
1. **WELCOME AND 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 AGENDAS**

- 3.1 Regular Agenda for January 23, 2024
3.2 Consent Agenda for January 23, 2024
- a) **Declaration of No Interest** (*conflict of duty and interest, pecuniary or other*)
 - b) **Adoption of Minutes**
 - o Minutes from the Regular Council Meeting on January 9, 2024
 - o Minutes from the Standing Committee of Council on January 15, 2024
 - c) **Council Reports**
 - o Mayor Hoover
 - o Deputy Mayor Dennis
 - o Councillor Sands
 - o Councillor Coulter
 - o Councillor Appel
 - o Councillor Svab
 - d) **Administrative Reports**
 - o Report for Council, CAO Report - January 2024
 - e) **Boards, Committee and Commission Minutes and/or Reports**
 - o Municipal Emergency Management Committee Meeting Minutes - March 1, 2023 (*corrected*)
 - o Blackfalds & District Family & Community Support Services Board Meeting Minutes -December 14, 2023
 - f) **Information**
 - o City of Lacombe Council Highlights - January 8, 2024
 - o Lacombe County Council Highlights - January 11, 2024
 - o Special Events Permit, SuperKids Triathlon - July 6, 2024
 - o Neuron Mobility - Blackfalds 2023 Season Review
 - o Blackfalds Public Library Programming Report - December 2023
 - g) **Correspondence**

None

4. **DELEGATION**

- 4.1 Beyond Food Community Hub / Blackfalds Food Bank Society, *Shane Hanson*

5. **PUBLIC HEARING**

None

6. **BUSINESS**

- 6.1 Request for Decision, Bylaw 1297.24 - Schedule "B" 2024 Water and Wastewater Rates (*Second and Third Reading*)
6.2 Request for Decision, Bylaw 1298.24 - Schedule "A" 2024 Solid Waste Rates (*Second and Third Reading*)
6.3 Request for Decision, Council Policy CP-174.23 - Procurement
6.4 Request for Decision, Council Policy CP-177.24 - Organizational Structure
6.5 Request for Decision, Council Policy CP-178.24 - Human Resources Framework
6.6 Request for Decision, 2024-2026 Mid-Term Strategic Plan

7. **NOTICES OF MOTION**

None

8. **CONFIDENTIAL**

- 8.1 Redistricting Policy - FOIP 24(1) Advice From Officials
8.2 CAO Evaluation - FOIP 19(1) Confidential Evaluations
8.3 Code of Conduct - FOIP 24(1) Advice From Officials

9. **ADJOURNMENT**

Future Meetings/Events:

- Regular Council Meeting – February 13, 2024
- Regular Council Meeting – February 27, 2024

MINUTES

A Regular Council Meeting for the Town of Blackfalds was held on January 9, 2024, at 5018 Waghorn Street in Council Chambers, commencing at 7:00 p.m.

MEMBERS PRESENT

Mayor Jamie Hoover
Deputy Mayor Brenda Dennis
Councillor Jim Sands
Councillor Edna Coulter
Councillor Rebecca Stendie
Councillor Marina Appel
Councillor Laura Svab (*virtual*)

ATTENDING

Kim Isaak, Chief Administrative Officer
Justin de Bresser, Director of Corporate Services
Preston Weran, Director of Infrastructure and Property Services
Rick Kreklewich, Director of Community Services
Jolene Tejkl, Planning & Development Manager
Marco Jadie, IT Tech
Danielle Nealon, Executive & Legislative Coordinator

REGRETS

Ken Morrison, Director of Emergency Management and Protective Services

MEDIA

None

OTHERS PRESENT

None

WELCOME AND CALL TO ORDER

Mayor Hoover welcomed everyone to the January 9, 2024, Regular Council Meeting, called the meeting to order at 7:00 p.m. and indicated that Councillor Svab is joining virtually.

TREATY SIX LAND ACKNOWLEDGEMENT

A Land Acknowledgement was read to recognize that the Town of Blackfalds is on Treaty Six Territory.

ADOPTION OF AGENDAS

001/24 Councillor Coulter moved That Council adopt the Regular Agenda for January 9, 2024, as presented.

CARRIED UNANIMOUSLY

002/24 Councillor Appel moved That Council adopt the Consent Agenda for January 9, 2024, as presented, containing:

- **Declaration of No Interest** (*conflict of duty and interest, pecuniary or other*)
- **Adoption of Minutes**
 - Minutes from the Regular Council Meeting on December 12, 2023
- **Council Reports**
None
- **Administrative Reports**
 - Report for Council, Enforcement and Protective Services Monthly Report - December 2023

MINUTES

- Report for Council, Development & Building Monthly Report - December 2023
- Report for Council, BOLT KPI Monthly Report - December 2023
- Report for Council, 2024 Blackfalds Community Events
- **Boards, Committee and Commission Minutes and/or Reports**
None
- **Information**
 - City of Lacombe Council Highlights - December 11, 2023
 - Lacombe County Council Highlights - December 14, 2023
 - Blackfalds Seniors Club Thank You Certificate
 - Battle River Watershed Alliance Invite to Building Resiliency to Multi-Year Drought in Alberta - January 26, 2024
- **Correspondence**
 - Letter from the Minister of Health, Adriana LaGrange - December 18, 2023
 - Letter from Deputy Commissioner Zablocki - December 27, 2023

CARRIED UNANIMOUSLY**DELEGATION**

None

PUBLIC HEARING**Bylaw 1290.23 - Land Use Bylaw, Use Amendments**

Mayor Hoover declared the Public Hearing open at 7:03 p.m. for Bylaw 1290.23.

The purpose of Bylaw 1290.23 is to amend Land Use Bylaw 1268.22 to include Recreational Vehicle Storage as a use in the Industrial Light District (I-1) and Industrial Heavy District (I-2); include a Similar Use definition; and site exceptions in the Public Facility District (PF) to allow for Health Services at 5016 Waghorn Street (former FCSS Building) and Health Services and Restaurant at 5302 Broadway Avenue (Eagle Builders Centre).

Notice of this Public Hearing was advertised in accordance with Section 606 of the *Municipal Government Act* and the Public Notification Bylaw:

- On the bulletin board in the Town's Civic Centre, upstairs outside of Council Chambers;
- A hard copy of the proposed Bylaw 1290.23 was available for viewing at the Town's Civic Centre Front Counter (upstairs);
- December edition of "Talk of the Town";
- On the Planning & Development webpage of the Town's website commencing December 5, 2023;
- Via email to local authorities and agencies on December 7, 2023;
- All owners of land that is designated Industrial Light District (I1) and Industrial Heavy District (I2) were notified via letters mailed out on December 8, 2023;
- Landowners adjacent to 5016 Waghorn Street (former FCSS Building) and 5302 Broadway Avenue (Eagle Builders Centre) were notified via letters mailed out on December 8, 2023;
- Via email to the Municipal Planning Commission on December 14, 2023;
- In the December 28, 2023, and January 4, 2024, editions of the Lacombe Express; and
- On the Town's social media channels in the weeks leading up to the Public Hearing.

The following written comments have been received to date:

- December 11, 2023, submission from Alberta Transportation
- December 15, 2023, submission from Lacombe County

Those in Favour of the Bylaw
(None came forward)

MINUTES

Those Opposed to the Bylaw

A local food services business owner operating at the Eagle Builders Centre indicated he is not in favour of the portion of the Bylaw that would allow for a restaurant as a discretionary use at the Eagle Builders Centre and indicated he felt the discretionary use was inappropriate for the location.

Any Person Deemed to be Affected by the Bylaw Who Wishes to be Heard
(None came forward for or against the Bylaw)

Mayor Hoover declared the Public Hearing for Bylaw 1290.23 closed at 7:17 p.m.

003/24 Councillor Sands moved to adjourn the Public Hearing for Bylaw 1290.23 at 7:17 p.m.

BUSINESS

Request for Decision, Bylaw 1290.23 - Land Use Bylaw, Use Amendments

Following closing the Public Hearing for Bylaw 1290.23, Manager Tejkl brought forward Bylaw 1290 - Land Use Bylaw, Use Amendments for Council's consideration of Second and Third and Final Reading.

004/24 Councillor Sands moved That Council give Second Reading to Bylaw 1290.23 - Land Use Bylaw, Use Amendments, as amended by removing Amendment 2.5 from the Bylaw.

CARRIED UNANIMOUSLY

005/24 Councillor Stendie moved That Council give Third and Final Reading to Bylaw 1290.23 - Land Use Bylaw, Use Amendments, as amended by removing Amendment 2.5 from the Bylaw.

CARRIED UNANIMOUSLY

Request for Decision, Bylaw 1297.24 - Schedule "B" 2024 Water and Wastewater Rates

Director Weran brought forward for Council's consideration, First Reading to Bylaw 1297.24, a bylaw to amend Schedule "B" of the Utility Bylaw.

006/24 Councillor Coulter moved That Council give First Reading to Bylaw 1297.24 – Schedule "B" 2024 Water and Wastewater Rate, a bylaw to amend Schedule "B" of Bylaw 1250.20.

CARRIED UNANIMOUSLY

Request for Decision, Bylaw 1298.24 – Schedule "A" 2024 Solid Waste Rates

Director Weran recommended Bylaw 1298.24 for First Reading, a bylaw to amend Schedule "A" of the Solid Waste Management Bylaw.

007/24 Councillor Sands moved That Council give First Reading to Bylaw 1298.24 - Schedule "A" 2024 Solid Waste Rates, a bylaw to amend Schedule "A" of Bylaw 1167/13.

CARRIED UNANIMOUSLY

Request for Decision, Request from the Province Regarding Drought Management

CAO Isaak brought forward a request from the province regarding drought management plans and recommended a report be brought forward to the Standing Committee of Council outlining the drought management efforts that the Town has in place.

MINUTES

008/24 Councillor Stendie moved That Council direct Administration to bring forward a report to the March 18, 2024, Standing Committee of Council on the drought management efforts that have been undertaken in relation to the items outlined in the letter from the Minister of Environment and Protected Areas.

CARRIED UNANIMOUSLY

RECESS

Mayor Hoover called for a five-minute recess at 7:57 p.m.

REGULAR COUNCIL MEETING RETURNED TO ORDER

Mayor Hoover called the Regular Council Meeting back to order at 8:02 p.m.

CONFIDENTIAL

- **Disposition of Municipal Land - FOIP 24(1) Advice From Officials**
- **Development Policy - FOIP 24(1) Advice From Officials**
- **Code of Conduct - FOIP 24 (1) Advice From Officials**

009/24 Councillor Sands moved That Council move to a closed session commencing at 8:03 p.m. in accordance with Section 197(2) of the *Municipal Government Act* to discuss matters exempt from disclosure under Section 24 of the *Freedom of Information and Protection of Privacy Act*.

