

AGENDA

1. **WELCOME AND CALL TO ORDER**

- 1.1 Welcome
 - 1.2 Call to Order
 - 1.3 Review of Agenda
-

2. **LAND ACKNOWLEDGEMENT**

- 2.1 Treaty Six Land Acknowledgement - Blackfalds Town Council acknowledges that we are on Treaty Six 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. **DELEGATIONS**

- 3.1 JustServe Award Presentation, *Tanya Handley/Sarah Mosaico*
-

4. **BUSINESS**

- 4.1 Request for Direction, Municipal Service Level Inventory – FCSS
 - 4.2 Request for Direction, Housing Needs Assessment
 - 4.3 Request for Direction, Access to Information Bylaw
 - 4.4 Request for Direction, Records & Information Management Bylaw
 - 4.5 Request for Direction, Financial Reserves Policy
-

5. **CONFIDENTIAL**

None

6. **ADJOURNMENT**

Future Meetings/Events:

- Regular Council Meeting – September 23, 2025
- CANCELLED - Standing Committee Meeting – October 20, 2025

MEETING DATE: September 15, 2025
PRESENTED BY: Tanya Handley and Sarah Mosaico
SUBJECT: JustServe Award Presentation

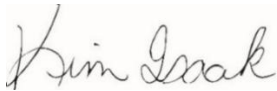
BACKGROUND

Tanya Handley and Sarah Mosaico, will present the JustServe Town Award to recognize the Town's outstanding commitment to volunteerism.

ATTACHMENTS

- *Blackfalds Awards Presentation 2025*

APPROVALS



Kim Isaak,
Chief Administrative Officer





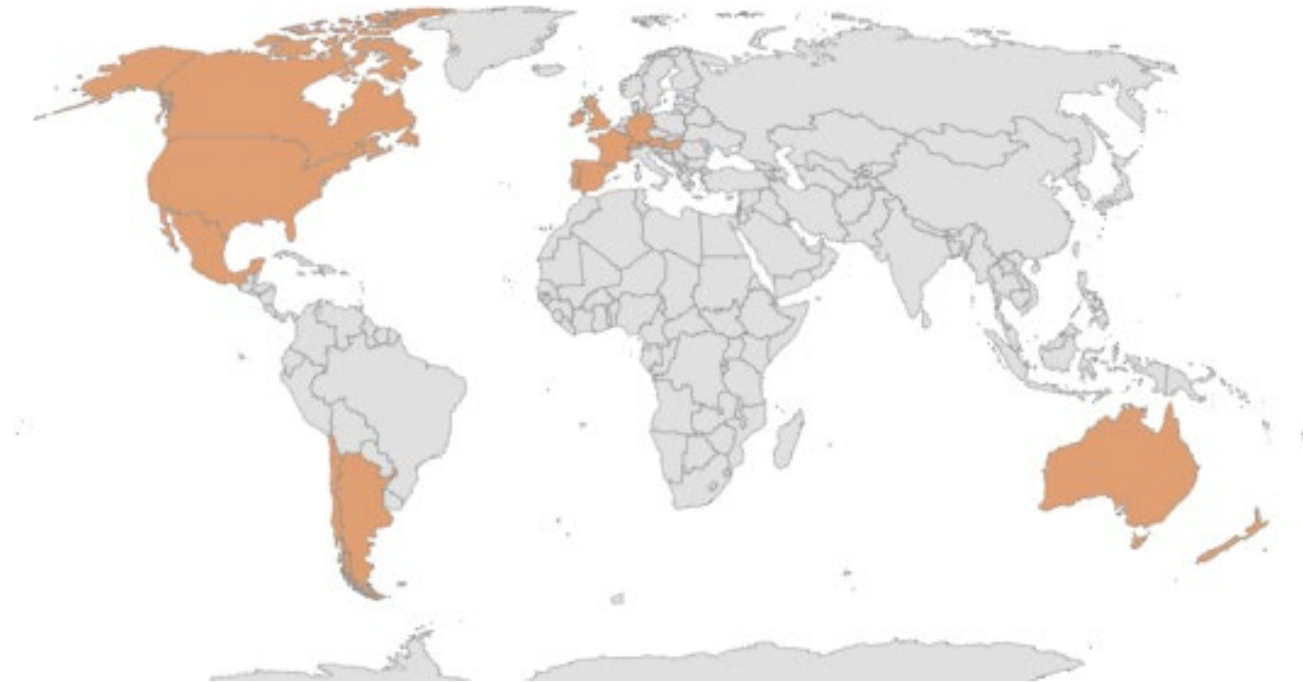
How it Works





Global Reach - 17 Countries; Nearly 1M Volunteers

- Argentina
- Australia
- Austria
- Canada
- Chile
- France
- Germany
- Hungary
- Ireland
- Mexico
- New Zealand
- Portugal
- Puerto Rico
- Spain
- Switzerland
- United Kingdom
- United States





Matt Bertram

VP, American Red Cross



Paul Cobb

Post News Group



Sharon Eubank

Humanitarian Division Director,
The Church of Jesus Christ of Latter-day
Saints



Jolene Hodder

Commissioner, Salvation Army



Larry Keeley

Doblin Group



Dr. Zaher Sahloul

President, Med Global



Sean Callahan

CEO, Catholic Relief Services



Kaira Esgate

CEO, America's Service Commission



John Hewko

CEO, Rotary International



Kenneth Hodder

National Commander, Salvation Army



Yotam Polizer

CEO, IsraAid

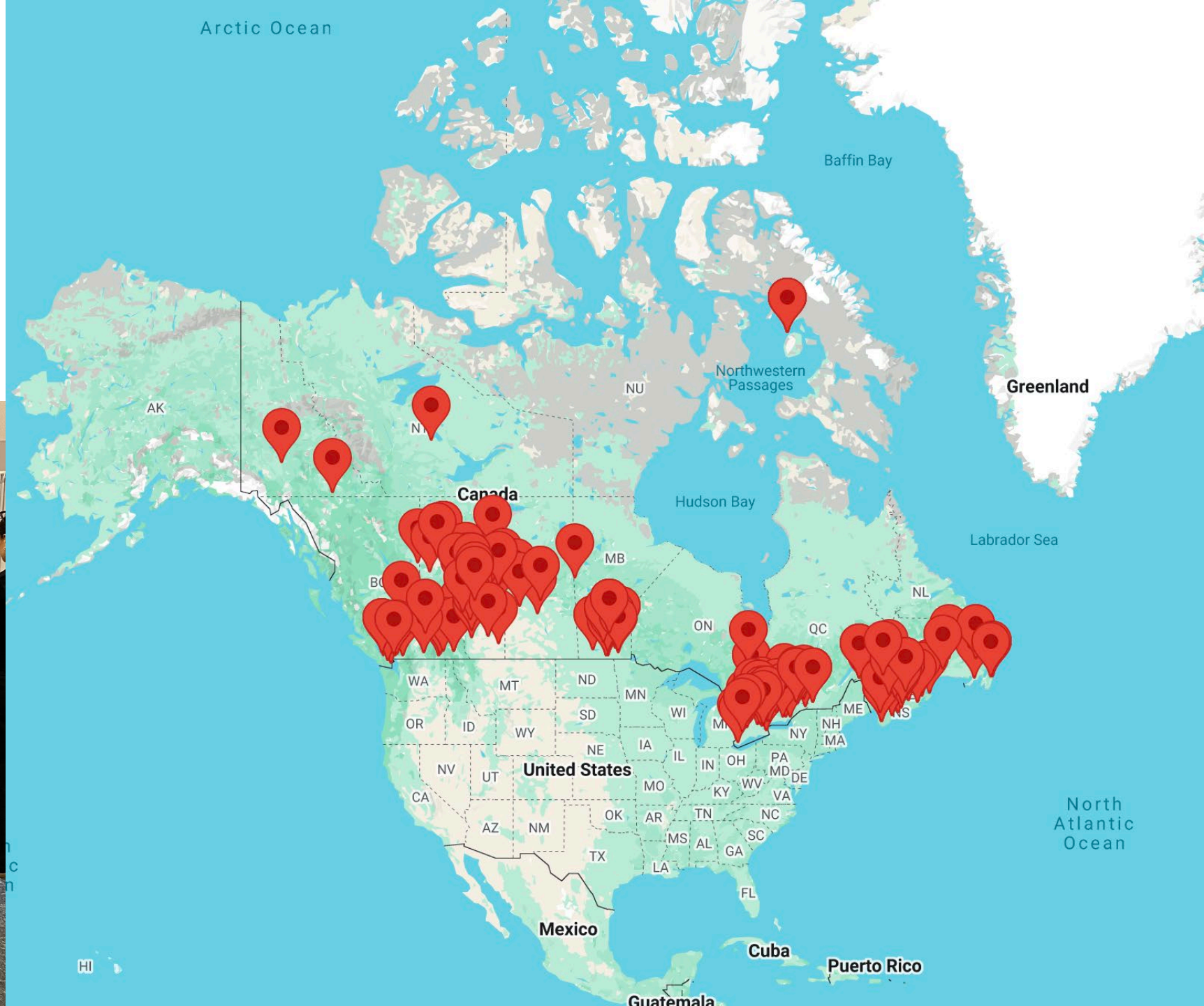


April Wood

President, National VOAD



Leads by Location





Every year in April, National Volunteer Week is celebrated in Spruce Grove and across the country. Learn more about [National Volunteer Week](#) and the events planned in the Tri Municipal Region.

