtain support to carry out the Town's environmental projects.

### Public Events

*Due to COVID-19, in person public engagement events were cancelled, but the online survey event was extended.*

## SURVEY RESULTS

177 people provided their input via an online survey between February 21 and April 30, 2020. In addition to the broader promotion, a number of groups were sent a link to the website inviting them to participate, such as community associations.

The survey asked a series of questions about:

- Environment priorities and actions;
- Effectiveness of current programs, initiatives and services;
- And willingness and barriers to taking personal actions to protect the environment.



## Public Survey Results

**Q1. The Environmental Stewardship Strategy has six focus areas. Please rank the following focus areas in order of importance, with 1 being the area you believe is the most important for The Town to focus on and 6 the least important.**

The following focus areas were ranked within the top 3 most frequently:

- Water (31%)
- Land (30%)
- Waste (19%)

**Q2. What current programs, services, or initiatives do you think are making a difference in protecting or improving Blackfalds' environment? Please provide a comment as to why you think this.**

This summary of actions are divided into each focus area and results reveal the following common themes:

### **A. Trail system/walkable communities**

- Great trail system that promotes alternative transportation, healthy living/outdoor exercise, well maintained
- Increased sense of community
- Would like to see more trails
- Would like to see increased connectivity of trails
- Increased maintenance (grass cutting, garbage bins)
- Increased public awareness of trail system

### **B. Residential curbside recycling**

- Good system and positive for the community
- Increased communications on what waste reduction programs, recycling programs,
- Expand the program to include composting/green bin program
- Considerations to federal and provincial recycling constraints, market conditions
- Find solutions for items not accepted (glass, certain plastics)

### **C. Yard waste collection**

- Very helpful and good for community
- Implementation of a composting/green bin program
- Extension of time service is offered
- Increased communications and awareness of program



### **D. Compost and rain barrel program**

- Unaware the Town offered composters and rain barrels at reduced cost.
- Increase communications and awareness of program
- Implementation of a green bin program
- Good for the environment and saves money
- Education and information on how to compost

### **E. Transfer Station (solid waste, e-waste, select hazardous waste)**

- Good system and keeps community clean
- Friendly staff
- Keeps hazardous waste out of landfill and sanitary system
- Increased hours of operation
- Needs better access/ relocate facility

### **F. Community Gardens**

- Good program and is positive for the community
- Would like to see more community garden plots
- Increased communications and awareness of program
- Education and information on how to garden
- Increased enforcement to prevent theft

### **G. Spring and Fall Clean Up**

- Good program and assists residents with disposing larger items
- Keeps community clean
- Increased communications and awareness of program
- Creation of “kick it to the curb” program

### **H. BOLT Transit**

- Do not utilize system/Underused
- Re-evaluate return on investment of the system
- Increase communications and awareness of program
- Good for the community and environment

### **I. Solar panel installation on Town owned facilities (Civic Centre and Abbey Centre)**

- Good initiative/good for environment/add to more facilities (54%)
- Re-evaluate return on investment/no further solar developments (29%)
- Do not want to see further solar (17%)



### Q3. What top 3 actions do you think The Town should take to protect or improve the environment?

The following focus areas were ranked within the top 3 most frequently:

- Waste (34%) – Conduct a waste management review of existing Town plans and programs, explore waste and plastic reduction strategies, Waste to Energy solutions, year-round organic collection program
- Water (25%) - Offer rebate programs (ie. Low flow toilets, rain barrel purchase program), update Water Conservation Policy and Water Restriction Policy)
- Land (18%) - Encourage reduction in herbicide usage and promotion of alternative weed control solutions, offer rebate programs for plant and mulch, composter purchase program, develop guidelines to preserve and protect natural areas

### Q4. - Q19.: What action would you be willing to commit to protect or improve the environment?

Organized based on preferred actions:

Action	Yes (%)	Recommendation/Comment
Spend more time in parks and/or natural areas	89%	Increased connectivity of pathways
Collect rain water for watering outdoor and/or indoor plants	85%	Lack of space/multi-family dwelling Cost for materials
Install water and/or energy-efficient fixtures, equipment or appliances	73%	Home energy audit programs Incentives and rebates
Turn off your vehicle engine to reduce idling	73%	Weather constraints Anti-idling bylaw
Grow your own fruits and vegetables	72%	Already grow own fruits and vegetable Do not use herbicide/pesticide on personal property
Choose environmentally friendly products and control methods for your yard or garden rather than chemical products	65%	Remove chemicals from yard maintenance Community education and information

Compost at home on a regular basis	63%	Green cart program Composting program Community composting program
Conduct a home energy audit	59%	Programs on how to increase energy efficiency in home Community education and information
Add more insulation and/or more energy-efficient windows to your home	52%	Most new homes already have energy efficient appliances Rent homes so cannot complete upgrades
Walk or bike at least once a week as part of your regular commute	30%	Distance of travel creates challenge Require vehicle for work
Invest in renewable energy, such as solar panels	26%	Incentives and rebates Community education and information
Take the bus at least once a week as part of your regular commute	5%	Limited commuting options Transportation schedule Require vehicle for work/commute

**Q20. What can the Town do to protect the environment? Some examples of what the Town currently does are outlined in Question 2.**

This is a summary of actions that are divided into each focus area. Actions that are related to overall approaches are captured separate.

**Overall Approaches**

Increased community education, programming and information

**A. Water**

- Implement water restrictions
- Manage storm water quality

**B. Land**

- Increased connectivity of park pathway
- Increase green spaces
- Increased tree planting and green space
- Plant fruit bearing trees in public spaces





- Consider alternative weed and pest management
- Green burials

### **C. Air**

- Implementation of an anti-idling bylaw

### **D. Energy**

- LED in Town facilities, street lights
- Education and awareness campaigns on energy efficiency and reduction techniques
- Increased incentives and rebates for energy efficiency
- Use of solar panels
- Consider waste to energy programs
- Offer energy audit programs

### **E. Waste**

- Implement a green cart program
- Implement a household composting program
- Expand recycling program
- Have waste bins along Broadway
- Education and awareness campaigns to reduce waste, compost
- Implement a free-cycle program
- Reduce service pick-ups to biweekly like Red Deer

### **F. Building and Infrastructure**

- Stricter building codes
- Increased alternate modes of transportation
- Require developers to complete developments



**TOWN OF BLACKFALDS  
REGULAR COUNCIL MEETING  
REQUEST FOR DECISION**

---

**MEETING DATE:**      **October 12, 2021**

**PREPARED BY:**      **Justin de Bresser, Director of Corporate Services**

**SUBJECT:**              **Assessment Services RFP Results**

---

**BACKGROUND:**

The *Municipal Government Act (MGA)* Section 284.2(1) identifies that a municipality must appoint a person having the qualification set out in the regulations to the position of designated officer to carry out the functions, duties, and powers of a municipal assessor under this Act. The Town's current contract has expired, and a Request for Proposal (RFP) was developed and released on Alberta Purchasing Connect. The RFP ran for the month of September and the Town received four responses.

**DISCUSSION:**

The RFP was developed with an evaluation criterion that addressed the critical roles in which the property assessor would be responsible for. They are included in the table below.

Criteria	Points
Proposed Inspection and Quality Assurance Methodology	10
Defense of Complaints and Appeals	10
Assessment Experience	25
Training and Transition	5
References	10
Cost/Value	40

The following four companies submitted proposals.

- Wildrose Assessment Services Inc.
- Powers & Associates Appraisal Services Inc.
- Bow Valley Property Valuers.
- Newline Architecture & Interior Design Ltd.

The proposals were evaluated by a team of three qualified Town employees who applied the criteria above. The results from the individual evaluations were aggregated and the summarized results are presented below.

Overall, three proponents had very high-quality submissions that were hard to differentiate as they are very skilled in property assessment. However, one submission has little to no experience with mass appraisal assessment services. The leading indicator of the winning bid was the 40 points awarded to cost/value. The overall points are listed below:



**TOWN OF BLACKFALDS  
REGULAR COUNCIL MEETING  
REQUEST FOR DECISION**

Proponent	Score
Bow Valley Property Valuers	98
Powers & Associates Appraisal Services Inc.	92
Wildrose Assessment Services Inc.	87
Newline Architecture & Interior Design Ltd.	51

The total contract value based on current parcel counts (including CAMA fees) for the five-years ranged from \$342,051 to \$365,000. Whereas, Bow Valley Property Valuers was the lowest bidder with no increases over the five-year period. On average, this works out to an all-in cost of \$14.45 per parcel.

Administration is recommending continuing with Bow Valley Property Valuers. Bow Valley have been the appointed property assessors for the Town since 1995. During this time, Bow Valley has provided tremendous support and professionalism in assessment services, provided outstanding customer relations and were the highest scored by the evaluation committee.

**FINANCIAL IMPLICATIONS:**

The current budget for property assessment services is \$73,000 per year. The contract, if awarded to Bow Valley Property Valuers, would save approximately \$23,000 over the five-year term.


**ADMINISTRATIVE RECOMMENDATION:**


1. That Council move to accept Administration's recommendation to award the assessment services contract to Bow Valley Property Valuers.
2. That Council move to appoint Bow Valley Property Valuers as the Property Assessor for the Town of Blackfalds from 2021 to 2026.

**ALTERNATIVES:**

- A) Council does not accept the recommendations of Administration.
- B) Council refers this item back to Administration for more information

**Approvals:**

  
\_\_\_\_\_  
CAO Myron Thompson

  
\_\_\_\_\_  
Department Director/Author

**MEETING DATE:** October 12, 2021

**PREPARED BY:** Rick Kreklewich, Abbey Centre General Manager

**SUBJECT:** Canada 150 Mural Placement in the Eagle Builders Centre

## BACKGROUND

During the September 1<sup>st</sup> Recreation, Culture and Parks Board Meeting Councillor Appel brought forward the Canada 150 Mural as a business item. The Canada 150 Mural was created as part of the Canada Mosaic Mural Project, uniting communities across the country to create one giant mural train. When the tile mural was built, it was discussed that the mural would eventually be displayed inside to preserve it and protect it from sunlight and weather damage.

Administration has identified four potential locations for the Canada 150 Mural. Some locations provide more public appeal than others.

## DISCUSSION

Further discussion took place regarding the Canada 150 Mural potential locations at the October 6<sup>th</sup> RCP Board Meeting. The majority of members agreed the piece should be placed in a location where it is at eye level and that it would be best suited to be placed in a high traffic area.

### **RES. 49/21**

***Councillor Taylor moved that the Recreation, Culture, and Parks Board choose location 2 to display the Canada 150 Mural in the Eagle Builders Centre.***

***MOTION CARRIED UNANIMOUSLY***

## ADMINISTRATIVE RECOMMENDATION

That Council accepts the recommendation of the Recreation, Culture and Parks Board in choosing location 2 for the Canada 150 Mural in the Eagle Builders Centre.

## ALTERNATIVES *(other than the recommendation)*

1. To send this item back to Administration for further review.

## **Attachments:**

- Canada 150 Mural - Potential Locations

## APPROVALS



CAO Myron Thompson



Department Director/Author





## ***Possible Locations:***

**Location #1** - 1st floor of library, back wall

**Location #2** - Concourse,  
beside Bulldogs merchandise room

**Location #3** - 1st floor connecting hallway

**Location #4** - Behind broadcasters booth,  
2nd floor of arena





**Location #1 - Library**





**Location #1 - Library**





**Location #2 - Concourse**





ANDISE

**Location #2 - Concourse**

ARCHITECTS





**Location #3 - Connecting Hallway**





**Location #4 - Arena**





**TOWN OF BLACKFALDS  
REGULAR COUNCIL MEETING  
REQUEST FOR DECISION**

---

**MEETING DATE:** October 12, 2021

**PREPARED BY:** Sue Bornn, FCSS Manager

**SUBJECT:** FCSS Board – Two Member Resignations

---

**BACKGROUND:**

At the September 9<sup>th</sup>, 2021 FCSS Board Meeting, emails were presented from Troy McQueen and Chandra Cooke resigning their member-at-large terms effective immediately. Bylaw 1221/18 states that the Board shall consist of two Council appointments, a minimum of five (5) to a maximum of seven (7) members-at-large appointed by Council who shall be residents of Blackfalds, and a minimum of one (1) to a maximum of three (3) members-at-large who shall be residents of Lacombe County.

**RES. 31/21**

*Councillor Olfert moved that the FCSS Board accept the resignation of Troy McQueen with regrets.*

**CARRIED UNANIMOUSLY**

**RES. 32/21**

*Member Macleod moved that the FCSS Board accept the resignation of Chandra Cooke with regrets.*

**CARRIED UNANIMOUSLY**

**DISCUSSION:**

With these resignations there remains a total of five board members, including a Lacombe County representative on the FCSS Board. With the timing of these resignations, it is felt that the positions can be left vacant until the Organizational Meeting on October 26, 2021, where these positions can be filled along with other vacancies on various Town Boards.

**FINANCIAL IMPLICATIONS:**

None

**ADMINISTRATIVE RECOMMENDATION:**

- 1) That Council move to formally accept the resignation of Troy McQueen from the FCSS Board effective immediately, with regrets.
- 2) That Council move to formally accept the resignation of Chandra Cooke from the FCSS Board effective immediately, with regrets.

**Attachments:**

- Resignation Letter – Troy McQueen
- Resignation Letter – Chandra Cooke

**Approvals:**

  
\_\_\_\_\_  
CAO Myron Thompson

  
\_\_\_\_\_  
Department Director/Author



**From:** [Chandra Cooke](#)  
**To:** [Sue Bornn](#)  
**Subject:** Board meeting  
**Date:** September-08-21 8:37:54 PM

---

Hi Sue and Fcss board members,

I regret that I'm unable to attend Thursdays FCSS board meeting.

Unfortunately, I will also not be applying for another term. The fcss is such an amazing organization that does so much amazing work. I have loved being on the board for the past 3 years but don't feel like I can give it the time it needs or deserves.

Thank you so much for everything you do for the community!

Sincerely,  
Chandra Cooke

Get [Outlook for Android](#)

**From:** [Troy McQueen](#)  
**To:** [Sue Bornn](#)  
**Subject:** Re: FCSS Meeting Next Thursday  
**Date:** September-07-21 10:31:26 PM

---

Hi Sue,

I hope you're having a great week.

I'm not able to attend the meeting on Thursday because I'm going to be spending the next 4 days at the camp where I work and there is practically no internet access.

My term is up on FCSS board after this meeting and I'm not planning on reapplying at this time. With things opening up work is going to be hectic into fall and winter. Thanks so much for the opportunity to be involved with FCSS. You're doing a great job.

I guess Chandra is on for chair person now.  
I'll send her an email about Thursday's meeting.

Thanks,

--

Troy McQueen

---

**From:** Sue Bornn <SBornn@blackfalds.com>  
**Sent:** Friday, September 3, 2021 1:40:32 PM  
**To:** Chandra Cooke <chandra\_cooke@hotmail.com>; Cliff Soper <csoper@xplornet.com>; Melissa MacLeod <melissa.macleod@precisionwellservicing.com>; Ray Olfert <ROlfert@blackfalds.com>; Rebecca Stendie <RStendie@blackfalds.com>; Richard Poole <rpoole@blackfalds.com>; Samantha Wilson <sammie\_s2@hotmail.com>; Sue Penner <spenner@blackfalds.com>; Tennielle Gilchrist <tennielle.gilchrist@gmail.com>; Theresa Franko <theressa03@yahoo.ca>; Troy McQueen <troymcq@gmail.com>  
**Cc:** Sean Barnes <Sean@blackfalds.com>  
**Subject:** FCSS Meeting Next Thursday

Hello Everyone,

I have attached an agenda package for your review for our meeting next Thursday evening. As we are sifting through the recent provincial announcements to determine how best we can move forward – I will include a location and a Microsoft Teams link for us to use, if needed.