CARRIED UNANIMOUSLY

Closed Session Attendance: Mayor Jamie Hoover, Deputy Mayor Brenda Dennis, Councillor Jim Sands, Councillor Edna Coulter, Councillor Rebecca Stendie, Councillor Marina Appel, Councillor Laura Svab (virtual), CAO Kim Isaak, Director Justin de Bresser, Director Preston Weran and Manager Jolene Tejkl.

010/24 Councillor Appel moved That Council move to come out of the closed session at 8:52 p.m.

CARRIED UNANIMOUSLY

REGULAR COUNCIL MEETING RETURNED TO ORDER

Mayor Hoover called the Regular Council Meeting back to order at 8:52 p.m.

Regular Council Meeting Attendance: Mayor Jamie Hoover, Deputy Mayor Brenda Dennis, Councillor Jim Sands, Councillor Edna Coulter, Councillor Rebecca Stendie, Councillor Marina Appel, Councillor Laura Svab (virtual) and CAO Kim Isaak.

011/24 Councillor Coulter moved That Council approve the Chief Administrative Officer to execute the agreement to sell the lands located at 4405 South Street for \$651,000 to Laebon Developments.

CARRIED UNANIMOUSLY

DEPARTURE

Councillor Stendie left the meeting at 8:53 p.m.

- **Code of Conduct - FOIP 24 (1) Advice From Officials**

012/24 Councillor Sands moved That Council move to a closed session commencing at 8:57 p.m. in accordance with Section 197(2) of the *Municipal Government Act* to discuss matters exempt from disclosure under Section 24 of the *Freedom of Information and Protection of Privacy Act*.

CARRIED UNANIMOUSLY

Closed Session Attendance: Mayor Jamie Hoover, Deputy Mayor Brenda Dennis, Councillor Jim Sands, Councillor Edna Coulter, Councillor Marina Appel, Councillor Laura Svab (virtual) and CAO Kim Isaak.

MINUTES

013/24 Councillor Sands moved That Council move to come out of the closed session at 9:15 p.m.

CARRIED UNANIMOUSLY

REGULAR COUNCIL MEETING RETURNED TO ORDER

Mayor Hoover called the Regular Council Meeting back to order at 9:15 p.m.

Regular Council Meeting Attendance: *Mayor Jamie Hoover, Deputy Mayor Brenda Dennis, Councillor Jim Sands, Councillor Edna Coulter, Councillor Marina Appel, Councillor Laura Svab (virtual) and CAO Kim Isaak.*

014/24 Deputy Mayor Dennis moved That Council proceed as discussed in camera.

CARRIED

Opposed: Councillor Appel

ADJOURNMENT

Mayor Hoover adjourned the Regular Council Meeting at 9:16 p.m.

Jamie Hoover, Mayor

Kim Isaak, CAO

MINUTES

A Standing Committee of Council Meeting for the Town of Blackfalds was held on Monday, January 15, 2024, at 5018 Waghorn Street in Council Chambers, commencing at 7:00 p.m.

MEMBERS PRESENT

Mayor Jamie Hoover
Deputy Mayor Brenda Dennis
Councillor Jim Sands
Councillor Edna Coulter
Councillor Rebecca Stendie
Councillor Marina Appel
Councillor Laura Svab

ATTENDING

Kim Isaak, Chief Administrative Officer
Justin de Bresser, Director of Corporate Services
Rick Kreklewich, Director of Community Services
Ken Morrison, Director of Emergency Management and Protective Services
Cory Babey, Information Technology Manager
Danielle Nealon, Executive & Legislative Coordinator

REGRETS

Preston Weran, Director of Infrastructure and Property Services

MEDIA

None

OTHERS PRESENT

Tim De Ruyck - Wolf Creek Public Schools
Ed Coles - Wolf Creek Public Schools

WELCOME AND CALL TO ORDER

Deputy Mayor Dennis welcomed everyone to the Standing Committee of Council Meeting of January 15, 2024, and called the meeting to order at 7:00 p.m.

001/24

Councillor Coulter moved That Standing Committee of Council receive the Agenda for January 15, 2024, as presented, for information.

CARRIED UNANIMOUSLY

TREATY SIX LAND ACKNOWLEDGEMENT

A Land Acknowledgement was read to recognize that the Town of Blackfalds is on Treaty Six Territory.

PRESENTATIONS**Update on Iron Ridge Secondary Campus, Tim De Ruyck and Ed Coles**

Tim De Ruyck and Ed Coles provided a brief overview and update to Council on progress of the campus construction.

BUSINESS**Request for Direction, Council Policy - Procurement**

Director de Bresser presented the Procurement Council Policy for Standing Committee of Council's review and direction.

002/24

Mayor Hoover moved That Standing Committee of Council recommends bringing forward Council Policy - Procurement to the January 23, 2024, Regular Meeting of Council for consideration.

CARRIED UNANIMOUSLY

Request for Direction, Council Policy - Organizational Structure

CAO Isaak introduced the Organizational Structure Council Policy for Standing Committee of Council's direction.

- 003/24** Councillor Svab moved That Standing Committee of Council recommends bringing forward Council Policy - Organizational Structure to the January 23, 2024, Regular Meeting of Council for consideration.

CARRIED UNANIMOUSLY

Request for Direction, Council Policy – Human Resources Framework

CAO Isaak brought forward the Council Policy for Human Resources Framework for review and direction.

- 004/24** Councillor Sands moved That Standing Committee of Council recommends bringing forward Council Policy – Human Resources Framework to the January 23, 2024, Regular Meeting of Council for consideration.

CARRIED UNANIMOUSLY

RECESS

Deputy Mayor Dennis called for a five-minute recess at 7:38 p.m.

STANDING COMMITTEE OF COUNCIL MEETING RETURNED TO ORDER

Deputy Mayor Dennis called the Standing Committee of Council Meeting back to order at 7:42 p.m.

CONFIDENTIAL

- **Organizational Service Structure - FOIP 24(1) Advice From Officials**

- 005/24** Councillor Sands moved That Standing Committee of Council move to a closed session commencing at 7:42 p.m. in accordance with Section 197(2) of the *Municipal Government Act* to discuss matters exempt from disclosure under Section 24 of the *Freedom of Information and Protection of Privacy Act*.

CARRIED UNANIMOUSLY

Closed Session Attendance: Mayor Jamie Hoover, Deputy Mayor Brenda Dennis, Councillor Jim Sands, Councillor Edna Coulter, Councillor Rebecca Stendie, Councillor Marina Appel, Councillor Laura Svab, CAO Kim Isaak and Director Rick Kreklewich.

- 006/24** Mayor Hoover moved That Standing Committee of Council move to come out of the closed session at 8:15 p.m.

CARRIED UNANIMOUSLY

STANDING COMMITTEE OF COUNCIL MEETING RETURNED TO ORDER

Deputy Mayor Dennis called the Standing Committee of Council Meeting back to order at 8:15 p.m.

Standing Committee of Council Meeting Attendance: Mayor Jamie Hoover, Deputy Mayor Brenda Dennis, Councillor Jim Sands, Councillor Edna Coulter, Councillor Rebecca Stendie, Councillor Marina Appel, Councillor Laura Svab, CAO Kim Isaak and Director Rick Kreklewich.

ADJOURNMENT

Deputy Mayor Dennis adjourned the Standing Committee of Council Meeting at 8:15 p.m.

Brenda Dennis, Deputy Mayor

Kim Isaak, CAO

DRAFT

TO		Members of Council		
FROM		Mayor Jamie Hoover		
SUBJECT		<ul style="list-style-type: none"> • Summary of meetings/events attended as a Council representative during this reporting period • Summary or key issues, decisions and/or comments for Council's information 		
REPORT DATE		For the period: Nov 16, 2023 – Jan 15, 2024		
Date	Meeting	Event	Other	KEY POINTS OF DISCUSSION AND/OR DECISIONS
	<i>(Choose one)</i>			
Nov 16	x			RDRMUG meeting
Nov 16			x	Council Budget workshop
Nov 17		x		Blackfalds Youth Night Out volunteer opportunity
Nov 20			x	COR Review Interview
Nov 20	x			ICF/IDP prep meeting
Nov 20	x			SCC
Nov 23	x			ICF meeting, Lacombe County
Nov 24	x			Mid-Size Mayors Caucus
Nov 25		x		Breakfast with Santa Event volunteer opportunity
Nov 27	x			CP Holiday train planning meeting
Nov 27	x			Lacombe Foundation meeting
Nov 28	x			Municipal Emergency Advisory Committee meeting
Nov 28	x			RCM
Nov 30	x			ABMunis Economic Strategies Committee meeting, Edmonton
Nov 30	x			St. Gregory the Great student council meeting
Dec 1		x		Light up Blackfalds
Dec 2		x		Blackfalds Charity Check-stop
Dec 3		x		Blackfalds Bulldogs Neighbors Night event w/Lacombe County
Dec 4	x			NRDRWSC meeting
Dec 4	x			NRDRWWSC meeting
Dec 4		x		Blackfalds Volunteer Appreciation Christmas party
Dec 6			x	Lacombe Regional Emergency Management – Emergency Management Tabletop exercise
Dec 7	x			NRDRWWSC Tour of Strankman's property/CAV Issue
Dec 7			x	CP Holiday Train event

Council Monthly Round Table Report

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www.blackfalds.ca

Dec 12	x			RCM
Dec 13			x	Lacombe Foundation administration
Dec 15			x	IRIC Fieldtrip – Local Government Tour
Dec 16		x		Town of Blackfalds Christmas Party
Dec 18			x	IRIC Fieldtrip – Local Government Tour
Dec 20	x			Central AB Mayors meeting - Innisfail
Jan 4			x	Funeral for Michael Dawe
Jan 9	x			RCM
Jan 11	x			Tracey Lorenson meeting regarding CAO evaluation process
Jan 15	x			Economic Development meeting with Provincial Representative
Jan 15	x			RCM

TO		Members of Council		
FROM		Councillor Brenda Dennis		
SUBJECT		<ul style="list-style-type: none"> • Summary of meetings/events attended as a Council representative during this reporting period • Summary of key issues, decisions and/or comments for Council's information 		
REPORT DATE		For the period: December 16 to January 15, 2024		
Date	Meeting	Event	Other	KEY POINTS OF DISCUSSION AND/OR DECISIONS
	<i>(Choose one)</i>			
December 16			X	Christmas Party
January 8	X			Economic Development and Tourism Committee
January 9	X			Regular Council Meeting
January 10			X	St. Gregory Community Engagement Meeting
January 11	X			FCSS Meeting
January 15	X			Standing Committee Meeting

