



Town of Blackfalds  
**Regular Council Meeting**  
5018 Waghorn Street, Council Chambers  
September 28, 2021 at 7:00 p.m.

## **AGENDA**

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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 September 28, 2021

4. **Delegation**

None

5. **Public Hearing**

None

6. **Business Arising from Minutes**

None

7. **Business**

- 7.1 CAO Report (*verbal*)  
7.2 Request for Decision, Draft Environmental Stewardship Strategy  
7.3 Request for Decision, MAMP Funding  
7.4 Request for Decision, Small Business Week  
7.5 Request for Decision, Economic Development and Tourism Strategy

8. **Action Correspondence**

- 8.1 Emergency Ambulance Dispatch System  
8.2 Wolf Creek School Board Trustee Congratulations Letter

9. **Information**

- 9.1 Eagle Builders Centre Project Update – Director Barnes (*verbal*)  
9.2 2021 Budget Survey Results  
9.3 FCSS Minutes – June 2021  
9.4 City of Lacombe Council Highlights – September 13, 2021  
9.5 Lacombe County Council Highlights – September 9, 2021  
9.6 Emergency Management Committee Minutes – September 17, 2021

10. **Round Table Discussion**

None

11. **Adoption of Minutes**

- 11.1 Minutes from the Regular Council Meeting on September 14, 2021

12. **Notices of Motion**

None

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

None

14. **Confidential**

None

15. **Adjournment – Verbal**



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

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**MEETING DATE:** September 28, 2021

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

**SUBJECT:** Environmental Stewardship Strategy Draft Report

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**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 first ESS item brought forward to Standing Committee on June 17, 2019, was a Request for Decision for the proposed ESS framework:

**SCC. 14/19**

*Councillor Stendie moved that Standing Committee of Council recommend that the proposed framework for the Environmental Stewardship Strategy be brought before Council for formal approval. And further, that Standing Committee recommend to Council that the timelines for the development of the Environmental Stewardship Strategy into the year 2021.*

**CARRIED UNANIMOUSLY**

With this approved framework, Administration could then move forward with identifying ways the Town could bring new environmental initiatives to the community. A public engagement survey was conducted to solicit input from various community stakeholders. The results of that survey were used to develop the draft ESS presented to Council today.

**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, and interdepartmental collaboration with the Environmental Advisory Team.

**Informational Interviews:**

In the early stages of the ESS development, informational interviews were conducted with other municipalities near Blackfalds, or comparable sized communities. Interviews were conducted with key staff from the municipality who were responsible for the development of their Environmental Management/Stewardship/Sustainability Plans and could speak to the opportunities and challenges with the creation of the reports, as well as the resulting levels of commitment. All municipal representatives were asked from a list of pre-determined interview questions to ensure consistency between interviews. They were asked what their main 'lessons learned' were in the experience of both report development, implementation and ongoing commitments. The common theme advised





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

was to ensure adequate engagement with internal staff to ensure buy-in was done early on in the planning phases, and not to over commit on goals and metrics as this has major long-term impact on staff resources, and budget.

### **Research:**

As part of identifying Blackfalds' proposed ESS goals, strategies, targets and metrics, Environmental Management/Stewardship/Sustainability Plans for comparable communities, and larger centres in Alberta and Canada were reviewed. Reviewing various plans, and participating in various webinars, workshops, and conferences across both Alberta and Canada provided a broader understanding of what 'industry' practices are being explored across various regional contexts. It also gave an understanding of different incentives, programs, and opportunities that are being implemented and possible funding sources for those. Many of the strategies and goals proposed within the ESS are consistent with those of adjacent municipalities.

### **Environmental Advisory Team:**

In August 2020, an Environmental Advisory Team (EAT) was established that includes representatives across various departments. The EAT has two goals: first, to support the implementation of the ESS. Second, to support ongoing environmental initiatives for the Town. The first EAT meeting was dedicated to collaboratively identify, assess and select/reject various environmental initiatives proposed to be brought forward in the ESS. This transparent and internal collaboration and consensus was an important factor to ensuring the goals, strategies and metrics identified are feasible for the individual departments.

On an ongoing basis, the EAT will be responsible to identify key environmental initiatives, programs, educational offerings, incentives/rebates, etc. that are best suited to the community. Selection of these programs/products/etc. will be based on what is realistic in terms of internal resource commitment, community needs and opportunities, budgetary constraints, availability of grant support, technological advancements, etc.

### **Public Engagement:**

Between February and April 2020, the Town conducted a public engagement survey. This 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.

On July 28, 2020, the results of this survey were provided in the ESS Public Participation Report and were presented as an informational item to Council. Survey feedback received included both praise for the positive programs that Blackfalds is already undertaking, as well as opportunity for growth.

The results of this public survey were used to identify specific goals, and strategies in the ESS. This includes: rebates and incentives, increased lands devoted to community spaces (including community gardens/parks/etc.) and the implementation of a Green Bin Program.



## TOWN OF BLACKFALDS COUNCIL MEETING REQUEST FOR DECISION

### 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.

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 provide feedback on the draft Environmental Stewardship Strategy.

### ALTERNATIVES:

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

### Attachments:

- *ESS Draft Report*

### Approvals:

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

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



# TOWN OF BLACKFALDS **ENVIRONMENTAL STEWARDSHIP STRATEGY**

Presented  
**10/01/2021**

**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.*

”

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# A MESSAGE FROM THE **MAYOR**

*On behalf of Town Council, I am pleased to present and support the Environmental Stewardship Strategy (ESS) for the Town of Blackfalds. This document is the result of hours of work, leadership, expertise, and creativity offered by both Town's staff and residents.*

*How we treat our environment now can have an extraordinary impact on our future. It is therefore our responsibility to promote environmentally friendly alternatives, conserve our natural resources and protect ecosystems and ensure that our community become sustainable.*

*The ESS is guided by two of the five pillars of sustainability listed in the Municipal Sustainability Plan (MSP). These pillars emphasize the importance of building a culture of conservation, reduce waste, propose alternative energy sources, etc.*

*I would like to encourage community members to read through this document and help us to achieve our environmental goals for not only our current residents, but for future generations as well.*

*Regards,*

*Mayor Richard Poole*

# 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

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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

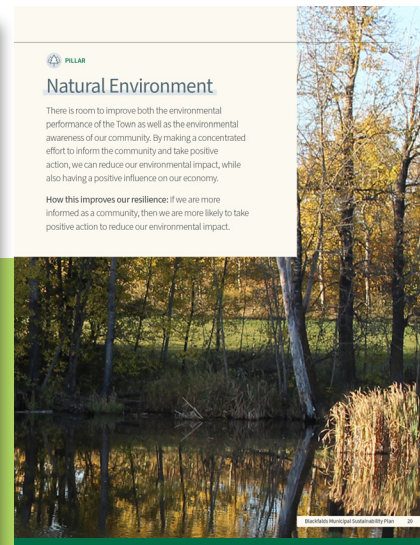
The Sustainability pillar of “Infrastructure and Buildings” is defined as “.... all of the built environment in Blackfalds.”

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.

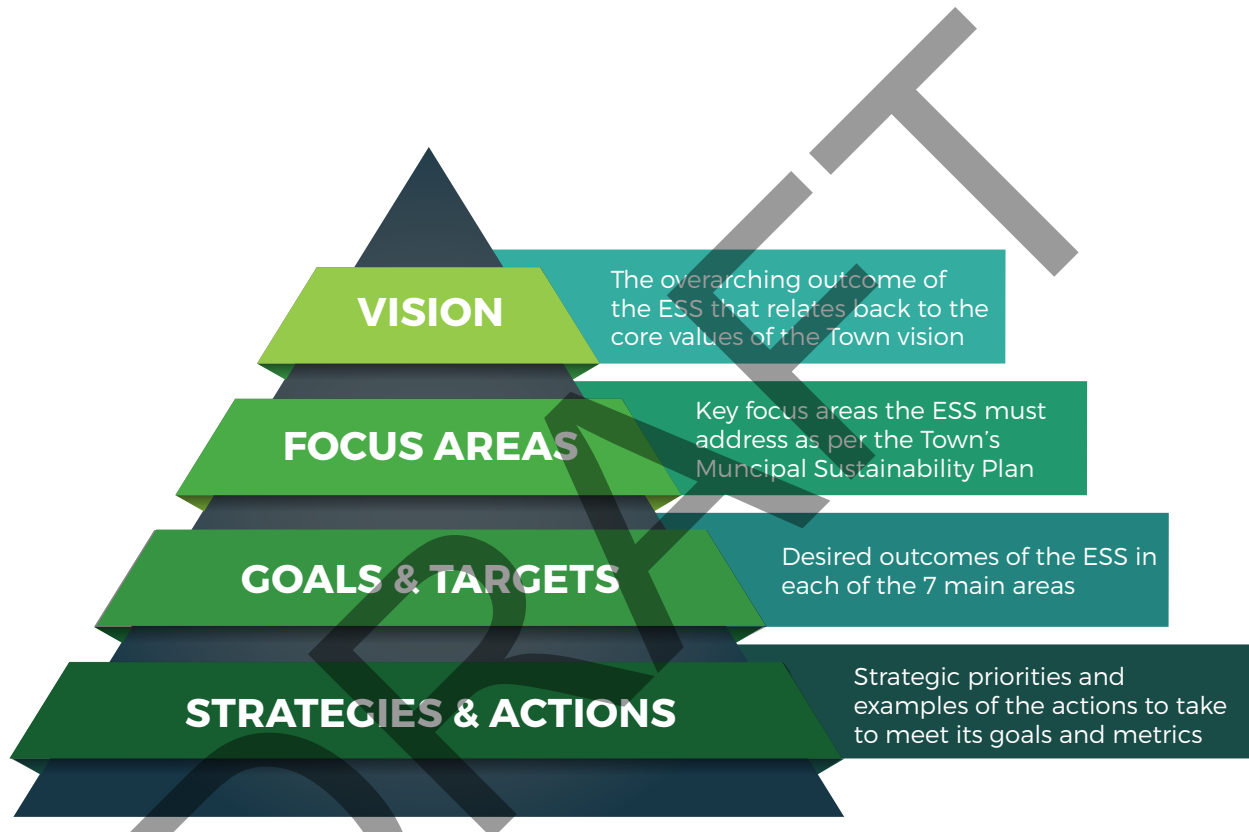
## **ASSET MANAGEMENT AND THE ENVIRONMENT**

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.



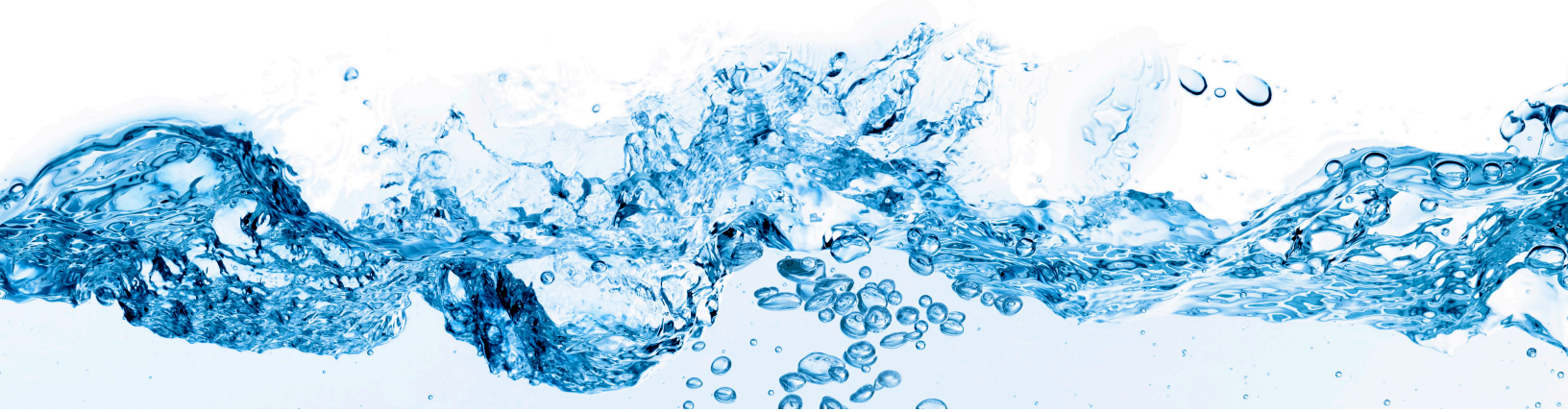
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## CRITICAL STEPS TO ACHIEVE ENVIRONMENTAL STEWARDSHIP



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 (NRDRWSC) 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