We do not have any pressing agenda items, just updates and information sharing – so meeting virtually again will not really affect our discussions – either way, I am looking forward to connecting with everyone next week.

I have also included the listing of Blackfalds Culture Day events in hopes that some of you may be

available to join us at the Celebrating Diversity Food Truck Festival next Wednesday night, also taking place on Wednesday is our Community Info Expo – Blackfalds Community Centre 6-8pm.

I hope you all have an excellent September long weekend,

See you soon,

**Sue Bornn**

***Family & Community Support Services Manager***

**[FCSS | Town of Blackfalds](#)**

Box 220, 5016 Waghorn St

Blackfalds, AB T0M 0J0

T: 403.885.6247

C: 403.588.0974

F: 403.885.0011

*This message is private and confidential. If you have received this message in error, please notify us and remove it from your system.*



**TOWN OF BLACKFALDS  
REGULAR COUNCIL MEETING  
COUNCIL INFORMATION**

---

**MEETING DATE:**      **October 12, 2021**

**PREPARED BY:**      **Jolene Tejkl, Planning and Development Manager**

**SUBJECT:**              **Development/Building Report for September Year to Date, 2021**

---

**BACKGROUND:**

Attached is the Building Permit Comparison for 2019-2021 for the month of September 2021 year-to-date. We also have shown the comparison for the year-to-date figures for 2020 on the comparison report.

Please note that we reviewed the listings entries and some numbers have changed due to classification of the applications, however the totals are still the same.

For the reference of Council, we continued to separate the "Home Business" category out of the "other" designation and given it a separate line as its own category.

**Attachments:**

- *September 2021 Comparison Report*

**Approvals:**

  
\_\_\_\_\_  
CAO Myron Thompson

  
\_\_\_\_\_  
Department Director/Author



165-21	1-Sep-21	10 Aztec Street	R-1M	Residential	Deck
166-21	1-Sep-21	4773 Aspen Lakes Boulevard	R-1M	Residential	Basement Reno
167-21	2-Sep-21	Various Locations	PF	Public Facility	SFD
168-21	3-Sep-21	5925 Panorama Drive	R-1M	Residential	Demolition
169-21	7-Sep-21	120 Almond Crescent	R-1S	Residential	Garage
170-21	13-Sep-21	105 (101) Cottonwood Drive	MR	Public Facility	Basement Reno
171-21	14-Sep-21	34 Palisades Street	R-1L	Residential	Sign
172-21	14-Sep-21	33 Coachman Way	R-1S	Residential	Covering existing deck and Hot Tub
173-21	14-Sep-21	6 Silver Drive	R-1M	Residential	Basement Reno
174-21	14-Sep-21	29 Parkridge Crescent	R-1L	Residential	Basement Reno
175-21	14-Sep-21	5429 Vista Trail	R-1M	Residential	Sign
176-21	15-Sep-21	1 Piper Close	R-2	Residential	Change of Occupancy / Removal of Wall
177-21	20-Sep-21	45 Westglen Boulevard	R-1M	Residential	Basement Reno
178-21	21-Sep-21	4906 Broadway Avenue	C-1	Commercial	SFD
179-21	21-Sep-21	30 Whiterock Close	R-1M	Residential	Hot Tub
180-21	23-Sep-21	5411 South Street	PF	Public Facility	Basement Reno



# Town of Blackfalds Development/Building Permit Comparison 2019 to 2021

2020 YTD

	2019		2020		2021		September	
	Number of Permits	Dollar Value	Number of Permits	Dollar Value	Number of Permits	Dollar Value	Number of Permits	Dollar Value
<b>Residential</b>								
SFD	17	\$ 3,812,997.00	24	\$ 5,965,780.00	25	\$ 6,908,460.00	12	\$ 2,945,000.00
Duplexes	4	\$ 670,000.00	12	\$ 3,053,876.00	0	\$ -	12	\$ 3,053,876.00
Manufactured Home	3	\$ 274,000.00	1	\$ 55,000.00	0	\$ -	1	\$ 55,000.00
4-plex	2	\$ 400,000.00	1	\$ 300,000.00	0	\$ -	1	\$ 300,000.00
8-plex	0	\$ -	0	\$ -	0	\$ -	0	\$ -
Townhouses	20	\$ 2,931,600.00	0	\$ -	4	\$ 883,340.00	0	\$ -
Apartment	0	\$ -	0	\$ -	0	\$ -	0	\$ -
SFD w/Accessory suite	0	\$ -	0	\$ -	0	\$ -	0	\$ -
<b>Total Res. Dwellings</b>	<b>46</b>	<b>\$ 8,088,597</b>	<b>38</b>	<b>\$ 9,374,656</b>	<b>29</b>	<b>\$ 7,791,800</b>	<b>26</b>	<b>\$ 6,353,876</b>
Garage	10	\$ 206,500.00	23	\$ 556,400.00	12	\$ 386,000.00	22	\$ 526,400.00
Deck	9	\$ 38,000.00	8	\$ 32,400.00	3	\$ 15,500.00	6	\$ 28,400.00
Basement Reno	61	\$ 1,014,820.00	58	\$ 1,067,750.00	36	\$ 822,400.00	40	\$ 626,450.00
Addition	0	\$ -	0	\$ -	1	\$ 25,000.00	0	\$ -
Accessory Suite	0	\$ -	1	\$ -	0	\$ -	1	\$ -
Home Business	27	\$ -	30	\$ -	23	\$ -	24	\$ -
Other	52	\$ 1,331,760.00	58	\$ 989,561.17	36	\$ 531,150.00	52	\$ 910,761.17
<b>Commercial</b>	<b>42</b>	<b>\$ 13,778,510.00</b>	<b>15</b>	<b>\$ 679,700.00</b>	<b>22</b>	<b>\$ 733,735.00</b>	<b>10</b>	<b>\$ 679,600.00</b>
<b>Industrial</b>	<b>6</b>	<b>\$ 38,400.00</b>	<b>5</b>	<b>\$ 459,900.00</b>	<b>3</b>	<b>\$ -</b>	<b>5</b>	<b>\$ 459,900.00</b>
<b>Institutional</b>	<b>1</b>	<b>\$ 5,000.00</b>	<b>3</b>	<b>\$ 29,260,000.00</b>	<b>1</b>	<b>\$ 3,000.00</b>	<b>3</b>	<b>\$ 29,260,000.00</b>
<b>Agricultural</b>	<b>1</b>	<b>\$ -</b>	<b>3</b>	<b>\$ 31,000.00</b>	<b>1</b>	<b>\$ 13,000.00</b>	<b>3</b>	<b>\$ 31,000.00</b>
<b>Public Facility</b>	<b>13</b>	<b>\$ 694,700.00</b>	<b>12</b>	<b>\$ 25,613,528.50</b>	<b>13</b>	<b>\$ 8,768,500.00</b>	<b>10</b>	<b>\$ 25,613,528.50</b>
<b>TOTAL PERMITS</b>	<b>268</b>	<b>\$ 25,196,287.00</b>	<b>254</b>	<b>\$ 68,064,895.67</b>	<b>180</b>	<b>\$ 19,090,085.00</b>	<b>202</b>	<b>\$ 64,489,915.67</b>
<b>General Yearly Notes:</b>		1- Grocery interior - 2,000,000		1 - 24,600,000 Multi-Plex expansion		1 - 2,500,000 East Area Linear Wetland Ph. 2		
		1 - 7,000,000 Blackfalds Crossing Phase 1A		1 - 29,000,000 Wolf Creek High School		1 - 5,500,000 Womacks/Gregg St. Alignment Project		
		1 - McDonalds 2,100,000						



**TOWN OF BLACKFALDS  
REGULAR COUNCIL MEETING  
COUNCIL REPORT**

---

**MEETING DATE:** October 12, 2021

**PREPARED BY:** Ken Morrison, Emergency Management and Protective Services Manager

**SUBJECT:** Blackfalds Protective Services Monthly Report - September 2021

---

**BACKGROUND:**

Administration provides Council with monthly updates for activity from the Town's Municipal Enforcement, Fire Services, OHS, Emergency Management and RCMP.

**DISCUSSION:**

The attached documents are a combination of activities occurring during the month of September for Municipal Enforcement, Fire Services, RCMP and Emergency Management.

**FINANCIAL IMPLICATIONS:**

None

**Attachments:**

- *Municipal Enforcement: statistics, September 2021*
- *Central Alberta RCMP Traffic September Monthly Report*

**Approvals:**

A handwritten signature in blue ink, appearing to be "Myron Thompson", written over a horizontal line.

CAO Myron Thompson

A handwritten signature in blue ink, appearing to be "Ken B. Morrison", written over a horizontal line.

Department Director/Author





## Blackfalds Protective Services

### September 2021 Monthly Report

#### **Protective Services**

##### **Town of Blackfalds Municipal Enforcement:**

During the month of September, Municipal Enforcement was running short by one officer. Interviews have started for the CPO position with hopes of having this position filled by the end of October or early November.

Municipal enforcement officers issued 38 provincial violation tickets and 15 municipal violation tickets. September saw a slight decrease in operational files with 67 being opened and investigated. Violation tickets are now recorded in two areas, through E-ticketing and our operational reporting system "Report Exec".

12 files were opened and investigated under the Community Standards Bylaw, these varied from littering, nuisance unsightly properties, to graffiti and bullying. 10 files were opened and investigated under the Traffic Bylaw, the majority of these related to parking violations. With the cooler weather we are not seeing as many issues with the parking of RV's as we have been throughout the summer.

Officers investigated 15 complaints under the Animal Control Bylaw. Calls were predominantly related to barking dog complaints, with one minor dog bite being reported. Animal Services investigated two complaints during the month, providing several patrols throughout the town during the month as well.

On September 10<sup>th</sup>, a Red Deer/Lacombe County rural crime watch meeting was held. Manager Morrison attended as well as Sgt. Brent Dueck Blackfalds RCMP, Red Deer County Enforcement, and Lacombe County Enforcement were represented as well. Discussions on how Rural Crime Watch can assist and work together were held with the various municipalities.

Municipal Enforcement has received their new vehicle, installation of all emergency equipment is scheduled for mid October, which will have it on the road and operational by the end of October.

The department has upgraded the AFRRCS radios, moving together with the Fire Department to our own Town of Blackfalds Agency, this will be completed by mid October. We would like to thank Lacombe County for allowing us to share their agency over the past few years. This upgrade ensures our radios will be compatible when the RCMP open their radio communication and allow Municipal Enforcement limited access.

During the month of October, officers will be focussing on traffic enforcement. School zones will continue to be a focus as well. There are still several reports each month of school buses being passed while stopped with their red lights on. With the assistance of other agencies, we hope to provide an increase in enforcement activity throughout the town.



## Blackfalds Protective Services

### September 2021 Monthly Report

#### **Violation tickets issued:**

In total 53 violation tickets were issued, these ranged from 26 under the Traffic Safety Act, 8 under the Use of Highway and Rules of the Road Regulation, 1 under the Vehicle Equipment Regulation, 2 under Operator Licensing and Vehicle Control Regulations, 3 under the Petty Trespass Act, 3 under the Tobacco and Smoking Reduction Act, 1 under the Traffic Bylaw, 5 under the Community Standards Bylaw and 2 under the Land Use Bylaw. Approximately \$11,300 in fines were given, with a few tickets issued requiring mandatory court.

#### **Speed Signs:**

##### **East bound on Cottonwood:**

Once again during the month of September we recorded some higher speeds, the total vehicle count from August 30 to September 27 was 29,136. The average speed recorded was 48 km/h. 660 vehicles were recorded exceeding 10-20 km/h over the posted speed. 60 vehicles were recorded exceeding the speed limit by 20-30 km/h. 8 vehicles were recorded exceeding 30 km/h over the posted speed limit, with 1 vehicle recorded travelling faster than 100 km/h.

##### **West Bound on Cottonwood:**

We again saw higher than normal speeds, with the total vehicle count from August 30 to September 27 being 32,745 vehicles. During this time, the average speed was 46 km/h. 714 vehicles were recorded travelling exceeding 10-20 km/h over the posted speed limit. 42 vehicles were recorded travelling exceeding 20-30 km/h over the posted speed limit. 12 vehicles registered 30 km/h over the posted speed limit. 1 vehicle registered above 50 km/h over the posted speed limit.

#### **Municipal Enforcement Month End Report attached:**

##### **Blackfalds Fire Rescue**

During the month of September, the department took advantage of the outdoor pool at the Abbey Centre by providing a refresher on Ice/Water rescue prior to the pool being drained for the season. The focus has been on standard operating procedures for responding to incidents and our dispatch procedures.

Eight members are involved with the NFPA 1002 Driver Operator course and the NFPA 1002 Pump Operator course Tuesday evenings through to mid-October.

The NFPA 1072 Hazmat Awareness course which ran during July and August was successful with all members passing. Scheduling for the NFPA 1072 Operations will be in October.

Both Protective Services and Fire Services took delivery of the new pickup trucks this month. Both trucks are scheduled to be decaled and light package installed towards the end of October.

AFRCC radios are being programmed as per our agencies talk groups, we look forward to having the radios in place soon.



## Blackfalds Protective Services

### September 2021 Monthly Report

The department is continuing the recruitment drive, which will be wrapped up after Thanksgiving.

The department continues to monitor COVID protocols from AHS for responding, sanitizing the units and station to protect members from any possible outbreaks or infections.

The department responded to ten incidents - a summary is attached for September.

#### Fire Department – September 2021 – INCIDENT SUMMARY – PAGE 1 of 1

Call #	Date	Incident Type	Dispatch Event #	Location	RCMP #	MAFP 1244
0120	2	Motor Vehicle Incident	202109022245	Corp Limits	YES	EMS
0121	3	Motor Vehicle Incident	202109031954	Red Deer County	YES	N/A
0122	12	Alarm	202109121127	Corp Limits	N/A	N/A
0123	13	CO Alarm	202109131144	Corp Limits	N/A	N/A
0124	17	Medical	202109171756	Corp Limits	YES	EMS
0125	17	Motor Vehicle Incident	202109171818	Lacombe County	YES	EMS
0126	19	Alarm	202109191536	Corp Limits	N/A	N/A
0127	25	Fire Grass/Brush	202109250712	Corp Limits	YES	N/A
0128	25	Motor Vehicle Incident	202109251522	Corp Limits	YES	EMS
0129	25	Alarm	202109261637	Corp Limits	N/A	N/A

#### Occupational Health & Safety

- D/Chief Elder has been reaching out to contractors for quotes to complete a safety Audit in 2022
- A “Near Miss” reporting program is being developed, allowing for anonymous reporting, encouraging the reporting of these incidents by employees without blaming, but allowing for preventative measures to be put in place in the future. This was presented to the Management Team on September 29<sup>th</sup>.