TO		Members of Council		
FROM		Councillor Jim Sands		
SUBJECT		<ul style="list-style-type: none"> • Summary of meetings/events attended as a Council representative during this reporting period • Summary of key issues, decisions and/or comments for Council's information 		
REPORT DATE		For the period: Nov 15/ 23- Dec 15/ 23		
Date	Meeting	Event	Other	KEY POINTS OF DISCUSSION AND/OR DECISIONS
	<i>(Choose one)</i>			
Nov 16/ 23			X	Roundtable report
Nov 16/ 23			X	Budget Workshop
Nov 17/ 23		X		Blackfalds Youth Night Out
Nov 20/ 23	X			IDP/ICF Prep Meeting
Nov 20/ 23	X			Standing Committee of Council Meeting
Nov 23/ 23	X			IDP/ ICF Committee Meeting
Nov 28/ 23	X			MPC Meeting
Nov 28/ 23	X			Regular Council Meeting
Nov 29/ 23			X	Social Needs Priorities Working Session
Dec 1/ 23		X		Light up Blackfalds

Council Monthly Round Table Report

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Dec 3/ 23		X		Neighbors Luncheon and Hockey Game with Lacombe County Council
Dec 12/ 23			X	Council One Drive Intro
Dec 12/ 23	X			Regular Council Meeting
Dec 13/ 23	X			Policing Committee Meeting
Dec 14/ 23	X			FCSS Meeting December

TO		Members of Council		
FROM		Councillor Jim Sands		
SUBJECT		<ul style="list-style-type: none"> • Summary of meetings/events attended as a Council representative during this reporting period • Summary of key issues, decisions and/or comments for Council's information 		
REPORT DATE		For the period: Dec 15/ 23 – Jan 15/ 24		
Date	Meeting	Event	Other	KEY POINTS OF DISCUSSION AND/OR DECISIONS
	<i>(Choose one)</i>			
Dec 16/ 23			X	Round table Report submission
Dec 16/ 23		X		Town of Blackfalds Christmas Party
Jan 9/ 24	X			Regular Council Meeting
Jan 10/ 24			X	RDCRS/ St. Gregory the Great Engagement Session
Jan 11/ 24	X			FCSS Jan Meeting
Jan 15/ 24	X			Standing Committee of Council Meeting

TO	Members of Council			
FROM	Councillor Edna Coulter			
SUBJECT	<ul style="list-style-type: none"> • Summary of meetings/events attended as a Council representative during this reporting period • Summary of key issues, decisions and/or comments for Council's information 			
REPORT DATE	For the period: Nov 16, 2023 to Jan 15, 2024			
Date	Meeting	Event	Other	KEY POINTS OF DISCUSSION AND/OR DECISIONS
	<i>(Choose one)</i>			
Nov 16	X			Parkland Regional Meeting
Nov 16			X	Tour of Apartment Facility in Sylvan Lake
Nov 20	X			Council Christmas Photo & Stading Committee meeting
Nov 21	X			Blackfalds Health Professional Attraction meeting
Nov 25			X	Breakfast with Santa
Nov 28			X	Municipal Emergency Advisory Committee meeting
Nov 28	X			Regular Council Meeting
Nov 29			X	Social Needs Priorities Working Session
Dec 2			X	Charity Check-Stop
Dec 5	X			Blackfalds Library meeting

Council Monthly Round Table Report

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Dec 6			X	LREMP Emergency Management Table top Exercise
Dec 12			X	Christmas planning meeting
Dec 12	X			Regular Council Meeting
Dec 16			X	Town of Blackfalds Christmas Party
Jan 2, 2024	X			Blackfalds Library meeting
Jan 4	X			Blackfalds Chamber of Commerce meeting
Jan 8	X			Regular Council meeting
Jan 15	X			Standing Committee meeting

TO		Members of Council		
FROM		Councillor Marina Appel		
SUBJECT		<ul style="list-style-type: none"> • Summary of meetings/events attended as a Council representative during this reporting period • Summary of key issues, decisions and/or comments for Council's information 		
REPORT DATE		For the period: 16 November – 15 December		
Date	Meeting	Event	Other	KEY POINTS OF DISCUSSION AND/OR DECISIONS
	<i>(Choose one)</i>			
November 16			X	Tour of Apt. Buildings in Sylvan Lake
November 16	X			Budget Workshop Follow-up Meeting
November 17			X	Workshop – need link
November 20	X			IDP/ICF Prep Meeting
November 20	X			SCC Meeting + Council Christmas Card Photo <i>(Cards to be sent digitally, no longer printed, and savings donated to the Blackfalds Food Bank)</i>
November 21	X			Blackfalds Health Professional Attraction & Recruitment Committee (BHPARC) Meeting
November 23	X			ICP/IDP Meeting at Lacombe County Office
November 28	X			Municipal Emergency Advisory Committee Meeting
November 28	X			RCC Meeting
November 30			X	ABmunis Town Hall on Provincial Consultations & Current Advocacy Priorities (Virtual)
December 2			X	Draft Strategic Plan Review and Comments

December 3			X	"Neighbours Night" Town of Blackfalds Sponsored Blackfalds Bulldogs Game – Teddy Bear Toss event
December 4		X		Christmas Volunteer Open House
December 5	X			Municipal Library Board Meeting
December 6			X	LREMP Emergency Management Table Top Exercise – held in Lacombe
December 6		X		Rec, Culture and Parks Board Meeting
December 7	X			Blackfalds Chamber of Commerce Meeting
December 7		X		CP Holiday Train
December 12			X	Council OneDrive Introduction + Training
December 12	X			RCC Meeting
December 15			X	Students from IRIC came to the Civic Centre for a Fieldtrip to learn about Local Government – Day 1
December 15			X	Assist Chamber with Passport Pickup at various locations across town.

TO		Members of Council		
FROM		Councillor Marina Appel		
SUBJECT		<ul style="list-style-type: none"> • Summary of meetings/events attended as a Council representative during this reporting period • Summary of key issues, decisions and/or comments for Council's information 		
REPORT DATE		For the period: 16 December – 15 January		
Date	Meeting	Event	Other	KEY POINTS OF DISCUSSION AND/OR DECISIONS
	<i>(Choose one)</i>			
December 16			X	Town of Blackfalds Christmas Party
December 31		X		New Years Eve Skate at EBC
January 9	X		X	Public Hearing – Land Use Bylaw Amendments
January 9	X			RCC Meeting
January 15	X			SCC
January 17	X			RD PCN - Physician Recruitment Meeting
January 23	X			RCC Meeting

TO		Members of Council		
FROM		Councillor Laura Svab		
SUBJECT		<ul style="list-style-type: none"> • Summary of meetings/events attended as a Council representative during this reporting period • Summary of key issues, decisions and/or comments for Council's information 		
REPORT DATE		For the period: Nov 16, 2023 – Jan 16, 2024		
Date	Meeting	Event	Other	KEY POINTS OF DISCUSSION AND/OR DECISIONS
	<i>(Choose one)</i>			
Nov 16	x			Budget Workshop
Nov 20			x	Council Christmas Photo
Nov 20	x			Standing Committee Meeting
Nov 28	x			Municipal Planning Commission Meeting
Nov 28	x			Regular Council Meeting
Dec 4		x		Christmas Volunteer Open House
Dec 6	x			Recreation, Culture & Parks Board Monthly Meeting
Dec 12	x			Xmas Party Planning
Dec 12	x			Council One Drive Introduction

Dec 12	x			Regular Council Meeting
Dec 16		x		Town of Blackfalds 2023 Christmas Party
Jan 3	x			Recreation, Culture & Parks Board Monthly Meeting
Jan 9	x			Regular Council Meeting – Virtual Attendance
Jan 10	x			Red Deer Catholic Regional School Division Engagement Session
Jan 11	x			Rural Red Deer Restorative Justice (RRDRJ) Community Advisory Council
Jan 15	x			Standing Committee Meeting

MEETING DATE: January 23, 2024

PREPARED BY: Kim Isaak, Chief Administrative Officer

SUBJECT: **CAO Report – January 2024**

Key Projects and Initiatives

- Work on the Municipal Service Inventory continues. Senior Management Team will be meeting to review and refine the inventory on January 25th.
- All Departments are working on Departmental Plans, which will form the basis for the CAO Workplan along with Council priorities from the Strategic Plan.
- Revised Fire Services Agreement forwarded to Lacombe County Administration for review.
- Deposit received for the 4405 South Street land sale and now the due diligence period begins.
- Still awaiting word on the 2024 Worlds Junior A Hockey Championship bid.
- Employee Engagement Survey to kick off on February 1st.
- Meetings have commenced to ensure the smooth running of the National Women's Fastball Championship scheduled for August.
- Score of 90% received for the Certificate of Recognition maintenance audit.
- 2023 Annual Report in progress.
- Ongoing preparations for the Town of Blackfalds Booth at the Red Deer Home Show.
- LREMP review of the Community Emergency Management Plan went well and expected to be signed off by representatives from the Alberta Emergency Management Agency.
- Trees at the south end of the Civic Centre parking lot removed to accommodate for 6 new parking stalls to be built this summer.
- Various capital project kick-off meetings have commenced.
- General engineering meeting with Stantec to discuss various projects included in the 2024 Capital Budget as well as potential solutions to sight line concerns at the intersection of Broadway Avenue and Womacks.
- Infrastructure and Planning Services continues to work on the Aspen Lakes Area Structure Plan. A preliminary site plan with location for the proposed new school has been requested in an effort to help expedite the project.
- Initial discussions and training scheduled for 2024 Municipal Census scheduled for May.

Updates Related to Existing Bylaws or Council Policies

- Organizational Structure Policy (new) - Reviewed by Council at January Standing Committee
- HR Framework Policy (new) - Reviewed by Council at January Standing Committee
- Updates to Purchasing Policy - Reviewed by Council at January Standing Committee
- Electronic Signing Authority Policy - In Progress
- Special Event Permit Policy - to replace current Bylaw - In Progress

Facility Leases

- All lease space agreements are current and signed. Working internally on development permits for lease space as per requirements of the Land Use Bylaw.

Administrative Policy Changes / Additions

- Personal Vehicle Allowance Policy Update - Rolled Out.
- Updates to Professional Development and Training Policy - In Progress.