**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



**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 **STORM WATER**



## **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.

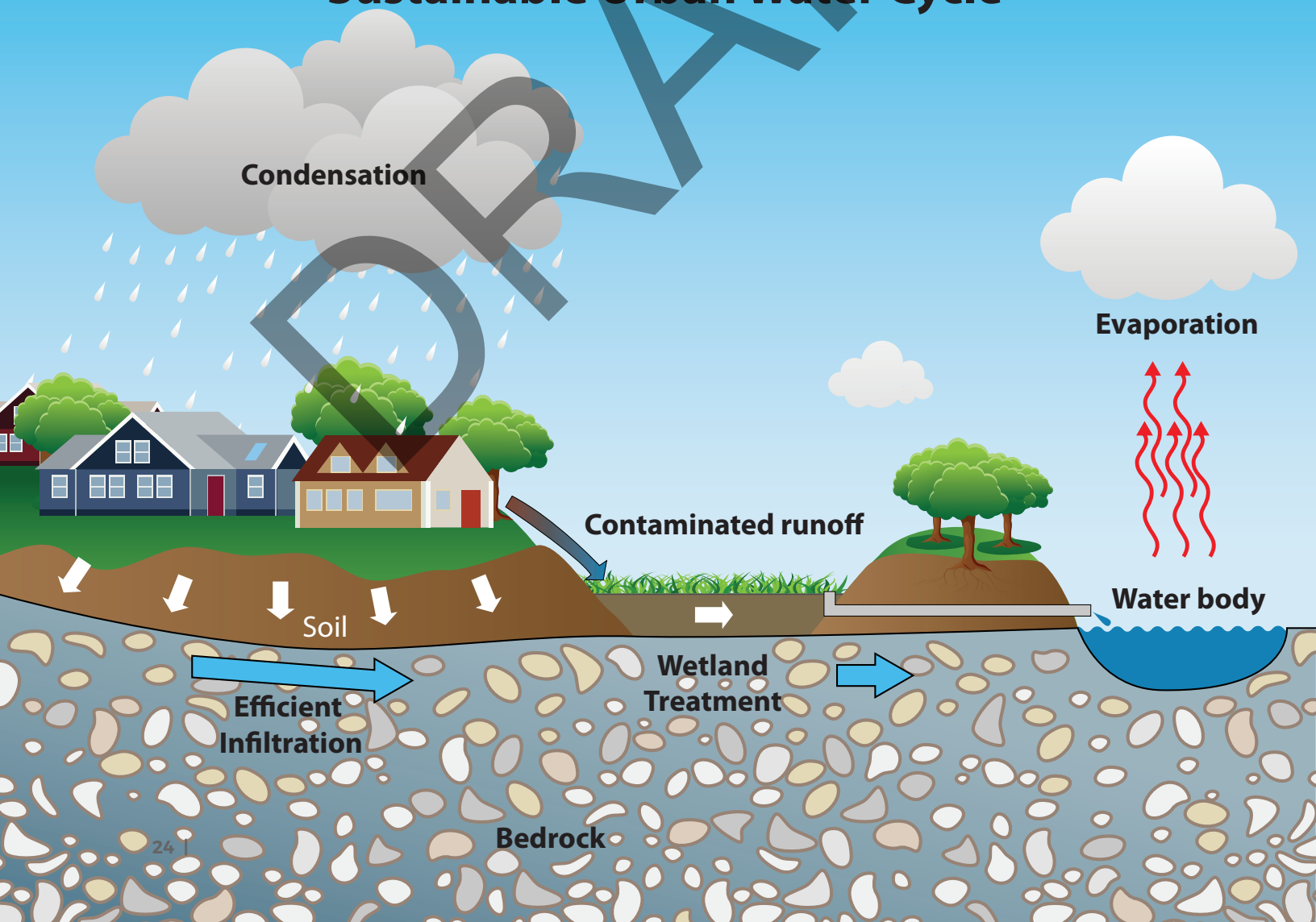
The Town has already taken steps to implement long-term and sustainable stormwater quality and quantity management solutions to protect against climate change. Inadequate stormwater management and planning can result in significant community impacts including damage to infrastructure and property, increased 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 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



**GOAL #2**

**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.



**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. 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



**Timeline:** Immediate



**Effort:** Medium



**Cost:** Internal

*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.*

## 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

DRAFT





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

**BLACKFALDS**  
ALBERTA



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

---

**MEETING DATE:** September 28, 2021

**PREPARED BY:** Laura Thevenaz, Infrastructure Services Manager  
Jamie Hobbs, Asset Management/GIS Coordinator

**SUBJECT:** Municipal Asset Management Program Funding

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**BACKGROUND:**

As the Town moves forward with implementing asset management, Administration is seeking opportunities for grant funding. The Federation of Canadian Municipalities (FCM) Municipal Asset Management Program grant funding offers support to help municipalities strengthen their asset management practices.

The MAMP funds a broad spectrum of asset management related activities, including:

- Asset management assessments
- Development of asset management plans, policies and strategies
- Asset-related data collection and reporting
- Asset management training and organizational development
- Knowledge transfer around asset management

**DISCUSSION:**

Administration is seeking MAMP funding to support planned 2021/2022 asset management efforts. MAMP funding can cover up to 80% of total eligible project costs, to a maximum of \$50,000 for individual applications. In order to apply for this funding, a resolution from Council is required.

The Town plans on applying for the maximum amount of funding (\$50,000), which would be allocated for the following:

- Securing 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.

An up-to-date road network inventory and condition report will allow the Town to identify and address predominant distresses and the corresponding rehabilitation treatments. This will allow the Town to develop a future Asset Management Plan which will identify the short, medium and long-term road rehabilitation priorities and to budget those in a transparent and sustainable manner as per Asset Management Policy 139.20.

**FINANCIAL IMPLICATIONS:**

As part of the previously approved 2021 budget, \$110,000 was allocated in 2022 for a pavement quality study. As MAMP funding can cover up to 80% of total eligible project



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

costs (\$50,000), the Town commitment would be a minimum of \$10,000 budgeted towards the cost of this initiative.

**ADMINISTRATIVE RECOMMENDATION:**


1. 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.
2. 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.
3. That Council commits \$10,000 towards the cost of this initiative.

**ALTERNATIVES:**

1. That Council does not move to apply for the Municipal Asset Management Program (MAMP) Funding.
2. That Council send this item back to Administration for further information.

**Approvals:**

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

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



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

---

**MEETING DATE:** September 28, 2021

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

**SUBJECT:** Small Business Week Proclamation

---

**BACKGROUND:**

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.

**DISCUSSION:**

The COVID-19 pandemic has disrupted our lives, habits, and businesses. Through it all, entrepreneurs have shown resiliency, courage and a willingness to adapt to this rapidly changing environment.

It's clear that the last 18 months have fast-forwarded long-term disruption. From growing labour shortages and the rise of remote work, to the expansion of digital business and supply-chain disruptions, Canadian entrepreneurs will need to focus on innovation, inclusion and sustainability to maintain their growth amidst these changes.

Travel Alberta will be launching a week-long campaign for Small Business Week highlighting the important role tourism plays in rebuilding Alberta's economy. We are celebrating the resiliency and innovation of Alberta businesses as they adapt to operating and safely welcoming visitors in a COVID-19 environment.

For Small Business Week, there will be a social media campaign highlighting resilient businesses in Blackfalds. Residents will be encouraged to shop local and show their support for Blackfalds businesses as they recover from the ongoing pandemic.

**ADMINISTRATIVE RECOMMENDATION:**

<p>That Council proclaim the week of October 17 – 23 as Small Business Week in the Town of Blackfalds.</p>
--

**ALTERNATIVES:**

- A. That Council refer this item back to Administration for more information.

**Approvals:**

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



# Proclamation

**WHEREAS,**

Small Business Week has been organized by the Business Development Bank of Canada since 1979;

**WHEREAS,**

Travel Alberta is launching a week-long campaign for Small Business Week highlighting the important role tourism plays in rebuilding Alberta's economy;

**WHEREAS,**

Municipalities are celebrating the resiliency and innovation of Alberta businesses as they adapt to operating and safely welcoming visitors in a COVID-19 environment;

**WHEREAS,**

September of each year is now officially recognized as Childhood Cancer Awareness Month in Alberta and across North America;

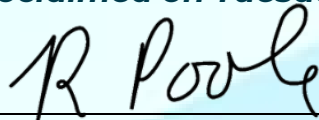
**NOW THEREFORE,**

on behalf of Council, I, Mayor Poole of the Town of Blackfalds, do hereby proclaim the week of

**October 18 – 24, 2021 to be Small Business Week.**

I call upon everyone in our community and area to join in and support local businesses during the week of October 18 – 24.

***Proclaimed on Tuesday, September 28, 2021***



**Mayor Richard Poole**

**BLACKFALDS**  
A L B E R T A



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

---

**MEETING DATE:** September 28, 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 EDTAC, an Economic Development Business Plan sub-committee was created in 2020 to begin working 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 the 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 the 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-committee. In 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 in 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**

Through consultation with Marketing and Communications, there are still some adjustments being made to align the document with brand standards and make it consistent with other publications prior to publishing.

**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.



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

**ADMINISTRATIVE RECOMMENDATION:**

1. That Council accept the recommendation of the Economic Development and Tourism Advisory Committee in the formal adoption of 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 (draft)*

**Approvals:**

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



# *Economic Development and Tourism Strategy*

2022 - 2031



# Acknowledgements

Multiple organizations, community and business members have contributed to the development of the Economic Development and Tourism Strategy. The final strategy has benefited from the expertise of the Blackfalds Economic Development and Tourism Advisory Council (EDTAC) and the guidance and insight from the Economic Development and Tourism Strategy sub-committee representatives.

This project would not have been possible without the expertise and ongoing support of EDTAC, the strategy sub-committee, Council, and the Mayor of Blackfalds, Richard Poole. I would also like to extend a special thank you to Kalina Van Winssen for elevating this document into the creative piece you see in front of you.

## Town Council

2017 - 2021



# Contents

04	Foreword from the Mayor
05	Executive Summary
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# Foreword from the Mayor

On behalf of Town Council, I would like to express how proud we are to support the Tourism and Economic Development Strategy for the Town of Blackfalds.

Thanks to the leadership of our Economic Development Officer, this Strategy is a collection of expertise, creativity, and innovation provided by multiple stakeholders including our Economic Development and Tourism Advisory Committee, the Economic Development and Tourism Strategy sub-committee, businesses, and residents.

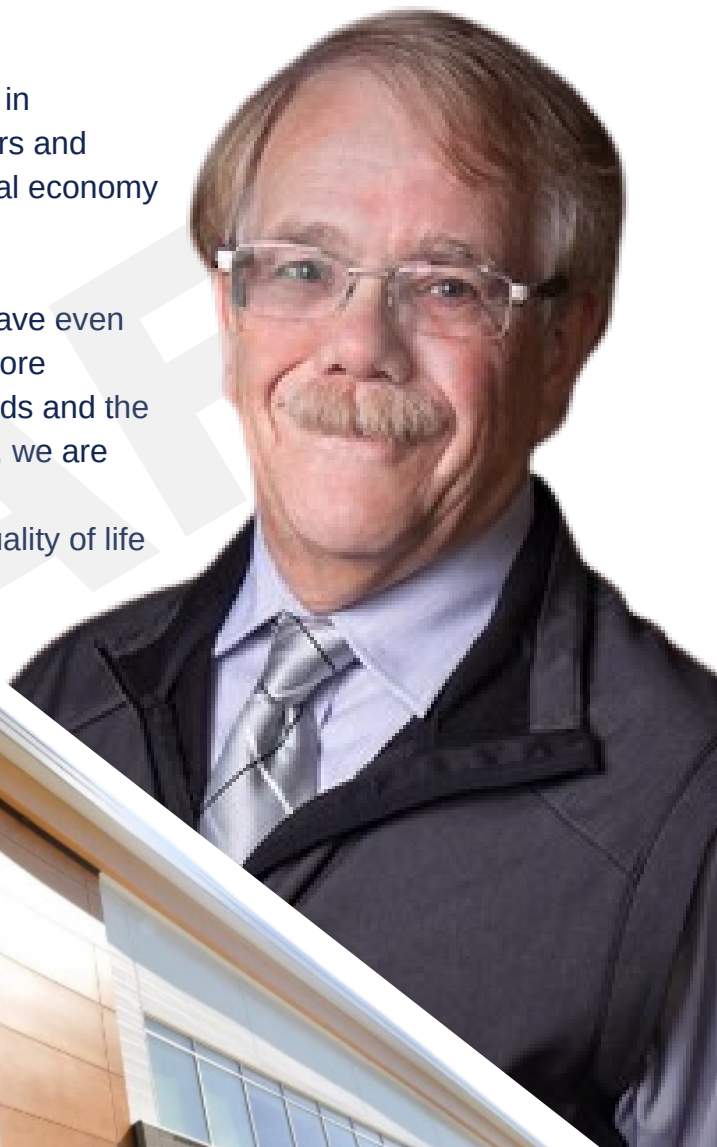
Economic Development and Tourism plays a crucial part in supporting our community, not only with bringing in visitors and promoting our community, but also strengthening our local economy and growing employment opportunities.

We have so much to be proud of in Blackfalds, and we have even more to show to the world. For years, we have wanted more businesses, more opportunities for the people of Blackfalds and the future people of Blackfalds. With the creation of this plan, we are one step further to accomplishing our goals, increasing opportunities within the community, and improving the quality of life in Blackfalds and, potentially, surrounding areas.

With this Strategy, we will have a diverse and definitive plan for the future of Blackfalds.

I am so excited to see what this plan will bring to Blackfalds.

*- Mayor Richard Poole*





# Executive Summary



**The Town of Blackfalds needs to be fully aware of the local, national, and international economic climate as well as its options for future growth to fully realize its economic potential in the years ahead.**

The Economic Development and Tourism Strategy continues the path to sustainable economic prosperity for Blackfalds by providing a series of recommendations across several themes, agreed through stakeholder consultation, to be the focus of the strategy. Guided in large part by The Municipal Sustainability Plan (MSP), a comprehensive sustainability document that helps guide decision-making by the Town of Blackfalds, the Strategy includes 4 pillars that have been identified to be most important for the growth of Economic Development and Tourism. These pillars directly correlate with the MSP Framework and will be used to drill down to a list of actions that must be implemented by the Town to achieve its goals.

Other companion documents include Blackfalds Municipal Development Plan and Intermunicipal

Development Plan, which provide comprehensive analysis of the current and future economic and development situation in the Town using the most up to date data available.