#### Blackfalds RCMP

- RCMP Blackfalds responded to 162 calls for service within the Town of Blackfalds.
- Five calls resulted in charges being laid, these consisted of uttering threats, mischief, harassing communications, arson and other non-moving traffic violations
- One mischief file relating to a youth went through the Restorative Justice Program.





## Blackfalds Protective Services

### September 2021 Monthly Report

#### **RCMP Provincial Traffic Services**

- Sgt. Brian Herrick, RCMP Provincial traffic services, has approached the Town and wants to work with us in traffic policing initiatives/priorities which can be community-led.
- Traffic services has been working together with Municipal Enforcement for many years, work within the Town will be documented and reported on monthly.
- Sgt. Herrick has also agreed to provide a monthly safety article which will be posted to the Town's social media sites (**Attached Halloween Safety Tips**)
- Traffic Services is working together with Municipal Enforcement in developing some traffic initiatives for the remainder of 2021.
- Attached September Report for Traffic Services.

#### **Emergency Management**

- Manager Morrison met with the Emergency Management Agency on Sept 16<sup>th</sup>, reviewed the provincial restrictions put in place due to the 4<sup>th</sup> wave of COVID-19. Departments felt at this time our municipality should go with the 1/3 fire capacity for our facilities.
- September 15<sup>th</sup> LREMP Agency met virtually, recommendation was to bring the budget and the draft ESSS plan to the LREMP Committee for their review.
- September 17<sup>th</sup> the Emergency Management Committee met to review the recommendations of the Agency, a motion was passed for the town facilities to adopt the 1/3 fire code capacity restriction for all facilities, keeping in mind mandatory masks and social distancing as well.
- Due to COVID-19 restrictions put in place by the province, ICS 200 and 300 courses were cancelled.

## Central Alberta RCMP Traffic Monthly Reporting – SEPTEMBER

Blackfalds, Stettler, Rocky Mountain House

Enforcement Include Date and/or File Number						
Blackfalds Stettler Rocky Mtn		Occupant Restraint Ops Date & Location	Charges	Distracted Driving Ops Date & Location	Charges	Impaired Driving Ops Date & Location
3 per Month	1	2021-09-03 JFO Alix	0	2021-09-03 JFO Alix	0	2021-09-09 MAS checkstop County of Stettler
	2	2021-09-08 JFO ECKVILLE – LAC COUNTY SCHOOL ZONE		2021-09-08 JFO ECKVILLE – LAC COUNTY SCHOOL ZONE		2021-09-09 MAS/ SPEED check on Hwy 601 by Rochon Sands with CVE and Fish & Feather
	3	2021-09-16 JFO Stettler school zone	8	2021-09-16 JFO Stettler School Zone	8	2021-09-22 MAS checkstop at Stettler Rodeo grounds (JFO)
	4	2021-09-16 JFO Stettler Fire hall	14	2021-09-16 JFO Stettler Fire hall	14	
	5	2021-09-20 JFO Stettler School Zone	7	2021-09-20 JFO Stettler School Zone	7	
	6	2021-09-22 Stettler Rodeo grounds JFO	0	2021-09-22 Stettler Rodeo grounds JFO	0	
	7					

Impaired Operation						
Blackfalds Stettler Rocky Mtn		File # for MAS charges	IRS Fail or Refusal	IRS Other	CC Impaired	Roadside MAS Test Conducted
8 IRS Charges per Month	1	2021-1318391	IRS Fail	---	---	Monthly Total
	2	2021-1361650	IRS FAIL	N/A	N/A	
	3	2021-1367165	IRS FAIL	N/A	N/A	
	4	2021-1383058	---	IRS CAUTION	---	# Stops =
	5	2021-1423508	---	24 hour - DRUGS	--	# MAS =
	6					MAS % =
	7					
	8					
	9					

File Number		Assist Detachment(s)
1	2021-1317685	Clive – intoxicated driver, located and charged under provincial sanctions
2	2021-1334631	Lacombe Police – Public Mischief – False report of stolen vehicle
3	2021-1365967	RMH – fatal MVC, Truck vs ATV, ATV rider died & was at fault
4	2021-1373829	Olds Detachment – Stolen vehicle – Stopped – Suspended Driver Charged
5	2021-1366026	RMH – assist general duty with vehicle roll over collision
6	2021-1377026	RMH – single vehicle roll over, mother & children aboard
7	2021-1381274	Ponoka – Assist in locating possible impaired. – VT issued for Cellphone
8	2021-1367639	Stettler – Flight from Police X 3
9	2021-1367269	Stettler – Call of a sexual assault in progress
10	2021-1378731	Blackfalds – Members attempt to locate offenders stealing from farms
11	2021-1384238	Blackfalds – Collision on Hwy 2 when driver fell asleep at the wheel
12	2021-1390787	Blackfalds – Stolen vehicles located in Gas Alley – Flight from PO
13	2021-1373829	Olds – Stolen vehicle – On Star stopped vehicle – Driving Suspended
14	2021-1388497	Ponoka – Assist GD Priority 1 Possession of dangerous weapon
15	2021-1412863	Stettler – Possible impaired driver
16	2021-1382266	RMH – firearms call on O’Chiese I.R.
17	2021-1422592	Blackfalds – Erratic driver on Hwy 2 w/o headlights
18	2021-1428443	Blackfalds MVC on Hwy 2 – Driver fell asleep – MAS check “0”
19	2021-1429391	Blackfalds – Assist with suspicious person (locate and arrest)
20	2021-1422520	Consort – Transport two MHA people for assessment
21	2021-1423078	Erskine – Break and enter that just occurred , male located arrested
22	2021-1426297	Stettler – Assist for suspicious person near the school.
23	2021-1426634	Stettler – Assist on an Abandoned vehicle.
24	2021-1417266	Blackfalds – Assist on a wellbeing check on a male.
25	2019-1627172	Red Deer City – Assist with Execution of a warrant
26	2021-1434555	Ponoka – Assist with fatal Hit & Run on Hwy 815
27	2021-1436566	Blackfalds – Assist with fire – Thieves burning outer cover off stolen wire
28	2021-1434555	Ponoka – Assist Sept 25 <sup>th</sup> with early morning patrols on 815 for sus veh
29	2021-1452114	Blackfalds – Assist MVC on Hwy 2 – Trailer came off hitch and rolled
30	2021-1426872	BD/TH: Assisted in attempting to locate a wanted male from TH in BD.
31	2021-1453089	Blackfalds – B&E alarm – 3 hits – attend and everyone gone
32		
33		
34		
35		



Communications and Public Education		
6 per Month		
Blackfalds Stettler Rocky Mtn	1	September Issue – Red Deer County Newspaper Article regarding Back to School
	2	September Issue – RMH Mountaineer Newspaper Article regarding Back to School
	3	September Issue – Stettler Independent Newspaper Article regarding Back to School
	4	September Issue – Stettler Independent Newspaper Article – Travelling by car with children
	5	September Issue – Rimbey Review Newspaper Article – Back to School
	6	September Issue – Sylvan Lake News Newspaper Article – Back to School
	7	2021-09-09 – Provide education to the users of the High School parking lots, stopped every vehicle and gave them warnings on vehicle infractions with a Media release completed after the event.
	8	
	9	

Strategic Partnerships and Leveraging Resources (JFO)		
Include Date, Location and Agencies		
6 per Month		
Blackfalds Stettler Rocky Mtn	1	2021-09-03, Alix – Stettler Traffic, Lacombe County, Commercial Vehicle Sheriffs. Operation dealing with CVSA enforcement.
	2	2021-09-04 – Boat Patrol with Park Wardens – Waterton Park. Several boats stopped to ensure safety regulations were followed (life vests, sober driver, etc).
	3	2021-09-08 – Eckville – BD ITU and Lacombe county did a speed/seatbelt/school zone check outside elementary/high school.
	4	2021-09-09 Stettler- Stettler and Blackfalds Traffic, Stettler GD, Fish and wildlife checkstop at Stettler High School
	5	2021-09-14 – Educate new Telecoms operators during their course on the use of an MWS, Police Radio and familiarize with Police equipment
	6	2021-09-16 – Blackfalds - Stolen vehicles located in Gas Alley. CREW members in area. Attend and the vehicles fled. No pursuit. CREW team followed but speeds were excessive and becoming dangerous to the public. Shut down for safety.
	7	2021-09-16 – Stettler traffic/Stettler county/Stettler CVSA – distracted/seatbelts/speed in school zone – Hwy 12 Stettler
	8	2021-09-16 - Stettler traffic/Stettler county/Stettler CVSA – Fire Hall – 47Ave – Set up in the town of Stettler
	9	2021-09-20 – Stettler Traffic/ Stettler County – school zone/seatbelts/cellphone operation within the town of Stettler
	10	2019-09-22 – Educated Commercial Vehicle Sheriff's on how to complete a drug file, including arrests, exhibits, warned statements, and relevant paper work

	<b>11</b>	2021-09-22 – MAS and JFO at Stettler Rodeo grounds with Stettler County and Sheriff CVSA members
	<b>12</b>	
	<b>13</b>	
	<b>14</b>	
	<b>15</b>	

Crime Reduction / Interruption Include File Number					
		<b>HRODE 3 per YEAR</b>	<b>Prolific Traffic Offender 6 per Month</b>	<b>Data 2 Action 6 per Month</b>	<b>Community Partnerships 6 per Month</b>
<b>Blackfalds Stettler Rocky Mtn</b>	<b>1</b>		2021-1334454 Suspended Driver using an unauthorized licence plate from Saskatchewan	2021-1378731 Attempt to locate offenders travelling from farm to farm with proven intent to steal items.	2021-09-08 Attended the Stettler County Council meeting and presented info/took questions on their areas of concern.
	<b>2</b>		2021-1373829 Olds Detachment Stolen vehicle Stopped on Hwy 2 by "On Star". Suspended Driver Charged.	2021-1390787 Stolen vehicles in Gas Alley. One fled when police arrived. 5 suspects detained. One prolific arrested with o/s warrants.	2021-09-09 Worked with Stettler High school officials with regard to education for young drivers and registering vehicles at the school parking lot.
	<b>3</b>		2021-1390787 Stolen vehicles in Gas Alley. One prolific offender arrested with o/s warrants.	2021-1367639 Fail to stop for police. Plan made to locate the vehicles. Located a residence in Stettler (two files).	2021-09-20 Contact with Red Deer Catholic School Transportation to discuss concerns regarding school pick-up and drop-off zones.
	<b>4</b>		2021-1385563 Vehicle stopped for speeding, chronic speeder, several tickets issued to him in the last year. His licence was just given back after being	2021-1423078 Male seen exiting a travel trailer that wasn't his. Traffic members attended, made a plan, and located the male, he was arrested. Prolific	2021-09-20 Contact with Wolf Creek School Transportation to discuss concerns regarding school pick-up and drop-off zones.

			suspended for demerits. Ticket issued.	offender for break and entering.	
	5		2021-1429391 Assist Blackfalds with suspicious person. Several O/S warrants (locate and arrest).		2021-09-23 Spoke with Blackfalds Emergency Management and Protection Services Manager, Ken Morrison who reports to the Blackfalds Mayor. He will address this at their next Town meeting.
	6		2021-142350 Assist Commercial vehicle Sheriffs, unsafe vehicle, drugs, alcohol, and 4 warrants (including traffic offense). 2 people arrests, and several new charges laid		2021-09-27 Email communication to Mayor Lucy Henry with the Village of Clive. She will be in contact with writer regarding their community concerns in the near future.
	7				2021-09-27 Email communication to Mayor Greg Rathjen with the Town of Bentley. He will be in contact with writer regarding their community concerns in the near future.
	8				2021-09-27 Email communication to Mayor Jim Wood with the County of Red Deer. He will be in contact with writer regarding their community concerns in the near future.
	9				2021-09-27 Email communication to Reeve Paula Law with the County of Lacombe. She is stepping down as

					Reeve, but will be in contact with writer regarding their community concerns in the near future.
	10				

Supporting Employees			
Blackfalds Stettler Rocky Mtn House	Unit Level Training Events Date, Event, Members <b>2 per Month</b>		RTU Mentorship with Traffic Teams <b>1 per Month</b>
	1	2021-09-13 – Member attended Hanna, AB and instructed on the FST course to 6 members that needed training. Sgt. DAY was in attendance.	Plans to meet with RTU near Banff / Jasper when we are patrolling in the area
	2	2021-09-21 – Unit meeting – Each member issued two Rat Traps (mini spike belt) and provided guidance on use of same.	
	3	2021-09-28 – Member selected to participate in the EDU selection process.	

Good news story	
Blackfalds Stettler Rocky Mtn House	<ul style="list-style-type: none"> <li>Blackfalds Member patrolling the area of Olds, AB. Member saw 2 vehicle loitering behind a liquor store that had been closed for 2 hours at 1 am. Member conducted traffic stop on both vehicle. Member made contact with the first driver who advised “I shouldn’t be driving” Member asked who was in the second vehicle to which he replied “my wife”. Member conducted an ASD on the male who blew a FAIL. Wife also blew a FAIL. Both licenses seized and both vehicle towed.</li> <li>Blackfalds, Stettler and Rocky Mountain House members obtained authorization from Honours / Awards and Recognition to purchase and issue the members with a “Celebrating 100 Years as Canada’s National Police Force” coin. The recognition is to identify good work provided by the members during the past 18 months of Covid. Angela Morrison advised she will be including a photo and write up of this event in the next “Honours and Awards” newsletter.</li> </ul>



--	--

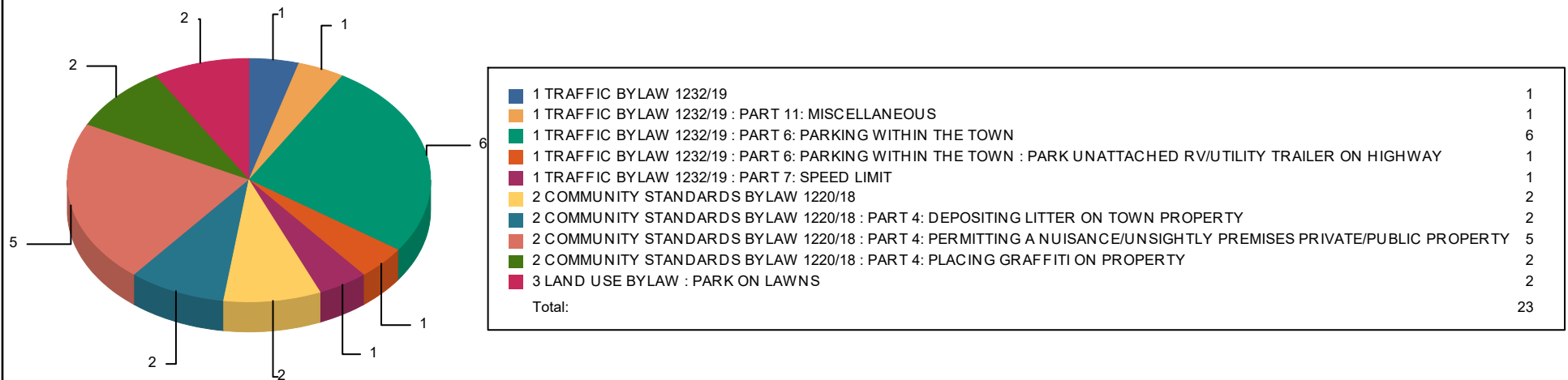
Other Items of note	
<b>Blackfalds</b> <b>Stettler</b> <b>Rocky Mtn</b>	<ul style="list-style-type: none"> <li>• Have not already been reported above</li> <li>• Not already subject to BN</li> <li>• Update that has not yet been reported</li> <li>• Controversial Issues</li> <li>• Media attention</li> </ul> <p>Situational Awareness</p>