JustServe



If the video does not play, press the triangle button.

The City has partnered with JustServe to recruit volunteers and promote volunteer opportunities for both City-led and community-led initiatives. In May 2025, The City of Spruce Grove was recognized as a [Global JustServe City](#) for its efforts in community building and supporting diverse groups through promotion of volunteer opportunities. Click on the JustServe logo to see volunteer opportunities in Spruce Grove, and watch the video below featuring Mayor Acker, to learn more about JustServe.



Click on the logo to see current volunteer opportunities.



AA TEXT SIZE

 COMMUNITY EVENTS

 MEETINGS

 CONTACT

Site search...

SEARCH

Living Here ▼

Business ▼

Things To Do ▼

Your Government ▼

 I want to...

Volunteer in the Community

[Home](#) / Volunteer in the Community



Are you looking for a way to get involved within the community? Do you have a desire to help keep your community healthy and safe? The Municipality of Huron Shores is always recruiting volunteers to support our Committees and Huron Shores Fire Department. No prior experience is necessary and we provide full training and ongoing support for all volunteer positions. Check out [JustServe](#) for volunteer opportunities near you!

Stay Informed!



www.huronshores.ca/stayinformed

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and civic engagement. This strategy emphasizes community development and will be monitored over the next five years of implementation, ensuring it will build upon the legacy of the Volunteer Centre established in 1997. This strategy reflects a commitment to support civic engagement and volunteerism in the community for years to come, as outlined in the [2024-2026 Corporate Plan](#) and [2024-2027 Strategic Plan](#).

+ Volunteer spotlight

- Volunteer opportunities

There are so many ways to volunteer in our community. Check out our Volunteer Opportunities below:

[Volunteer Opportunities](#)

Ways for [youth](#) to volunteer

[Online](#) Volunteer Opportunities



+ Who can volunteer?

+ Are you an organization looking for volunteers?

Volunteer Centre and
Community and Social
107, 4613-52 Avenue
Stony Plain, Alberta
T. [780 963 8583](#)
F. [780 963 1951](#)
[Email Volunteer Development
Coordinator](#)



It's Time For a **CHALLENGE**

January 15-31, 2024



**JUSTSERVE AND MR. BEAST
COLLAB FOR MARTIN LUTHER
KING, JR. DAY CHALLENGE**

Begin 2024 with a commitment to





Supporting Volunteerism in Blackfalds, Alberta



Assist with North/Central Alberta Wildfire Relief [Click Here](#)



Find Volunteer Opportunities in Your Area



Search

Or [Volunteer Remotely](#)

Does your organization need volunteers?

Learn more about JustServe or how your organization might benefit by partnering with us. We will invite the nearest JustServe volunteer specialist to contact you.

Learn more

Don't live nearby? Donate to the recovery effort.

GIVE ▾

+ edit give options



This section will display the currently active projects related to this disaster. Add a project here to get started.


+ projects

Projects

Displaying All Postings ▾ Anything

SEARCH



Ongoing Opportunity  




Animal Rescue Wild Fire Relief North Central Alberta

Edmonton, Alberta, T5V 0B2

Help the Edmonton Humane Society with item donations for animals affected by the North Central Alberta Fires



Ongoing Opportunity  




Adult and Infant Toiletries Needed

Spruce Grove, Alberta, T7X

Evacuees in the Spruce Grove area are in need of hygiene items.



Ongoing Opportunity  






Alberta Wildfire Relief Team


Edmonton, Alberta



Join in with one of our council members to support Alberta wildfire disaster relief.


Ongoing Opportunity  



Ongoing Opportunity  



Ongoing Opportunity  





JustServe Global Award Cities

Examples Include:

Los Angeles, USA
Houston, USA
Colina, Chile
Santa Clara Del Mar,
Argentina



JustServe Global Award Cities - Canada





Congratulations Blackfalds!

MEETING DATE: September 15, 2025

PREPARED BY: Rick Kreklewich, Director of Community Services

PRESENTED BY: Trina McCarroll, Executive Advisor & Facilitator - McCarroll Consulting and Rick Kreklewich, Director of Community Services

SUBJECT: **Municipal Service Level Inventory – FCSS**

BACKGROUND

In recent years, the Town of Blackfalds has been developing a Municipal Service Level Inventory (MSLI) for all departments. The MSLI is a strategic means of understanding current service levels and determining gaps or shortfalls that impact service delivery to our residents. The current MSLI captures the full scope of the services provided by the Town with the goal of evolving into a more detailed review of each department to improve service delivery.

DISCUSSION

The Town has contracted McCarroll Consulting to work along with Administration and Council to understand our current service level delivery. As part of the evolution of the MSLI, a detailed review of the Family and Community Support Services service level delivery was conducted with other departments to be included in future years. McCarroll Consulting met with staff, FCSS Board members, community organizations and municipal leaders and developed a report for Council to review that highlights input summaries and key recommendations to improve service delivery for FCSS. By closely reviewing each department and gaining an understanding of each area, Administration and Council can work toward clarifying expectations and developing a more strategic plan for improving service levels. Trina McCarroll will be presenting the FCSS Service Level Report and Recommendations and Summary of Input as part of this discussion at tonight's meeting.

RECOMMENDATION

That Standing Committee of Council consider the following motion:

1. That Standing Committee of Council recommend That Council receive the FCSS Service Level Report and Recommendations and Summary of Input as information and directs Administration to discuss further at budget deliberations.

ALTERNATIVES

- a) That Standing Committee of Council recommend That Administration to continue working with McCarroll Consulting to further develop the FCSS Service Level Report and Review.

ATTACHMENTS

- *FCSS Service Level Report*
- *FCSS Service Level Review – Recommendations and Summary of Input*

APPROVALS



Kim Isaak,
Chief Administrative Officer



Department Director/Author

FCSS Service Level Report

1. FCSS Overview

The Family and Community Support Services (FCSS) department at the Town of Blackfalds provides preventative social programs that strengthen the well-being of individuals and families across the community. By identifying and responding to local social needs, issues, and service gaps, FCSS ensures that programming and services address the most important priorities of residents. Working in collaboration with local partners and agencies, FCSS plays an active role in building resiliency and supporting a strong, healthy, and socially sustainable Blackfalds.

2. Services Provided by FCSS

Please see the MSLI for more information about each service.

Services	Description
Social Preventative Programming Grant Funding	Reviews annual applications for social preventative programming and recommend Town Council's allocation of budgeted granting dollars to various groups and organizations in the community.
Support Programs	FCSS provides a variety of support programs to Blackfalds residents who meet the eligibility requirements and demonstrate financial need. These programs help reduce barriers and ensure children within Blackfalds have access to school supplies, winter coats, and Christmas hampers. These programs rely heavily on community donations and events such as the Winter Warmth Fundraiser which is planned and hosted by FCSS.
Youth Programming	Offer programs, presentations and special events through registered and drop-in activities such as Blackfalds Youth Crew (Grades 4-6, Grades 7-12, and Homeschool group), Child Safe Canada Home Alone Safety course, Babysitting course, Youth Cooking Club, Rainbows (Youth Bereavement Support Group), Youth Engagement Programming (develops resiliency, social emotional skills, connection to community etc.) and events such as, Youth Night Out and Youth Week which occurs Annually from May 1 - 7.
Seniors Programming	Provide social preventative programming for seniors in the community (ie Snow Angels Program, collaboration with the Golden Circle Outreach Program, Seniors Home Support, and Vibrant Living newsletter. Annual coordination of Seniors Week in early June).
Employment Supports	Update job board weekly with printing and faxing service available. Run the Community Volunteer Income Tax Program.

Develop Community Partnerships/ Community Engagement	Develop partnerships and collaboratively work with local groups and organizations to support and enhance social support services available to the residents of Blackfalds. FCSS coordinates bi-monthly interagency meetings to engage local and regional organizations. Promotes the public's awareness of community development issues. Hosts the Community Info Expo in the fall.
Information, Referrals, Support Services, Consultation, and Navigation Services	Supporting citizens to access services throughout the community as needed. Provide public information and resources to inform residents about available social services. Offer initiatives and support to schools, local organizations, and residents of all ages to enhance awareness and access to social services programs, including referral services and awareness campaigns. Offers consultation and navigation services for school-aged children, youth, adults, and families.
Volunteer Services	Promote volunteerism and refer potential volunteers to volunteer opportunities available in the community. Organize annual community volunteer appreciation events. Collaborate with local organizations to provide volunteer recognition programs which recognize students, adults and organizations who have made outstanding contributions to our community through volunteerism.

3. Service Delivery Model: Collaboration Criteria and Processes

FCSS is a partnership between the provincial government and the municipality. Its mandate for preventative social programming is large and broad which gives the municipality latitude to serve local needs. At the same time, the broad mandate is also challenging because there are so many diverse service options that FCSS can fulfil.

To narrow down the most important social needs for the community, priorities for Blackfalds are established in the "2022 Social Needs Assessment" (which was received by Council for information in 2024).