At the core of the strategy, the Town wisely insisted that there be significant community engagement. Building on a solid understanding of the local economy, stakeholders from business, manufacturing, tourism, the public sector, education, the development industry, and professional services, as well as the Economic Development and Tourism Advisory Committee, have given dimension to this Economic Development and Tourism Strategy. The process uncovered four major points of opportunity for stakeholders to provide input and to influence the strategy.

- Christopher Johnson, Economic Development Officer





# The Strategy at a glance...

## *What is it?*

An Economic Development and Tourism Strategy to guide the economic growth of the Town of Blackfalds over the next ten years., to be reviewed at three-year intervals by EDTAC to ensure pace and relevance

## *Why was it prepared?*

The Town of Blackfalds needs a strategy to realize 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 a commonly accepted direction and focus for decision-making by key stakeholders and local governments.

## *Who prepared it?*

Economic Development Officer, Christopher Johnson provided a participatory framework to enable community stakeholders and the Economic Development and Tourism Advisory Committee to shape the development of the Economic Development and Tourism Strategy.

## *When was it completed?*

It was completed in September 2021.

## *Who will implement it?*

The 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, including those considering the Town of Blackfalds for any of the previously listed reasons.

## *Where to get more information?*

Christopher Johnson, Economic Development Officer, Town of Blackfalds.



# Blackfalds...A Brief History

The Town of Blackfalds is located in Central Alberta, Canada, and is one of Canada's fastest growing communities. It is located along Highway 2A just north of Red Deer. Blackfalds was originally known as Waghorn, a post office stop named after Blackfalds' first postmaster, Walter Waghorn, who with mother Sarah and brother William, were some of the earliest settlers that came to the area in about 1889.

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 drivers.

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 extremely well connected to Highway 2, the main corridor between both Edmonton and Calgary, both with international airports.

Blackfalds' early growth was owing to the historic Calgary & Edmonton Trail and the railway. 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.







## *Fast Forward...*

Blackfalds began as a small bedroom community in between two growing cities, Lacombe, and Red Deer. However, in the recent years, more and more young families began to move to Blackfalds, mainly for its central location, but also due to the small-town, safe, inviting feel of the community.

Due to the growing population, Town Administration and Council, with the help of resident input and recommendations from our Boards and Committees, worked towards providing more for its residents. This resulted in the creation of the (then) Multi-Plex arena, multiple playgrounds and 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.

### *Brand Statement*

**"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



## *Vision Statement*

The vision of the municipality itself also reflects 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, self-sufficient, 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 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

- Proximity to International airports
- Central, with access to highways and transportation
- Proximity to universities, colleges, and other post secondary institutions



## Economy

- Strong farming community, rural agricultural heritage
- Strong industrial/manufacturing community
- Developable lands for a variety of uses
- Many small, prosperous, family, home-based businesses





## Outdoor Living

- Year-round recreational opportunities and healthy outdoor living including: skiing, snowboarding, snowmobiling, fishing, hunting, mountain biking, hiking, ATV riding, equestrian centres, golfing, water sports, camping, markets, parks, sports facilities, trails



## Municipality

- Both Council and senior staff are proactive and pro-business
- Variety of municipal services
- Good paved roads
- Local schools & education facilities
- Strong municipal council
- Ambitious chamber of commerce
- Variety of recreation facilities



## Rural Fabric

- Strong sense of community
- Small-town feel
- A good place to live and raise a family
- A community of diverse, unique communities
- A rural setting not affected by urban sprawl
- Friendly, generous, and helpful people
- A healthy mix of long-time residents and newcomers
- A strong, engaged community spirit





# SWCT



## Strengths

- Superb access to major Alberta and Canadian markets - Highway 2 and 2 Major 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

## Weaknesses

- Lack of health practitioners and Provincial healthcare facilities
- Lack of Provincial services (Registries Office)
- Lack of secondary education facilities
- Unbalanced tax assessment
- Relatively undiversified labour force
- Strong competition for labour due to surrounding municipalities
- Lack of commercial services – retail/restaurant/entertainment
- Limited diversity/multiculturalism
- Lack of visitor accommodations/conference/convention services
- Unbalanced population age distribution





# SWCT



## Threats

- Loss of aging population due to housing and provincial supports
- Lack of career focused employment
- Unbalanced tax base
- Deteriorating downtown core
- Competitive environments - can Blackfalds grow and retain a competitive advantage relative to other area communities?
- Blackfalds needs a stronger and more integrated transit system that supports the import of workers and talent, as much as it does the export of residents and workers out of the city

## Opportunities

- Willingness to plan – doing this strategic plan is an opportunity to embrace change
- Housing – affordable, seniors
- -Availability of land that can be serviced
- -Nearby airports that offer numerous development opportunities
- Tourism development and growth
- Regional cooperation
- Entertainment sector growth
- Existing labour force - can build on skilled labour and attractive place to live to attract new investment
- Create healthy community to respond to increasing emphasis on health; expand local health network; emphasize healthy Town attributes to attract/retain residents and employers
- High tech work - people can work from anywhere - attract new economies; people who are not tied to a location by their job will choose to live and work in Blackfalds for the quality of life
- Communication plan/branding – opportunity to create a stronger identity for the community
- Community expansion - growth bringing new opportunities
- Downtown core - as a retail opportunity/balance big box stores. Provide a unique retail experience for residents and visitors





# 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.







## Implementation Con't...

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 was clear in its recommendation of the need to be proactive in keeping the business community updated on plan 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

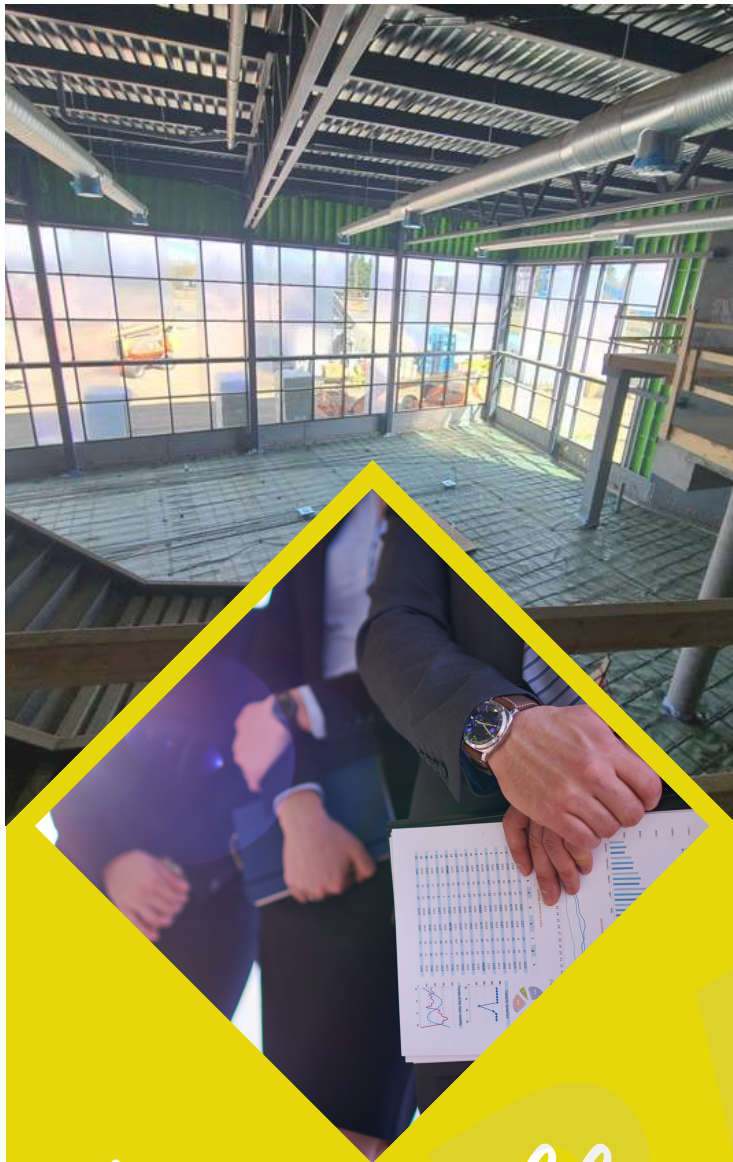
**The development of a promotional storyline to help raise awareness of Blackfalds as a great place to invest, reside, and grow.**

## 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



# 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
- Workforce development
- Promote Blackfalds to potential investors
- Profile available land and space
- Retain and celebrate existing businesses
- Budgeting, grants, and sponsorship
- Purchasing





# *We're Getting There!*



Setting goals is a challenge, as they must balance ambition with achievability.

There's no question that goals must be set, and results measured.

Maintaining a narrow focus is a difficult thing because there are many opinions on what's important for economic development in Blackfalds. And it's likely that none of them are wrong! You can't, however, please everyone—that leads to going in all directions at once and not getting anything done.

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 also 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.





# Appendix

- Municipal Development Plan
- Intermunicipal Development Plan
- Community Profile



## **Emergency Dispatch Motion Draft**

WHEREAS on January 12, 2021, emergency ambulance dispatch was fully consolidated into the Alberta Health Services (AHS) provincial dispatch system. This removed it from the four integrated satellite centres, which were used to assist in providing this vital health service. Since the move to a total provincial dispatch system, there have been several cases of increased response times and technical errors, which put Albertans' lives at risk;

WHEREAS the Alberta integrated satellite centres dispatch approach is proven to be an effective system in delivering prompt, efficient, and accurate emergency dispatch to the residents of Alberta;

WHEREAS past centralizations have degraded emergency response, but as this is the final consolidation, further consequences will be experienced by Albertans; and

WHEREAS many municipalities have experienced numerous errors and delays that affected emergency response times. These errors would not have occurred under the integrated satellite model. It is clear that AHS alone cannot meet the emergency dispatch demands for Alberta, thus putting lives at risk.

IT IS THEREFORE RESOLVED that [Municipality] Council advocate to the Government of Alberta and the Minister of Health to undertake an independent third-party review of the AHS emergency ambulance dispatch system and to investigate the increase in dispatch delays, ambulance response times and the technical outages that have occurred since January 12, 2021.

BE IT FURTHER RESOLVED that Alberta Health Services publically release statistical data quarterly on response times and performance measures metrics to ensure Provincial Standards are met.

BE IT FURTHER RESOLVED that the Council of [Municipality] reaffirm our request to the Minister of Health to overturn AHS' proposal to consolidate ambulance dispatch in the interest of the health and safety of [Municipality], Central Albertans, and all Albertans.



September XXX, 2021

Honourable Jason Kenney  
Premier of Alberta  
307 Legislature Building  
10800 - 97 Avenue  
Edmonton, AB T5K 2B6

**Re: Ambulance Dispatch Consolidation**

Dear Premier Kenney:

On behalf of [Municipality] Council, I am writing today to continue pressing the need to abandon the Alberta Health Services (AHS) Consolidated Model of dispatch and return to the Integrated Model of dispatch.

On [Date], Council passed the following motion:

[text of motion]

Our overriding concern remains the degradation of dispatch and on-scene response times and patient outcomes for our citizens and Albertans in general. For this reason, in an effort to protect the health and safety of all citizens, our community continues to oppose the consolidation of our ambulance dispatch services.

Alberta Health Services (AHS) continues to rely on a 12-year-old plan to support its position on the consolidation of ambulance dispatch. The AHS plan is outdated and does not recognize the critical role regional dispatch centres play in emergency services, nor does it recognize the integrated emergency services model provided in Red Deer, Lethbridge, RMWB and other communities across Alberta. Emergency patients' health and safety cannot be managed by a plan that fails to consider new information, advances in technology, or the role life-saving fire personnel play in emergencies.

As you consider the future of ambulance dispatch in our province, I urge you to take the following steps moving forward:

- Develop an updated modern ambulance dispatch plan
- Undertake a third-party review of the provincial ambulance dispatch system
- Establish regional integrated ambulance dispatch services

- Ensure AHS be transparent and accountable in sharing data and communication with partner municipalities

We will continue to fight for local dispatch for our citizens' health and safety. The longstanding impacts of this decision will be difficult to recover from in terms of patient care and outcomes.

Thank you for your consideration of this critical issue related to the health, safety, and well-being of citizens in [Municipality]. I would be pleased to discuss any of the issues identified to mitigate risk of a consolidated dispatch and invite you to contact my office.

Sincerely,

[Name]

Mayor of [Municipality]

Template – insert logo here

Date, 2021

## Call to the Provincial Government to immediately reverse the decision of centralized emergency dispatch

(Municipality, Alberta) – For the health and safety of all Albertans, the municipality of [redacted] formally calls on the Provincial Government to hear the concerns of municipalities across our province, joining the efforts of Red Deer, Calgary, Lethbridge and the Regional Municipality of Wood Buffalo. We call on the Members of Legislative Assembly to push for immediately pause and overturn the decision made by Alberta Health Services to consolidate EMS dispatch.

“We strongly dispute the effectiveness of this consolidated system, and we are disappointed that the Provincial Government has not heard the concerns echoed across Alberta municipalities,” said [redacted]. “We are asking all Members of the Legislative Assembly to continue to do what is best for Albertans in the name of health and safety.”

The overriding concern remains the degradation of dispatch, on-scene response times and patient outcomes for citizens and Albertans in general. For this reason, in an effort to protect the health and safety of all citizens, our community continues to oppose the consolidation of our ambulance dispatch services.

To support such, last night City Council passed the following motion: *<remove if not used>*  
*RESOLVED that [Municipality] Council advocate to the Government of Alberta and the Minister of Health to undertake an independent third-party review of the AHS emergency ambulance dispatch system and to investigate the increase in dispatch delays, ambulance response times and the technical outages that have occurred since January 12, 2021.*

*BE IT FURTHER RESOLVED that Alberta Health Services publically release statistical data quarterly on response times and performance measures metrics to ensure Provincial Standards are met.*

*BE IT FURTHER RESOLVED that the Council of [Municipality] reaffirm our request to the Minister of Health to overturn AHS' proposal to consolidate ambulance dispatch in the interest of the health and safety of [Municipality], Central Albertans, and all Albertans.*

Since the consolidation of EMS dispatch, each region has experienced significant issues, in varying degrees with the consolidated service. Our residents continue to be affected by ambulance dispatch consolidation, every day.