## Town of Blackfalds

MONTH END Statistics from Occurred Date: 9/1/2021 12:00:00AM to 9/30/2021 11:59:59PM

### Municipal Reports/Files

## Count of Incident Types



1 TRAFFIC BYLAW 1232/19: 1 2%

**Municipal Reports/Files**

1 TRAFFIC BYLAW 1232/19 : PART 11: MISCELLANEOUS: 1 2%

1 TRAFFIC BYLAW 1232/19 : PART 6: PARKING WITHIN THE TOWN: 6 9%

1 TRAFFIC BYLAW 1232/19 : PART 6: PARKING WITHIN THE TOWN : PARK UNATTACHED RV/UTILITY TRAILER ON HIGHWAY: 1 2%

1 TRAFFIC BYLAW 1232/19 : PART 7: SPEED LIMIT: 1 2%

2 COMMUNITY STANDARDS BYLAW 1220/18: 2 3%

2 COMMUNITY STANDARDS BYLAW 1220/18 : PART 4: DEPOSITING LITTER ON TOWN PROPERTY: 2 3%

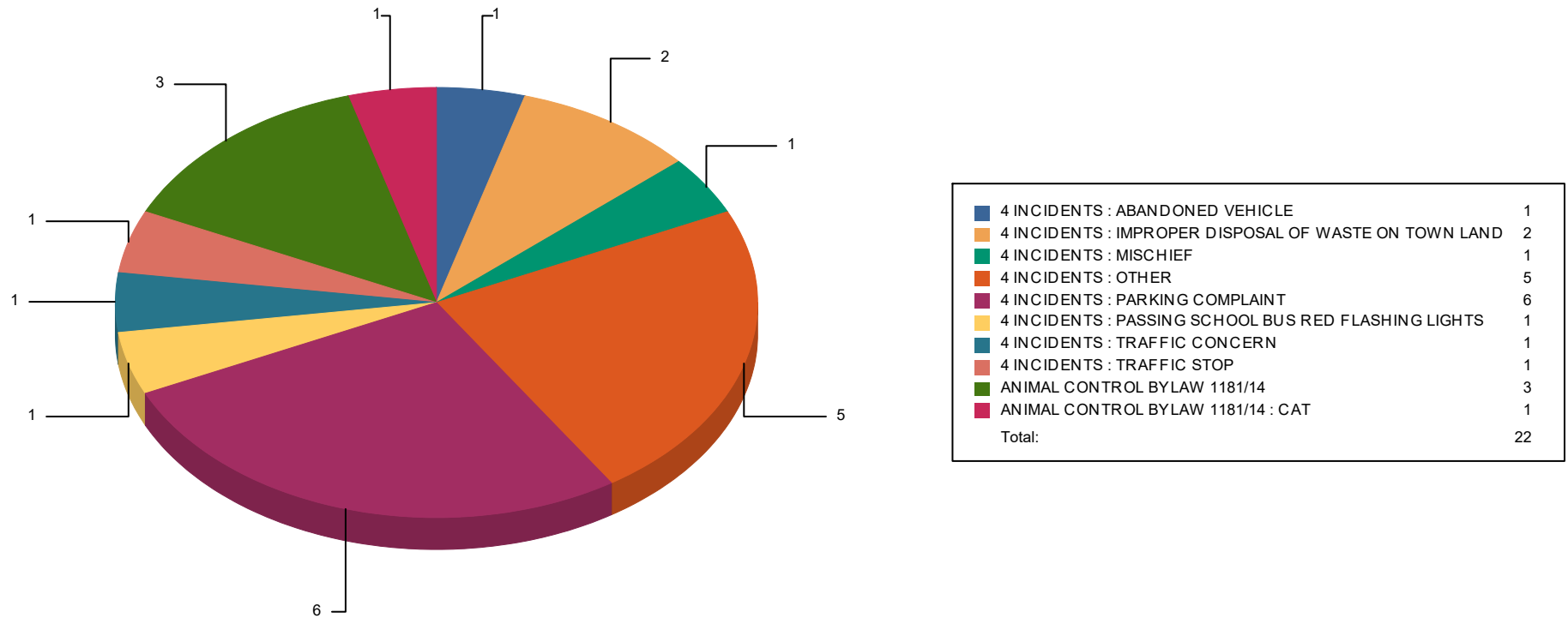
2 COMMUNITY STANDARDS BYLAW 1220/18 : PART 4: PERMITTING A NUISANCE/UNSIGHTLY PREMISES PRIVATE/PUBLIC PROPERTY:  
5 8%

2 COMMUNITY STANDARDS BYLAW 1220/18 : PART 4: PLACING GRAFFITI ON PROPERTY: 2 3%

3 LAND USE BYLAW : PARK ON LAWNS: 2 3%

## Municipal Reports/Files

## Count of Incident Types



4 INCIDENTS : ABANDONED VEHICLE: 1 2%

4 INCIDENTS : IMPROPER DISPOSAL OF WASTE ON TOWN LAND: 2 3%

4 INCIDENTS : MISCHIEF: 1 2%

4 INCIDENTS : OTHER: 5 8%



---

**Municipal Reports/Files**

**4 INCIDENTS : PARKING COMPLAINT: 6 9%**

**4 INCIDENTS : PASSING SCHOOL BUS RED FLASHING LIGHTS: 1 2%**

**4 INCIDENTS : TRAFFIC CONCERN: 1 2%**

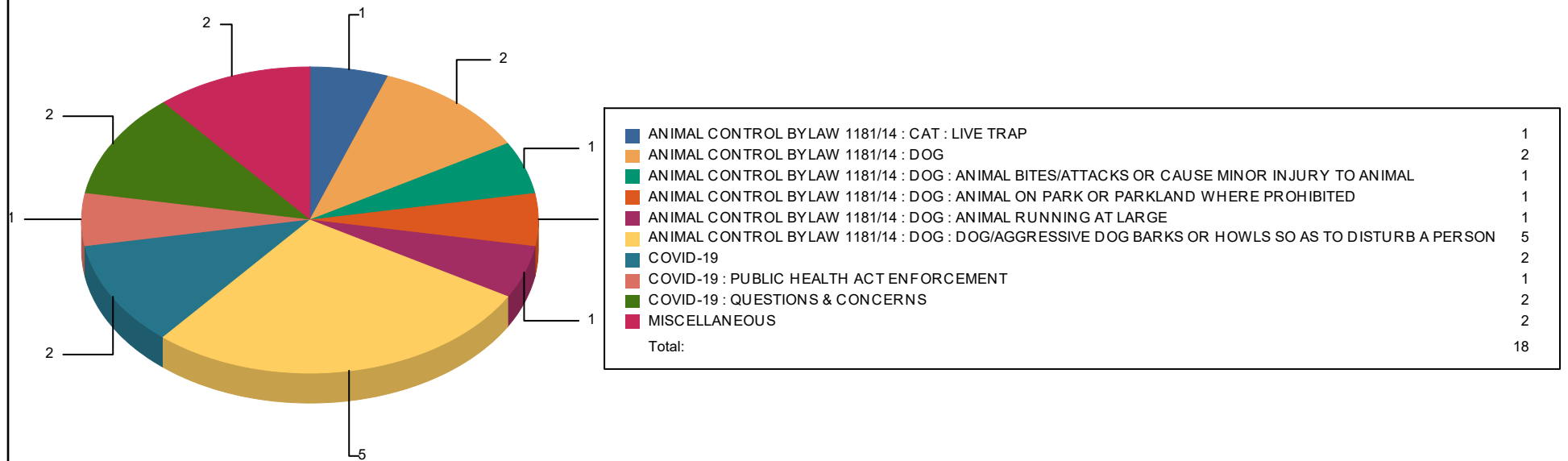
**4 INCIDENTS : TRAFFIC STOP: 1 2%**

**ANIMAL CONTROL BYLAW 1181/14: 3 5%**

**ANIMAL CONTROL BYLAW 1181/14 : CAT: 1 2%**

## Municipal Reports/Files

## Count of Incident Types



ANIMAL CONTROL BYLAW 1181/14 : CAT : LIVE TRAP: 1 2%

ANIMAL CONTROL BYLAW 1181/14 : DOG: 2 3%

ANIMAL CONTROL BYLAW 1181/14 : DOG : ANIMAL BITES/ATTACKS OR CAUSE MINOR INJURY TO ANIMAL: 1 2%

ANIMAL CONTROL BYLAW 1181/14 : DOG : ANIMAL ON PARK OR PARKLAND WHERE PROHIBITED: 1 2%

---

**Municipal Reports/Files**

**ANIMAL CONTROL BYLAW 1181/14 : DOG : ANIMAL RUNNING AT LARGE: 1 2%**

**ANIMAL CONTROL BYLAW 1181/14 : DOG : DOG/AGGRESSIVE DOG BARKS OR HOWLS SO AS TO DISTURB A PERSON: 5 8%**

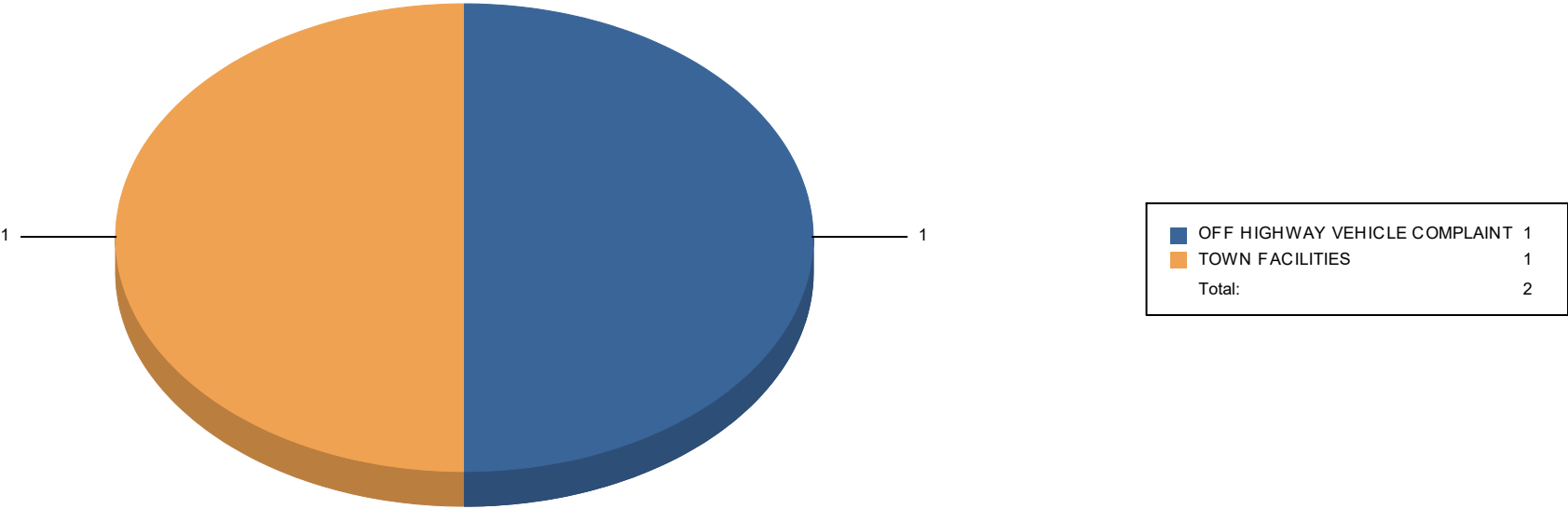
**COVID-19: 2 3%**

**COVID-19 : PUBLIC HEALTH ACT ENFORCEMENT: 1 2%**

**COVID-19 : QUESTIONS & CONCERNS: 2 3%**

**MISCELLANEOUS: 2 3%**

Count of Incident Types



OFF HIGHWAY VEHICLE COMPLAINT: 1 2%

TOWN FACILITIES: 1 2%



**Municipal Reports/Files**

Grand Total: 100.00% Total # of Incident Types Reported: 65



# Halloween safety tips

## Tips for parents and Caregivers

Halloween can be an exciting time for children and with the distraction of candy and costumes, safety rules can easily be forgotten. In fact, research shows that distractions can increase a child's chances of being struck by a car. Check out these simple tips to keep Halloween night a safe night for all.

1. **An adult or responsible older child should accompany younger children** since they may lack the developmental skills to cross the street on their own. This is a year-round tip that will help keep your child safe while you share good pedestrian habits and pass on a legacy of safety-minded behaviour.
2. **Teach your child to stop at the curb, look left, right and left again, and to listen for oncoming traffic.** This vital skill is especially important when children are distracted and excited. Never rely on traffic signals alone - use your eyes and ears to make sure it's safe to cross.
3. **It's unsafe to cross between parked cars or other obstacles** - always cross at crosswalks, street corners or intersections. Many injuries occur when children run out between parked cars, but even at intersections it's vital that children practice tip #2.
4. **Stay on the sidewalk or path** when walking from house to house and if there is no sidewalk, walk beside the road, facing traffic so drivers can see you. From a very young

age, children can be taught that roads are for cars and sidewalks are for kids. If your community has no sidewalks, walking beside the road at night can be very dangerous - adult accompaniment and flashlights are a must, regardless of the child's age.

5. **Select costumes with bright colours** to increase your child's visibility and choose face paint instead of masks. Masks can make it hard for your child to see properly and often restrict peripheral vision, making it difficult to check for oncoming traffic before crossing a road.

## Tips for drivers

Halloween means that there will be more children out on the streets. Drivers need to take extra care.

1. **Drive slowly** in residential areas where children are more likely to be trick-or-treating. Did you know that drivers cannot accurately judge their own speed when driving? The higher the speed, the less likely you are to see a child pedestrian, and the harder it is to stop quickly.
2. **Watch out for kids**, many of whom may be wearing costumes with masks that make it difficult for them to see. With the excitement of Halloween, children may forget simple pedestrian safety rules. They have a tendency to dart out in the most unexpected places - the most common being between parked cars. Remember also that costumes can limit a child's vision and they may not be able to see your vehicle.
3. **Reduce your distractions and stay alert.** All your concentration should be on the road, not diverted by cell phones or loud music.
4. **Remember to enter and exit driveways slowly and carefully.** Excited trick-or-treaters may run on sidewalks, or dart out unexpectedly. Proceed with caution, when entering or exiting the roadway.



**TOWN OF BLACKFALDS  
REGULAR COUNCIL MEETING  
REQUEST FOR DECISION**

---

**MEETING DATE:**      **October 12, 2021**

**PREPARED BY:**      **Preston Weran, Director of Infrastructure and  
Property Services**

**SUBJECT:**              **BOLT KPI Report Information - September 2021**

---

**BACKGROUND:**

Since September 1, 2020, the Town of Blackfalds has been operating the new BOLT 2.0 on demand transportation service. Our routes, application, schedule, ticket procurement and service stop maps have been working well over the course of this new service model. As an on-demand digital community commuter service, our wheelchair accessible van has been working well. This new ride allows for five-day service from 6am to 8pm with many more boarding options for our residents and visitors within town and one stop at the Kingston Hub at the north end of Red Deer. More information is available here: <https://www.blackfalds.com/living-here/bolt-transit>.