In the past, there were fewer non-profits and community organizations operating that could help support the social needs of Blackfalds residents, so the Town took the lead role in providing these services. In more recent years, community organizations have begun to operate in the area. Their services and programming evolve based on volunteer numbers, capacity, and grants received, and more. This requires FCSS to be responsive in which programs and services it provides, at what level, and how it is delivered.

All partners, including the Town and FCSS department, want to best use the resources available to produce maximum value for the community without competing or duplicating services.

Therefore, the Town uses the criteria to determine:

- when to deliver the service directly from FCSS
- when to empower and support other community organizations to provide services
- when to fund other partners' services
- when and how to collaborate with community organizations
- relationship between FCSS and municipal departments such as Children's Services, Fitness, and Events.

Service Delivery	Criteria For Who and How the Service is Delivered
Deliver the service directly from FCSS	<ul style="list-style-type: none"> - free, preventative social support often of a sensitive, personal nature that only FCSS is able to provide - lack of existing service in the community (to fill current gaps)
Empower and support other community organizations to provide the service	<ul style="list-style-type: none"> - recreation and leisure activities
Fund other partners' services	<ul style="list-style-type: none"> - utilize the annual grant application process to triage funding requests from community organizations for special initiatives (typically not for ongoing operations)
Collaborate with community organizations	<ul style="list-style-type: none"> - each organization can contribute unique skill sets, funding, and/or experience to maximize resources and community impact
Support other municipal departments such as Children's Services, Fitness, and Events	<ul style="list-style-type: none"> - events that are primarily recreation or leisure based are led by other municipal departments (and supported by FCSS for filling volunteer spots where needed)

Prioritization for Determining Services FCSS Provides and At What Service Level

1. FCSS mandate of preventative social services and FCSS provincial outcomes measures
2. Greatest community need for services as outlined in the Social Needs Assessment
3. Staff available capacity (based on budget allocation for FTE amount)
4. Budget availability for supplies

Differences Between FCSS Services and Some Community-Provided Services

Youth Programming

- Boys and Girls Club (paid service) – currently are more child-care related but have hopes to expand to additional youth programs
- Blackfalds Youth Crew (no charge) – families that access this program typically do so because it is free
- Library primarily focuses on programming for preschool ages where FCSS youth programming primarily focuses on Grades 4-12

- FCSS is starting to facilitate coordination between community organizations who support youth to ensure there is no duplication or competition

Seniors' Programming

- The purpose of the Seniors' Club is leisure while FCSS' purpose is to provide resource navigation, referrals, and preventive social services which are often more complex and fall outside the scope of what the Senior's Club offers
- Seniors' Club receives rental space in-kind at the Community Centre from the municipality
- As the Seniors' Club grows in size and capacity, they could possibly start organizing their own leisure / recreation programming

Children's Events (such as Easter Event)

- FCSS used to oversee these events but they have been transferred to the Abbey Centre Children's Services (who also look after child-minding and kids' camps)

Volunteer Recruitment and Coordination

- FCSS recruits volunteers for FCSS-specific programs such as Snow Angel, Income Tax Program as well as numerous municipal-organized events such as Blackfalds Days
- FCSS previously recruited volunteers for Boards and Committees but this work has recently been transferred to Legislative Services

FCSS Service Level Review: Recommendations & Summary of Input from FCSS Staff, Board, & Partners

Executive Summary of Recommendations

This FCSS Service Level Review explored what services are provided, at what level, and how they are delivered as well as strengths and gaps that exist.

Overall, the Town of Blackfalds' FCSS is a highly dedicated team delivering essential preventive and community-building services under significant resource constraints. Its role as both a program provider and frontline connector is deeply valued yet demand continues to grow significantly.

Key recommendations from the Service Level Review to be addressed include:

1. clarifying Council, Administration, and program expectations;
2. determining criteria for program delivery such as partnerships, collaborations, funding, and/or programming to maximize impact;
3. clarifying sustainable program delivery within available resourcing (or expanding resource allocation);
4. increasing communication and partnerships with community organizations; and
5. expanding seniors' programming to meet growing community needs (if additional resources can be allocated).

This direction and clarity will help FCSS continue providing preventative social supports to the community and support staff in their challenging work. Without addressing these recommendations, the Town risks FCSS being overextended which could compromise its ability to sustain the social services that residents depend on.

Input into Service Level Review

As part of the Service Level Review for FCSS, we asked for input from FCSS staff and municipal leaders, Board members, as well as partner community organizations about the strengths, challenges, and emerging needs of Blackfalds FCSS. The following sections provide summaries of the input from each group.

FCSS Staff and Municipal Leadership Input Summary

Theme 1: Highly Valued Community Connection and Frontline Preventive Social Services

FCSS serves as a trusted community hub. FCSS is often the first stop for residents seeking resources or referrals, particularly for vulnerable populations. This frontline accessibility enhances FCSS's credibility and connection, reinforcing its importance in the social fabric of Blackfalds. The department's services address many priority areas identified in the Social Needs Assessment. Their programs see rising demand each year.

FCSS delivers a wide variety of preventive and support programs across the lifespan. Youth initiatives (e.g., Youth Crew, life literacy, retreats, recreation activities) focus on skill-building and connection. Seniors' supports include walking clubs, social events, educational sessions, and the Vibrant Living newsletter. Essential community programs such as The Back to School Program, the Winter Coat Program, Christmas Bureau, and Community Volunteer Income Tax Program are highly valued. Collectively, these services help residents build resilience, strengthen connections, and access basic needs. Frontline services such as printing, faxing, and tech support for seniors fill important gaps left by other organizations.

Theme 2: Staffing and Resource Constraints

Every staff interview highlighted the daily reality of limited staff and budget. With only five core staff (several of which are part-time) capacity is stretched very thin across a growing portfolio of services. Staff are overextended and carrying out numerous programs "off the sides of their desks." While demand continues to grow—particularly for seniors' programming—resourcing has not kept pace. Capacity is at or beyond its maximum point; more services or increased service levels cannot be added without additional resources. The Town has explored ways to share the demand for services with other municipal departments or community organizations when suitable and will continue to do so. Please see the Service Level Report for more information.

Theme 3: Seniors' Programming and Demographic Shifts

An aging population is reshaping community needs. While youth services remain strong, seniors' supports are comparatively underdeveloped and delivered piecemeal. Staff and leaders stressed the community's desire for more dedicated seniors' programming and expanded opportunities. Housing and transportation also emerged as pressing issues limiting seniors' ability to thrive locally.

Theme 4: Partnerships and Collaboration

Partnerships with schools, the library, nonprofits, and other organizations are pursued to enhance program delivery and outreach. Interagency provides a useful opportunity to collaborate and connect.

Theme 5: Strategic Direction and Clarity

The province provides clear mandate for FCSS to provide preventive services but there is a perception of limited direction or support from Council regarding specific local priorities. This limited clarity makes it difficult to align FCSS's work with Council's vision or to secure adequate resourcing. Improved communication and clearer expectations could help Council, Administration, and staff to have a stronger collective understanding of FCSS's priorities and value.

For staff, it can seem that some members of Council and the community see FCSS only through a "programming lens" and overlook pre-crisis intervention, referrals, and behind-the-scenes work. In addition, the contributions and preventative impact of FCSS' work could be more recognized, valued, or celebrated.

FCSS Board Survey Summary

Q1: What are some of the most important services that FCSS provides to the community?

- Basic needs supports (food, clothing, school supplies, Christmas hampers).
- Targeted programs for youth, children, seniors, and low-income families.
- Mental health and housing supports.
- Opportunities for community engagement, social connection, and volunteerism.
- Capacity-building through grants and program funding.

Board members view FCSS as both a safety net provider of essential supports and a community-builder that strengthens social connection, volunteerism, and opportunities for vulnerable groups.

Q2: How would you describe the overall effectiveness of FCSS in supporting community well-being?

- Strong and positive impact across demographics.
- Inclusive programming accessible for youth, families, and seniors.
- Fosters belonging and community connection.
- Challenges in awareness and communication of services.
- Strength in prevention, accessibility, and partnerships.

Board members view FCSS as highly effective and impactful, especially in providing inclusive and preventive supports that enhance belonging and well-being. The main limitation identified is awareness and communication which are challenges for many municipal services.

Q3: What are some of FCSS's best strengths?

- Strong community relationships and trust.
- Skilled and dedicated staff and leadership.
- Support for families and individuals in need.
- Enhancing social connection and well-being.

Board members see FCSS's greatest strengths in its people (staff and leadership) and its community relationships. Together, they enable important programs that enhance well-being, support families, and strengthen social connections.

Q4: What challenges or gaps do you observe in FCSS's current service?

- Youth and Teen Programming: could expand age-specific programs to strengthen youth engagement and development.
- Supports for Seniors and Housing: could establish baseline needs assessments and tailored supports for seniors and housing-related challenges.
- Parent and Family Support: could develop parent-focused initiatives to complement existing family services.
- Resource Constraints (limited funding): could further explore partnerships, advocacy, or shared models to enhance sustainability.
- Volunteer Recruitment and Engagement: could invest in additional volunteer strategies and recognition to strengthen participation.
- Communication and Awareness: could enhance communications to increase visibility and understanding of FCSS's role.
- Strategic Implementation: could build clear action plans to move Social Needs Assessment recommendations into practice.