APPROVALS



Kim Isaak,
Chief Administrative Officer

TOWN OF BLACKFALDS
MUNICIPAL EMERGENCY MANAGEMENT ADVISORY COMMITTEE
Civic Cultural Center – 5018 Waghorn Street
Wednesday, March 1, 2023 at 10:00 a.m.
MINUTES

MEMBERS PRESENT

Mayor Jamie Hoover
Councillor Rebecca Stendie
Councillor Marina Appel (*phone attendance*)

OTHERS ATTENDING

Myron Thomson, CAO
Ken Morrison, Emergency Management and Protective Services Manager
Danielle Nealon, Executive & Legislative Coordinator

REGRETS

None

WELCOME AND CALL TO ORDER

Manager Morrison welcomed all attending and called the Municipal Emergency Management Committee Meeting to order at 10:09 a.m.

TREATY SIX LAND ACKNOWLEDGEMENT

A Land Acknowledgement was read to recognize that the Town of Blackfalds is on Treaty Six territory.

AGENDA APPROVAL

Mayor Hoover moved That the Municipal Emergency Management Committee approve the March 1, 2023, Agenda as presented.

CARRIED UNANIMOUSLY

MINUTES APPROVAL

Councillor Stendie moved That the Municipal Emergency Management Committee approve the Minutes from October 8, 2023, as presented.

CARRIED UNANIMOUSLY

EMERGENCY MANAGEMENT COMMITTEE BYLAW REVIEW

Committee members and Administration reviewed the Municipal Emergency Management Bylaw and determined that there were no areas of concern.

EMERGENCY MANAGEMENT COMMITTEE PLAN REVIEW

Committee members and Administration reviewed the Municipal Emergency Management Plan and the Committee discussed the following:

- Looking at a Ministerial Order to combine Committee/Agency.
- Logistic Program – Combine resources for emergencies.
- EML – Pilot Project in Central Alberta – built for logistics.

TOWN OF BLACKFALDS
MUNICIPAL EMERGENCY MANAGEMENT ADVISORY COMMITTEE

Civic Cultural Center – 5018 Waghorn Street
Wednesday, March 1, 2023 at 10:00 a.m.

MINUTES

- All Councillors have taken ICS 100 and Councillor Appel has ICS 200.
- LREMP Meeting is on March 9.
- Debrief of tabletop exercise is on March 21.
- Fire Chief Cote is trained on a new alert system.
- Potential for Town Notifications by App.

TOB: HAZARD IDENTIFICATION RISK ASSESSMENT

Committee members and Administration reviewed the Town of Blackfalds Hazard Identification Risk Assessment, and the following discussions were had:

- Update is yearly (look at railway)
- Stable with hazards
- Questions came about if we have accounted for school threats. Yes, RCMP has an emergency plan for active shooters.
- Could aircraft be added to the risk summary (drones could be a risk).
- Should the high school be added as a risk.

LREMP ESS DRAFT PLAN

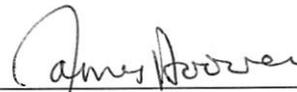
Committee members and Administration reviewed the ESS Draft Plan and discussed the following:

- The draft Regional Emergency Social Services Plan will go from draft to plan. We recognized during the exercise that we needed someone from ESS in the Incident Command Post.
- This is a requirement under Provincial regulations.
- There are some limiting factors like time commitments and more exercises to have a better understanding of the plan.

TRAINING

- In the process of reviewing the tabletop exercise, there will be more of a focus on communication.
- In the fall, there will be more position-specific training as well as ICS 100-400.

Manager Morrison adjourned the Municipal Emergency Management Committee Meeting at 11:05 a.m.



Jamie Hoover, Mayor



Ken Morrison, Emergency Management & Protective Services Manager (DEM).



TOWN OF BLACKFALDS
Blackfalds & District Family & Community Support Services Board
Civic Cultural Center – 5018 Waghorn Street
Thursday, December 14th, 2023 at 7:00 p.m.

MINUTES

MEMBERS PRESENT

Jim Sands	Town of Blackfalds Councillor
Brenda Dennis	Town of Blackfalds Councillor
Dena Thomas	Public at Large, Board Chairperson
Sheila Giffin	Public at Large
Glenda Brown	Public at Large
Jessalyn Parsons	Public at Large
Auralei Agrey	Public at Large
Cliff Soper	County of Lacombe Resident

ATTENDING

Rick Kreklewich	Town of Blackfalds Director of Community Services
Sue Bornn	Town of Blackfalds FCSS Manager
Sue Penner	Town of Blackfalds FCSS Admin Asst

OTHERS ATTENDING

Tim Moorehouse
Moorehouse & Associates

REGRETS

Melissa MacLeod	Public at Large
Annette Bugutsky	Public at Large

WELCOME AND CALL TO ORDER

Dena Thomas welcomed all attending and called the Blackfalds & District Family & Community Support Services Board Meeting to order at 7:02 pm.

Member Giffin moved that the Blackfalds & District Family & Community Support Services Board approve the agenda as presented.

CARRIED UNANIMOUSLY

TREATY SIX LAND ACKNOWLEDGEMENT

A Land Acknowledgement was read to recognize that the Town of Blackfalds is on Treaty Six territory.

PRESENTATIONS

Mr. Tim Moorhouse of Moorhouse & Associates made a presentation to the Blackfalds & District Family & Community Support Services Board on the 2022 Social Needs Assessment Follow Up with a review of the information gathered at the Working Sessions.

TOWN OF BLACKFALDS
Blackfalds & District Family & Community Support Services Board
Civic Cultural Center – 5018 Waghorn Street
Thursday, December 14th, 2023 at 7:00 p.m.

MINUTES

Mr. Moorhouse prepared the handout Blackfalds Social Needs Assessment Interviews and Working Session Summaries "What We Heard" Interim Report including a section in the back of comments made during the interview process.

Chairperson Thomas appreciated that it included more information and Mr. Moorhouse stated that the information went deeper. Member Soper said he was pleased to see the document moving forward and would like to see it adopted by Council as soon as possible.

Mr. Moorhouse stated the next step was to update the draft SNA by adding new information and recalculating the math with the final report being presented at the January 11th Blackfalds & District Family & Community Support Services Board Meeting.

BUSINESS

Minutes

Approval of Minutes from November 9, 2023

Member Brown moved That the Blackfalds & District Family & Community Support Services Board recommends that Council adopt the minutes from November 9th, 2023.

CARRIED UNANIMOUSLY

FCSS Orientation

Manager Bornn presented 'FCSS 101' from the FCSSAA Conference she attended in November. The agenda included What is FCSS, How FCSS Works, Program Administration, Outcomes Model and Eligible Programs and Services.

2024 Approved Budget

Manager Bornn advised that the Blackfalds & District Family & Community Support Services Board that Council made one amendment to the budget that was provided to the FCSS board. \$10,000 has been moved from the Grants to Organizations budget line to an Administrative budget line for Grants to Organizations.

As the municipality supports FCSS beyond the required 80/20 partnership moving this allocation does not impact the funding agreement in place.

FCSS Managers Report

- Snow Angel Program has received requests from 28 residents with 6 still needing a snow angel.

TOWN OF BLACKFALDS
Blackfalds & District Family & Community Support Services Board
Civic Cultural Center – 5018 Waghorn Street
Thursday, December 14th, 2023 at 7:00 p.m.

MINUTES

-
- The Winter Wear Program provided 161 children and youth with new winter coats.
 - FCSS will receive 50% of Smile Cookie profits from the campaign that ran November 13th – 19th.
 - Continue to receive application and screen for the Christmas Bureau. Town of Blackfalds participated in an Internal Food Bank drive Challenge “the reindeer” games with great success.
 - Youth Night Out was very well attended and well received by the participants – described as contained chaos.
 - Hosted a Youth Action Coalition meeting, upcoming plans to bring Guiding Group together to discuss future intentions.
 - Blackfalds Healthcare Professionals Attraction & Retention Committee met on November 21.
 - Manager Bornn and Member Brown attended the FCSSAA Annual Conference from November 22-24. Sessions included Indigenous Protocol & Land Acknowledgement, Community Grants, and Manager Bornn participated as a panel member in the Value of a Board Session. The conference was great with lots of great value and networking opportunities.

Chairperson Thomas adjourned the the Blackfalds & District Family & Community Support Services Board Meeting at 8:38 p.m.

Sheila Giffin
Dena Thomas, Chair - *Sheila Giffin* - Vice-Chair

Sue Penner
Sue Penner, Admin Staff



City of Lacombe

COUNCIL HIGHLIGHTS

January 8th, 2024

Regular Meeting of Council

2. Consent of Agenda

2.1 Consent of Agenda

Council appointed Chief Administrative Officer Matthew Goudy as Director of Emergency Management for the City of Lacombe.

Council appointed the role of Deputy Directors of Emergency Management for the City of Lacombe to the following:

- Guy Lapointe, Director of Community Services
- Jason Fleming, Fire Chief
- Darrick Graff, Deputy Fire Chief
- Twyla Hale, Senior Manager of People Services

Council rescinded the appointment of Dennis Cole, former Fire Chief, as the Director of Emergency Management for the City of Lacombe.

Council rescinded the appointment of the Deputy Directors of Emergency Management for the City of Lacombe from the following:

- Deborah Juch, former Director of Community Services
- Eric Graham, former Deputy Fire Chief

Council approved first reading of Bylaw 369.1 which will update the Municipal Emergency Management Bylaw to reflect existing tasks, personnel, and responsibilities required to support and manage Lacombe Emergency Management Services.

6. Requests for Decision

6.1 Local Government Fiscal Framework

The Local Government Fiscal Framework is intended to replace the Municipal Sustainability Initiative (MSI). In both programs, the bulk of the funding (around 95%) is for capital infrastructure, with a much smaller 'operating' component.

The new Local Government Fiscal Framework (LGFF) funding formula determines funding through a formula based on:

- Population (65%)

- Tangible capital assets (15%)
- Amortization of tangible capital assets (10%)
- Kilometres of local roads (10%)

These changes have a slight net positive impact on the funding provided to the City of Lacombe. However, the general trend over the past 15 years has been a significant decline in provincial infrastructure maintenance and renewal funding. This has, and will continue, to place upward pressure on municipal taxes in the City of Lacombe and other local governments throughout Alberta.

Council acknowledged receipt of the report on the Local Government Fiscal Framework.

6.2 Bylaw 506 - Traffic Bylaw

On August 14th, 2023, the Committee of the Whole meeting reviewed Traffic Bylaw 223, leading to the drafting of a new traffic bylaw, Bylaw 506.