**DISCUSSION:**

We are pleased to provide Council with the following information for the month. The first page of the report shows the September stats and associated mapping, while the remainder of the pages outline the trending comparison since start of the year. The data dates are highlighted in the white box on the left side of each sheet for reference.

**ADMINISTRATIVE RECOMMENDATION:**

1. That Council accepts this report as information.

**ALTERNATIVES:**

- 1) That Council refer this item back to Administration for more information.


**FINANCIAL IMPLICATIONS:**

None

**Attachments:**

- *September 2021 monthly report and yearly trending report*

**Approvals:**

  
\_\_\_\_\_  
CAO Myron Thompson

  
\_\_\_\_\_  
Department Director/Author



# Monthly KPI Metric Summaries Report

## Blackfalds

Month	# Riders	# New Riders	# Repeat Riders	Avg. Rides Per Rider	# Passengers Completed	# Rides Completed	Shared Rides (%)	Avg. Shared Fare Occupancy	Avg. Daily User Conversion Rate (%)	Avg. Ride Rating	% Rides With 1-2 Star Ratings and Comments	# Abandoned Rides	Pickup Violations (%)	Dropoff Violations (%)	# Unique Users That Experienced Failed Search
Sep 2021	27	7	20	9.1	280	247	45%	2.4	67%	4.9	2%	0	1%	1%	3
Aug 2021	28	8	20	5.0	164	141	27%	2.1	68%	4.8	3%	0	2%	0%	1
Jul 2021	22	8	14	6.9	173	151	24%	2.1	67%	4.9	3%	0	0%	0%	0
Jun 2021	23	5	18	10.6	256	243	40%	2.2	78%	4.9	3%	0	1%	1%	1
May 2021	23	6	17	8.0	195	183	26%	2.2	84%	4.9	2%	0	1%	0%	1
Apr 2021	23	5	18	9.2	228	212	37%	2.2	83%	4.9	4%	0	1%	0%	3
Mar 2021	22	6	16	12.4	299	273	45%	2.1	82%	5.0	4%	0	2%	0%	1
Feb 2021	17	6	11	9.6	172	163	21%	2.1	83%	5.0	2%	0	1%	0%	0
Jan 2021	26	8	18	8.3	234	217	33%	2.2	86%	5.0	4%	2	0%	1%	0
Dec 2020	21	4	17	8.4	203	177	26%	2	82%	5.0	5%	0	1%	1%	0
Nov 2020	30	11	19	9.2	299	276	40%	2.2	87%	5.0	2%	2	3%	1%	2
Oct 2020	27	12	15	9.2	266	249	43%	2.2	78%	5.0	8%	3	6%	4%	1
Sep 2020	36	33	3	5.9	228	212	44%	2.2	69%	4.9	7%	5	3%	4%	7
Aug 2020	3	3	0	1.3	4	4	0%	-	43%	4.7	0%	0	0%	0%	0

### Program

☒ Blackfalds

### ServiceDay

☐ Sun  
☐ Mon  
☐ Tue  
☐ Wed  
☐ Thu  
☐ Fri  
☐ Sat

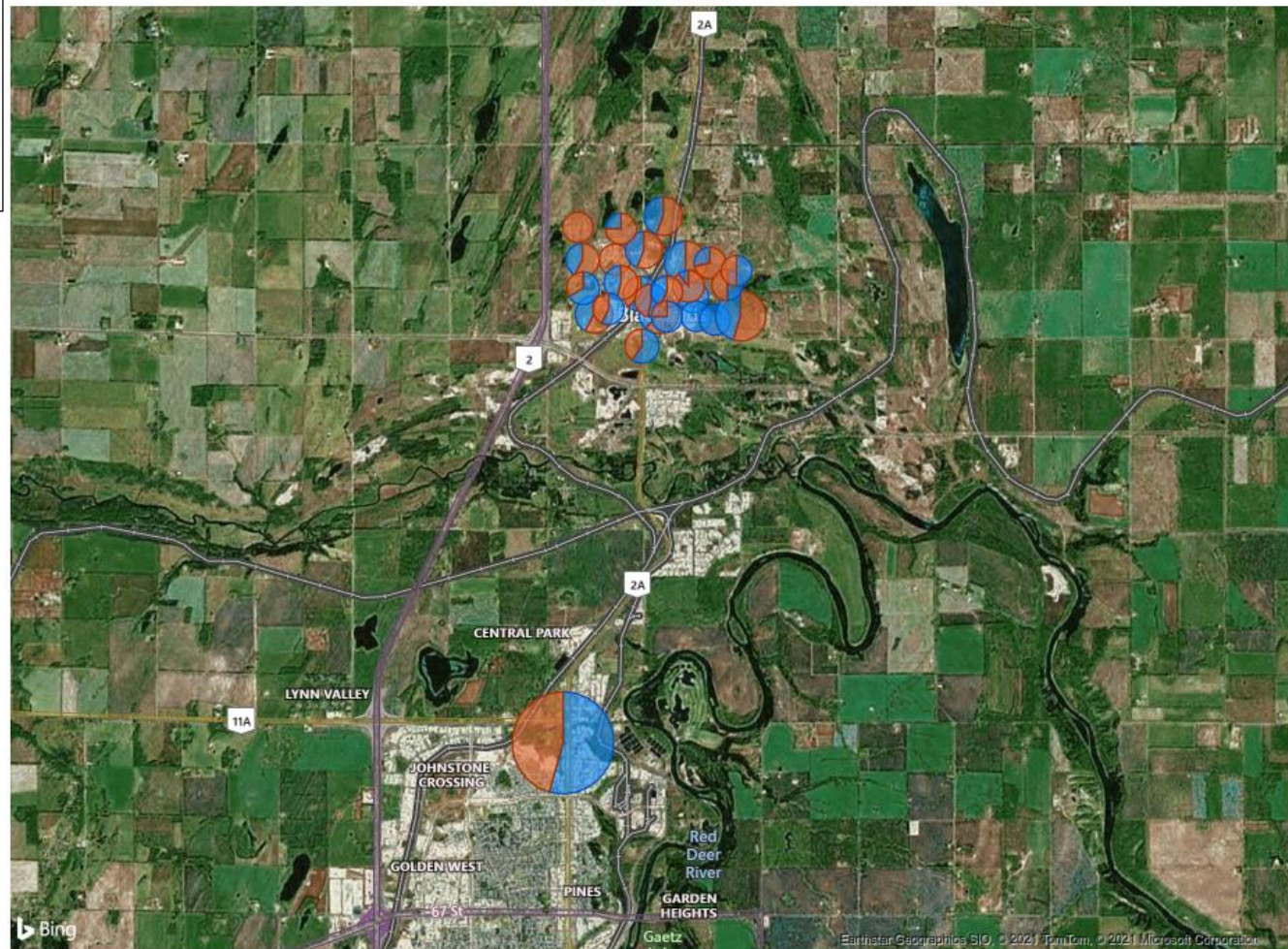
### Date

01/07/2021

30/09/2021



● Dropoff ● Pickup



Program

☒ Blackfalds

ServiceDay

☐ Sun  
☐ Mon  
☐ Tue  
☐ Wed  
☐ Thu  
☐ Fri  
☐ Sat

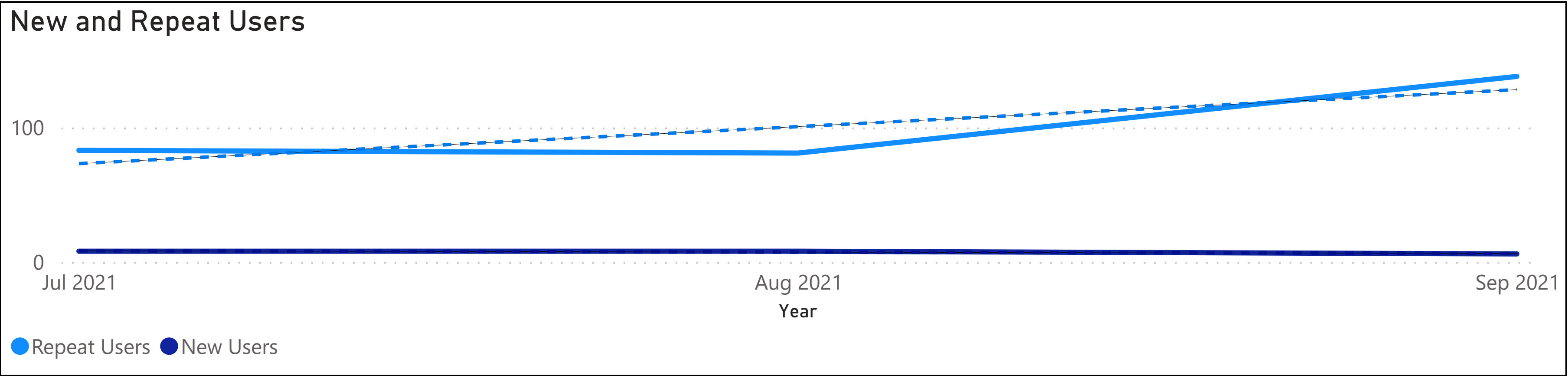
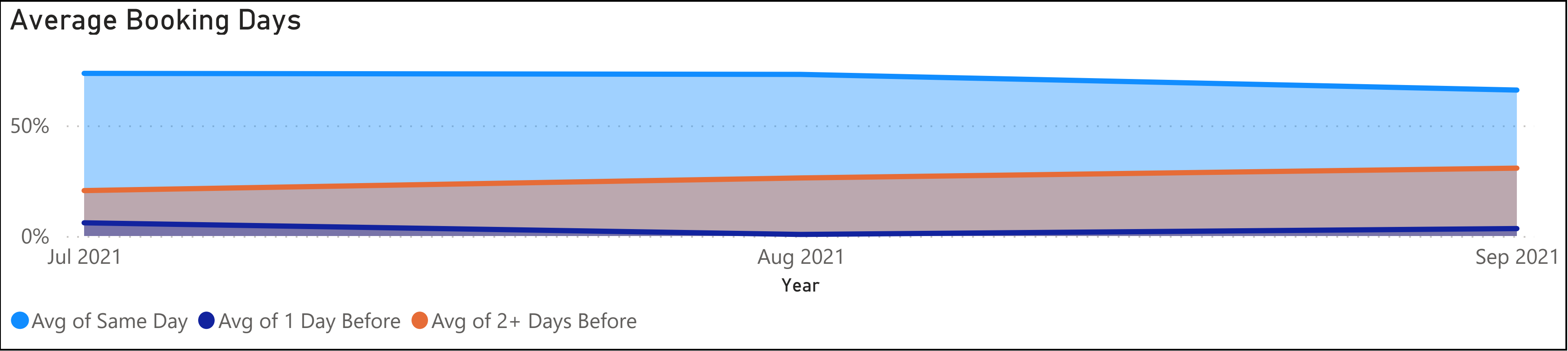
Date

01/07/2021

30/09/2021

9.61

Avg Actual Trip Duration (min)



Year	2021				
Program	Avg of Same Day	Avg of 1 Day Before	Avg of 2+ Days Before	New Users	Repeat Users
Blackfalds	70.0%	3.4%	26.6%	22	302
Total	70.0%	3.4%	26.6%	22	302

Program

☒ Blackfalds

ServiceDay

☐ Sun  
☐ Mon  
☐ Tue  
☐ Wed  
☐ Thu  
☐ Fri  
☐ Sat

Date

01/07/2021

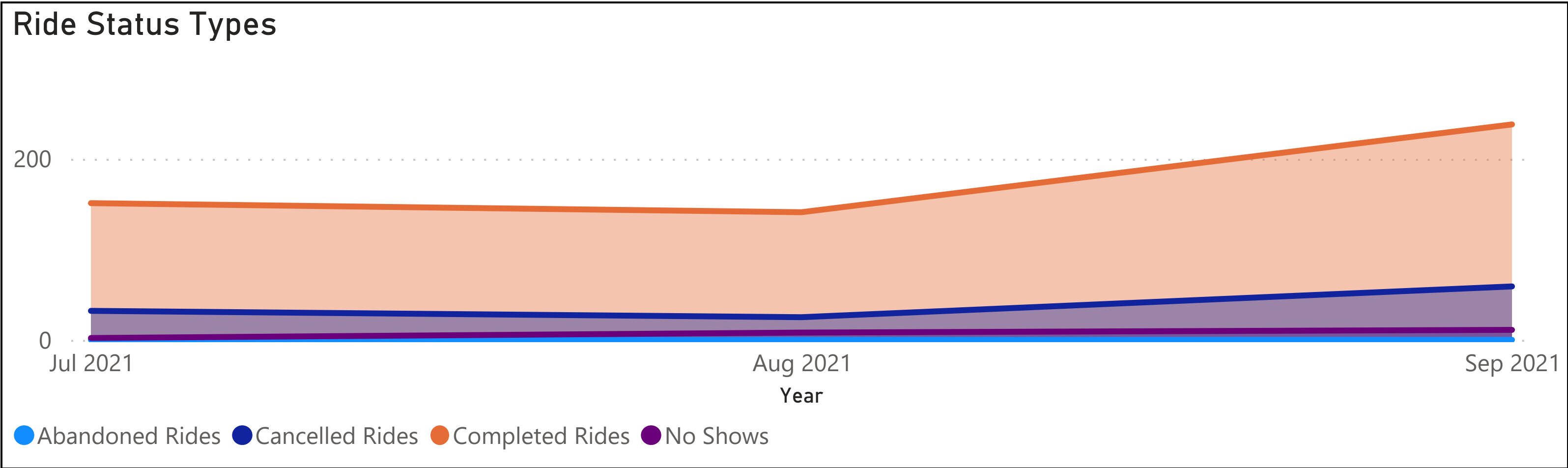
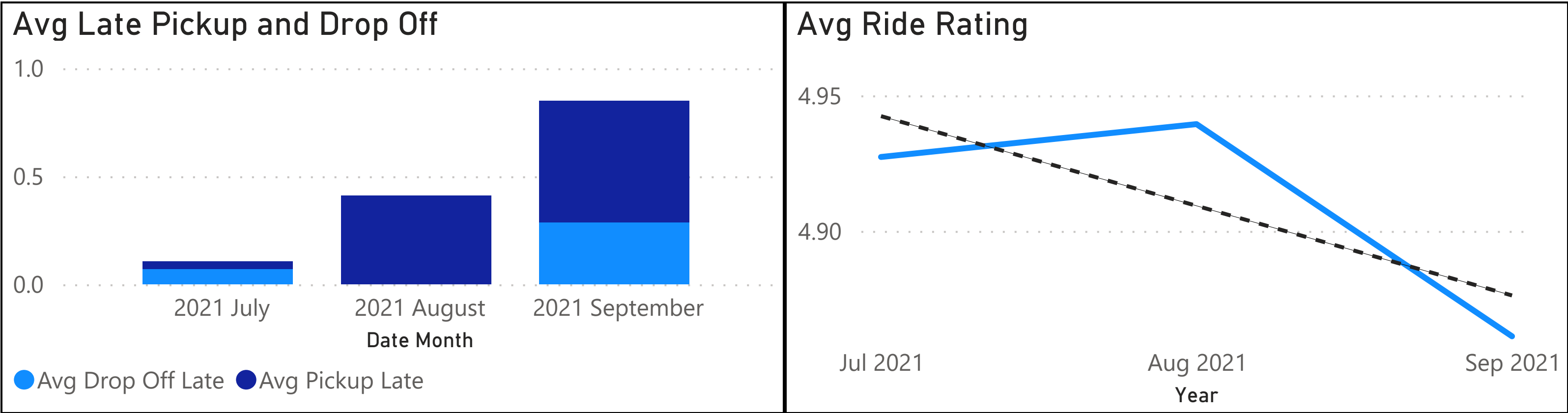
30/09/2021