Board members identified additional youth programming, seniors' resources, and parent support as key service gaps alongside structural challenges such as limited funding, transportation barriers, and volunteer shortages. They also see a need to improve communication and implementation of strategic assessments, creating opportunities for FCSS to strengthen impact through targeted service expansion, partnerships, and clearer planning.

Q5: Are there emerging issues or trends that you believe FCSS could begin to address more proactively?

- Mental health needs require ongoing, proactive attention.
- Seniors' housing and supported living are emerging concerns.
- Economic and financial pressures on families highlight the need for financial literacy and resilience supports.
- Support for newcomers and new Canadians in Blackfalds.

Board members anticipate rising community pressures related to mental health, seniors' housing, and economic hardship and that FCSS could adopt a more proactive approach if additional resources were available. They also highlight the importance of supporting and welcoming newcomers.

Q6: Is there anything else you'd like to share about your experiences or perspectives on FCSS?

- FCSS staff are doing a great job fulfilling its mandate within the community and creating a positive impact with the budget that is available.

- The approaches are compassionate and cost-effective and are ensuring maximum value for each dollar invested.
- New board members are eager to learn and contribute to FCSS's mission and vision.

Board members express strong support and confidence in FCSS's role and staff and noted its effectiveness, compassion, and preventive value. They are committed to contributing and see FCSS as central to addressing both present and future community challenges.

Potential Future Focus Areas if Additional Resources Were Available

- Mental health supports.
- Seniors' housing and supported living options.
- Economic and financial resilience supports for families (e.g., financial literacy, cost-saving skills).
- Youth programming for pre-teens and teens.
- Supports for newcomers and new Canadians.
- Improved communication and visibility of FCSS's impact.
- Implementation of Social Needs Assessment recommendations.

Partner Organizations Survey Input Summary

Q1: From your knowledge, what are some of the most important services that FCSS provides to the community?

- Youth and senior programming are seen as key supports.
- Basic needs and practical assistance (school supplies, tax help, free faxing).
- Community engagement and volunteerism, including events and interagency meetings.
- Service navigation and support access for community members.
- Preventive, holistic role in strengthening community well-being.

Partners view FCSS as a central hub of preventive supports, blending practical services with programming that builds connection and resilience across age groups.

Q2: From your perspective, how would you describe the overall effectiveness of FCSS in supporting community well-being?

- Generally seen as effective, especially in filling service gaps and supporting youth/seniors.
- Valued and visible in the community, though some work happens behind the scenes.
- Opportunities to strengthen collaboration and resource pooling.
- Areas for growth in responsiveness to emerging needs and targeted programming.
- One critical view citing minimal engagement and collaboration.

Partners generally describe FCSS as effective and valued, but call for stronger collaboration, visibility, and responsiveness. This highlights FCSS's impact while underscoring opportunities for deeper partnership development.

Q3: In what ways does your organization currently interact or collaborate with FCSS?

- Funding support is highly valued by some organizations.
- Some excellent collaboration on programs and events (e.g., Christmas Bureau, Seniors Tea, community expos).
- Strong information sharing through Interagency meetings and resource distribution.
- Several partners report minimal or reduced collaboration or partnership attempts sometimes did not proceed or had low engagement.
- Strong desire for more reciprocal, intentional collaboration.

Partners describe mixed levels of collaboration ranging from strong program partnerships to minimal engagement. There is interest in deeper, more intentional collaboration and follow-through. The respondents indicated that this can be due to the fact that they are new organizations in the community and are learning the ropes for how they can partner with FCSS.

Q4: How well do you feel you understand the roles and responsibilities of FCSS?

- Some partners feel they understand FCSS's preventive focus and unique community role well.
- Others admit limited or unclear understanding, particularly for how FCSS operates Blackfalds as each FCSS across the province is unique.
- Experience level influences understanding; longer collaboration brings clarity.
- Need for clearer communication about specific roles and staff responsibilities.

Understanding ranges from strong to unclear. While the preventive mandate is recognized, partners are looking for greater clarity and visibility of roles to strengthen partnerships.

Q5: What challenges or gaps do you observe in FCSS's current service?

- Resource and capacity constraints due to large mandate and limited funding/staffing: could advocate for sustainable funding and expand partnerships.
- Centralization of services and transportation barriers limit access for some residents: could strengthen local delivery and partner to fill access gaps.
- Inconsistent communication and engagement: could enhance outreach and communication between organizations.
- Gaps in outreach to vulnerable/underserved groups (e.g., youth in crisis, culturally diverse populations): could expand targeted outreach and inclusion.
- Collaboration challenges including barriers to partnership and limited interagency impact: could redesign meetings and map services for stronger joint action.

- Specific gaps in youth supports (e.g., crisis help, leadership programs): could develop targeted programs and partnerships.

Partners highlight systemic challenges across the sector (funding, access, capacity) and opportunities to further increase collaboration, communication, and relationship building with new partners with dedicated time and effort.

Q6: Are there emerging issues or trends that you believe FCSS could begin to address more proactively?

- Financial and food insecurity as growing community concerns.
- Youth mental health needs requiring accessible, preventive supports.
- Increasing diversity points to a need for cultural inclusion and newcomer support.
- Safe spaces for youth (drop-in programs).
- Parent and family supports, including education and engagement.
- Homelessness identified as an emerging issue.
- Some uncertainty due to limited visibility into FCSS's current priorities.

Partners identify economic hardship, food insecurity, youth mental health, cultural inclusion, youth spaces, parent supports, and homelessness as key emerging issues. These trends emphasize the importance of proactive, partnership-driven approaches.

Q7: Is there anything else you'd like to share about your experiences or perspectives on FCSS?

- Recognition of FCSS's preventive work and contribution to well-being.
- Appreciation and positive experiences with FCSS staff.
- Curiosity about FCSS visibility and impact relative to funding with suggestions for further information sharing and measurable outcomes to increase understanding of FCSS.
- Partnership potential emphasized and openness to stronger collaboration.
- New and developing relationships with hope for future engagement.

Partners generally appreciate FCSS and its staff, valuing its preventive focus. At the same time, they highlight a desire for greater information, measurable outcomes, and stronger partnerships to increase visibility and impact.

Potential Future Focus Areas if Additional Resources Were Available

- Addressing funding and staffing capacity to match mandate.
- Improving clarity and communication about FCSS roles and responsibilities.
- Strengthening collaboration, mutual awareness, and follow-through with partners.
- Enhancing accessibility and addressing transportation barriers.
- Expanding outreach to underserved populations (youth in crisis, culturally diverse groups).
- Increasing supports for families and parents (education, engagement opportunities).
- Responding to financial insecurity, food insecurity, and homelessness.

MEETING DATE: September 15, 2025
PREPARED BY: Sawyer Hick, FCSS Manager
PRESENTED BY: Sawyer Hick, FCSS Manager
SUBJECT: **Housing Needs Assessment**

BACKGROUND

The Town of Blackfalds continues to experience barriers in relation to affordable and accessible seniors housing. As the town continues to demonstrate emerging growth trends within the 55+ demographic, the need for supportive, affordable housing for seniors is expected to grow. The Government of Alberta, through its Stronger Foundations strategy, encourages municipalities to complete a Housing Needs Assessment as the first step in identifying the unique needs of the community and to strengthen applications for provincial funding.

The 2020 Blackfalds Municipal Sustainability Plan lists pursuing strategies to increase seniors housing as a critical step number four. The 2022 Social Needs Assessment also identified affordable housing as a key priority, with an emphasis on focusing on the needs of seniors. Lastly, the 2024-2026 Mid-Term Strategic Plan has identified promoting housing diversity options as its strategic priority number one. Together, these documents underscore a consistent and growing recognition of the need to expand housing options, particularly for seniors, as a central component of Blackfalds' long-term planning and community well-being. However, we continue to see little movement within this area.

DISCUSSION

At the June 12, 2025, FCSS Board meeting, the topic of seniors housing was brought forward following a meeting with the Lacombe Foundation regarding the necessary steps needed for Blackfalds to obtain seniors housing. Lacombe Foundation indicated that the Alberta Government requires municipalities to complete a Housing Needs Assessment as the first step towards acquiring funding for seniors housing. A motion was made for this item to be brought forward to Council for administration to move forward with completing a Housing Needs Assessment for the community of Blackfalds.

FINANCIAL IMPLICATIONS

Approximately \$30,000 based on reports from municipalities with a similar population size.

ADMINISTRATIVE RECOMMENDATION


That Standing Committee of Council consider the following motion:

1. That Standing Committee of Council refer the Housing Needs Assessment back to Administration to bring forward for consideration during the upcoming budget deliberations.

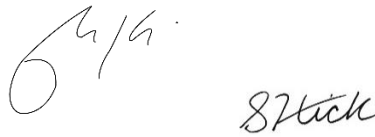
ATTACHMENTS

None

APPROVALS



Kim Isaak,
Chief Administrative Officer



Department Director/Author

MEETING DATE: September 15, 2025
PREPARED BY: Brad McKenzie, Information Governance Coordinator
PRESENTED BY: Justin de Bresser, Director of Corporate Services
SUBJECT: **Access to Information Bylaw**

BACKGROUND

The *Freedom of Information and Protection of Privacy Act* was officially repealed by the Government of Alberta on June 11, 2025. In its place, two new pieces of legislation have been proclaimed. The *Access to Information Act* and the *Protection of Privacy Act* are now the governing legislation in terms of access and privacy.