Proposed changes include:

- Defining Heavy Vehicles
- Clarifying parking restrictions
- Enforcement of parking on private property, where signage is posted that prohibits public parking
- Providing more warning for planned street maintenance (i.e., snow clearing)
- Regulating recreational vehicles on public roadways
- Removing sign regulations from the Traffic Bylaw
- Addressing sidewalk hazards,
- Updating snow and ice removal processes
- Adding rules for bicycles and personal mobility devices
- Introducing a section for temporary road closures (road use permits)
- Adjusting towing fees and updating penalties, fines, and fees

Council approved first and second reading of Traffic Bylaw 506.

6.3 Bylaw 450.2 – 2024 Water, Wastewater, Solid Waste Rates

At its November 28th, 2022, meeting, Council endorsed a five-year rate structure transition set to start in 2024. Administration now advises implementing the new rate structure starting May 1st, 2024. Considering this, Administration proposed to implement the 2024 utility rates in two stages:

January 1st, 2024, through to April 30th, 2024:

- A flat rate increase across all three utilities according to the percentage increase in user fee revenue approved in the 2024 operating budget:
 - Water: 2.3%
 - Wastewater: 5.5%
 - Wastewater: 5.1%
 - Another option was provided, holding the 2023 rates, with no increase, until May 1st, 2024.
- May 1st, 2024:
 - Initiate the first year of the 5-year rate structure transition.

Council made the following amendment to Attachment A of Bylaw 450.2:

- Delete "Water Disconnection Fee as a result of non-payment."

Council then gave third reading to Bylaw 450.2 as amended.

6.4 Bylaw 468.2 - Amendment to the Community Standards Bylaw to Regulate Material Storage on Residential Properties

The proposed amendment ensures that residential properties maintain community standards by restricting prolonged material storage that leads to unsightly conditions. This aligns with Council's direction to make sure the activities on another nearby residential property do not unduly restrict residents' ability to enjoy their property peaceably.

Following Council's motion on October 10th, 2023, Administration reviewed the relevant bylaws and determined that amendments to the Community Standards Bylaw (Bylaw 468) are the most appropriate means to address the concerns regarding material storage and transfer on residential properties.

Council gave third reading to Bylaw 468.2.

****The next scheduled Council Meetings:***

- Monday, January 22, 2024 – Regular Council Meeting at 5:30 p.m. – City Hall

- Monday, February 12, 2024 – Regular Council Meeting at 5:30 p.m. – City Hall

- Monday, February 26, 2024 – Regular Council Meeting at 5:30 p.m. – City Hall



HIGHLIGHTS OF THE REGULAR COUNCIL MEETING JANUARY 11, 2023

PUBLIC HEARING BYLAW NO. 1399/23

A public hearing was held for Bylaw No. 1399/23. Bylaw No. 1399/23 is a bylaw of Lacombe County to amend the Lacombe County Land Use Bylaw, Bylaw No. 1237/17 as it relates to land use designation on Pt. SW 31-39-25-W4M and the Dow Chemical Rail Yard expansion.

Following the public hearing, Bylaw No. 1399/23 was given second and third reading and so passed.

DWELLINGS ON AGRICULTURAL 'A' DISTRICT PARCELS

Council received an overview of the feedback received from the community consultations regarding Dwellings on Agricultural 'A' District Parcels that were held in November and December 2023.

By resolution of Council, Administration was directed to draft bylaw changes to the Municipal Development Plan and Land Use Bylaw to allow two dwellings on Agricultural 'A' District Parcels of 10 acres in size or larger. The proposed bylaw changes will be presented for Council's consideration of first reading in February 2024.

PLANNING SERVICES UPDATE

Council received an update on the progress and activities of the Planning Services Department for 2023.

DECEMBER 5, 2023 COMMITTEE OF THE WHOLE MEETING NOTES

The following recommendations from the December 5, 2023 Committee of the Whole Meeting received Council approval:

- The Paid Parking Program Review was received for information. The County Manager was directed to obtain more in-depth data regarding users of the paid parking program for consideration at a future Council meeting.
- The County Manager was directed to prepare a report and recommendation regarding options for future expansion of water servicing to the Blackfalds Joint Economic Area, for consideration at a future Council meeting.
- The Alberta Association of Community Peace Officers (AACPO) presentation was received for information. A representative of the Peace Officer Program, Public Safety, and Emergency Services will be invited to present at a future Committee of the Whole meeting subsequent to the County receiving the report commissioned by the AACPO on the safety of Community Peace Officers in carrying out their assigned duties.
- The Subdivision Policies presentation was received for information.
- The Community Organizations Property Tax Exemption Regulations presentation was received for information.
- The Pictography presentation was received for information.



WHERE PEOPLE ARE THE KEY

CORPORATE BUSINESS PLAN

The Lacombe County 2022-2027 Corporate Business Plan was presented to Council. The Corporate Business Plan identifies specific initiatives that address each of the four strategic goals established by Council and sets out the timelines for completing each initiative. The Corporate Business Plan is intended to be a fluid document and, as such, will be updated annually.

COUNTY MANAGER EVALUATION – ESTABLISH PROCESS AND SET DATE

The annual performance evaluation of the County Manager will be informed by Councillors on an individual basis for compilation and review by the Reeve, Deputy Reeve, and County Manager on February 8, 2024.

OPPORTUNITY TO MEET WITH MINISTER OF MUNICIPAL AFFAIRS

Council will request to meet with the Honourable Ric McIver, Minister of Municipal Affairs, during the 2024 Spring RMA Convention in Edmonton.

CORRESPONDENCE WITH MINISTERS REGARDING TAXATION ON OIL AND GAS DEVELOPMENT

In follow-up to discussions held at the RMA Fall Convention, a letter will be sent to the Honourable Brian Jean, Minister of Energy and Minerals, and the Honourable Ric McIver, Minister of Municipal Affairs, to reiterate Council's concern regarding taxation on oil and gas development.

LETTER FROM MINISTER SCHULZ REGARDING DROUGHT

Council authorized the establishment of a committee, comprised of representatives from all County departments, for the purpose of developing a Drought Risk Management and Response Plan for Lacombe County. This initiative is in response to a letter from the Honourable Rebecca Schulz, Minister of Environment and Protected Areas, requesting municipal action regarding the current drought conditions in Alberta.

RMA SPRING CONVENTION

Council will attend the 2024 RMA Spring Convention that will be held at the Edmonton Convention Centre March 18 – 20, 2024.

ECONOMIC DEVELOPMENT UPDATE

Council received an update on the progress and activities related to Economic Development in the County.

2024-2026 ASPHALT LINE PAINTING

The County Manager was authorized to award the 2024-2026 Asphalt Line Painting and Other Works tender to 624091 Alberta Ltd. o/a RanN Maintenance Western Division in the amount of \$249,692.14.

POLICY OP(20) BRIDGE MATERIAL SALES – UPDATE

Council approved amendments to Policy OP(20) Bridge Material Sales to increase credit limits for customers who purchase bridge materials on approved credit.

ALIX NATURE TRAIL FUNDING REQUEST

A motion to approve an annual operating grant to the Alix Nature Trail Society in the amount of \$13,000 for the operations and maintenance of the Alix Nature Trail did not receive Council approval.



WHERE PEOPLE ARE THE KEY

TOWN OF BLACKFALDS AND LACOMBE COUNTY RECREATION FACILITIES OPERATIONAL COST-SHARING AGREEMENT

Council approved The Town of Blackfalds and Lacombe County Recreation Facilities Operational Cost-Sharing Agreement as presented.

BYLAW NO. 1405/24 LACOMBE COUNTY 2024 RATES AND FEES BYLAW

Council moved first, second, and third readings of Bylaw No. 1405/24 Lacombe County 2024 Rates and Fees.

**Next Regular Council Meeting is
January 25, 2023 – 9:00 a.m.**

**Next Committee of the Whole Meeting is
February 6, 2023 – 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) after approval.**

BLACKFALDS

A L B E R T A

PERMIT FOR SPECIAL EVENTS

PERMIT NO. _____

- The applicant should be aware of the requirements of the Special Event Permit and Traffic Bylaws which governs parades/processions, assemblies, etc. (copies are available through the Administrative Assistant at the Town Office).
- Application to hold a special event must be made to the The Town not less than 4 weeks prior to the time desired to hold the event. Applications must be accompanied by the completed route map and Certificate of Insurance.
- Event Categories:
Applicants will be invoiced for processing costs as follows:
 - Parades / Special Events held on major roadways as designated in the Special Event Approval Policy. The Public Works Department must have a minimum of 15 working days advance notice to arrange barricading and signage if roads are to be closed.
Cost: No processing fee.
 - Parades / Special Events held on all other roadways. The Public Works Department must have a minimum of 5 working days advance notice to arrange barricading and signage if roads are to be closed.
Cost: No processing fee.
 - Special Events held on all other city property, including parking lots, parks, trails, playgrounds, etc.
Cost: No processing fee.
- The applicant shall contact the R.C.M.P. Town Detachment (phone 885-0020) a minimum of 2 weeks prior to the event with regard to any Police assistance required.
- All applicants will be processed through the Director of Community Services, phone 885-6440. The Recreation, Parks & Culture Department will notify sponsoring groups when approved applications can be picked up.
- A copy of this permit, signed by the appropriate Town official, must be kept at the special event location and be produced upon demand.

APPLICANT INFORMATION	Name of Sponsoring Group: <u>TOWN OF BLACKFALDS - ABBEY LEHARÉ</u>
	Address <u>Box 220 4500 Womack Rd</u> Postal Code <u>T0M 0T0</u>
	Name of Contact Person <u>Carol Simpson</u>
	Address <u>Box 220 4500 Womack Rd</u> Postal Code <u>T0M 0T0</u>
	Phone (bus) <u>403-885-4029</u> (res.) _____
	Fax <u>403-885-0218</u> E-mail <u>csimpson@blackfalds.ca</u>

SPECIAL EVENT (✓ appropriate box)	Name of Event <u>Super Kids</u>
	Description of Event <u>KIDS TRIATHLON</u>
	Date <u>July 6/14</u> Time: From <u>5</u> am/pm To <u>1</u> am/pm <u>EVENT 9-12 PM</u>
	Staging Area: Start <u>ABBÉY LEHARÉ</u> Finish <u>ABBÉY LEHARÉ</u>
	Number of Participants <u>80 PARTICIPANTS / NO VOLUNTEERS</u>
	List of equipment, vehicles, material proposed on site by applicant (if applicable) <u>BARRICADES PLACED PER MAP</u>

Date: <u>Jan 14/14</u>	Signature of Applicant: <u>Carol Simpson</u>
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ORIGINAL: Permit Coordinator - Community Services Department.
COPIES: Applicant; RCMP (Bylaws); Town Council; Engineering; Emergency Services; Public Works; Parks Facilities Superintendent; Licensing & Inspections.