“We will continue to fight for local dispatch for our citizens' health and safety,” said [redacted], “The longstanding impacts of this decision will be difficult to recover from in terms of patient care and outcomes at a time when it is needed the most.”

Removing local, integrated EMS dispatch has hurt the health and safety of Albertans and impacted patient outcomes across our province. We invite all Albertans to call on the Premier to step-in and return emergency dispatch services to local jurisdictions. Additionally, we again request that a third-party external review of the EMS dispatch system be conducted to provide recommendations to improve Alberta's emergency services, and to ensure transparency and accountable in sharing data and communication with partner municipalities.

- end -

For more information, please contact:

*<insert contact information here>*

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# Emergency Ambulance Dispatch Presentation for Red Deer City Council

by  
Ken McMullen  
Acting General Manager  
Development & Protective Services

June 15, 2021

## Background and Overview

- **August 4, 2020** – Alberta Health and Alberta Health Services announces AHS EMS Consolidation. (The City of Red Deer, City of Lethbridge, City of Calgary and Regional Municipality of Wood Buffalo).
- Advocacy throughout to overturn the decision to consolidate EMS dispatch.
- **January 12, 2021** - AHS EMS Dispatch Consolidation occurred in The City of Red Deer.
- **January 27, 2021** – Letter to Tyler Shandro, Minister of Health from Mayor Veer requesting further dialogue on transition concerns.
- **February 16, 2021** – Tyler Shandro, Minister of Health notifies the Mayors that a formal provincial table will be established to support the transition to the provincial integrated EMS dispatch system.

## Alberta EMS Dispatch Integrated Working Group (AEDIWG)

- Representatives from Alberta Health, AHS and Municipal Partners to meet weekly and conversations are facilitated by Assistant Deputy Minister of Alberta Health.
  - First Chair ADM John Cabral March 18, 2021 – April 16, 2021
  - Incumbent Chair, ADM Evan Romanow – April 16, 2021 – Present
- **March 19, 2021** – AEDIWG met for the first time to review the Terms of Reference and agreed to providing recommendations to the Minister of Health on an number of issues including but not limited to:
  - Access to real time data (I/Netviewer),
  - Process for sharing ambulance statistics with municipal partners,
  - Municipal 911 dispatch centers ability to listen in on EMS dispatch calls, and
  - Process for sharing time and accurate mapping data between dispatch centres.



Alberta EMS Dispatch Integrated Working Group

Municipal Recommendations

- Municipal partners have presented the following recommendations:

**April 1, 2021:**

- Real time operations data.

**April 9, 2021:**

- Recommendations for sharing timely and accurate mapping data.

**April 16, 2021:**

- Recommendations for sharing ambulance statistics.

**April 30, 2021:**

- Trends in EMS dispatch since transition.

4

**April 1 speaking notes:**

Recommendation – Municipal Affairs or the Alberta E911 Advisory Association (AEAA) oversee the development of co-evaluating protocols based on interagency workflows and event types.

Recommendation #2 – a third party be assigned to integrate AHS technology with PSAP existing systems and develop standard operating procedures.

Recommendation #3 – AEAA consider developing standards for secondary PSAPs and third party evaluation 90 days following consolidation of AHS services.

**April 9 speaking notes:**

Municipalities are challenged with a lack of information sharing and real time situational awareness on shared event types. The provincial model should consider adapting to the unique jurisdictional concerns of PSAPs and utilize technology to its fullest potential.

Lack of real time situational awareness around availability and location of EMS resources.

When crews are on scene and requiring additional resources, we have no way of knowing if there are EMS resources available and, if so, how far away from scene they might be. If additional EMS units will be delayed, often Advanced Life Support Fire resources will be dispatched to assist. Communicating by phone to AHS

dispatch creates a delay in this decision making process. Having real time mapping/iNetviewer access to see the resource availability alleviates this situation. Leduc High School stabbing – second closest ambulance was in Wetaskiwin. Second closest ALS engine was 4 minutes away. Knowing this information would have been helpful in this situation.

Fire Department Incident Commanders need to be able to request additional EMS resources. AHS CCC have articulated to us that fire departments are not able to request additional EMS resources; these resources must be requested by EMS units. This is unacceptable. The Incident Command System (ICS) dictates that an Incident commander needs to be able to request additional resources from any agency at any time. Furthermore, firefighters in our community are advanced care paramedics. It makes no sense to us that they would be able to request additional EMS units one day (when they are working on an ambulance) and not the next (when they are working on a firetruck). Again, having the situational awareness, and knowing which resources are available and their locations would be helpful. This exact situation, as described, happened during the Leduc incident.

Lack of situational awareness on shared event types, such as motor vehicle collisions and structure fires.

We are unsure of number of EMS units assigned or their locations for shared event types. For example, on [REDACTED] called in an MVC on [REDACTED] and requested fire response. EMS cleared scene after finding no issue, but failed to stand down fire. Fire continued to scene to find no incident. Real time awareness of EMS unit location would have mitigated unnecessary response.

We continue to hear from our AHS partners on inquiries brought forward that the end result did not negatively impact to patient outcome. It is our position that we should shift our focus from outcome and instead on process improvement. To better ensure that future patient outcomes are not negatively affected, opportunities exist through implementing the learnings and educating based on the findings of the inquiries to investigate and understand errors or good things done during an event to change and adapt to serve future patients. Learning opportunities will only improve the system.

The municipalities concerns regarding addressing and information sharing is not specific to the absence of information within the current system, rather more related to skills and experience obtained from geographic knowledge.

We want to help, so help us help.

We ask that AHS accept assistance from PSAPS as it relates to difficult locations and use PSAP validated addresses if available and encourage the practice of having the PSAP call taker stay

on the line until the address is validated in the AHS system.

Robust address verification and information sharing standard operating procedures should be developed.

The Municipal Representatives is recommending a technology solution that allows automatic sharing of pertinent information to be transferred with the caller. Data updates to ensure maps are updated between agencies and allowing for ambulance location information to be available alongside fire apparatus will support positive patient outcomes and allow municipalities the ability to better manage the timely dispatching of available resources.

**April 16 speaking notes:**

At the April 9<sup>th</sup> meeting of the working group, AHS provided an overview of their quality framework.

While we agree with the framework in principle, we have since discovered there are gaps in the practice and the level of representation needs to be addressed.

Therefore, the municipalities representatives recommends that a third party, such as the International Academy of Emergency Dispatch conduct a review of Alberta Health Services and the municipalities post transition of Emergency Medical Services dispatch to ascertain that agencies are meeting accredited benchmark standards.

Following the evaluation, the results be submitted to the Minister of Health in the form of a public document. It is recommended that this 3rd party evaluator be used on a regular basis and a more robust quality assurance process be developed for all Albertans to share comments and feedback to the service provider (AHS)

Citizens expect transparency in the emergency services they receive.

Municipalities report on emergency service delivery to the communities we serve.

Citizens do not understand that emergency medical dispatch is outside of the municipalities scope.

AHS has siloed Emergency Medical Services with no checks and balances put in place.

Citizens want answers as evidenced in the most recent Cochrane Now article.

A list of metrics from AHS would allow for a thorough analysis which could assist in identifying trends that are impacting the citizens within our communities.

The Municipal Representatives is recommending that AHS provide accurate and timely data in the form of key performance indicators, as identified in the International Academy of Emergency Dispatch accredited standards, to individual municipalities through the Ministry of Municipal Affairs.

This data would allow each municipality to view community trends as Primary PSAPs as well as EMS operators as an integral component of the EMS Dispatch System.

- KPI's according to IAED Standards, and Time Metrics for the whole EMS incident
  - Time of Call Answer at AHS or PSAP
  - Time of Address Verification
  - Time of Dispatch
  - Time of MFR request
  - Unit response times – enroute, arrived, transporting, available mobile etc.
  - Incident number

Additional notice with Code Reds / low resources. Either a CAD2DCAD notice or other automatic notice based on business rules

the request for data in spreadsheets vs PDF so that municipalities have an ability to complete data analysis

**April 23** – note that the AEDIWG reviewed the action log and recommendation table. No presentations at that time.

**April 30 speaking notes:**

Throughout our working group conversations, it has come to light that since EMS dispatch consolidation on January 12<sup>th</sup> and 19<sup>th</sup>, 2021 there have been numerous incidents that are trending in an alarming direction. As a collective, these are causing us concern both for our own municipalities and for all Albertans. These issues include:

- Addressing errors; and
- Delays in dispatching Medical First Response (MFR); and
- Safety alerts; and
- Protocol deviations.

AHS has publically assured Albertans that they will not notice any change in EMS dispatch service:

*“This project improves the way EMS resources, including ambulances, are dispatched. It is more efficient, and allows for better coordination of all provincial EMS resources.”*



*“While people who call 911 will notice absolutely no change, this allows us to be far more efficient in dispatching and controlling our EMS Resources.”*

Darren Sandbeck, Senior Provincial Director and Chief Paramedic with AHS EMS.

Source: [AHS - EMS dispatch now under provincial umbrella - Feb 11, 2021](#)

Regardless if it is one instance or a pattern demonstrating negative patient outcomes, it is the responsibility for EMS Dispatch, Fire Fighter / Paramedics, Alberta Health and AHS, as a collective, to deliver exceptional service to Albertans each and every day.

As municipal partners we will continue to engage AHS and Alberta Health at this provincial table, to address these concerning trends and work together to ensure that EMS dispatch services continue to exceed accredited and industry standards for all Albertans.

Recommendations:

- Standard operating procedures for robust address verification and timely information sharing processes
- Ambulance location information to be available alongside fire apparatus position for timely dispatching of available resources
- External accredited auditors to review adherence to the International Academy of Emergency Dispatch standards

## Alberta EMS Dispatch Integrated Working Group

### Key Points

- **April 26, 2021** - Municipal partners submit a letter to their elected officials requesting they re-engage in a dialogue with Tyler Shandro, Minister of Health.
- Incidents trending in an alarming direction:
  - Addressing errors
  - Delays in dispatching Medical First Response (MFR)
  - Safety Alerts
  - Protocol Deviations

5

Speaking notes: The rationale behind the letter from the municipal partners requesting that their elected officials re-engage in a dialogue with Minister Shandro as the degradation of service has been in a declining trend since consolidation.

- Give examples of each –
- Addressing – Incorrect address, Dispatching MFR – Leduc / McGrath
- Safety Alerts – Missing Covid 19 positive cases / residency.
- Protocol Deviations -

## Alberta EMS Dispatch Integrated Working Group

### Key Points

- **May 14, 2021** – AEDIWG convened for a half day session. AHS provided presentations on:
  - South Communications Centre virtual tour.
  - Dispatch medical review committee.
  - Role of the Dispatch Medical Director and QI/QA processes.
  - OLMC Physicians in dispatch.
- Alberta Health will draft the recommendation report for the working group committee members to review.
- **May 21, 2021** – Working group meets to discuss the draft report. Municipal partners are granted additional time for review on the report.

5

- Although scheduled in the agenda the municipal partners were not able to discuss the I/Netviewer briefing note. - Included recommendations and rationale of the importance to have access to I/NetViewer.
- AH agreed to draft the recommendation report and provide to all WG members for Monday May 17 for review and comments to be discussed at the May 21<sup>st</sup> meeting.
- **May 19 2021** – the municipal partners received the draft report with mark ups / comments from AHS non core members and was evident that AHS was given the report prior to the municipalities and not at the same time. The comments were provided by AHS SME's and was written in an unilateral viewpoint that did not accurately capture the discussion of the WG and the recommendations put forward and if there was consensus.
- The municipal partners responded directly to ADM Romanow requesting additional time to review the document and provide edits and feedback to demonstrate a transparent and factual representation of the WG outcomes.
- The municipal partners agreed to meet on may 21<sup>st</sup> to discuss the report with AH and AHS. Additional time was given for the municipal partners to have their SME's review and provide feedback at the May 28<sup>th</sup> meeting .

## Alberta EMS Dispatch Integrated Working Group

### Key Points

- **May 28, 2021** – AEDIWG convenes to discuss the recommendation report and as directed by ADM Romanow, the final report is to be submitted to Minister Shandro for Monday May 31, 2021.
- **May 31, 2021** – AH provided an updated report to the municipal partners for final review.
- **June 3, 2021** – Municipal partners request a copy of the report sent to Minister Shandro.
- **June 11, 2021** – Working group members to reconvene to discuss next steps for a collective outcome, performance indicators and a proposed external review.

5

- Due to the size of the report (11 pages) and the time for 4 municipalities to review the partners were only able to get the first 3 pages completed for discussion and were prepared to review section by section to have a report that equally and fairly represents the discussion and recommendations agreed upon by the WG.
- No extension was granted and ADM Romanow clearly stated that the due date for the completed report would be Monday May 31 2021. AH agreed to make edits as per the request of the municipal partners and included a table and noted some changes in preamble.
- The updated report had minimal changes and it was under the impression the report would be submitted “as is” with a notation that the 4 municipal partners do not support the report or recommendations. Municipal partners request a third party review as the report was written unilaterally supporting AHS.



## Alberta EMS Dispatch Integrated Working Group Municipal Partners – Next Steps

- Prepare an alternate recommendation / strategic improvement report and to provide it to their elected officials.
- Continue to track and provide examples of the degradation of service to elected officials.
- Municipal partners continue to partake in AHS monthly meetings, to review calls and address dispatching issues.