DISCUSSION

The intent of the Bylaw is to reaffirm the Chief Administrative Officer (“CAO”) as the head of the public body under the new Acts, to mandate the delegation of responsibility through Administrative Policy, and to guide and allow for the collection of fees in relation to services provided.

In accordance with Section 98(a) of the *Access to Information Act* (the “Act”), the Town must enact a bylaw which designates a person or group of persons as the head of the public body for the purposes of the Act. Furthermore, Section 87 provides for the formal delegation of duties and responsibilities under the Act. Under Section 96(1), the Town is authorized to collect fees for services as provided for in the Access to Information Act Regulation, AR 133/2025.

Repeal and replacement of Bylaw 1295.24 will ensure that the Town remains compliant while meeting the requirements of the new legislation.

FINANCIAL IMPLICATIONS

There are no financial implications related to this request.

ADMINISTRATIVE RECOMMENDATION

That Standing Committee of Council consider the following motion:

1. That Standing Committee of Council recommend to Council that the Access to Information Bylaw be brought forward to a future Council Meeting for consideration.

ALTERNATIVES

- a) That Standing Committee of Council recommends amendments to the Access to Information Bylaw.

ATTACHMENTS

- *Draft Access to Information Bylaw*

APPROVALS



Kim Isaak,
Chief Administrative Officer



Department Director/Author

BEING A BYLAW OF THE TOWN OF BLACKFALDS IN THE PROVINCE OF ALBERTA TO DESIGNATE THE HEAD OF THE PUBLIC BODY AND ESTABLISH FEES IN RELATION TO THE ACCESS TO INFORMATION ACT.

A Bylaw of the Town of Blackfalds, in the Province of Alberta, pursuant to the provisions of the *Municipal Government Act*, being Chapter M 26.1 of the Revised Statutes of Alberta, 2000 and amendments thereto, for the purpose of designating the Head of the public body and establishing fees in relation to the *Access to Information Act*, S.A. 2024, Chapter A-1.4.

WHEREAS, pursuant to Section 98 of the *Access to Information Act*, S.A. 2024, Chapter A-1.4 and amendments thereto, the Municipal Council of the Town of Blackfalds must designate a person or group of persons as the Head of the municipality for the purposes of the *Access to Information Act*, and

WHEREAS, pursuant to Section 87 of the *Access to Information Act*, S.A. 2024, Chapter A-1.4, the designated Head may delegate to any person any duty, power, or function of the Head, except the power to delegate, and

WHEREAS, in accordance with Section 187 of the *Municipal Government Act* and Section 96 of the *Access to Information Act* (the Act), Council may pass a Bylaw establishing fees to charge for services rendered under the Act,

NOW THEREFORE, the Municipal Council of the Town of Blackfalds, duly assembled hereby enacts:

PART 1 – TITLE

1.1 That this Bylaw shall be cited as the “**Access to Information Bylaw**”.

PART 2 – DEFINITIONS

- 2.1 In this Bylaw:
- (a) “**Act**” means the *Access to Information Act*.
 - (b) “**Administrative Policy**” means a policy that is written direction of the CAO that focuses on how the Town does business within its own operations.
 - (c) “**Applicant**” means an individual who makes a request to access information under Section 7 of the Act.
 - (d) “**CAO**” means the Chief Administrative Officer of the Town of Blackfalds, appointed by Council as per the *Municipal Government Act*.
 - (e) “**Council**” means the Council of the Town of Blackfalds elected pursuant to the *Local Authorities Election Act* of Alberta, as amended.
 - (f) “**Head**” means the CAO, who is responsible for the administration of the *Access to Information Act* at the Town of Blackfalds.
 - (g) “**Municipal Government Act (MGA)**” means the *Municipal Government Act*, RSA 2000, Chapter M-26 and amendments thereto.
 - (h) “**Municipality**” means the Town of Blackfalds and includes any board, committee, commission, panel, agency, or corporation that is created or governed by the Town of Blackfalds and all members or officers of which are appointed by the Town.
 - (i) “**Record**” means information recorded in any form, including books, documents, maps, drawings, photographs, letters, vouchers, papers, and any other information that is written, photographed, recorded, or stored in any manner, but does not include software or any mechanism that produces records.
 - (j) “**Town**” means the municipality of the Town of Blackfalds.

PART 3 – DESIGNATED HEAD

- 3.1 For the purposes of the *Access to Information Act*, the Chief Administrative Officer (CAO) is designated as the Head of the Municipality.

PART 4 - DELEGATION OF RESPONSIBILITIES

- 4.1 The Head will establish an Administrative Policy to assign duties and responsibilities under the Act.

PART 5 – FEES

- 5.1 Where an Applicant is required to pay a fee for services, the amount payable will be determined in accordance with the Access to Information Act Regulation, AR 133/2025.
- 5.2 Fees may be assessed for:
- 5.2.1 searching for, locating, and retrieving records,
 - 5.2.2 computer processing and programming,
 - 5.2.3 producing a copy of a record,
 - 5.2.4 preparing and handling a record for disclosure,
 - 5.2.5 shipping records to the Applicant, where applicable, and
 - 5.2.6 supervising the onsite examination of records by an Applicant.
- 5.3 The Act stipulates that, provided an Applicant pays the applicable fees as set out in this Bylaw (per Section 96 of the Act), they have a right to:
- 5.3.1 access a record in the custody or control of the Town,
 - 5.3.2 view a record in the custody or control of the Town,
 - 5.3.3 request copies of a record in the custody or control of the Town,
 - 5.3.4 request correction(s) to personal information maintained by the Town, and
 - 5.3.5 receive a copy of a record maintained by the Town in a reasonably available format.

PART 6 - REPEAL

- 6.1 That Bylaw 1295.24 is hereby repealed upon this Bylaw coming into effect.

PART 7 - DATE OF FORCE

- 7.1 That this Bylaw shall come into effect, upon the date on which it is finally read and passed.

READ for the first time this _____ day of _____, A.D. 20__.

(RES.)

MAYOR JAMIE HOOVER

CAO KIM ISAAK

READ for the second time this _____ day of _____, A.D. 20__.

(RES.)

MAYOR JAMIE HOOVER

CAO KIM ISAAK

READ for the third time this _____ day of _____, A.D. 20__.

(RES.)

MAYOR JAMIE HOOVER

CAO KIM ISAAK

DRAFT

MEETING DATE: September 15, 2025
PREPARED BY: Brad McKenzie, Information Governance Coordinator
PRESENTED BY: Justin de Bresser, Director of Corporate Services
SUBJECT: **Records & Information Management Bylaw**

BACKGROUND

The *Freedom of Information and Protection of Privacy Act (FOIP)* was officially repealed by the Government of Alberta on June 11, 2025. In its place, two new pieces of legislation have been proclaimed. The *Access to Information Act* and the *Protection of Privacy Act* are now the governing legislation in terms of access and privacy, and their influence must be reflected in records and information management practices.

DISCUSSION

The intent of the Bylaw is to update obsolete legislative citations and reaffirm the Chief Administrative Officer's authority and obligation for records and information management, as well as to mandate delegation of program responsibility through Administrative Policy.

Section 208(1)(b) of the *Municipal Government Act (MGA)* stipulates that the Chief Administrative Officer (CAO) must ensure that all bylaws, minutes of council meetings and other records and documents of the municipality are kept safe.

Section 209 of the MGA authorizes the CAO to delegate any of their powers, duties, or functions under the Act or under any other enactment or bylaw to a designated officer or employee of the municipality.

The Town of Blackfalds recognizes that official records, regardless of media format, hold fiscal, historical, legislative, and operational value. A comprehensive records and information management program is critical to preserve important information assets, support policy and decision-making, and guard against risks associated with inadvertent destruction.

Repeal and replacement of Bylaw 1296.24 will maintain the CAO's discretion in the delegation of program-related duties while ensuring that the Town remains compliant under the requirements of the new legislation.

FINANCIAL IMPLICATIONS

There are no financial implications related to this request.

ADMINISTRATIVE RECOMMENDATION

That Standing Committee of Council consider the following motion:

1. That Standing Committee of Council recommend to Council that the Records & Information Management Bylaw be brought forward to a future Council Meeting for consideration.

ALTERNATIVES

- a) That Standing Committee of Council recommends amendments to the Records & Information Management Bylaw.

ATTACHMENTS

- *Draft Records & Information Management Bylaw*

APPROVALS



Kim Isaak,
Chief Administrative Officer



Department Director/Author

BEING A BYLAW OF THE TOWN OF BLACKFALDS IN THE PROVINCE OF ALBERTA TO ESTABLISH AUTHORITY FOR THE SYSTEMATIC MANAGEMENT, RETENTION, AND DISPOSITION OF THE TOWN'S INFORMATION ASSETS.

A Bylaw of the Town of Blackfalds, in the Province of Alberta, pursuant to the provisions of the *Municipal Government Act*, being Chapter M 26.1 of the Revised Statutes of Alberta, 2000 and amendments thereto, for the purpose of establishing authority for the management, retention, and disposition of records and information in all media formats.