530

Completed Rides

4.90

Avg Ride Rating



Year	2021						
Month	July						
Program	Avg Drop Off Late	Avg Pickup Late	Avg Ride Rating	Abandoned Rides	Cancelled Rides	Completed Rides	No Show
Blackfalds	0.07	0.04	4.93	0	32	151	
Total	0.07	0.04	4.93	0	32	151	

Program

☒ Blackfalds

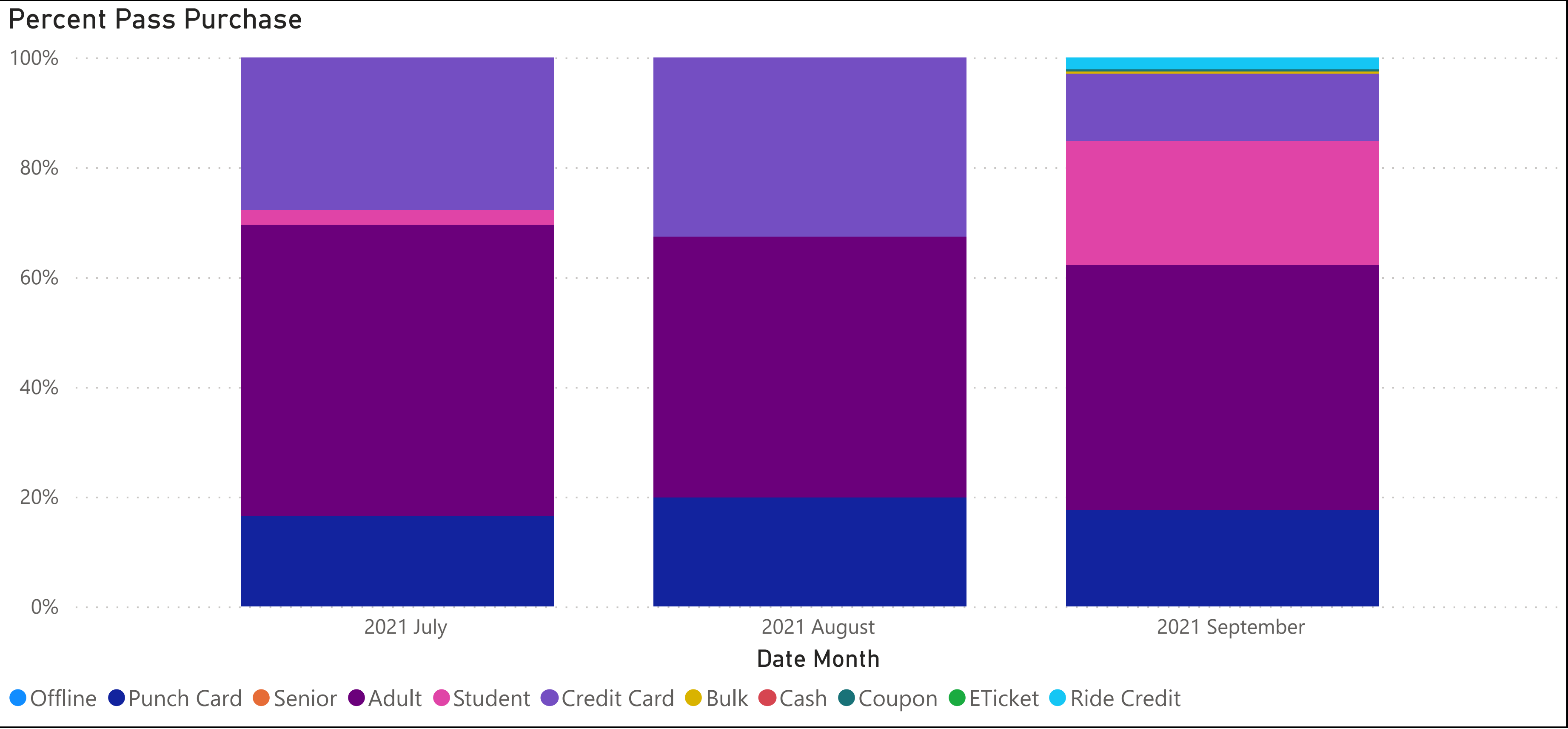
ServiceDay

☐ Sun  
☐ Mon  
☐ Tue  
☐ Wed  
☐ Thu  
☐ Fri  
☐ Sat

Date

01/07/2021

30/09/2021



Year	2021														
Month	July												August		
Program	Avg Offline	Avg Punch Card	Avg Senior	Avg Adult	Avg Student	Avg Credit Card	Avg Bulk Ticket	Avg Cash	Avg Coupon	Avg ETicket	Avg Ride Credit	Avg Ticket	Avg Offline	Avg Punch C	
Blackfalds	0%	17%	0%	53%	3%	28%	0%	0%	0%	0%	0%	0%	0%	0%	2
Total	0%	17%	0%	53%	3%	28%	0%	0%	0%	0%	0%	0%	0%	0%	2

<

>



Program

☒ Blackfalds

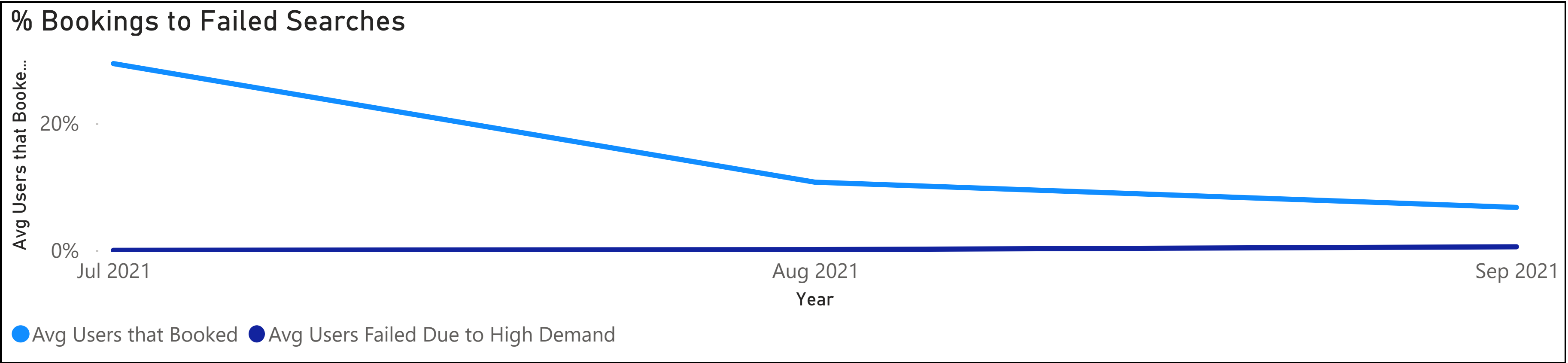
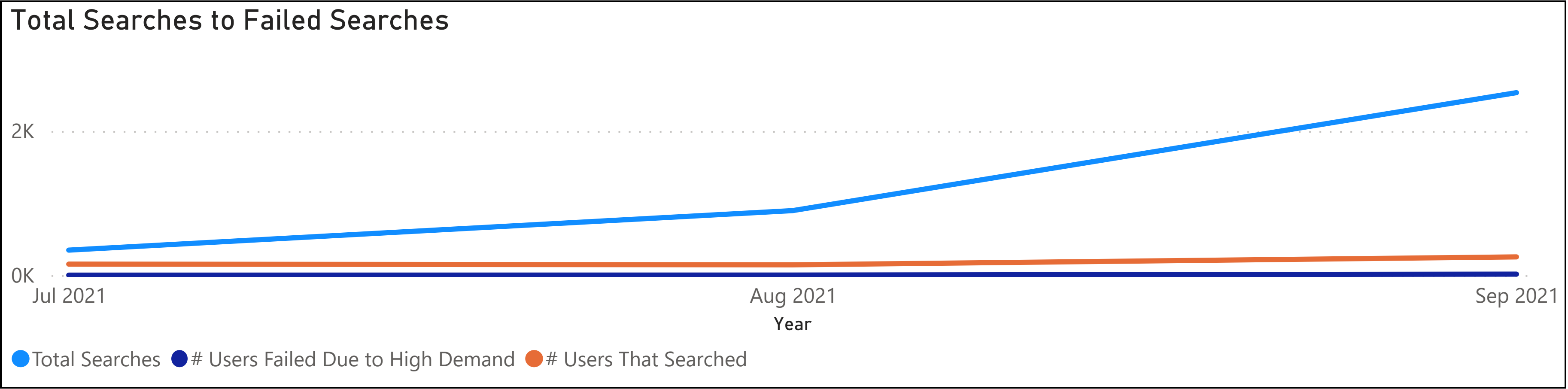
ServiceDay

☐ Sun☐ Mon☐ Tue☐ Wed☐ Thu☐ Fri☐ Sat

Date

01/07/2021

30/09/2021



Year	2021				
Month	July				
Program	Total Searches	# Users Failed Due to High Demand	# Users That Searched	Avg Users that Booked	Avg Users Failed Due to High Demanc
Blackfalds	347	0	153	29%	0%
Total	347	0	153	29%	0%

<

>

Program

☐ Blackfalds

ServiceDay

☐ Sun  
☐ Mon  
☐ Tue  
☐ Wed  
☐ Thu  
☐ Fri  
☐ Sat

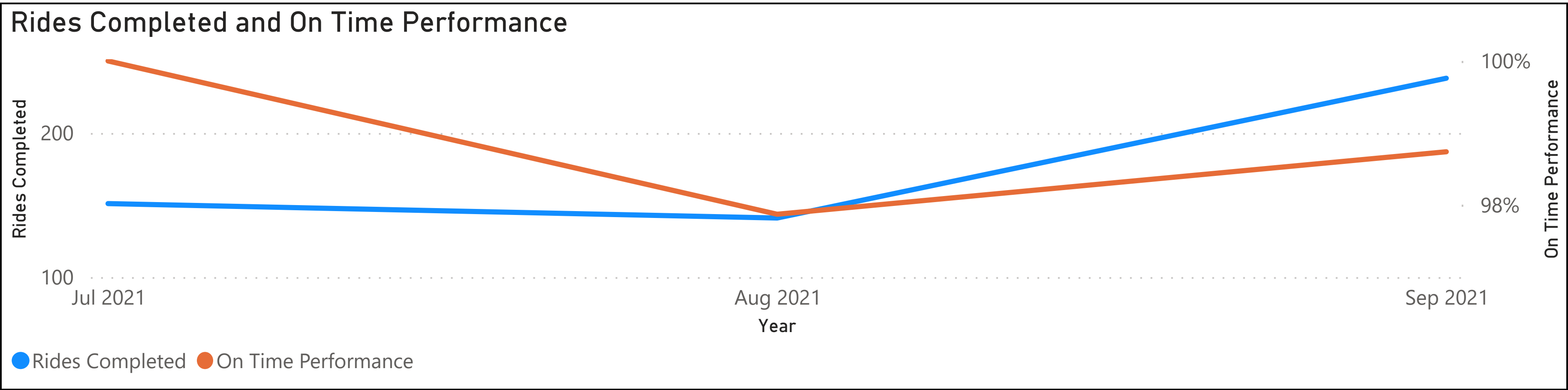
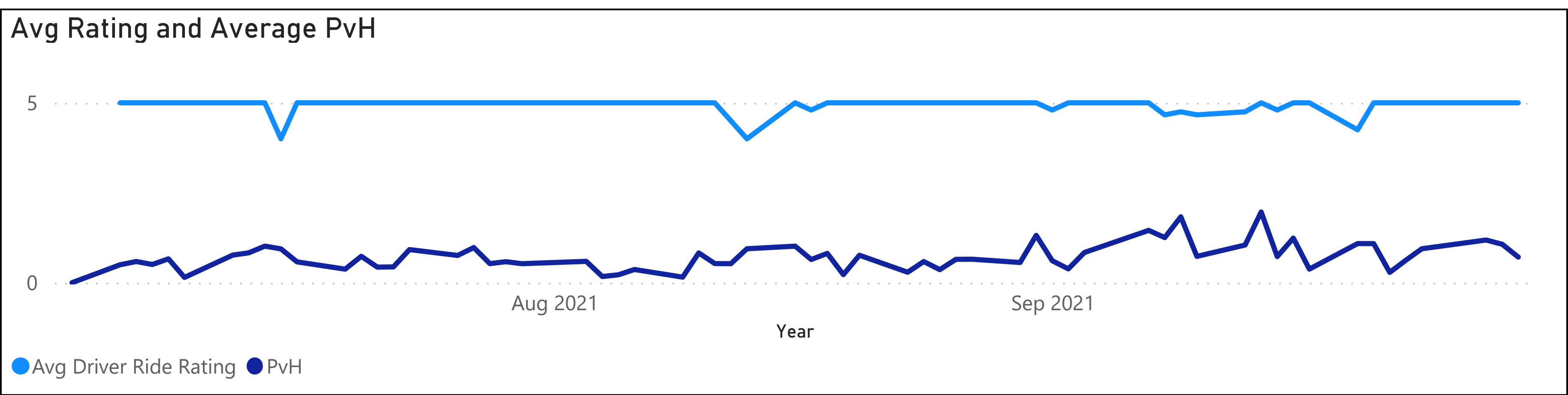
Date

01/07/2021

30/09/2021

98.87%

On Time Performance



Year	2021							
Month	July				August			
Program	Rides Completed	Avg Driver Ride Rating	PvH	On Time Performance	Rides Completed	Avg Driver Ride Rating	PvH	On Time Perform
▲ Blackfalds	151	4.93	0.61	100.00%	141	4.94	0.58	97.00%
Total	151	4.93	0.61	100.00%	141	4.94	0.58	97.00%