WAIVER FORM

<p>To be signed by Applicant</p>	<p>The applicant, on its own behalf and on behalf of its officers, agents and employees, waives the right to bring any claim against the Town of Blackfalds and its officers, agents and employees for any matter arising out of or in anyway connected with the Special Event, including claims based on the alleged negligence of the Town or its officers, agents or employees. The applicant further agrees to indemnify and save harmless The Town of Blackfalds, its officers, agents and employees from and against all claims of any nature, including negligence, arising out of or in anyway connected with the Special Event.</p> <p>Sponsoring Group <u>TOWN OF BLACKFALDS - ABBEY KEMPERE</u></p> <p>Per <u>LARA SIMPSON</u> Date <u>JAN 16/24</u></p>
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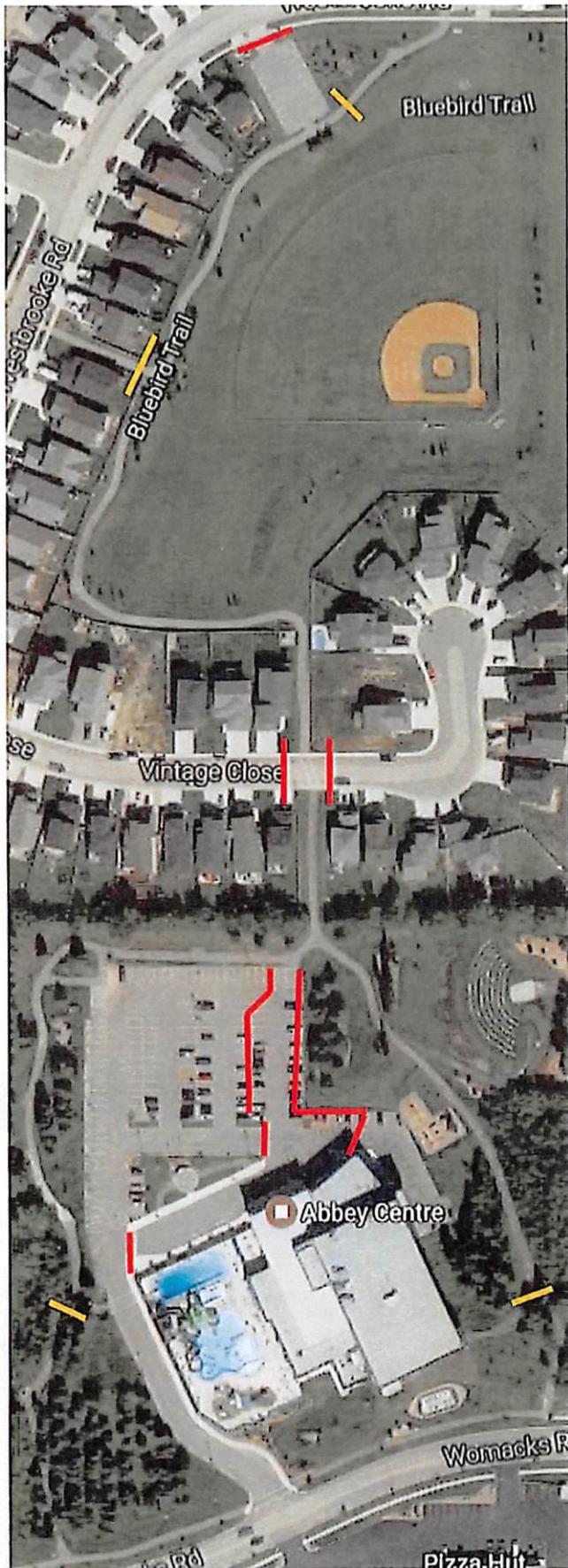
PLEASE READ CAREFULLY

<p>CONDITIONS OF APPROVAL</p>	<p>Approved (Subject to Conditions): _____</p> <p>Conditions: _____</p>
	<p>Denied _____ Reason: _____</p>
	<p>1. Applicant to complete the attached map clearly outlining the route or location of the special event together with notation of the start and finish location, if applicable, and any other pertinent details. (E.g. requests for road closures, parking removal). <u>ATTACHED</u></p>
	<p>2. Applicant to submit a valid certificate of insurance with the application. The certificate to show a minimum liability amount of \$2,000,000.00 and to have the Town of Blackfalds as an Additional Named Insured for the date(s) of the event. <u>TOWN OF BLACKFALDS & TRIATHLON AB INS.</u></p>
	<p>3. The promoters shall comply with all applicable laws, including bylaws and regulations.</p>
	<p>4. Applicant to pay for the necessary advertising of road closures, signing, and barricading costs as identified by the Public Works Manager, and to ensure affected businesses and residences are made aware of such closures.</p>
	<p>5. Applicant to ensure adequate traffic control through consultation with R.C.M.P., Town Detachment. <u>NONE REQUIRED</u></p>
	<p>6. Applicant to ensure adequate first aid service is available. <u>FIRST AIDERS (STAFF) & REQUEST TO BLACKFALDS FIRE DEPT. TO ATTEND</u></p>
	<p>7. Applicant to ensure participants provide right-of-way to emergency vehicles.</p>
	<p>8. Applicant to be responsible for resulting clean-up of route or location at which the event occurs.</p>
	<p>9. Flag markers or removable signs only to be used for marking routes on trails/sidewalks/roads. <u>ABSOLUTELY NO PAINT</u></p>
<p>11. Special Conditions:</p> <p align="right">SPECIAL CONDITIONS ACCEPTED BY APPLICANT PER: <u>Lara Simpson</u> (Signature)</p>	

FAILURE TO COMPLY WITH THE CONDITIONS HEREIN COULD RESULT IN THE APPROVAL BEING WITHDRAWN, FUTURE APPLICATIONS BEING DENIED, AND/OR PROSECUTION FOR BREACH OF TOWN BYLAWS.

<p>TOWN APPROVAL</p>	
<p>1. Signing Authority for Category A & B Events</p> <p>Chief Administrative Officer <u>[Signature]</u> Date <u>Jan 16/2024</u></p>	
<p>2. Signing Authority for Category C Events</p> <p>Director of Community Services <u>[Signature]</u> Date <u>JAN. 16/24</u></p>	

ORIGINAL: Permit Coordinator – Community Services Department.
 COPIES: Applicant; RCMP (Bylaws); Town Council; Engineering; Emergency Services; Public Works; Parks Facilities Superintendent. Licensing & Inspections.



SUPER KIDS

Sat. July 6, 2024

-  Barricade
-  Barricade with "Trail Closed until 12 pm" signage

Blackfalds 2023 in Review

January 2024

neuron



Blackfalds Snapshot: By the numbers

1
1,050



Users signed up with
Neuron in Blackfalds

5,333



Trips taken since May 15th
(day of launch in Blackfalds)

853



Estimated kg of CO2
emissions averted

2.5 km



Average trip distance

15 m 23 s



Average trip duration

4.2/5



Is the average rating
on Neuron's services

13,400+ km



Total trip distance since
launch of program

Neuron Rider Insights

Rider Age	Percent
16 - 17	12.5%
18 - 24	20.8%
25 - 34	16.7%
35 - 44	41.7%
45 - 54	8.3%

Gender	Percent
Male	54.2%
Female	37.5%
Non-binary	0%
Prefer not to say	8.3%

Economic Impact

Accelerating the local economy

The increasing popularity of e-scooters offers a helping hand to embattled businesses in downtown areas and main streets by making it easier for residents, visitors and workers alike to get to and from these activity centres.



25% of trips would not have happened if a Neuron e-scooter was unavailable

54% of trips result in a direct purchase from a local business

54% of riders spent more than \$10 during their most recent trip

\$40 spent at local businesses by Neuron riders per e-scooter trip

\$7,096 spent at local businesses by Neuron riders per e-scooter deployed

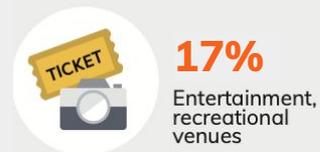
\$213K spent at local businesses in Blackfalds in 2023

25% of trips replace a car journey

100% of users believe Neuron has created a positive impact on the city



Where our riders spend their money*



*Riders were able to select more than one option.

Programming Highlights:

- **December 8th** in our Growing Minds Stem class we did soap propelled boats.
- **Something Cool** for After school classes we have made graham cracker houses, made a Cookie Mix jar that can be given as a gift, and watched a movie in our pajamas while eating pancakes.
- **Tasty Tales Story Time** we made Shortbread cookies, read a story and made some Christmas crafts.
- **Toddler Sensory class** we had 22 littles attend to play with Jello, spaghetti, chickpea foam, water, dough and etc.
- **We had our Children's Christmas party** on the 14th. The families decorated gingerbread cookies, made crafts, and Santa visited bringing Christmas treat bags.
- **We have another graduate** in our 1000 Books before Kindergarten! Emmett has read 1000 books and received an indigo gift card, certificate, and a book.
- **December 19 Creative Explosion** we made Snow Globes and Christmas ornaments. 25 children attended. The children loved making their own snow globes.



Programming Highlights:

- **Canasta has become very popular amongst the senior community. We had ten players and played for two hours! Some of the players would like to bring their musical jamming sessions to the library in the New Year, which would be a great addition to the space!**
- **The adult D&D has really gained a strong footing in the library with some members requesting more time to play if we can manage it.**
- **Our original book club had a year-end dinner at Boston pizza and we all had a lot of fun chatting and eating. We hope to continue this annual affair.**
- **We had 13 kids come to our photo day on the PD Friday. They had a lot of fun drinking hot chocolate and playing games**



Statistics: Including Dec. 2023 Stats

	2023 YTD Total Sessions	2023 YTD Total Participants	2022 Total Sessions	2022 Total Participants
Children's	701	5135	586	4026
Young Adult	48	190	53	466
Adult	158	729	81	510
Multigenerational	38	932	13	1669
Outreach	33	1713	49	2155
Virtual sessions	61	222	190	778

MEETING DATE: January 23, 2024
PREPARED BY: Danielle Nealon, Executive & Legislative Coordinator
PRESENTED BY: Shane Hanson, Blackfalds Food Bank Society
SUBJECT: **Beyond Food Community Hub / Blackfalds Food Bank Society**

BACKGROUND

Shane Hanson from the Blackfalds Food Bank Society will provide a brief overview to Council of the activities of the Beyond Food Community Hub over 2023 and discuss opportunities to explore different options for loan repayment for the Blackfalds Food Bank Society's renovations.