5

- Dependent on the report progress for the recommendation / strategic improvement report the municipal partners are prepared to provide their own report with full transparency of recommendations put forward.
- Municipal partners continue to attend AHS monthly meetings to review calls and also participate in the process of bringing forward calls of concern.
- We continue to track incidents and provide a weekly report. Calls of concerns have been brought forward to AHS, however, no follow up on a resolution process.

## Questions



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

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**MEETING DATE:** September 28, 2021

**PREPARED BY:** Darolee Bouteiller, Corporate Services Manager

**SUBJECT:** 2022 Citizen Engagement Budget Survey Results

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### **BACKGROUND:**

The Town has engaged in a budget survey with residents for past several years, in varying capacities. This year we created a survey in-house and promoted it through our website and social media.

### **DISCUSSION:**

The survey was made available from September 1<sup>st</sup> -15<sup>th</sup>, it was made up of nine questions regarding key areas, and comment boxes for each. There were 239 residents that completed the entire survey, along with comments. Of all the respondents, 99% (238) of the responses were Blackfalds residents, 2% (5) were Blackfalds business owners, none were listed as Lacombe County residents, and 1 listed as none of the above.

The survey was anonymous, however, if they submitted their email address, they were able to participate in a draw for completing the survey. 171 participants were included in the random draw. Prize #1 was a \$100 credit towards the participant's Town of Blackfalds utility account. Prize #2 was Town swag, and a \$50 gift pass to the Abbey Centre. Both recipients have been contacted and were happy to win the prizes.

The final report is attached in Appendix A, with the results for each question displayed in a graph. The questions asked residents for the level of satisfaction they have experienced in key areas. Choices were: Well below expectation, Below expectation, Meets expectation, Above expectation or Exceeds expectation. Each question also included a comment box, an important component of the survey, to allow residents to elaborate on their answers or voice concerns. The comment section has been compiled into a document (Appendix B) to be distributed to all Council Members, the CAO, Directors, and Department Managers for review and to address concerns.

The survey results show that most of the Town services that were asked about in the survey met resident expectations. Below is a summary of the 2022 budget survey questions with the highest responses:

1. 52% (126 responses) - Protective Services - Meets expectation
2. 57% (137 responses) – Environmental Services - Meets expectation
3. 63% (151 responses) – No Tax increase = same level of services with some modifications
4. 45% (109 responses) Infrastructure Services – Meets expectation
5. 59% (142 responses) Marketing & Communications - Meets expectation
6. 64% (154 responses) Town Facilities - Meets Expectations



## TOWN OF BLACKFALDS REGULAR COUNCIL MEETING COUNCIL INFORMATION

7. 54% (131 responses) Program & Events - Meets Expectations
8. 37% (90 responses) Parks, Playgrounds & Green Spaces - Meets Expectation  
Followed closely by 34% (82 responses) rated Above Expectation
9. 68% (163 responses) FCSS - Meets Expectation

Some services areas had very close seconds, and those departments should review and consider what activities to undertake to improve the service levels. Review of the comments may also be taken into consideration from each department when prioritizing their budget.

Typically, there is a lot of interest in taxation levels and revenue. There was one question that asks: "What process you would prefer to see the Town undertake"? Answers were as follows: to decrease taxes (25% response), no tax increase (63% response) minor tax increases and increase user fees and cost efficiencies (8% response), and tax increase equivalent to the CPI Rate (2% response). This indicates that residents are happy to maintain the same level of service with modifications to avoid a tax increase.

An approach to the budget would be to prioritize the process as follows:

- Identify cost savings where possible without any services
- Show fiscal responsibility when operating existing services
- Reduce some of the activities, if necessary, to keep tax increases to a minimum.

### FINANCIAL IMPLICATIONS:

There are no financial implications at this time.

#### ADMINISTRATIVE RECOMMENDATION:

Council accepts the 2022 Citizen Engagement Budget Survey Report as Information.

### ALTERNATIVES:

- A) Council does not accept the document for information.
- B) Council refers back to administration for more information

### Attachments:

- *Appendix A – Town of Blackfalds 2022 Budget Survey Results*

### Approvals:

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

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





## TOWN OF BLACKFALDS **BUDGET SURVEY 2021**

The Town of Blackfalds aims to deliver a balanced budget that maintains affordability for taxpayers while delivering services that residents value and expect.

# INTRODUCTION

The Town of Blackfalds conducted the annual Budget Survey from September 1 - 15, 2021.

The “Have a Say in What You Pay” budget survey was promoted and distributed using various tools and events including:

- Promoted on social media - Twitter, Facebook (Boosted Ad) , Instagram.
- Back side of Utility Bill
- Community Info Expo
- Website home page slider
- Budget presentation boards

The survey solicited 239 responses, 99% of which were community members who reside in Blackfalds.

On the whole, the responses were positive and showed that most Town services rated above 50% of meeting expectations.

Some of the highlights gleaned from the survey were:

**Town Facilities:** Buildings always look well kept/ clean

## **Parks, Playgrounds and Green Spaces**

Love the trails and parks!! Would be nice for a couple more garbage cans in a few locations, preferably open ones that don't have to be touched. Some of the lids get pretty sketch!

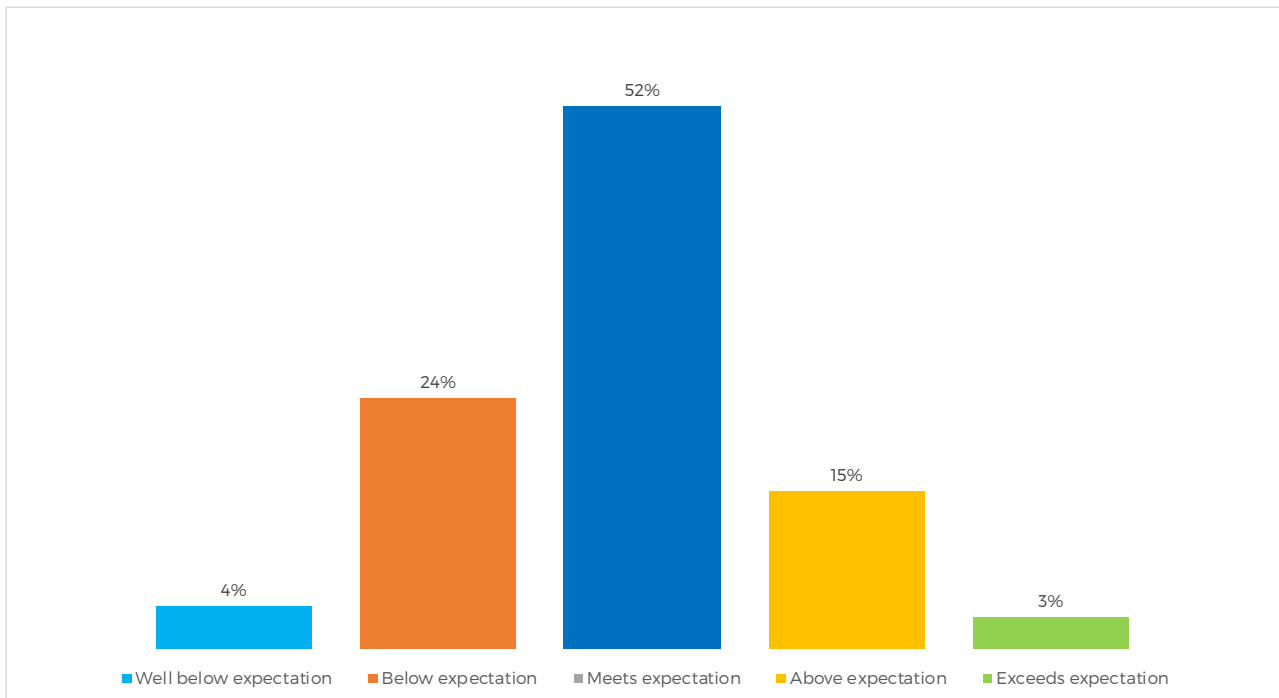
## **Marketing & Communications**

Great job utilizing social media!! I always feel in the know about events happening in town.

See the final survey results in the next few pages.

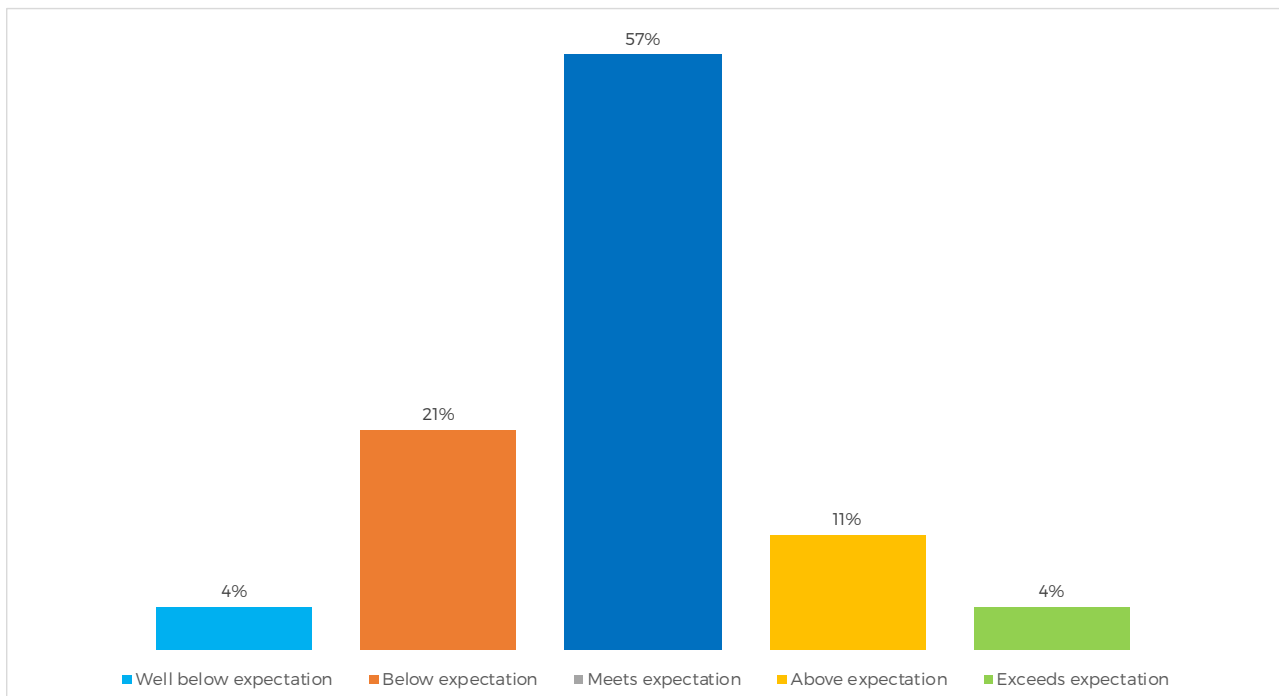


**1. Based on your experience with Protective Services, how would you rate your level of satisfaction?**



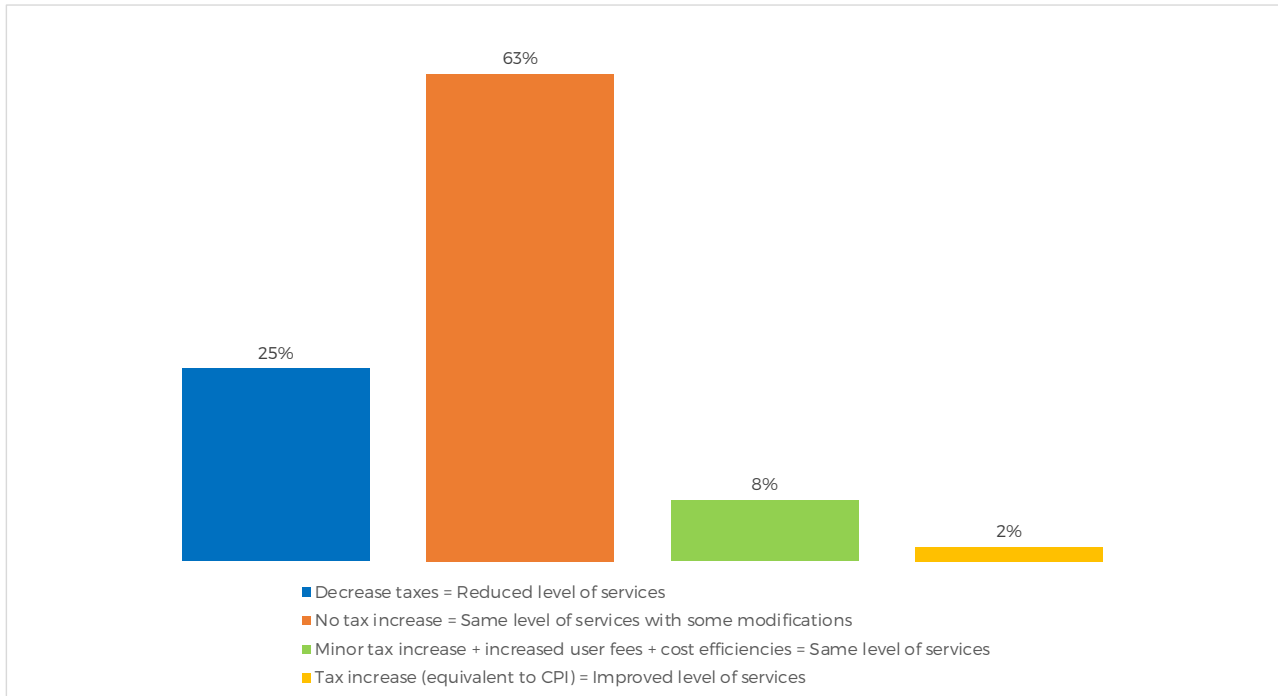
*52% of respondents felt that our Protective Services meets their expectations.*