WHEREAS, pursuant to Section 214(2) of the *Municipal Government Act (MGA)*, RSA 2000, Council may pass a Bylaw respecting the destruction of records and documents of the Municipality, and

WHEREAS, pursuant to Section 208(1)(b) of the *Municipal Government Act (MGA)*, RSA 2000, Chapter M26 and amendments thereto, all Bylaws, minutes of Council meetings, and other records and documents of the Municipality must be kept safe, and

WHEREAS, pursuant to Section 10(1) of the *Protection of Privacy Act* and amendments thereto, the Head of a public body must protect personal information by making reasonable security arrangements against such risks as unauthorized access, use, disclosure, or destruction, and

WHEREAS, Section 3(e)(ii) of the *Access to Information Act* does not prohibit the transfer, storage, or destruction of any record in accordance with a Bylaw, resolution, or other legal instrument by which a local public body acts, and

WHEREAS, pursuant to Section 20 of the *Electronic Transactions Act*, RSA 2000, Chapter E5.5 and amendments thereto, if a public body has the power to create, collect, receive, use, transfer, disclose, distribute, publish, or otherwise deal with information and records, it has the power to do so electronically, and

WHEREAS, the Council of the Town of Blackfalds acknowledges that records and information management plays an integral role in effective public administration by supporting policy formation and managerial decision-making, as well as protecting the interests of the organization and the rights of third parties, the public, and employees, enabling the Town to meet legislative and regulatory requirements, and

WHEREAS, the Council of the Town of Blackfalds deems it necessary and appropriate that municipal records, consisting of both paper and/or electronic information, be managed, retained, and disposed of in accordance with federal and provincial legislation as well as industry best practice,

NOW THEREFORE, the Municipal Council of the Town of Blackfalds, duly assembled hereby enacts:

PART 1 – TITLE

- 1.1 That this Bylaw shall be cited as the “Records & Information Management Bylaw”.

PART 2 – DEFINITIONS

- 2.1 In this Bylaw:

- (a) **“Administrative Policy”** means a policy that is written direction of the CAO that focuses on how the Town does business within its own operations.
- (b) **“CAO”** means the Chief Administrative Officer of the Town of Blackfalds, appointed by Council as per the *Municipal Government Act*.
- (c) **“Disposition”** means the final activity for records that have met their full retention period. This may include destruction, transfer, or indefinite preservation.
- (d) **“Council”** means the Council of the Town of Blackfalds elected pursuant to the *Local Authorities Election Act* of Alberta, as amended.
- (e) **“Municipal Government Act (MGA)”** means the *Municipal Government Act*, RSA 2000, Chapter M-26 and amendments thereto.

- (f) “**Municipality**” means the Town of Blackfalds and includes any board, committee, commission, panel, agency, or corporation that is created or governed by the Town of Blackfalds and all members or officers of which are appointed by the Town.
- (g) “**Record**” means information recorded in any form, including books, documents, maps, drawings, photographs, letters, vouchers, papers, and any other information that is written, photographed, recorded, or stored in any manner but does not include software or any mechanism that produces records.
- (h) “**Town**” means the municipality of the Town of Blackfalds.

PART 3 – DESIGNATED AUTHORITY

- 3.1 The Chief Administrative Officer is designated the authority and responsibility to:
- 3.1.1 manage the retention, access, use, storage, security, and disposition of records and information in accordance with this Bylaw, the *Access to Information Act*, and any other federal or provincial laws, and
- 3.1.2 take any other measures required to implement, administer, apply, or enforce the provisions of this Bylaw.
- 3.2 The CAO is authorized to make decisions, establish, and enforce procedures deemed necessary for the effective management, retention, and disposition of the Town’s information assets.

PART 4 – DELEGATION OF RESPONSIBILITIES

- 4.1 In accordance with Section 209 of the *Municipal Government Act*, the CAO will establish an Administrative Policy to delegate responsibility for the records and information management program as required.

PART 5 - REPEAL

- 5.1 That Bylaw 1296.24 is hereby repealed upon this Bylaw coming into effect.

PART 6 - DATE OF FORCE

- 6.1 That this Bylaw shall come into effect, upon the date on which it is finally read and passed.

READ for the first time this _____ day of _____, A.D. 20__.

(RES.)

MAYOR JAMIE HOOVER

CAO KIM ISAAK

READ for the second time this _____ day of _____, A.D. 20__.

(RES.)

MAYOR JAMIE HOOVER

CAO KIM ISAAK

READ for the third time this _____ day of _____, A.D. 20__.

(RES. _____)

MAYOR JAMIE HOOVER

CAO KIM ISAAK

DRAFT

MEETING DATE: September 15, 2025

PREPARED BY: Justin de Bresser, Director of Corporate Services

PRESENTED BY: Justin de Bresser, Director of Corporate Services

SUBJECT: **Financial Reserves Policy**

BACKGROUND

The Town of Blackfalds recognizes the importance of establishing and maintaining financial reserves to ensure long-term fiscal sustainability, operational stability, and the ability to respond to unforeseen events. The Financial Reserves Policy outlines the framework for creating, managing, and utilizing reserve funds in alignment with municipal priorities and legislative requirements.

The Policy categorizes reserves into several types, including Stabilization and Contingency, Infrastructure Lifecycle Maintenance and Replacement, Specific Purpose, Developer Levy, and Restricted Reserves. Each reserve is defined by its purpose, funding source, usage, and optimal balance, ensuring transparency and accountability in financial planning.

DISCUSSION

The Policy mandates that the Chief Administrative Officer (CAO) prepare an annual reserve report for Council, detailing compliance with the Policy and providing insights into reserve balances, funding sources, and usage. The guiding principles emphasize Council approval for all reserve transactions and the integration of reserve planning into the annual budget process.

Key benefits of maintaining robust reserves include:

- Financial stability and flexibility.
- Funding for future capital projects and strategic initiatives.
- Mitigation of economic downturns or unexpected events.
- Continuity of essential services.
- Management of revenue and expenditure fluctuations.

The Policy also introduces a structured approach to interest allocation for interest-bearing reserves, ensuring that investment income is appropriately distributed based on average reserve balances.

FINANCIAL IMPLICATIONS

As part of the new Policy framework, Administration recommends consolidating several existing reserves into a more manageable number. Many of the current reserves lack clearly defined purposes or strategic direction. Appendix A outlines the proposed changes, including the current reserve names, their respective balances, and the suggested consolidated reserve categories. This consolidation aims to enhance clarity, improve financial oversight, and align reserve management with long-term planning objectives.

ADMINISTRATIVE RECOMMENDATION

That Standing Committee of Council consider the following motion:

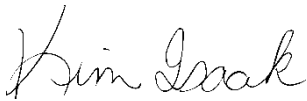
1. That Standing Committee of Council recommend to Council that Administration bring forward the Financial Reserves Policy to a future Regular Council Meeting for consideration.

ALTERNATIVES

- a) That Standing Committee of Council recommends amendments to the Financial Reserves Policy before being brought forward to a Regular Council Meeting for consideration.
- b) That Standing Committee of Council refer the Financial Reserves Policy to Administration for more information.

ATTACHMENTS

- *Financial Reserves Policy*
- *Appendix A – Transfer of funds*

APPROVALS

Kim Isaak,
Chief Administrative Officer



Department Director/Author

FINANCIAL RESERVES

POLICY NO	
DIVISION DEPARTMENT	Corporate Services
REVIEW PERIOD	Every 4 Years or Legislative Change

1. POLICY PURPOSE

- 1.1 To establish, maintain, and manage reserve funds that maintain and improve working capital requirements, support the long-term capital plan, and provide stabilization for fluctuations in operating and capital activities.

2. POLICY STATEMENT

- 2.1 Provide financial stability and flexibility in response to changing circumstances;
- 2.2 Fund future capital projects and strategic initiatives;
- 2.3 Mitigate the financial impact of economic downturns or unforeseen events;
- 2.4 Ensure the uninterrupted delivery of essential services; and
- 2.5 Manage fluctuations in revenues and expenditures over time.

3. DEFINITIONS

- 3.1 **“Average Reserve Balance”** means the average of the opening and closing reserve balance
- 3.2 **“Chief Administrative Officer”** means the individual appointed by Council to the position as per the *Municipal Government Act*.
- 3.3 **“Council”** means the Council of the Town of Blackfalds elected pursuant to the Local Authorities Election Act, of Alberta, as amended
- 3.4 **“Funding Source”** means to be sustainable, each reserve must identify a funding source, either from internal or external sources, including but not limited to:
 - 3.4.1 Transfer of approved budget contributions;
 - 3.4.2 Year-End Surpluses;
 - 3.4.3 Interest;
 - 3.4.4 Government Grants;
 - 3.4.5 Donations;
 - 3.4.6 Development levies;

3.4.7 Contributions from other reserves.

3.5 “**General Municipal Revenue**” means the Annual Property Taxes collected less requisitions

3.6 “**Interest Bearing**” means the annual investment income earned on the reserve balance. If a reserve is deemed ‘interest bearing’, any interest generated is to be retained in the reserve.

3.7 “**Town**” means the municipality of the Town of Blackfalds.