<

>

Program

☒ Blackfalds

ServiceDay

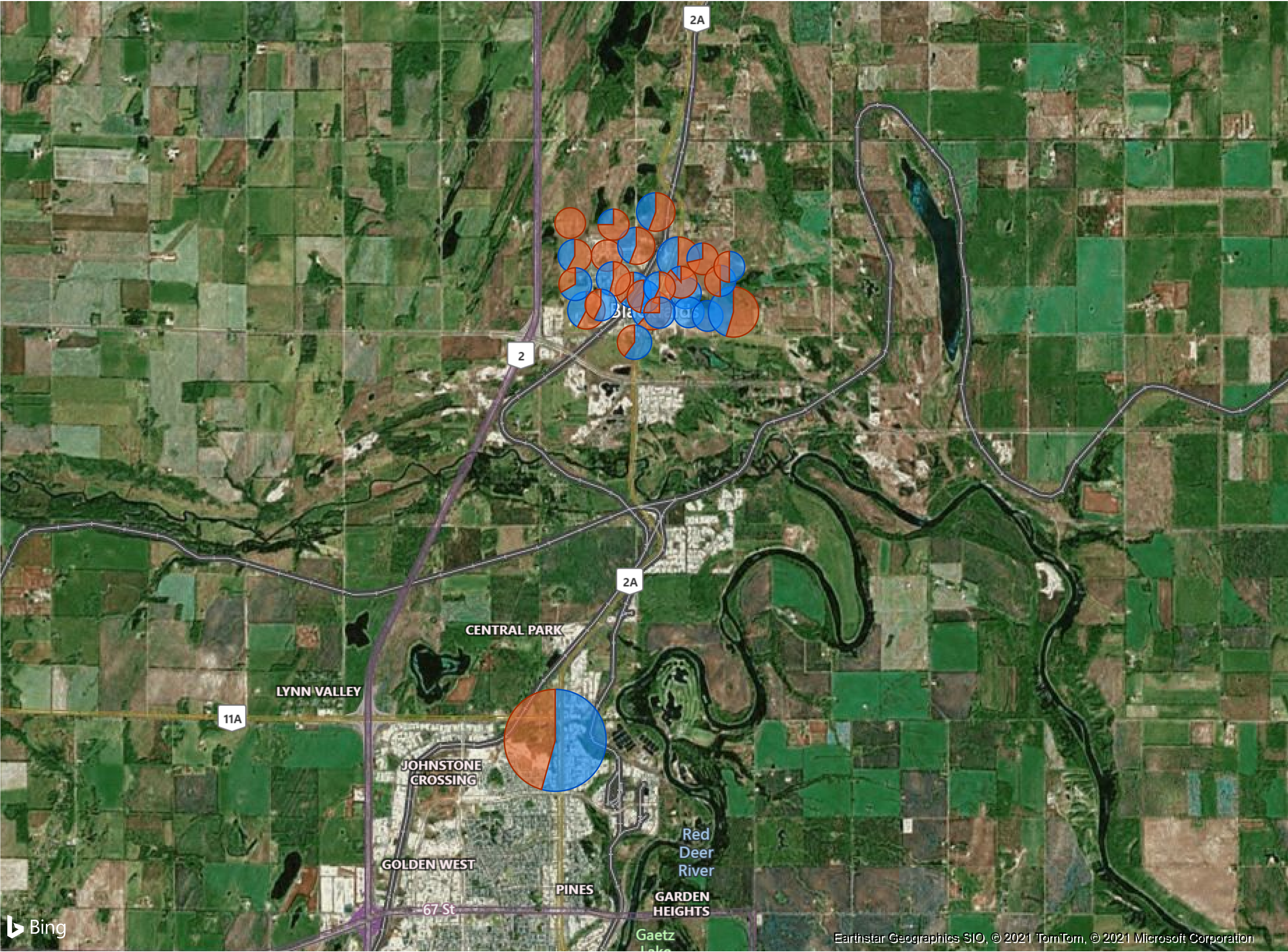
- ☐ Sun
- ☐ Mon
- ☐ Tue
- ☐ Wed
- ☐ Thu
- ☐ Fri
- ☐ Sat

Date

01/07/2021

30/09/2021

● Dropoff ● Pickup



Program

☐ Blackfalds

ServiceDay

- ☐ Sun
- ☐ Mon
- ☐ Tue
- ☐ Wed
- ☐ Thu
- ☐ Fri
- ☐ Sat

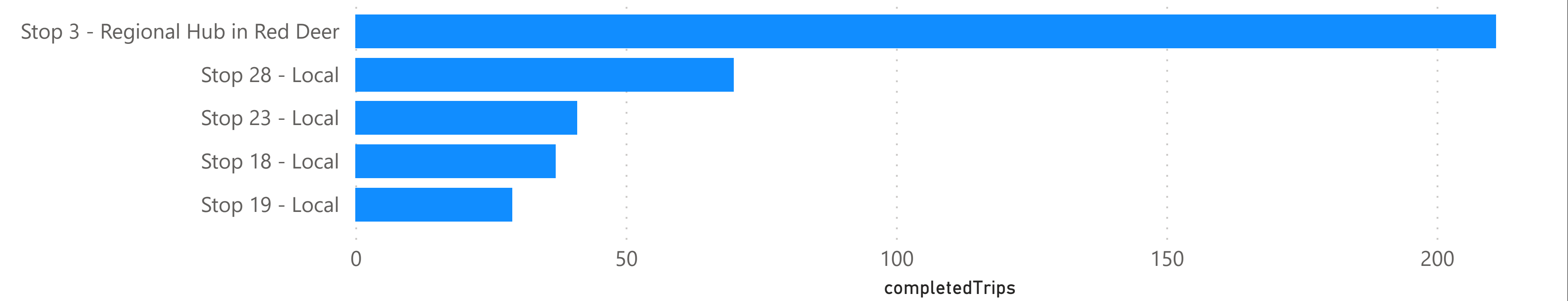
Date

01/07/2021

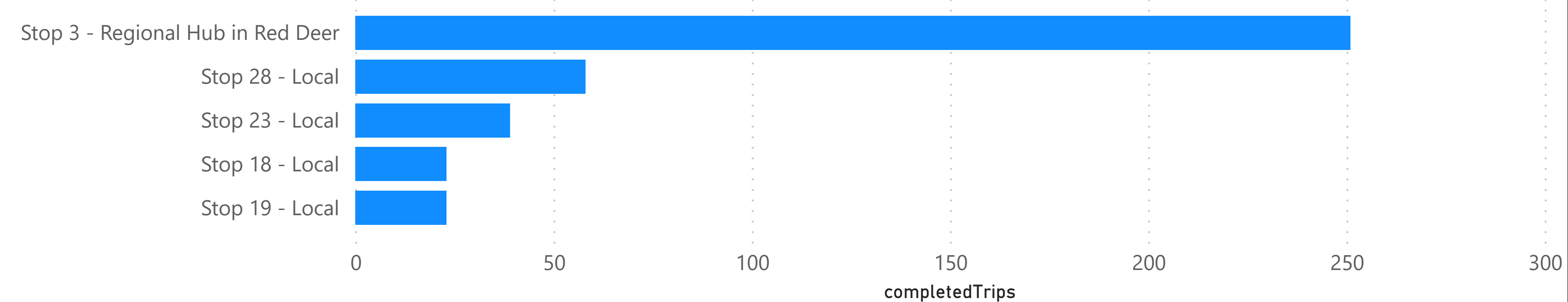
30/09/2021



Top 5 Pickup Locations



Top 5 Drop Off Locations



stopName	Dropoff	Pickup	Total
Stop 1 - Regional Hub West Blackfalds	11	13	24
Stop 10 - Local	4	3	7
Stop 11 - Local		6	6
Stop 12 - Local	1	3	4
Stop 14 - Local	20	12	32
Stop 15 - Local	15	10	25
Stop 16 - Local	19	24	43
Stop 17 - Local	8	7	15
Stop 18 - Local	23	37	60
Total	530	530	1060





WHERE PEOPLE ARE THE KEY

## HIGHLIGHTS OF THE REGULAR COUNCIL MEETING September 23, 2021

---

### **COVID-19 UPDATE**

Council was provided with an update on the latest COVID-19 restrictions, statistics and the Province's current vaccine statistics.

### **2022 PAVING MANAGEMENT PROGRAM**

Council adopted the five-year Paving Program. The County Manager was authorized to tender and award the paving project for 2022. The estimated cost of the 2022 project is \$7,410,100 and will be funded through the Main Road Reserve.

### **2022 BRIDGE MANAGEMENT PROGRAM**

Council adopted the five-year Bridge Management Program. The County Manager was authorized to tender and award the bridge projects for 2022. The estimated cost of the 2022 projects is \$2,799,000. Funding will be determined on grant availability, with the remainder to be funded from the Bridge Reserve.

### **CITY OF LACOMBE/LACOMBE COUNTY FACILITIES OPERATIONAL COST-SHARING AGREEMENT**

The revised City of Lacombe/Lacombe County Facilities Operational Cost-Sharing Agreement provides for the development of a joint process for considering requests from community groups for capital and operating support from the municipalities. The rationale for developing this process is to ensure that the City and County receive the same information from the community group requesting support; and to ensure that the decisions made by each of the Councils are not made in isolation of the other Council.

The revised City of Lacombe/Lacombe County Facilities Operational Cost Sharing Agreement was approved as presented.

### **LAPA POLICY RC(1) FUNDING REQUEST**

As per Council approval, the Lacombe Athletic Park Association request for Lacombe County financial support of their Track and Field Expansion Project will be considered through the Community Groups – Facility Capital and Operating Funding Requests process, as outlined in the City of Lacombe/Lacombe County Operational Cost-sharing Agreement.

### **LACOMBE FIRE SERVICES – FEE FOR SERVICE PROPOSAL**

Council authorized the development of a proposed Fire Services Agreement between the City of Lacombe and Lacombe County based on a fee for services model.

### **AUDITING SERVICES REQUEST FOR PROPOSAL**

A request for proposal (RFP) was issued on August 18, 2021 for auditing services for Lacombe County. The RFP deadline was September 2, 2021 and two proposals were received

By resolution of Council, the 2021 to 2025 auditing services contract was awarded to BDO LLP based on terms outlined in their September 2021 RFP submission.

### **LAND DONATION**

The County Manager was authorized to enter into an agreement with a land donor to acquire 19.5 acres of land adjacent to Sylvan Lake (NW 24-39-2 W5M) and to ensure those lands are protected for the said purposes in alignment with the requirements of Policy AD(37) Acceptance of Gifted Lands.

### **RALLY CANADA RESOURCES LTD. – TAX PROPOSAL**

A resolution to approve Rally Canada Resources Ltd.'s. tax payment proposal for the payment of outstanding 2020 and 2021 property taxes did not receive Council approval.



WHERE PEOPLE ARE THE KEY

#### **ECKVILLE & AREA WELLNESS COALITION HEALTH RESOURCES COMMITTEE**

A request for the appointment of a Council representative to the Eckville and Area Wellness Coalition Health Resources Committee was received for information.

A representative of the Eckville and Area Wellness Coalition Health Resources Committee will be invited to make a presentation to Council in the future.

#### **NATIONAL DAY FOR TRUTH & RECONCILIATION**

The County Manager was directed to prepare a report for presentation at a future Council meeting regarding options for Lacombe County to honor National Day for Truth and Reconciliation.

Lacombe County staff will be encouraged to participate in orange shirt day and the flags will be lowered to half-mast on September 30, 2021 in honour of the National Day for Truth and Reconciliation.

#### **COST OF LIVING ADJUSTMENT (COLA)**

A cost-of-living adjustment of 2.75% for staff/Council remuneration and annual operating grants provided pursuant to the County's fire, recreation and cemetery policies and agreements was approved for 2022.

#### **LACOMBE FISH & GAME ASSOCIATION – BURBANK CAMPGROUND**

The County Manager was directed to prepare a report with regard to the approval of the installation of newly proposed powered sites at the Burbank campground; the renewal/extension of the lease agreement between Lacombe County and the Lacombe Fish & Game Association for the campground and a proposed date for a public hearing regarding that agreement.

**Next Regular Council Meeting is**  
**Thursday, October 14, 2021 - 9:00 a.m.**

**Next Committee of the Whole Meeting is**  
**Tuesday, October 5, 2021 – 9:00 a.m.**

**Lacombe County Administration Building**

**\*\*For more details from Lacombe County Council meetings, please refer to the meeting minutes. All meeting minutes are posted on the website ([www.lacombecounty.com](http://www.lacombecounty.com)) after approval.**



# City of Lacombe

## COUNCIL HIGHLIGHTS

September 27, 2021

### 3. Presentations

#### 3.1 Lacombe Police Commission

Council received a budget presentation from Chief of Police Lorne Blumhagen and Chair of the Lacombe Police Commission Corey Gish.

#### 3.2 Lacombe & District Family & Community Support Services (FCSS) & Connex

Council received a budget presentation from FCSS Executive Director Susan MacDonald and Chair of FCSS Michelle Maier.

#### 3.3 Lacombe Heritage Resources Committee

Council received a budget presentation from Chair of the Lacombe Heritage Resources Committee Peter Bouwsema.

#### 3.4 Mary C Moore Public Library

Council received a budget presentation from the Mary C. Moore Public Library Head Librarian Christina Petrisor and Chair Lynda Nicholls.

#### 3.5 2022 Capital Budget

Thirty-three projects comprise the proposed 2022 Capital Budget. The anticipated 2022 Capital Budget totals an estimated \$10.77 million, funded from a combination of:

- Grants - \$7.82 million
- Reserve Withdrawals - \$2.62 million
- Other - \$0.33 million
- Total - \$10.77 million

Council accepted the 2022 Capital Budget draft as information.

#### 3.6 2022-2031 Ten Year Capital Plan

Each year, Administration prepares both a 10-Year Capital Plan and the annual capital budget.

The report presented was the first draft of the 10 Year Capital Plan.

The purpose of the 2022-2031 Capital Plan is to outline the future capital requirements of the City of Lacombe based on Council priorities and existing infrastructure maintenance requirements.

Council accepted the 2022-2031 Ten Year Capital Plan report as information.

## 5. Requests for Decision (Regular)

### 5.1 Gary Moe Auto Group Sportsplex (Health Protocols)

On September 20, 2021, new public health restrictions came into effect within the Province of Alberta.

These guidelines required recreation facility operators to either:

- Adhere to new restrictions or;
- Implement a Restrictions Exemption Program (REP).

The City of Lacombe chose to delay any decision regarding a possible REP until October to allow a proper consultation, environmental scan, and program review to occur.

Council accepted the Gary Moe Auto Group Sportsplex Health Protocols report as information and directed City administration to adhere to new public health restrictions rather than implement a REP at the Gary Moe Auto Group Sportsplex.

### 5.2 Franchise Fees

ATCO Gas and FortisAlberta are permitted to be the sole distributors of gas and electricity in the City of Lacombe.

Administration completes an annual review of ATCO Gas and FortisAlberta franchise fee rates to determine the median rates among the municipal comparators.

The City's current rates are 27.00% for ATCO Gas and 17.00% for FortisAlberta. Administration uses the City's municipal comparators to determine the median rate.

Council set the City of Lacombe 2022 natural gas franchise fee rate (ATCO Gas) at 27.75% and the City of Lacombe 2022 electricity franchise fee rate (FortisAlberta) at 17.13%.

### 5.3 Facilities Operational Cost Sharing Agreement

The City of Lacombe & Lacombe County ICF/IDP Committee recently met and endorsed a framework for shared consideration of new community services or initiatives.

While the framework does not bind the decisions of either party, it does attempt to ensure that information is received concurrently and in a structured fashion.

Council approved the updated Facilities Operational Cost Sharing Agreement, as presented and directed the CAO to work with the County Manager to schedule a joint public meeting to receive the presentation and funding request from the Lacombe Athletic Park Association.

### 5.4 Key Performance Indicator (KPI) (Update)

The City of Lacombe began developing the means to connect and report activities, business plans, and strategic outcomes in 2014.