**2. Based on your experience with Environmental Services, how would you rate your level of satisfaction?**



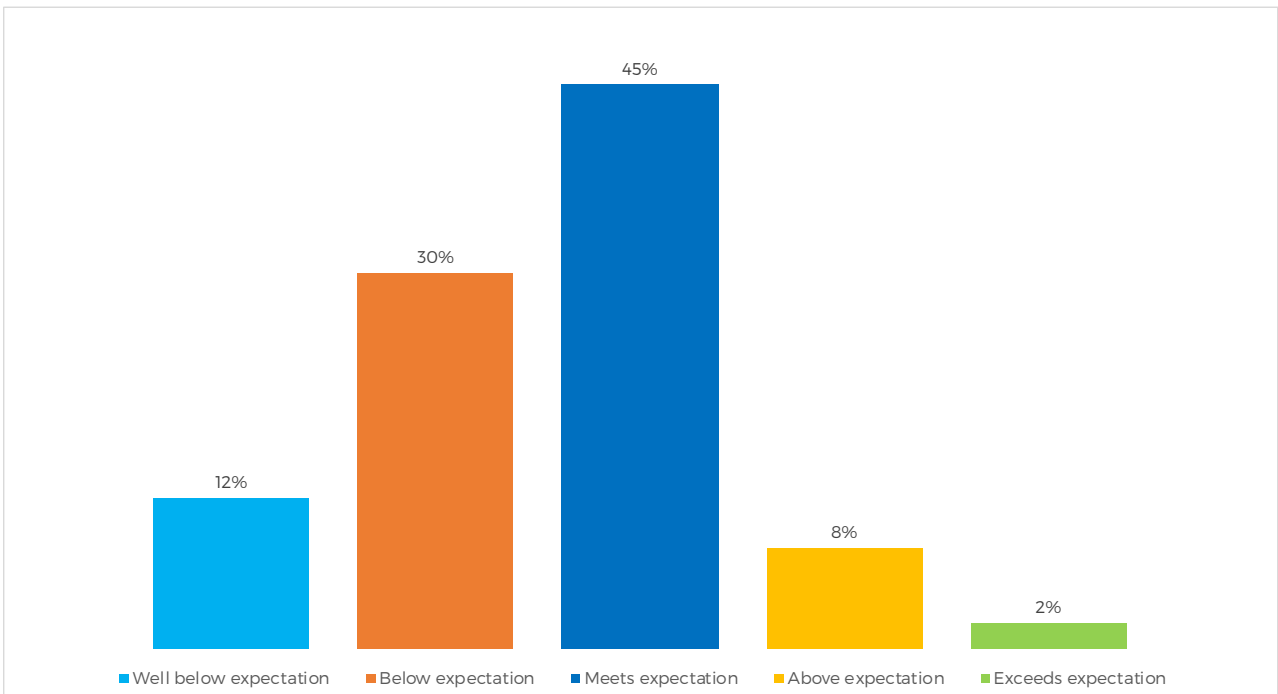
*57% of respondents felt that our Environmental Services meets their expectations.*

**3. Revenue is directly related to levels of service. What process would you prefer to see the Town undertake?**



*63% of respondents would prefer that the Town undertake no tax increase which translates in keeping the same level of services with some modifications.*

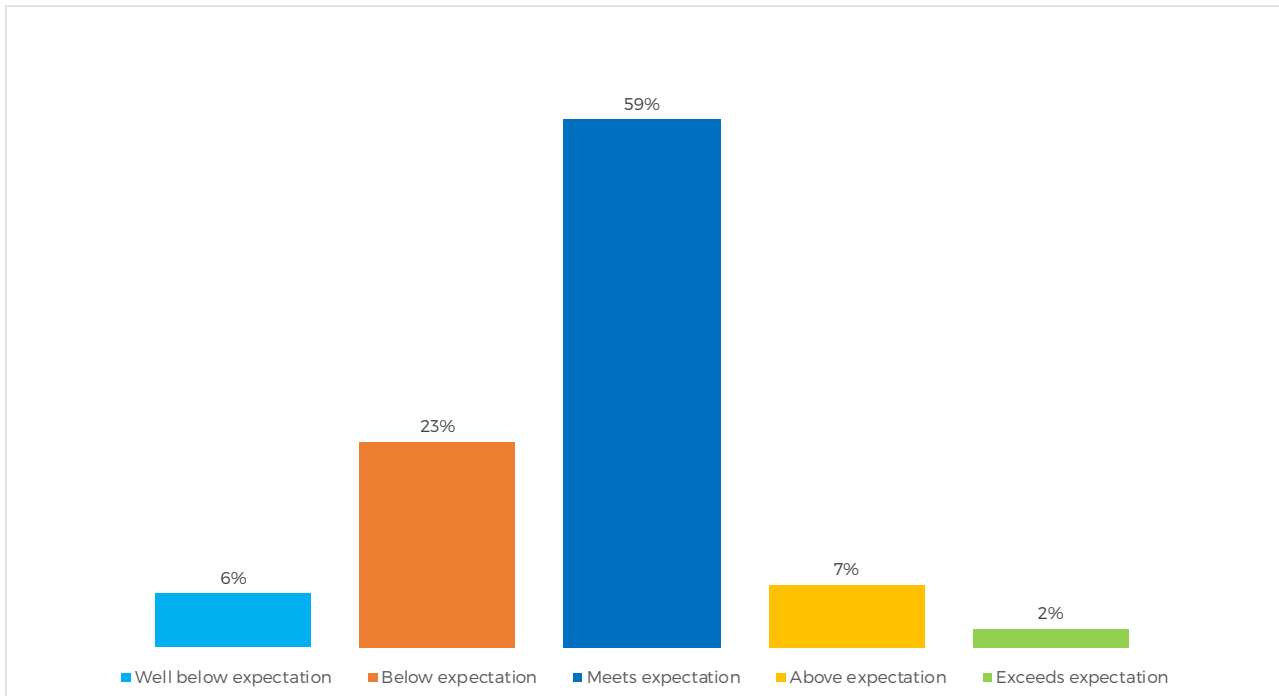
**4. Based on your experience with Infrastructure Services, how would you rate your level of satisfaction?**



*45% of respondents are satisfied with the Town's Infrastructure, however, 30% rate it as below expectation.*

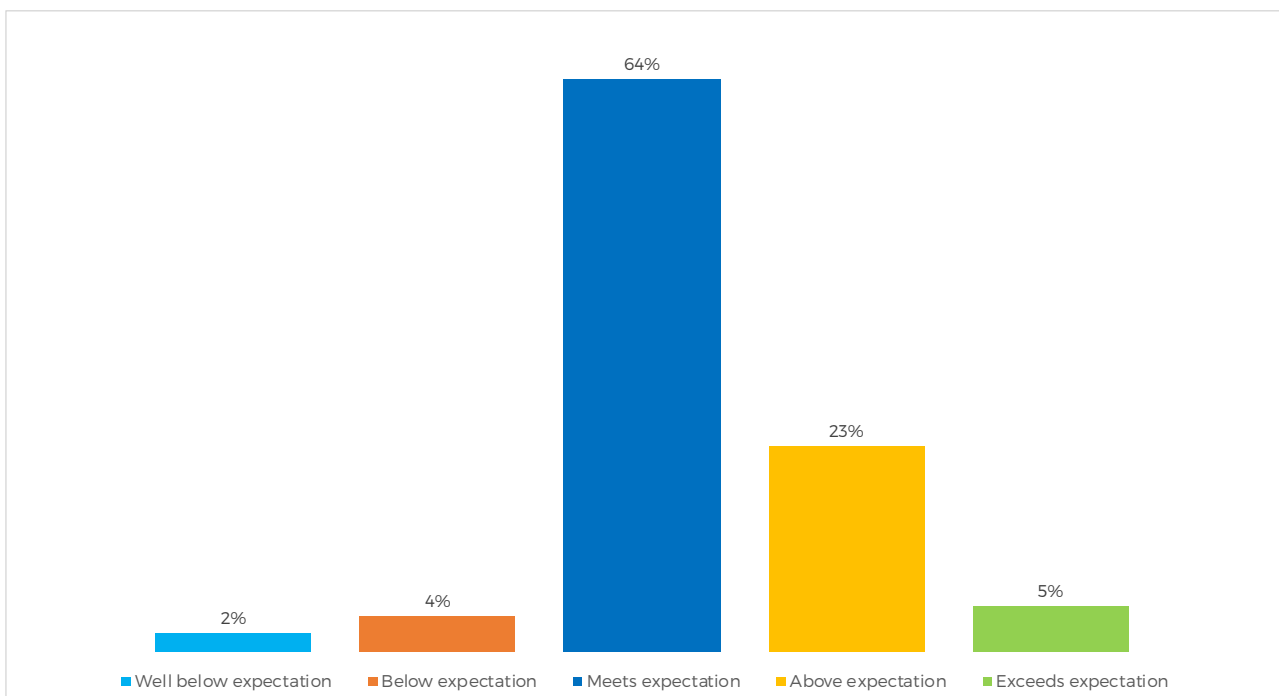


**5. Based on your experience with Marketing & Communications, how would you rate your level of satisfaction?**



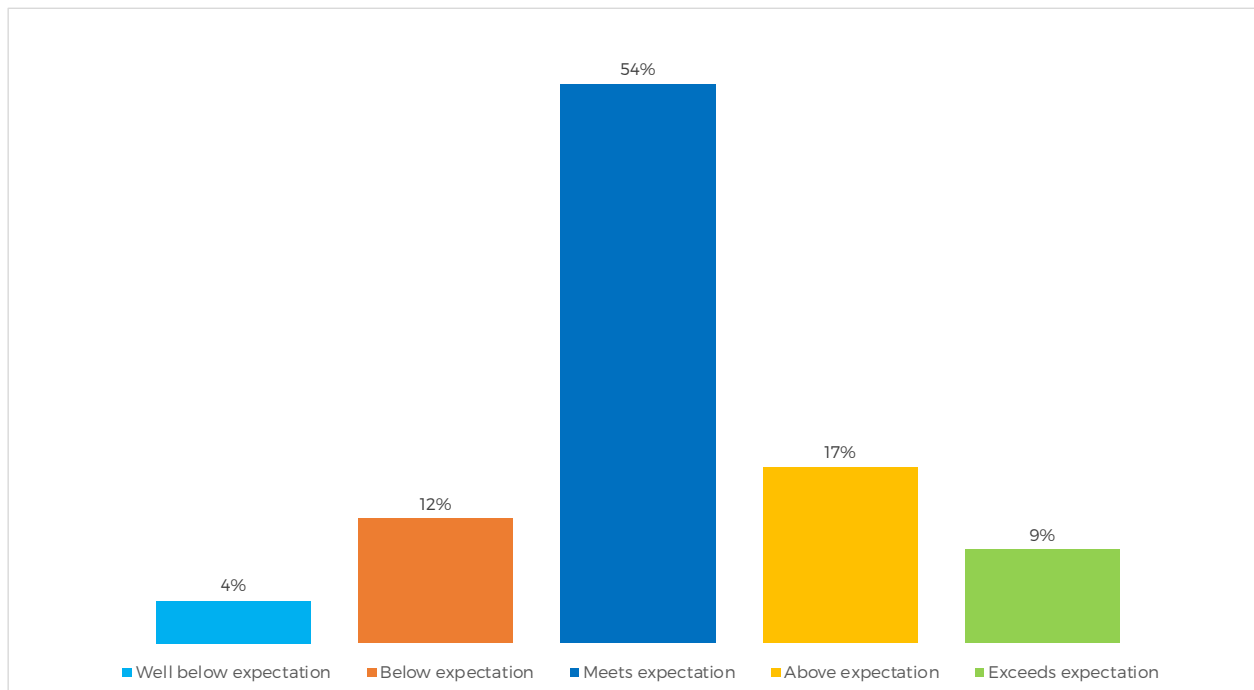
*59% of respondents are satisfied with Marketing & Communications, with 9 percent agree the service is above/exceeds expectation, while almost 30% rate the service as well below.*