ATTACHMENTS

None

APPROVALS



Kim Isaak,
Chief Administrative Officer



Department Director/Author

Beyond Food Community Hub 2023

Programs in operation

Regular Food Bank Hampers

(Monthly breakdown provided)

- Our Food Hamper Program is dedicated to supporting food insecure individuals by providing a box of essential supplies of fresh & non-perishable food products on a once-a-month basis. Food Hamper days are the 1st & 3rd Wednesday each month.
- 2023:
 - 1062 hampers
 - 3,434 clients served
- Average cost of a 3-4 person hamper = \$250
 - Market value based on the week of October 30th.
 - Dry goods, fruit & vegetables, meat.
 - Price based off Lionell's No Frills

Emergency Food Bank Hampers

- To meet urgent food needs when financial pressures stop people from affording food, outside the regular hamper schedule.
- An average month sees approximately 8 emergency hampers go out.

Lunchbox

(Monthly breakdown provided)

- Each week families with children receive a box filled with fresh fruit & vegetables, healthy snacks, bread, eggs, milk and breakfast and lunch supplies. This box of food supplies provides food to help get through the week, so children have food for school and some for home meals.
- 2023:
 - 4,687 boxes
 - 11,672 children served

Good Food Box & Seniors Good Food Box

(Monthly breakdown provided)

- On the 1st & 3rd Wednesday each month this program provides seasonal, affordable and healthy fresh fruit & vegetables at an affordable price.
- 2023:
 - 318 senior boxes
 - 380 regular boxes

Snack Attack and The Pantry Program

- In partnership with Servus Credit Union Public Library Blackfalds, we are ensuring those experiencing food insecurity has access to food by making food available at the public library.

The Affordable Market

- With the assistance of IGA, two Tuesdays a month (operates in the same week as the Good Food Boxes), fresh vegetables, fruit are made available to the general public at wholesale prices.

Changing the Cycle

- 1 in 3 Canadians who need feminine hygiene products struggle to afford them. The program provides no cost menstrual products to those experiencing low-income disparity.

The Baby Bank

- For families facing food insecurity the cost of diapers and formula can be overwhelming and challenging to afford. The Baby Bank with support from the Woodynook Church ensures that a large expense is lessened for struggling families.

The Pet Food Bank

- In partnership with Pet Valu Blackfalds, the Pet Food Bank is designed to help people who are having difficulties feeding their pets by providing quality dog and cat food for free.

The Christmas Bureau

- This collaborative community effort helps eligible Blackfalds families and individuals celebrate and enjoy the holidays through the provision of a Christmas food hamper and gift cards to be used for the purchase of Christmas presents.

Grad Dress Boutique

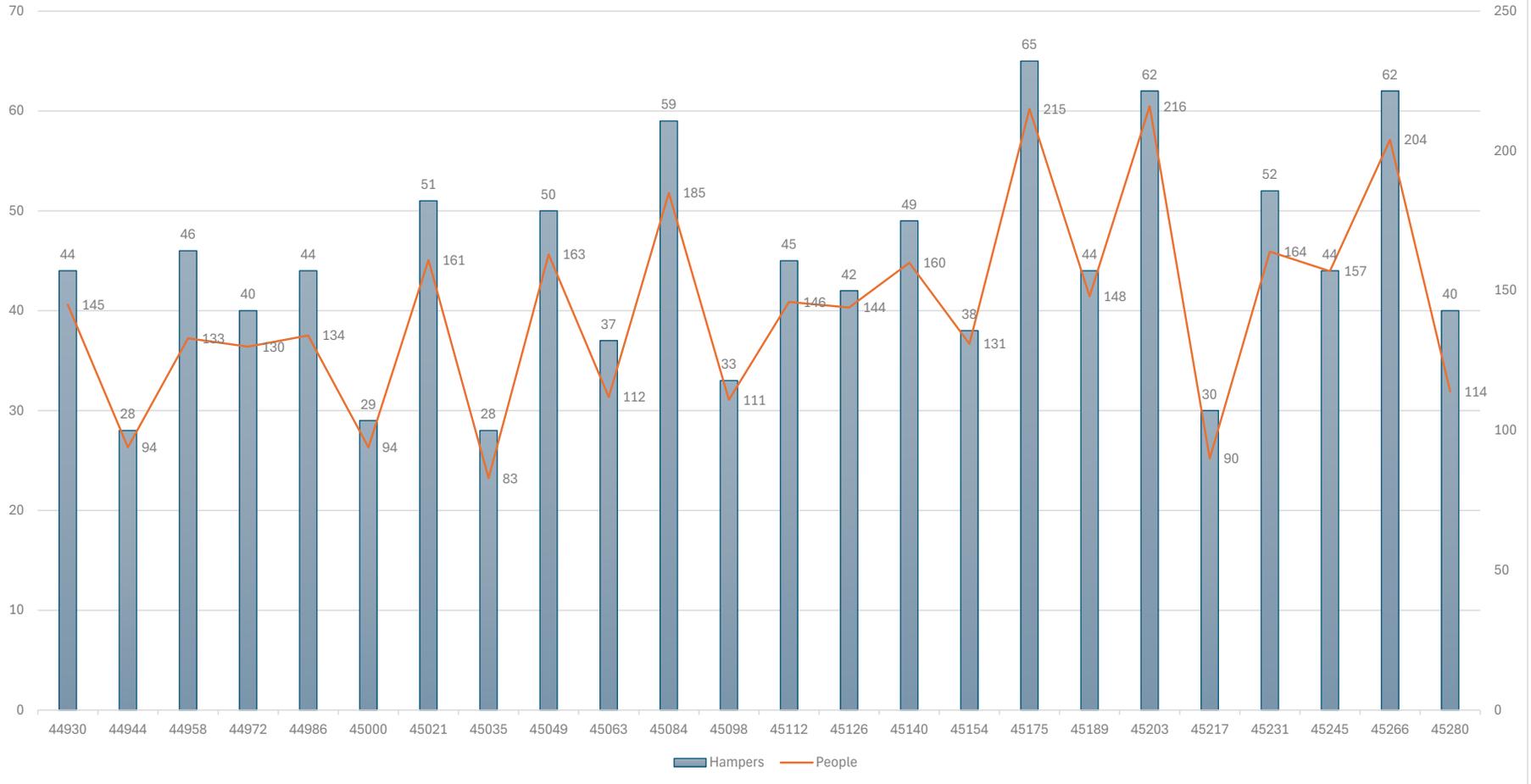
- This is for graduating ladies that maybe finding it difficult to access a dress for their special occasion. There is a wide selection of styles, sizes, and colours for them to come in and make a selection that suits them.

The Community Kitchen

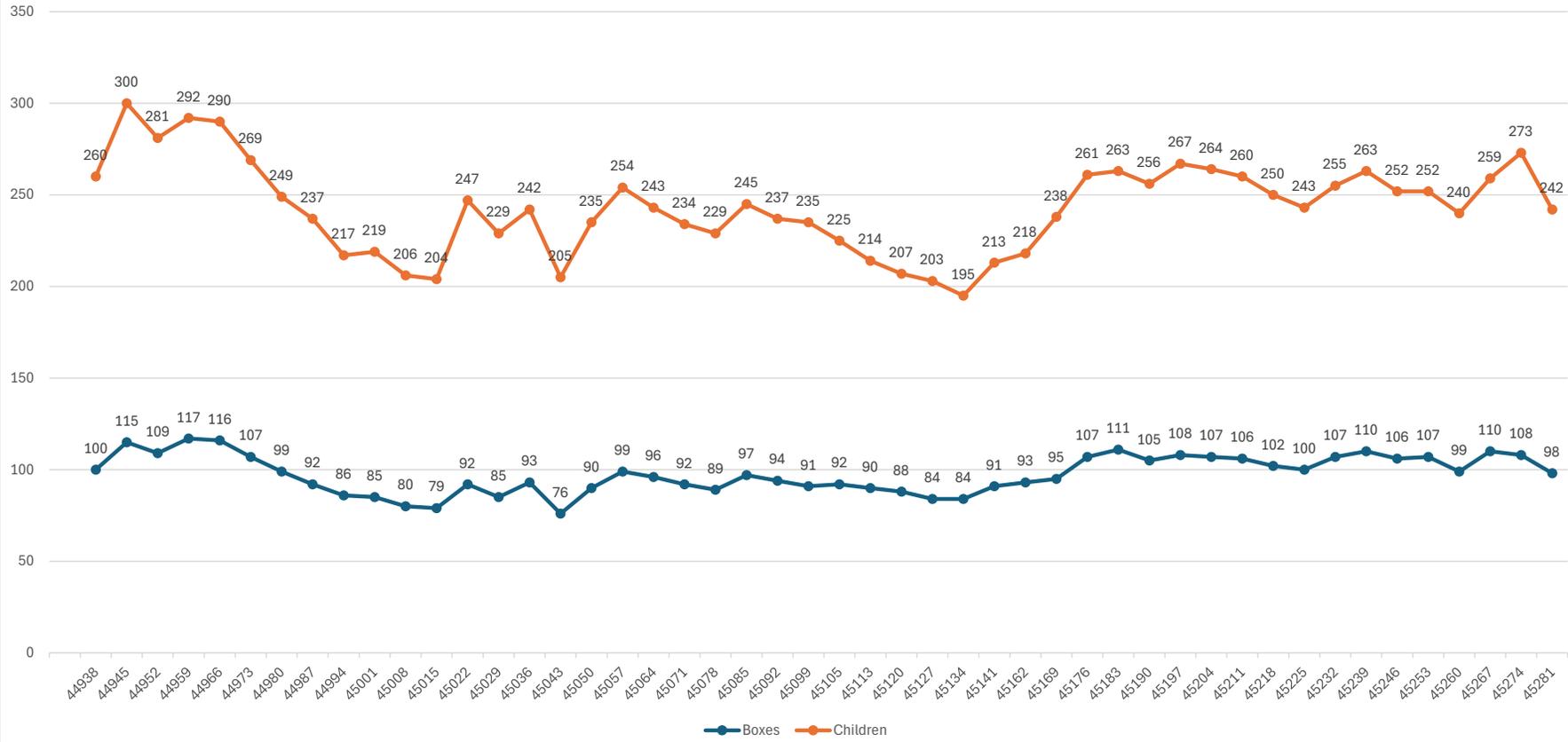
- Programs:
 - Seniors cooking club
 - Seniors meals to take
 - Collective kitchen
 - Bridging Diversity
 - Kids in the kitchen