In 2015, the City introduced a strategic framework for department business plans. Although the City currently utilizes this business plan framework, the performance measures section in the framework remains unused.

Council's Strategic Plan identifies the development of Key Performance Indicators as a high priority goal. In 2020, the City engaged a contractor, who completed a master's degree in performance measurements for local government.

The project scope included an analysis of organizational capacity to integrate KPIs and the development of KPIs for each municipal service area.

Council received the draft KPI report for information, recognized the completion of Key Performance Indicators (KPI) strategic goal and endorsed integrating Key Performance Measures processes within Administration.

## 9. In Camera

### 9.2 Labour (FOIP Section 16)

Council accepted the report as information.

### 9.3 Labour (FOIP Section 24)

Council approved the appointment of Katie Radke as the Student Representative to the Lacombe & District Recreation, Parks and Culture Board, with a term ending September 27, 2022.

#### ***\*The next scheduled Council Meeting:***

***-Monday, October 4, 2021 – Regular Council Meeting at 5 p.m. – Kinsmen Room LMC***

***-Monday, October 25, 2021 – Regular Council Meeting/Organizational at 5 p.m. – Kinsmen Room LMC***



# City of Lacombe

## COUNCIL HIGHLIGHTS

October 4, 2021

### 3. Presentations

#### **3.1 Parkland Regional Library**

Council received a budget presentation from Parkland Regional Library Director Ronald Sheppard.

#### **3.2 Rikubetsu Friendship Society**

Council received a budget presentation from Rikubetsu Friendship Society Chair Marlene McQuesten.

#### **3.3 Lacombe and District Historical Society**

Council received a budget presentation from Lacombe and District Historical Society Executive Director Melissa Blunden.

#### **3.4 Lacombe Regional Tourism**

Council received a budget presentation from Lacombe Regional Tourism Executive Director Austin Weaver and President Merry Kuchle.

#### **3.5 Lacombe Days Committee**

Council received a budget presentation from Lacombe Days Committee President Kristie Singer, Vice-President Corine Veenema and Festival Coordinator Danielle Stewart.

#### **3.6 Lacombe Athletic Park Association**

Council received a budget presentation from Lacombe Athletic Park Association Chair Jay Adamson.

#### **3.7 Lacombe Performing Arts Centre Foundation**

Council received a budget presentation from Lacombe Performing Arts Centre Foundation Executive Director Rosanna Kerekes and President Grant Harder.

### 5. Requests for Decision (Regular)

#### **5.1 Fee for Service Model**

As part of the Master Intermunicipal Collaboration Framework Agreement between the City of Lacombe and Lacombe County, Fire Services is one of the last outstanding agreement reviews.

Both Lacombe County and the City of Lacombe are optimistic about the relationship and committed to reaching a satisfactory agreement.

At the IDP/ICF Committee Meeting on September 16, 2021, a new Fire Services model proposal was made and supported by the committee. The recommendation is a fee-for-service model.

Council supported moving forward to consider a Fee-for-Service Model for Fire Services with Lacombe County.

## **5.2 Council Committee Meeting (Council Orientation)**

Administration recommended scheduling an additional Council Committee meeting for council orientation.

Council scheduled a Committee of the Whole meeting at 6:30 p.m. on October 25, 2021.

### ***\*The next scheduled Council Meeting:***

***-Monday, October 25, 2021 – Regular Council Meeting/Organizational at 5 p.m.; Committee of the Whole Meeting at 6:30 p.m. – City Hall***



**TOWN OF BLACKFALDS  
MUNICIPAL PLANNING COMMISSION  
Meeting Minutes  
June 8, 2021 Commencing at 6:00 P.M.**

---

A Municipal Planning Commission Meeting for the Town of Blackfalds was held on June 8, 2021 at the Town Office, 5018 Waghorn Street, Blackfalds, Alberta, commencing at 6:00 p.m.

**MEMBERS PRESENT:**

Jamie Hoover  
Will Taylor  
Laura Svab  
Rylan Zakreski  
Alex Garcia

**REGRETS:**

None

**PUBLIC ATTENDING**

None

**ATTENDING:**

Billie Scott, Development Officer I  
Liz Pollock, Municipal Planning Intern  
Preston Weran, Director of Infrastructure and Property Services

**REGULAR MUNICIPAL PLANNING COMMISSION MEETING CALLED TO ORDER:**

Member Hoover called the meeting to order at 5:57 p.m.

**AGENDA APPROVAL**

**Resolution 26-21**

Member Svab moved to approve the June 8, 2021 agenda presented.

**BUSINESS ARISING FROM MINUTES:**

None

**BUSINESS:**

**4.1 Application 100-21 – Request for Decision**

**Moved in Accessory Building  
Permitted Use within R-1L - Residential Single Dwelling Large Lot District  
4710 Schular Avenue (Lots 92-94 Inclusive, Plan RN17A)  
R-1L - Residential Single Dwelling Large Lot District**

Administration provided background information on the proposed development.

**Resolution 27-21**

MOVED by Member Garcia that the Municipal Planning Commission APPROVE the construction of a 59.46 m<sup>2</sup> (640 ft.<sup>2</sup>) Accessory Building for the purposes of vehicular and general storage at 4710 Schular Avenue (Lots 92-94 Inclusive, Plan RN17A), and as described in Development Permit 100-21, subject to the following conditions being met to the satisfaction of the Development Officer:

1. The applicant shall ensure that the portable tent structure is removed from the property within sixty (60) days.





**TOWN OF BLACKFALDS  
MUNICIPAL PLANNING COMMISSION  
Meeting Minutes  
June 8, 2021 Commencing at 6:00 P.M.**

---

2. The applicant shall ensure that:
  - a) the proposed accessory building is complete and placed on a permanent foundation within three (3) months from the date of approval.
  - b) the exterior finish of the proposed building is the same as, or consistent with the exterior finish of existing building on the property.
  - c) Roofing materials are to be the same as the single family dwelling and be in good condition.
  - d) all municipal setbacks are to be maintained. The proposed building shall maintain 1m or 6 m where access is provided to the structure.
  - e) the proposed accessory building does not exceed 4.5m in overall height from grade to peak.
3. The applicant shall obtain all necessary Provincial permits for this use;
4. The applicant shall comply with all Federal, Provincial and Municipal regulations, statutes, codes and bylaws.
5. The purpose of the moved in building is for accessory and personal storage use only. The building shall not be used for living purposes. Any change in use or intensification of the building or lands shall require a separate permit application.

**CARRIED UNANIMOUSLY**

**ADOPTION OF MINUTES**

**5.1 Minutes of May 25, 2021**

**Resolution 28-21**

Member Svab moved to approve the minutes of May 25, 2021 as amended.

**CARRIED UNANIMOUSLY**

**ADJOURNMENT**

Chairperson Hoover adjourned the meeting at 6:07 p.m.

**CHAIR**

**SECRETARY**

**1 Emergency Management Committee – October 8, 2021**  
**Microsoft Teams**

1.1 Call to order

- Mayor Poole called the meeting to order at 11:02am

1.2 Attendees (via Teams): Mayor Poole, Councillor Marina Appel, Councillor Rebecca Stendie, Director of Community Services Sean Barnes, Emergency Management and Protective Services Manager Ken Morrison, Communications Coordinator Shelby Craig

**2 Agenda/Minutes Approval**

2.1 N/A

**3 BUSINESS**

3.1 REP (Restriction Exemption Program) or 1/3 Capacity

- Manager Morrison explained that the Emergency Management Agency met on October 6 to fine tune what the Town is doing regarding restrictions within facilities. It was decided on September 16 to continue with the 1/3 capacity. This, however, has brought up issues including the cancellation of adult programming, and the impending obstacles that comes with the opening of the Eagle Builders Centre
- The Emergency Management Agency met and is in favour of implementing the REP program in the Eagle Builders Centre. A facility is not allowed to do REP one day 1/3 the next and then back to REP, it is expected that they remain when they make that choice.
- Councillor Appel brought up how this will affect the Library as they are “Out of Scope” How will this work with the library as the library is not permitted to implement REP?
  - Manager Morrison will follow-up
- Out-of-Scope facilities must follow the 1/3 rules even if REP activities happen in the same facility, example is the Merry Market
- Councillor Appel explained that the AJHL team won’t play in the new arena until November and the library doesn’t move in until November, and inquired whether or not the decision could hold off until the new Council is in and they can make the decision at the end of October.

**Recommendations**



## TOWN OF BLACKFALDS

### EMERGENCY MANAGEMENT COMMITTEE MEETING

11:00 a.m. Oct 8, 2021

Minutes of Meeting

---

Councillor Stendie moved to bring a recommendation to the October 12 Regular Council Meeting for Council to write a letter to the Provincial Government about detailed concerns we have as a municipality in the province; request that the Province of Alberta make decisions and not download it onto municipalities, businesses, and residents.

**Carried unanimously**

Councillor Appel moved for Administration to bring the REP and 1/3 issue to the October 12 Regular Council Meeting for a further discussion.

**Opposed: Mayor Poole**

- 4     **Next Meeting Date:** TBD
- 5     **Adjournment:** 11:36a.m.



Town of Blackfalds  
**REGULAR COUNCIL MEETING**  
**Tuesday, September 28, 2021 at 7:00 p.m.**  
**Via Remote Virtual Platform**  
**MINUTES**

A Regular Council meeting for the Town of Blackfalds was held on Tuesday, September 28, 2021, via remote virtual platform, commencing at 7:00 p.m.

**MEMBERS PRESENT**

Mayor Richard Poole  
Deputy Mayor Laura Svab  
Councillor Marina Appel  
Councillor Jamie Hoover  
Councillor Ray Olfert  
Councillor Rebecca Stendie  
Councillor Will Taylor

**ATTENDING**

Myron Thompson, CAO  
Sean Barnes, Director of Community Services  
Preston Weran, Director of Infrastructure and Property Services  
Justin de Bresser, Director of Corporate Services  
Laura Thevanez, Manager of Infrastructure Services  
Marco Jadie, IT Analyst  
Chris Johnson, Economic Development Officer  
Kalina Van Winssen, Executive Assistant

**REGRETS**

None

**MEDIA**

None

**PUBLIC**

None

**CALL TO**

**ORDER:** Mayor Poole called the Regular Council Meeting to order at 7:00 p.m.

**TREATY SIX LAND ACKNOWLEDGEMENT**

A Land Acknowledgement was read to recognize that the Town of Blackfalds is on Treaty Six territory.

**ADOPTION OF AGENDA**

**290/21** Councillor Olfert moved that Council adopt the September 28, 2021 agenda as presented.

**CARRIED UNANIMOUSLY**

**BUSINESS**

**CAO Report**

CAO Thompson reviewed the various organizational operations and activities during the month of September.

**291/21** Deputy Mayor Svab moved that the CAO Report be accepted as information.

**CARRIED UNANIMOUSLY**





Town of Blackfalds  
**REGULAR COUNCIL MEETING**  
**Tuesday, September 28, 2021 at 7:00 p.m.**  
**Via Remote Virtual Platform**  
**MINUTES**

---

**Request for Decision – Draft Environmental Stewardship Strategy**

The development of an Environmental Stewardship Strategy (ESS) was identified as a priority for the Town in 2016, when the Municipal Sustainability Plan (MSP) was approved. This Strategy will be used to guide new environmental initiatives for the community. Its key focus areas include water, stormwater, land, energy, buildings and infrastructure, air, and solid waste.

- 292/21** Councillor Appel moved that the Draft Environmental Stewardship Strategy be revised and return to a Regular Council Meeting for formal approval.

**CARRIED UNANIMOUSLY**

**Request for Decision – MAMP Funding**

Administration is seeking municipal asset management program (MAMP) funding to support planned 2021/2022 asset management efforts. This funding would be used to secure a consultant to conduct an inventory analysis (surface distresses, roughness, rutting and other pavement issues) and to develop a comprehensive report on the condition of the Town road network. Council needs to commit \$10,000 towards this initiative for the grant application to be approved.

- 293/21** Deputy Mayor Svab moved that Council directs staff to apply for a grant opportunity from the Federation of Canadian Municipalities' Municipal Asset Management Program for the Town of Blackfalds Asset Management Program Initiative.

**CARRIED UNANIMOUSLY**

- 294/21** Councillor Olfert moved that Council commits to conducting the following activities in its proposed project submitted to the Federation of Canadian Municipalities' Municipal Asset Management Program to advance our asset management program:

- Securing a consultant to conduct an inventory analysis (surface distresses, roughness, rutting and other pavement issues) and to develop a comprehensive report of the condition of the Town road network.

**CARRIED UNANIMOUSLY**

- 295/21** Councillor Hoover moved that Council commits \$10,000 towards the cost of this initiative.

**CARRIED UNANIMOUSLY**

**Request for Decision – Small Business Week**

Small Business Week has been organized by the Business Development Bank of Canada (BDC) since 1979 and is a national celebration of Canadian entrepreneurs and their contribution to Canada's economy.

- 296/21** Councillor Olfert moved that Council proclaim the week of October 17 – 23 as Small Business Week in the Town of Blackfalds.

**CARRIED UNANIMOUSLY**

**Request for Decision – Economic Development and Tourism Strategy**

The Blackfalds Economic Development and Tourism Strategy is a critical document, necessary for identifying and fulfilling Economic Development and Tourism initiatives. As the previous Strategy expired in 2020, a new Strategy has been developed to guide the Town of Blackfalds moving forward.



Town of Blackfalds  
**REGULAR COUNCIL MEETING**  
**Tuesday, September 28, 2021 at 7:00 p.m.**  
**Via Remote Virtual Platform**  
**MINUTES**

- 297/21** Councillor Hoover moved that Council accept the recommendation of the Economic Development and Tourism Advisory Committee in the formal adoption of the content of the Blackfalds Economic Development and Tourism Strategy with the formal document to follow.

**CARRIED UNANIMOUSLY**

**ACTION CORRESPONDENCE**

**Emergency Ambulance Dispatch System**

Mayor Poole noted that Council has advocated for the ambulance system to use the integrated satellite centres approach, instead of the currently used consolidated dispatch system.

- 298/21** Councillor Stendie moved that this item be accepted as information.

**CARRIED UNANIMOUSLY**

**Wolf Creek School Board Trustee Congratulatory Letter**

Council requested that Administration draft a letter to congratulate Darryl Stendie on being acclaimed as the Wolf Creek School Board Trustee.

- 299/21** Councillor Appel moved that Council draft a letter of congratulations to Trustee Stendie.

**CARRIED UNANIMOUSLY**

**INFORMATION**

- Eagle Builders Centre Project Update – Director Barnes (*verbal*)
- 2022 Budget Survey Results
- FCSS Minutes – June 2021
- City of Lacombe Council Highlights – September 13, 2021
- Lacombe County Council Highlights – September 9, 2021
- Emergency Management Committee Minutes – September 17, 2021

- 300/21** Councillor Olfert moved to accept the Information Items as information.

**CARRIED UNANIMOUSLY**

**ADOPTION OF MINUTES**

- 301/21** Councillor Appel moved that Council accept the Regular Council Meeting Minutes from September 14, 2021 as presented.

**CARRIED UNANIMOUSLY**

**ADJOURNMENT**

Mayor Poole adjourned the meeting at 8:46 p.m.

---

Richard Poole, Mayor

---

Myron Thompson, CAO