**6. Based on your experience with Town Facilities, how would you rate your level of satisfaction?**



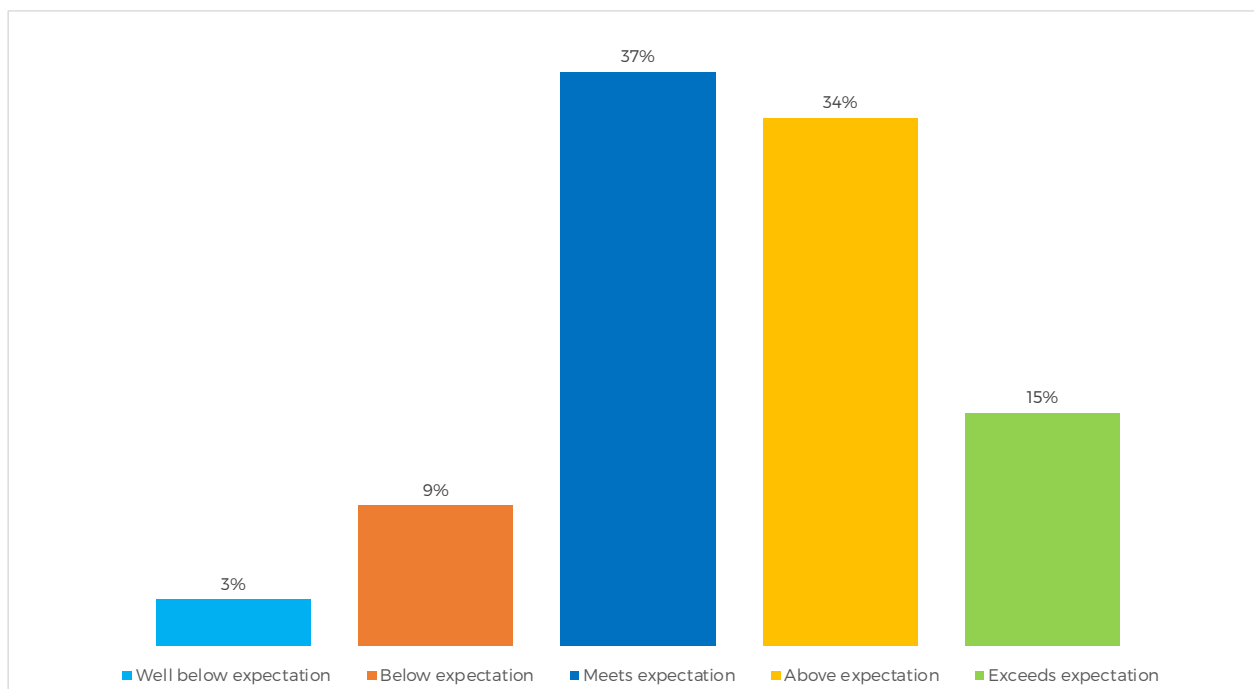
*64% of respondents are satisfied with the Town's Infrastructure, and close to 30% rate it above/exceeds expectation.*

**7. Based on your experience with Programs & Events, how would you rate your level of satisfaction?**



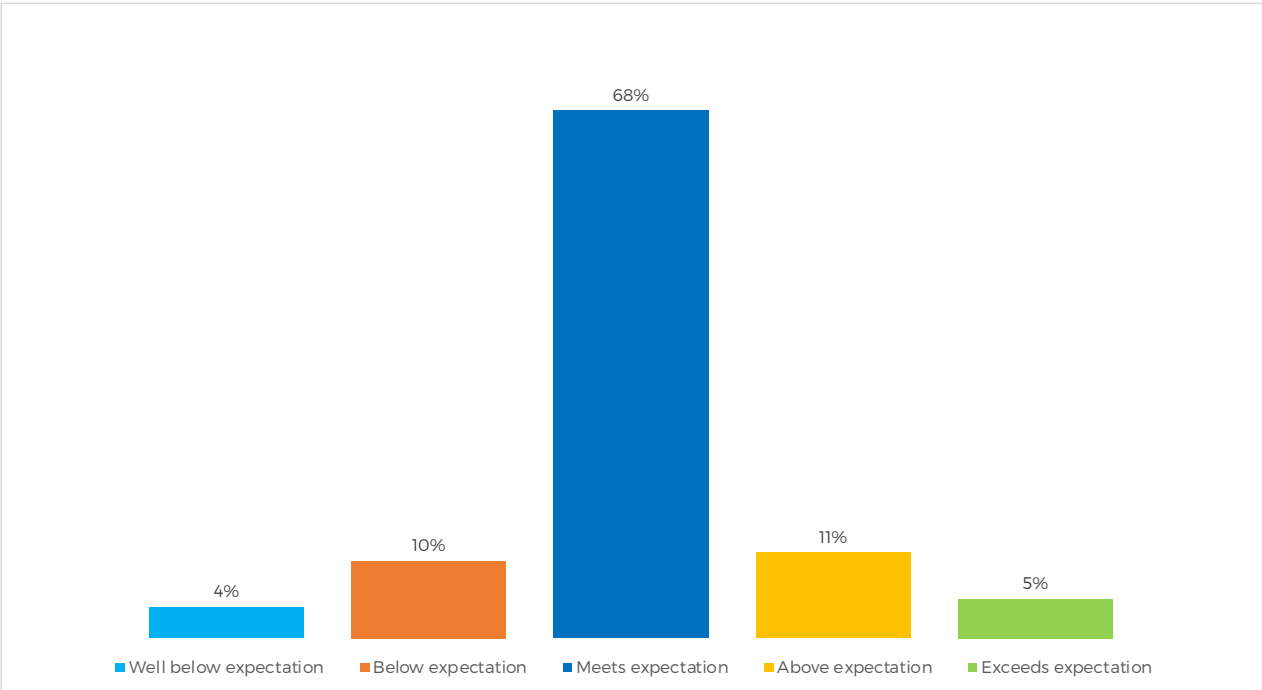
*54% of respondents are satisfied with Programs & Events, while 26 percent agree the service is above/exceeds expectation, and 16% rate the service as well below.*

**8. Based on your experience with Parks, Playgrounds and Green Spaces, how would you rate your level of satisfaction?**



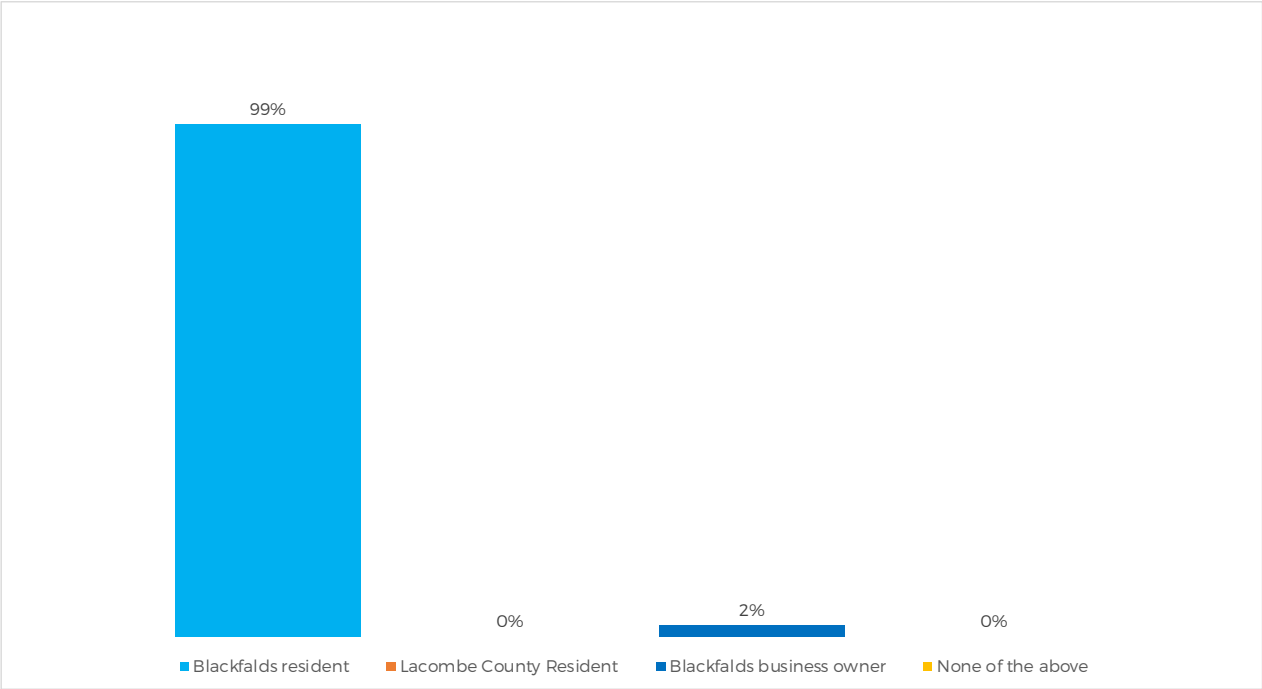
*Over 86% of respondents feel Parks, Playgrounds and Green Spaces meet, are above and exceed expectations.*

9. Based on your experience with FCSS, how would you rate your level of satisfaction?



54% of respondents are satisfied with Programs & Events, while 26 percent agree the service is above/exceeds expectation, and 16% rate the service as well below.

Are you a:



When asked where respondents reside, 99% confirmed they are residents



**TOWN OF BLACKFALDS  
REGULAR FCSS MEETING - MINUTES  
MICROSOFT TEAMS  
June 10<sup>th</sup>, 2021 – 7:00 pm**

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A Family and Community Support Services regular meeting for the Town of Blackfalds was held on the 10<sup>th</sup> day of June 2021 via Microsoft Teams.

**Members Present**

Councillor Rebecca Stendie, Councillor Ray Olfert, Troy McQueen, Tennielle Gilchrist, Cliff Soper, Melissa MacLeod, Samantha Wilson, Theresa Franko

**Attended via Microsoft Teams**

**Regrets**                Chandra Cooke

**Staff**

Sue Bornn            FCSS Manager  
Sue Penner          FCSS Admin Assistant

**Delegation**

N/A

**Minutes**

**1        FCSS MEETING**

1.1        Call to Order

Chairperson Troy McQueen called the meeting to order at 7:03 pm.

**2        AGENDA APPROVAL**

2.1        Agenda June 10<sup>th</sup>, 2021.

**RES. 26/21**

Councillor Ray Olfert moved to accept the as presented.

**CARRIED UNANIMOUSLY**

**3        DELEGATION**

N/A

**4        ADOPTION OF MINUTES**

4.1        Meeting Minutes May 13<sup>th</sup>, 2021.

**RES. 27/21**

Member Tennielle Gilchrist moved to accept the minutes dated April 8<sup>th</sup>, 2021 as presented.

**CARRIED UNANIMOUSLY**





**TOWN OF BLACKFALDS  
REGULAR FCSS MEETING - MINUTES  
MICROSOFT TEAMS  
June 10<sup>th</sup>, 2021 – 7:00 pm**

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**5 OLD BUSINESS**

N/A

**6 NEW BUSINESS**

N/A

**7 ACTION CORRESPONDENCE**

**8 INFORMATION**

**8.1 FCSS Manager's Update**

- Manager Bornn informed the Board of a few highlights from the information update.
  - Not in the information package but FCSS is now advertising to fill the position of Community Engagement Programmer as Karie Ackermann has given her notice and will be taking a position as Executive Director with the Blackfalds Food Bank. FCSS will still be working in partnership with Karie and the Food Bank.
  - The Community Volunteer Drive-In Movie will now show a single movie as the screen required for an earlier viewing is not available. Staff have arranged for multiple food trucks and the event is open to the public.
  - Spring has been challenging to run programs as they are planned and then cancelled. Fresh Air Art will run this summer and staff are looking into the possibility of running some pop-up events for youth.
  - Manager Bornn continues to work with the Women & Minority in Politics Steering Committee.
  - Please remember that all minutes and information are not confidential and are public information and you are invited to share with the public.

**8.2 Family Resource Network Update**

- Manager Bornn advised that Karen White, Program Facilitator for the Lacombe and Area Family Resource Network is in the process of booking space for summer programming.

**8.3 FCSSAA March Board Meeting**

- Manager Bornn advised that there are modules on the FCSSAA website that members can sign up for, for example one on homelessness.
- Their conference is set for December 2<sup>nd</sup> and 3<sup>rd</sup> will be virtual again this year.

**RES. 28/21**

Member Cliff Soper moved to accept the Information Items as presented.

**CARRIED UNANIMOUSLY**

**9 INFORMATION CORRESPONDENCE**

**10 CONFIDENTIAL MATTERS**



**TOWN OF BLACKFALDS  
REGULAR FCSS MEETING - MINUTES  
MICROSOFT TEAMS  
June 10<sup>th</sup>, 2021 – 7:00 pm**

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**11      ADJOURN**

**Next meeting scheduled for September 9th, 2021 at 7:00 pm.**

Chairperson Troy McQueen declared the meeting adjourned at 7:25 pm.

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**Board Chairperson  
Troy McQueen**

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**FCSS Manager  
Sue Bornn**

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**YYYY / MM / DD**

*Sue Bornn*

*Sept 13, 2021*

*Appointed  
Chair*

*Samantha Wilson  
FCSS Board Member*



# City of Lacombe

## COUNCIL HIGHLIGHTS

September 13, 2021

### 3. Presentations

#### **3.1 Lacombe & District Historical Society – Community Builder Partnership**

Council received a presentation from the Lacombe and District Historical Society's (LDHS) Vice President Debbie Gillard and Secretary Lantry Vaughan outlining the Society's application for a Community Builder Partnership Grant of \$20,398.73.

### 5. Requests for Decision (Regular)

#### **5.1 Community Builder Partnership Grant**

The Lacombe & District Historical Society (LDHS), a non-profit volunteer group, applied for a Community Builder Partnership Grant of \$20,398.73.

The funds will aid in developing a more extensive archive and collections space in a safer venue with proper shelving and a permanent publicly accessible research workspace.

Council approved the grant of \$20,398.73 from the Community Builder Partnership fund to the Lacombe & District Historical Society for their development of Archive and Collections Storage in the Flatiron Building.

#### **5.2 Len Thompson Drive Paving (Tender Award)**

Council provided authorization to award the Len Thompson Drive Paving construction contract on the condition that all-in project cost did not exceed \$1,772,800.

Following the closure of the tender, the estimated all-in project costs are \$1,885,900, including optional pricing for the installation of a concrete curb and trail from Wolf Creek Drive to the fish pond, which is higher than the Council authorized limit for the project.

Council's review and consideration is required since the tendered costs exceeded the approved budget,

Council authorized Administration to award the construction contract to DB Bobcat Services, construction monitoring & inspection services to Stantec, and materials testing services to Parkland Geo for an all-in project cost of \$1,885,900.

#### **5.3 Corporate Identity Policy**

Administration created a policy to guide staff and the public on using the corporate identifiers for the City of Lacombe.

This policy amalgamates the Armorial Bearings Policy (Coat of Arms) wording with guidelines to use current branding and departmental logos. In addition, the policy guides the appropriateness and use of City logos.