4. SCOPE

4.2 This Policy applies to all Town of Blackfalds Employees.

5. AUTHORITY AND RESPONSIBILITIES

5.2 Council to:

5.2.1 Adopt and support this Policy by resolution.

5.2.2 Consider the allocation of resources for the successful implementation of this Policy in the annual budget process.

5.2.3 Approval of creation and closure of reserves.

5.2.4 Approve expenditures from reserves and transfers between reserves.

5.2.5 Approve Year-end actual surpluses or deficits to be allocated to/from the related reserve.

5.3 Chief Administrative Officer to:

5.3.1 Ensure staff compliance with this Policy

5.3.2 Administration of the Town’s reserves by reviewing and recommending appropriate reserve usage, contribution, and optimal balances.

5.3.3 To report annually to Council on the state of the reserves as per this Policy.

6. POLICY

6.1 Reserve Categories

6.1.1 Stabilization and Contingency Reserves – A category of reserves established to provide uncommitted funds to stabilize the temporary impact of unforeseen, non-recurring emergent, one-time expenditures or losses of revenue, to ensure service levels, and to smooth future tax impacts.

6.1.2 Project Reserves – A category capturing the reserves that are established to fund operating and capital projects,

Life. Infrastructure Lifecycle Maintenance and Replacement Reserves - A reserve category capturing the reserves that are established to fund expenditures for the repair, lifecycle replacement or upgrade of Town infrastructure, equipment, or vehicles. Also, reserves are established to provide funds to assist in meeting future requirements for the expansion, replacement, refurbishment and maintenance of utility assets or infrastructure, as well as for operating and capital projects required to meet customer service delivery objectives.

- 6.1.3 Specific Purpose Reserves – A reserve category capturing other reserves that have a specific purpose, which is outlined in the reserve’s description.
- 6.1.4 Restricted Reserves – A reserve category capturing reserve funds where allowable uses are established by an authority other than the Town, fall under legislative requirements, or are restricted by an agreement with an outside third party.
- 6.1.5 Offsite Development Levy Reserve – A reserve category capturing the reserves established to hold developer levies collected through developer agreements to fund new assets/infrastructure required due to the growth of the Town without placing an undue burden on existing Town resources.

6.2 Guiding Principles

- 6.2.1 All reserve transactions shall be approved by Council prior to the transaction occurring. Funding to and from the reserve will be approved through Council via:
 - 6.2.1.1 Existing municipal policies;
 - 6.2.1.2 The annual budget process;
 - 6.2.1.3 The year end reserve request and approval process;
 - 6.2.1.4 The approved reserve description; or
 - 6.2.1.5 Council resolution
- 6.2.2 Reserve Reports should be prepared annually and contain the following
 - 6.2.2.1 Reserve name;
 - 6.2.2.2 Reserve category;
 - 6.2.2.3 Overall purpose of the reserve
 - 6.2.2.4 Source(s) of funding
 - 6.2.2.5 Specific use of funds;
 - 6.2.2.6 Optimal balance formula, if applicable

6.2.2.7 Duration of the reserve; and

6.2.2.8 Whether or not the reserve is Interest Bearing.

6.2.3 Reserves shall be funded by either internal or external sources as defined in the reserve report

6.2.4 Where appropriate, each reserve shall be supported by a multi-year projection for receipt and disbursement of funds. These projections shall be updated annually as part of the budget process

6.2.5 Interest Bearing reserves, as indicated in the reserve report, are allocated a portion of the Town's annual investment income based on the interest earned
 $\text{Interest Allocation} = \text{Average Reserve Balance} \times \text{Return on Investment}$.

6.2.6 If a reserve is deemed Interest Bearing, interest is applied to the respective reserve; otherwise, interest is applied to operations.

7. EXCLUSIONS

None

8. SPECIAL SITUATIONS

None

9. RELATED DOCUMENTS

9.1 Current Off-Site Levy Bylaw

10. END OF POLICY

Mayor

Chief Administrative Officer

Date

Date

POLICY RECORD HISTORY

	Resolution No:	Date
Policy Adopted		
Policy Reviewed		
Policy Revised		

ADMINISTRATIVE REVISIONS

Date	Description

SCHEDULE A – RESERVES

Internally Restricted Reserves

Stabilization & Contingency	General Operating Reserve
	Police Operating Reserve
Infrastructure, Lifecycle Maintenance & Replacement	Abbey Centre Reserve
	Arena Sponsorship Reserve
	Fleet & Mobile Equipment Reserve
	General Capital Reserve
	Recreation Contributions Reserve
	Solid Waste Reserve
	Wastewater System Reserve
Specific Purpose	Water System Reserve
	Capital Roll-Over Reserve
	Dillon Stork Award Reserve
	Land Reserve
	Fire Building Reserve

Externally Restricted Reserves

Developer Levy Reserves	Offsite Levy Reserve – Storm Water
	Offsite Levy Reserve - Transportation
	Offsite Levy Reserve - Water
	Offsite Levy Reserve – Wastewater
Restricted Reserve	Municipal Land Reserve

SCHEDULE B – RESERVES DESCRIPTION

Reserve Name	General Operating Reserve
Reserve Category	Stabilization and Contingency Reserve
Purpose	A contingency fund for emergent, non-recurring, one-time expenditures or loss of revenue that will not be built into the operating budget in future years. To also provide funds to smooth future property tax increases during periods of high inflation, revenue, or expense volatility, and to stabilize fluctuations in operating activities
Source of Funding	1) Allocation of annual operating budget surplus 2) If deemed appropriate, annual contribution from operations 3) Other sources as approved by Council
Use of Funds	These funds are not Committed and can be used to protect the Town against any unforeseen costs that will cause the Town to incur an operating deficit. Funds will also be used to stabilize unbudgeted impacts caused by unanticipated events. Examples are losses incurred due to increased emergency response costs, unforeseen climatic events, revenue declines, special non-capital projects, or other items that would result in an overall deficit.
Optimal Balance	6% of General Municipal Revenue
Duration	Ongoing
Interest Bearing	No

Reserve Name	Police Operating Reserve
Reserve Category	Stabilization and Contingency Reserve
Purpose	A contingency fund to address variances in the utilization of RCMP officers
Source of Funding	Yearly allocation from operational savings derived from unspent RCMP contract funds.
Use of Funds	These funds are unallocated and may be utilized to cover any contract overruns related to the RCMP positions approved by Council
Optimal Balance	2 x the average RCMP Officer's total compensation
Duration	Ongoing
Interest Bearing	No

Reserve Name	Abbey Centre Reserve
Reserve Category	Infrastructure, Lifecycle Maintenance, and Replacement Reserves
Purpose	To fund the replacement of equipment and building maintenance at the Abbey Centre
Source of Funding	<ol style="list-style-type: none"> 1) Abbey Centre Sponsorship Contracts 2) Other sources as approved by Council 3) If deemed appropriate, annual contributions from operations.
Use of Funds	This Reserve will be used to fund expenditures relating to the specific projects as originally presented to Council or approved through budget.
Optimal Balance	Annual 10-year rolling average of Capital Plan Funding Requirements.
Duration	Ongoing
Interest Bearing	No

Reserve Name	Arena Sponsorship Reserve
Reserve Category	Infrastructure, Lifecycle Maintenance, and Replacement Reserves
Purpose	To fund the replacement of equipment and building maintenance at the Town's Arenas
Source of Funding	1) Arena Naming Rights Contracts 2) Other sources as approved by Council 3) If deemed appropriate, annual contributions from operations.
Use of Funds	This Reserve will be used to fund expenditures relating to the specific projects as originally presented to Council or approved through budget
Optimal Balance	Annual 10-year rolling average of Capital Plan Funding Requirements.
Duration	Ongoing
Interest Bearing	No

Reserve Name	Fleet & Mobile Equipment Reserve
Reserve Category	Infrastructure, Lifecycle Maintenance, and Replacement Reserves
Purpose	To fund the replacement of municipal vehicles and equipment included in the Town's fleet
Source of Funding	1) Annual contribution from operations 2) Proceeds from the sale of fleet vehicles and equipment
Use of Funds	To replace municipal vehicles and equipment included in the Town's replacement schedule and to offset any fleet operating lease payments.
Optimal Balance	Annual 10-year rolling average of Capital Plan Funding Requirements.
Duration	Ongoing
Interest Bearing	No

Reserve Name	General Capital Reserve
Reserve Category	Infrastructure, Lifecycle Maintenance, and Replacement Reserves
Purpose	To fund operating and capital multi-year projects that will be undertaken in the future, to build funding for non-annual programs, and to assist in meeting future funding requirements for projects.
Source of Funding	1) Annual budget transfers as approved by Council 2) Allocation of Year-End Operating Surplus 3) Proceeds from sale of disposed assets 4) Other sources as approved by Council. 5) If deemed appropriate, additional annual contribution from operations
Use of Funds	This Reserve will be used to fund expenditures relating to the specific projects as originally presented to Council or approved through budget.
Optimal Balance	Not Applicable
Duration	Ongoing
Interest Bearing	No

Reserve Name	Recreation Contribution Reserve
Reserve Category	Infrastructure, Lifecycle Maintenance, and Replacement Reserves
Purpose	To fund the replacement and maintenance of the Recreation facilities throughout the Town.
Source of Funding	1) Contributions from Development agreements 2) Other sources as approved by Council.
Use of Funds	Replacement of the Town's recreational infrastructure and associated equipment in alignment with the long-term capital plan
Optimal Balance	Not Applicable
Duration	Ongoing
Interest Bearing	No