Council approved the Corporate Identity Policy as presented and rescinded the Armorial Bearings (Coat of Arms) Policy.

#### **5.4 Policy Data Integrity Batch#5**

A data integrity project for governance documents has been ongoing for five years.

Through this project, Council has repealed:

- 1,024 Bylaws
- 1,142 Policies

The fifth set of policies identified as inoperative, obsolete, expired, spent, superseded, or otherwise ineffective is recommended for Council's rescindment.

Council rescinded all policies identified as inoperative, obsolete, expired, spent, superseded, or otherwise ineffective in the attached listing.

## **6. Information**

#### **6.1a Q2 Operating Variance Report**

This report showed the revenue and expenses for the first two quarters of 2021, January to June.

Currently, the City is trending towards an operating surplus. The year-to-date surplus is due to savings from facility closures, unbudgeted revenue surpluses, and budget timing differences primarily related to utilities.

Council accepted the 2021 Quarter 2 Operating Variance report as information.

## **9. In Camera**

#### **9.3 Land (FOIP Section 16)**

Council received the land appraisal as information.

#### **9.4 Labour (FOIP Section 24)**

Council adopted the Council Remuneration & Expenses Policy, as presented.

#### **9.5 Land (FOIP Section 16)**

Council directed Administration to enter into a license to occupy agreement with the landowner effective for 10-years.

***\*The next scheduled Council Meeting:***

***-Monday, September 27, 2021 – Regular Council Meeting at 5 p.m. – Kinsmen Room LMC***

***-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***





## HIGHLIGHTS OF THE REGULAR COUNCIL MEETING September 9, 2021

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### **COVID-19 UPDATE**

Council was provided with an update on the latest COVID-19 restrictions, statistics and the Province's current vaccine statistics.

### **CAPITAL EQUIPMENT PURCHASES 2022 – OPERATIONS**

The County Manager was authorized to tender and award the purchase of the 2022 capital equipment at an estimated value of \$ 6,400,000 and to dispose of the existing units at an estimated trade-in or private sale value of \$ 1,851,000. The Capital Equipment Reserve Fund will fund the difference between the purchase price of the new units and the sale price of the old units in the amount of \$ 4,549,000.

### **CAPITAL EQUIPMENT PURCHASES 2022 – FIRE SERVICES**

The replacement of the Alix and Bentley Tender Units and the Clive Rescue Unit were approved, and the County Manager was authorized to dispose of the outgoing units. The Fire Services Reserve will fund the replacement purchases.

### **WOLF CREEK SCHOOL DIVISION – TOWN OF BLACKFALDS HIGH SCHOOL**

A member of Lacombe County Administration will be appointed to the Wolf Creek School Division Advisory Committee for the future review of the new Blackfalds high school boundary and construction of the new high school in the Town of Blackfalds.

### **ALBERTA FISH & GAME ASSOCIATION/ALBERTA ELK COMMISSION**

Lacombe County received correspondence from the Alberta Fish & Game Association and the Alberta Elk Commission regarding Cervid Harvesting Preserves for information. A letter will be sent to the Association and the Commission encouraging them to contact their MLA's and the Province regarding legislation of Cervid Harvesting Preserves.

### **ALBERTA TRANSPORTATION**

Representatives from Alberta Transportation provided an update on the department's initiatives and activities. A number of County-specific transportation concerns were discussed.

### **LACOMBE ATHLETIC PARK ASSOCIATION**

County Council received a presentation by the Lacombe Athletic Park Project for information. The City of Lacombe/Lacombe County ICF/IDP Committee members were directed to discuss the LAPA track project with the City of Lacombe ICF/IDP Committee members and provide comments at the September 23, 2021 Council meeting.

### **POLICY AD(37) ACCEPTANCE OF GIFTED LANDS**

The County Manager was directed to prepare a report according to Policy AD(37) Acceptance of Gifted Lands regarding the gifting of property adjacent to Sylvan Lake. A report regarding this matter will be presented at a future Council meeting for Council's consideration.

**Next Regular Council Meeting is**  
**Thursday, September 23, 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.**

**1 Emergency Management Committee – September 17, 2021**  
**Microsoft Teams**

1.1 Call to order

- Mayor Poole called the meeting to order at 10:03am

1.2 Attendees (via Teams): Mayor Poole, Councillor Marina Appel, Emergency Management and Protective Services Manager Ken Morrison, Director of Community Services Sean Barnes, Communications Coordinator Shelby Craig

**2 Agenda/Minutes Approval**

2.1 N/A

**3 BUSINESS**

3.1 COVID-19 Update – September 16 Restrictions – Ken Morrison

- The Emergency Management Agency had a meeting to discuss how the new restrictions announced by the government will affect the municipality
- Two key issues in the restrictions that we must bear in mind with our facilities – the Restriction Exemption Program (REP) or open with restrictions
- If the REP is implemented, businesses and organizations can operate fully
- The province will have cards available on September 20 and at that time, they can be downloaded off the MyHealth app. Until then, proof of one vaccination is fine until October 26
- If REP is not chosen, it's down to 1/3 fire code capacity
- Business throughout the organization will be carried out virtually wherever possible.

3.2 Emergency Management Agency Meeting – Moving Forward

- Ken Morrison went over the minutes from the Agency Meeting with those in attendance, including discussions regarding the arena, working from home, FCSS programming, etc.
- Users of the Eagle Builders Centre will be able to choose which program that they want as a separate identity. If they want to implement the REP program, they will have the ability to do so. If user don't want to implement the REP program, they will have to follow restrictions
  - We need to ensure that the users renting the facilities are following the rules and guidelines

- What's going to best for our staff, we can't manage 24-hour security at places like the Abbey Centre and Civic Centre – we need to keep our staff safe.
- Abbey Centre requests the 1/3 capacity due the pushback that may come with the REP
- If the groups come in and run events in specific areas of the building, they can run the event and implement REP
- Birthday parties are almost impossible without the REP

**3.3 Virtual Council Meetings**

- Mayor Poole - While I would like to see a mix approach, I believe we should move back to virtual Council meetings
- Any Councillor who wants to come to a meeting in-person via their partitions, they would not be restricted from doing so.
- Councillor Appel - We need to communicate the change as we have had public inquiries about having virtual meetings and make sure we explain that councillors may be in their workspaces in council chambers to attend

**3.4 Recommendation**

- As a Town, we recommend the 1/3 capacity moving forward rather than the REP program.

Councillor Appel moved that Town facilities move to the 1/3 capacity along with all the required restrictions, and that private groups that book facilities may choose between the REP or the 1/3 capacity.

- Unanimously approved

**3.5** The Public Library reached out and they advised that they follow with the recommendation of the Town.

**3.6** Paperwork for renters and organizations stating that they have the choice if they'd like to participate in REP or not, but we will be waiving our responsibility.

**3.7** No staff will be laid off with the changes

**3.8** We will continue to follow the mask mandates in public indoor spaces

**4 Next Meeting Date: TBD**

**5 Adjournment: 10:42a.m.**





Town of Blackfalds  
**REGULAR COUNCIL MEETING**  
**Tuesday, September 14, 2021 at 7:00 p.m.**  
**5018 Waghorn Street, Council Chambers**  
**MINUTES**

A Regular Council meeting for the Town of Blackfalds was held on Tuesday, September 14, 2021, at 5018 Waghorn Street in Council Chambers, 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  
Preston Weran, Director of Infrastructure and Property Services  
Ken Morrison, Manager of Protective Services  
Cory Babey, IT Manager  
Marco Jadie, IT Analyst  
Kalina Van Winssen, Executive Assistant

**REGRETS**

None

**MEDIA**

None

**PUBLIC**

Jim Sands, Blackfalds Resident  
Edna Coulter, Blackfalds Resident  
Amanda Valin, Blackfalds Resident

**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**

**276/21** Councillor Stendie moved that Council adopt the September 14, 2021 agenda as amended.

**CARRIED UNANIMOUSLY**

**BUSINESS**

**COVID-19 Response Update**

Manager Morrison provided a report on the history and current restrictions for the COVID-19 pandemic, including case numbers, healthcare system impacts and restrictions put in place by the provincial government.

**277/21** Councillor Taylor moved that the COVID-19 Response Update be accepted as information.

**CARRIED UNANIMOUSLY**



Town of Blackfalds  
**REGULAR COUNCIL MEETING**  
**Tuesday, September 14, 2021 at 7:00 p.m.**  
**5018 Waghorn Street, Council Chambers**  
**MINUTES**

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**Request for Decision – Special Event Permits**

As a part of the 2021 Blackfalds Culture Days celebrations, the Town intends to provide a drive-in movie on Friday, September 24 and a fireworks show on Saturday, September 25. These events require a permit to occur.

- 278/21** Councillor Appel moved that Council move to approve the Special Event Application Permit for the Blackfalds Culture Days Drive-in Movie double feature planned for September 24, 2021.

**CARRIED UNANIMOUSLY**

- 279/21** Councillor Stendie moved that Council move to approve the Special Event Application Permit for the Blackfalds Culture Days Fireworks planned for September 25, 2021.

**CARRIED UNANIMOUSLY**

**ACTION CORRESPONDENCE**

**Rail Safety Week**

CP Rail requested that the week of September 20<sup>th</sup> – 26<sup>th</sup> be declared Rail Safety Week in the Town of Blackfalds.

- 280/21** Councillor Stendie moved that the week of September 20<sup>th</sup> – 26<sup>th</sup>, 2021 be declared as Rail Safety Week in the Town of Blackfalds.

**CARRIED UNANIMOUSLY**

**INFORMATION**

- Eagle Builders Centre - Revised Dates for Opening
- Land Use Bylaw and Fees and Fines Bylaw Update
- National Day of Truth and Reconciliation Update
- Report to Council, Building and Development Permit Report – August 2021
- Report to Council, Enforcement Services Monthly Report – August 2021
- BOLT Transit Report – August 2021
- Lacombe County Council Meeting Highlights – August 26, 2021
- RCMP Pay Increase Report
- Recreation, Culture and Parks Board Meeting Minutes – June 2, 2021

- 281/21** Deputy Mayor Svab moved to accept the Information Items as information.

**CARRIED UNANIMOUSLY**

**ADOPTION OF MINUTES**

- 282/21** Councillor Appel moved that Council accept the Regular Council Meeting Minutes from August 24, 2021 as amended.

**CARRIED UNANIMOUSLY**

**BREAK**

- 283/21** Councillor Olfert moved for a five-minute recess at 8:00 p.m.

**CARRIED UNANIMOUSLY**



Town of Blackfalds  
**REGULAR COUNCIL MEETING**  
**Tuesday, September 14, 2021 at 7:00 p.m.**  
**5018 Waghorn Street, Council Chambers**  
**MINUTES**

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**REGULAR COUNCIL MEETING RETURNED TO ORDER**

Mayor Poole called the Regular Council Meeting back to order at 8:05 p.m.

**CONFIDENTIAL – Closed Session**

- **FOIP S.24**
- **FOIP S.24**
- **FOIP S.24**

- 284/21** Councillor Olfert moved that Council move to a closed session commencing at 8:06 p.m. in accordance with Section 197(2) of the *Municipal Government Act* to discuss matters exempt from disclosure under Section 24 of Alberta's Freedom of Information and Protection of Privacy Act.

**CARRIED UNANIMOUSLY**

**Closed Session Attendance - FOIP S.24:** Mayor Richard Poole, Deputy Mayor Laura Svab, Councillor Jamie Hoover, Councillor Marina Appel, Councillor Ray Olfert, Councillor Rebecca Stendie, Councillor Will Taylor, CAO Thompson

**Closed Session Attendance - FOIP S.24:** Mayor Richard Poole, Deputy Mayor Laura Svab, Councillor Jamie Hoover, Councillor Marina Appel, Councillor Ray Olfert, Councillor Rebecca Stendie, Councillor Will Taylor, CAO Thompson

**Closed Session Attendance - FOIP S.24:** Mayor Richard Poole, Deputy Mayor Laura Svab, Councillor Jamie Hoover, Councillor Marina Appel, Councillor Ray Olfert, Councillor Rebecca Stendie, Councillor Will Taylor, CAO Thompson

- 285/21** Councillor Appel moved to come out of the closed session at 8:41 p.m.

**CARRIED UNANIMOUSLY**

**Regular Council Meeting Attendance:** Mayor Richard Poole, Deputy Mayor Laura Svab, Councillor Jamie Hoover, Councillor Marina Appel, Councillor Ray Olfert, Councillor Rebecca Stendie, Councillor Will Taylor, CAO Thompson

- 286/21** Councillor Stendie moved that Council direct Administration to undertake further negotiation in securing land for the new Red Deer Catholic Regional Elementary School.

**CARRIED UNANIMOUSLY**

- 287/21** Councillor Appel moved that Council work with Red Deer Catholic Regional Schools to further processes in the new build process.

**CARRIED UNANIMOUSLY**

- 288/21** Councillor Olfert moved that Council approve the amended three-year commitment incentive maximum as reviewed at the September 14<sup>th</sup> Meeting of Council.

**CARRIED UNANIMOUSLY**

- 289/21** Councillor Appel moved that Council provide a letter of support to AHS to support the recruitment of international medical graduates.

**CARRIED UNANIMOUSLY**



Town of Blackfalds  
**REGULAR COUNCIL MEETING**  
**Tuesday, September 14, 2021 at 7:00 p.m.**  
**5018 Waghorn Street, Council Chambers**  
**MINUTES**

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**ADJOURNMENT**

Mayor Poole adjourned the meeting at 8:45 p.m.

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Richard Poole, Mayor

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Myron Thompson, CAO