Reserve Name	Solid Waste Reserve
Reserve Category	Infrastructure, Lifecycle Maintenance, and Replacement Reserves
Purpose	To provide funding for the expansion, replacement of Solid Waste equipment and facilities
Source of Funding	1) Annual contributions from the Solid Waste operating budget 2) Allocation of the annual Solid Waste operating budget surplus 3) Other sources as approved by Council
Use of Funds	Replacement of the Town's Solid Waste infrastructure and related equipment based on the long-term capital plan.
Optimal Balance	Average of 10 Year Capital Plan Funding Requirements.
Duration	Ongoing
Interest Bearing	Yes

Reserve Name	Wastewater System Reserve
Reserve Category	Infrastructure, Lifecycle Maintenance, and Replacement Reserves
Purpose	To provide funding for the expansion, replacement, refurbishment, and maintenance of the Town's wastewater infrastructure, or to fund studies required for future planning purposes.
Source of Funding	1) Annual contributions from the wastewater utility operating budget 2) Allocation of the annual wastewater utility operating budget surplus 3) Other sources as approved by Council
Use of Funds	Replacement of the Town's utility infrastructure and related equipment based on the long-term capital plan. Including but not limited to wastewater collection and transmission systems.
Optimal Balance	Average of 10-year Capital Plan Funding Requirements.
Duration	Ongoing
Interest Bearing	Yes

Reserve Name	Water System Reserve
Reserve Category	Infrastructure, Lifecycle Maintenance and Replacement Reserves
Purpose	To provide funding for the expansion, replacement, refurbishment, and maintenance of the Town's water infrastructure or to fund studies required for future planning purposes.
Source of Funding	1) Annual contributions from the water utility operating budget 2) Allocation of the annual water utility operating budget surplus 3) Other sources as approved by Council
Use of Funds	Replacement of the Town's utility infrastructure and related equipment based on the long-term capital plan. Including but not limited to water transmission and distribution systems.
Optimal Balance	Annual average of 10-year Capital Plan Funding Requirements.
Duration	Ongoing
Interest Bearing	Yes

Reserve Name	Capital Roll-Over Reserve
Reserve Category	Specific Purpose
Purpose	A fund to ensure funding is available for projects not completed within the year.
Source of Funding	Annual contribution of unspent Council-approved funding for projects that were not completed within the calendar year.
Use of Funds	The funds can only be used on Council-approved projects. Any unspent funds will be returned to the originating reserve.
Optimal Balance	100% of the unspent approved budget.
Duration	Ongoing
Interest Bearing	No

Reserve Name	Dillon Stork Youth Ambassador Award Reserve
Reserve Category	Specific Purpose
Purpose	To hold funds received to facilitate the yearly Dillon Stork Youth Ambassador Award. The award is to recognize a youth individual or group who has contributed to their community and been an ambassador for the community.
Source of Funding	One-time funding from a donation
Use of Funds	These funds are distributed through an application process managed by Family and Community Support Services, and are granted based on an evaluation of the submitted application.
Optimal Balance	Not applicable
Duration	Until the balance reached zero
Interest Bearing	No

Reserve Name	Land Reserve
Reserve Category	Specific Purpose Reserve
Purpose	To fund land acquisition and maintenance of land classified under the Land Available for Resale Inventory.
Source of Funding	1) Proceeds from the sale of Land 2) Other sources as approved by Council.
Use of Funds	1) Future purchase of land 2) Servicing Cost 3) Cost associated with the purchase or disposal of Land. 4) Engineering or planning studies are required for the preparation of land for resale or improvement.
Optimal Balance	Not Applicable
Duration	Ongoing
Interest Bearing	No

Reserve Name	Fire Building Reserve
Reserve Category	Specific Purpose
Purpose	To hold funds received from the County of Lacombe related to the sale of equity in the fire hall
Source of Funding	1) Proceeds from the sale of the Fire Hall
Use of Funds	Funds will be held until the agreement is complete.
Optimal Balance	The amount stipulated in the Fire Services Agreement
Duration	Ongoing
Interest Bearing	No

Reserve Name	Offsite Levy Reserve - Stormwater
Reserve Category	Developer Levy Reserve
Purpose	To assist with financing the Town's infrastructure related to growth and development
Source of Funding	1) Developer levies, which are collected through a developer agreement that establishes levy payments and specific projects to be completed.
Use of Funds	For future expansions of the Town's stormwater infrastructure network,
Optimal Balance	Not Applicable – Development contributions are on a uniform per-hectare basis. The balance could be in a negative state if the Town frontends development.
Duration	Ongoing
Interest Bearing	Yes

Reserve Name	Offsite Levy Reserve - Transportation
Reserve Category	Developer Levy Reserve
Purpose	To assist with financing the Town's infrastructure related to growth and development.
Source of Funding	1) Developer levies, which are collected through a developer agreement that establishes levy payments and specific projects to be completed.
Use of Funds	For future expansions of the Town's Transportation network.
Optimal Balance	Not Applicable – Development contributions are on a uniform per-hectare basis. The balance could be in a negative state if the Town frontends development.
Duration	Ongoing
Interest Bearing	Yes

Reserve Name	Offsite Levy Reserve - Water
Reserve Category	Developer Levy Reserve
Purpose	To assist with financing the Town's infrastructure related to growth and development.
Source of Funding	1) Developer levies, which are collected through a developer agreement that establishes levy payments and specific projects to be completed.
Use of Funds	For future expansions of the Town's Water System network.
Optimal Balance	Not Applicable – Development contributions are on a uniform per-hectare basis. The balance could be in a negative state if the Town frontends development.
Duration	Ongoing
Interest Bearing	Yes

Reserve Name	Offsite Levy Reserve - Wastewater
Reserve Category	Developer Levy Reserve
Purpose	To assist with financing the Town's infrastructure related to growth and development.
Source of Funding	1) Developer levies, which are collected through a developer agreement that establishes levy payments and specific projects to be completed.
Use of Funds	For future expansions of the Town's Wastewater System network.
Optimal Balance	Not Applicable – Development contributions are on a uniform per-hectare basis. The balance could be in a negative state if the Town frontends development.
Duration	Ongoing
Interest Bearing	Yes

Reserve Name	Municipal Land Reserve
Reserve Category	Restricted Reserve
Purpose	To hold funds received by developers in place of required municipal land dedications (municipal reserve land, school reserve land) the interest earned on that money as per Municipal Government Act
Source of Funding	1) Developer payments in lieu of providing municipal reserve land 2) Sale proceeds from the disposal of any municipal or school reserve land
Use of Funds	May only be used for purposes referred to in the MGA; a public park, a public recreation area, school board purposes, and separate areas of land that are used for different purposes.
Optimal Balance	Not Applicable
Duration	Ongoing
Interest Bearing	Yes

Appendix A - Reserve Transfer Summary

Reserve Name	Account Type	GL Account #	Adjustment Amount	Consolidate To
Affordable Housing Allowance	Operating	4-00-03-710	\$-7,500.00	General Operating
Fire	Operating	4-23-00-710	\$-36,813.58	General Operating
Disaster	Operating	4-24-00-710	\$-311,300.00	General Operating
Streets	Operating	4-32-00-710	\$-12,067.98	General Operating
Water	Operating	4-41-00-710	\$-105,070.80	Water Capital
Sewer	Operating	4-42-00-710	\$-55,563.97	Waste Water Capital
Garbage	Operating	4-43-00-710	\$-63,858.50	Solid Waste Capital
Environment	Operating	4-49-00-710	\$-75,000.00	General Operating
FCSS	Operating	4-51-00-710	\$-8,900.00	General Operating
Cemetery	Operating	4-56-00-710	\$-450.00	General Operating
Downtown Revitalization Incentive	Operating	4-69-01-710	\$-8,000.00	General Operating
IT Capital	Capital	4-12-09-760	\$-102,454.89	General Capital
Civic Centre	Capital	4-12-20-760	\$-86,458.01	General Capital
Police	Capital	4-21-00-760	\$-109,200.00	General Capital
Fire	Capital	4-23-00-760	\$-48,113.51	General Capital
Streets	Capital	4-32-00-760	\$-559,776.83	General Capital
Signalization	Capital	4-32-01-770	\$-701,571.69	Rollover
Transit	Capital	4-34-00-760	\$-270,830.60	Fleet & Equipment
Storm Sewer	Capital	4-37-00-760	\$-153,018.89	General Capital
P&D Survey	Capital	4-61-00-770	\$-39,691.74	General Operating
Parks	Capital	4-72-04-760	\$-387,463.67	General Capital
Rink	Capital	4-72-06-760	\$-20,552.38	General Capital
Arena	Capital	4-72-07-760	\$-190,060.63	General Capital
Hall	Capital	4-72-08-760	\$-49,947.76	General Capital
All-Star Park	Capital	4-72-09-760	\$-12,125.40	General Capital
Comm Serv Shop	Capital	4-72-12-760	\$-9,000.00	General Capital
Parks & Rec	Capital	4-72-91-780	\$195,567.31	Rec Contributions - Parks and Facilities
			\$-3,229,223.51	