- Ethnic Inspirations
- ESL
- Cooking on a budget
- Small portions club

Hampers 2023



Lunchbox 2023



Monthly Totals

Food Bank

Date	Hampers	People
04-Jan	44	145
18-Jan	28	94
01-Feb	46	133
15-Feb	40	130
01-Mar	44	134
15-Mar	29	94
05-Apr	51	161
19-Apr	28	83
03-May	50	163
17-May	37	112
07-Jun	59	185
21-Jun	33	111
05-Jul	45	146
19-Jul	42	144
02-Aug	49	160
16-Aug	38	131
06-Sep	65	215
20-Sep	44	148
04-Oct	62	216
18-Oct	30	90
01-Nov	52	164
15-Nov	44	157
06-Dec	62	204
20-Dec	40	114
	1062	3434

Lunchbox

Date	Boxes	Children
12-Jan	100	260
19-Jan	115	300
26-Jan	109	281
02-Feb	117	292
09-Feb	116	290
16-Feb	107	269
23-Feb	99	249
02-Mar	92	237
09-Mar	86	217
16-Mar	85	219
23-Mar	80	206
30-Mar	79	204
06-Apr	92	247
13-Apr	85	229
20-Apr	93	242
27-Apr	76	205
04-May	90	235
11-May	99	254
18-May	96	243
25-May	92	234
01-Jun	89	229
08-Jun	97	245
15-Jun	94	237
22-Jun	91	235
28-Jun	92	225
06-Jul	90	214
13-Jul	88	207
20-Jul	84	203
27-Jul	84	195
03-Aug	91	213
24-Aug	93	218
31-Aug	95	238
07-Sep	107	261
14-Sep	111	263
21-Sep	105	256
28-Sep	108	267
05-Oct	107	264
12-Oct	106	260
19-Oct	102	250
26-Oct	100	243
02-Nov	107	255
09-Nov	110	263
16-Nov	106	252
23-Nov	107	252
30-Nov	99	240
07-Dec	110	259
14-Dec	108	273
21-Dec	98	242

4687 11672

Good Food Box

Month	Seniors	Regular
04-Jan	17	17
18-Jan	13	21
01-Feb	17	16
15-Feb	10	16
01-Mar	19	15
15-Mar	15	19
05-Apr	18	17
19-Apr	16	12
03-May	16	20
17-May	14	17
07-Jun	19	13
21-Jun	11	17
05-Jul	14	16
19-Jul	12	15
06-Sep	14	16
20-Sep	14	15
04-Oct	12	16
18-Oct	13	20
01-Nov	17	15
15-Nov	12	21
06-Dec	13	24
20-Dec	12	22
	318	380

MEETING DATE: January 23, 2024

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

PRESENTED BY: Preston Weran, Director of Infrastructure and Property Services

SUBJECT: **Bylaw 1297.24 - Schedule "B" 2024 Water and Wastewater Rates
Amendment to Utility Bylaw 1250.20**

BACKGROUND

Utility Bylaw 1250.20. Schedule "B" was approved by Council on September 8th, 2020, with the 2023 rates Schedule "B" updated in early 2023 to align with the 2023 Budget. The 2024 Budget included increases to these water and sewer rates based on the completed utility rate analysis along with commission rates. This utility rate analysis helps stabilize the rates to avoid sharp increases. Schedule "B" is amended yearly to align with the operating budget for water and sewer to set the rates for each year.

This bylaw was presented for first reading on January 9, 2024, where the following motion was passed:

006/24 Councillor Coulter moved That Council give First Reading to Bylaw 1297.24 – Schedule "B" 2024 Water and Wastewater Rate, a bylaw to amend Schedule "B" of Bylaw 1250.20.

CARRIED UNANIMOUSLY

Below is the request for the second and third reading to allow the January water and wastewater utility rate bills to be processed with the proposed 2024 rate if passed.

DISCUSSION

Council and Administration discussed the 2024 utility rates during budget deliberations in the last quarter of 2023. The direction from these discussions in relation to 2024 utility rates are included in the budget binders. The 2024 Operating Budget included increases to the residential (and commercial) water and sewer utility rates for 2024. Bylaw 1297.24 amends Schedule "B" of the Utility Bylaw 1250.20. The proposed yearly water and wastewater rate increase across all utility accounts provides additional revenue to cover CPI, cost of treatment, maintenance, and commission rates. This proposed increase equates to an average 3.75% increase per month or \$8.44 for a family of 4 (typical house) and is outlined under the "Utility Analysis" tab on pages 2 and 3 of the updated 2024 budget binder and as attached to this memo.

Additionally, a wastewater rate under the bulk water sales to contractors, developers, and private companies at the discretion of the CAO has been added. If the Town decides to sell bulk water, it will be at the rate of \$6.29 for every cubic meter. The previous rate was applied to water and not waste water. The minimum charge of \$150.00 per sale applied to all bulk water sales did not change. This revision allows for less disparity between bulk water sales and utility account charges. The sale of bulk water is rare outside of contractors who are hired on behalf of the town to complete capital projects.

FINANCIAL IMPLICATIONS

No impact on the 2024 Budget if approved. The water and wastewater revenues and expenses are based on the 2024 rates presented under Schedule "B".

ADMINISTRATIVE RECOMMENDATION:

1. That Council gives Second Reading to Bylaw 1297.24 – Schedule "B" 2024 Water and Wastewater Rate, a bylaw to amend Schedule "B" of Bylaw 1250.20.
2. That Council gives Third and Final Reading to Bylaw 1297.24 – Schedule "B" 2024 Water and Wastewater Rate, a bylaw to amend Schedule "B" of Bylaw 1250.20.

ALTERNATIVES

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

ATTACHMENTS

- *Bylaw 1277.23 - Schedule "B" 2023 Rates*
- *Bylaw 1297.24 - Schedule "B" 2024 Water and Wastewater Rates*
- *Utility Analysis Sheets*

APPROVALS



Kim Isaak,
Chief Administrative Officer



Department Director/Author

BEING A BYLAW OF THE TOWN OF BLACKFALDS IN THE PROVINCE OF ALBERTA TO AMEND UTILITY BYLAW 1250.20, TO REGULATE THE SUPPLY AND USE OF WATER, WASTEWATER, AND STORMWATER UTILITIES FOR THE TOWN OF BLACKFALDS

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 providing for the supply and use of water, wastewater, and stormwater utilities in the Town of Blackfalds:

WHEREAS Part 1, Section 3 of the *Municipal Government Act*, RSA 2000, c. M-26, provides that one purpose of a municipality is to provide services, facilities or other things that are necessary or desirable for all or part of the municipality;

WHEREAS Part 2, Division 1, Section 7 of the *Municipal Government Act*, RSA 2000, c. M-26 provides a Municipal Council with the authority to pass bylaws respecting safety, health and welfare of people and protection of people and property, services provided by, or on behalf of, the municipality, public utilities and enforcement of bylaws;

WHEREAS Part 2, Division 1, Section 8 of the *Municipal Government Act*, RSA 2000, c. M-26 provides a Municipal Council with the authority to regulate or prohibit and provide for a system of licenses, permits and approvals;

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

PART 1 – TITLE AND PREAMBLE

- 1.1 That this Bylaw shall be cited as “Schedule “B” 2023 Rates”
- 1.2 The Schedule attached to this Bylaw forms part of this Bylaw.

PART 2 - REPEAL

- 2.1 That Bylaw 1254.21 is hereby repealed upon this Bylaw coming into effect.

PART 3 - DATE OF FORCE

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

READ for the first time this 10th day of January, A.D. 2023.

(RES. 003/23)



MAYOR JAMIE HOOVER

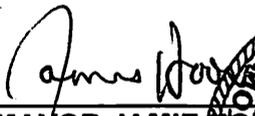


CAO MYRON THOMPSON



READ for the second time this 24th day of January, A.D. 2023.

(RES. 024/23)



MAYOR JAMIE HOOVER



CAO MYRON THOMPSON

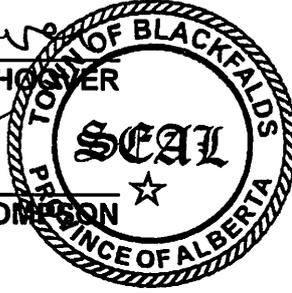


READ for the third and final time this 24th day of January, A.D. 2023.

(RES. 025/23)


MAYOR JAMIE HOYER


CAO MYRON THOMPSON



SCHEDULE "B"**COMMERCIAL AND RESIDENTIAL WATER AND WASTEWATER RATES**
(Rates Effective January 1, 2023)

WATER RATES

Each Owner shall pay for water services supplied to the Property owned by them, the aggregate of amounts determined as per below:

A. Minimum Rate: Fixed base rate as below:

The fixed base rate monthly charge shall be determined by the size of the meter supplied to each Owner as follows:

5/8" (16mm) and 3/4" (19 mm)	\$17.40 fixed rate
1" (25 mm)	Cost of 3/4" meter multiplied by 2.5
1 1/2" (38 mm)	Cost of 1' meter multiplied by 2.5
2" (50 mm)	Cost of 1 1/2' meter multiplied by 2.5
3" (75 mm)	Cost of 2' meter multiplied by 2.0
4" (100 mm)	Cost of 3' meter multiplied by 2.0

** For larger size service, multiplier to be determined by Administration.

** For larger size service, multiplier to be determined by Administration.

B. Plus an Infrastructure rate: \$6.00

C. Plus a Consumption rate: \$2.80 per cubic meter of water measured

WASTEWATER RATES

Each Owner shall pay for wastewater services supplied to them, the aggregate of amounts determined as per below:

- A. Minimum Rate: \$14.88
B. Plus an Infrastructure rate: \$6.00
C. Plus a Consumption rate: \$3.12 per cubic meter at 80% of water measured.

The above monthly minimum rates will apply to all properties in Town that have water and/or wastewater services available in the land abutting the property.

GENERAL PROVISIONS

A deposit of no greater than three months estimated billing may be required at the discretion of the CAO.

The decision to sell bulk water to contractors, developers and private companies shall be at the discretion of the CAO and/or their delegate. If the Town of decides to sell bulk water, it will be at the rate established by the North Red Deer River Water Services Commission, plus an additional \$0.75 for every cubic meter. A minimum charge of \$150.00 per sale will apply to all bulk sales.

BEING A BYLAW OF THE TOWN OF BLACKFALDS IN THE PROVINCE OF ALBERTA TO AMEND UTILITY BYLAW 1250.20, TO REGULATE THE SUPPLY AND USE OF WATER, WASTEWATER, AND STORMWATER UTILITIES FOR THE TOWN OF BLACKFALDS

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 providing for the supply and use of water, wastewater, and stormwater utilities in the Town of Blackfalds:

WHEREAS Part 1, Section 3 of the *Municipal Government Act*, RSA 2000, c. M-26, provides that one purpose of a municipality is to provide services, facilities or other things that are necessary or desirable for all or part of the municipality;

WHEREAS Part 2, Division 1, Section 7 of the *Municipal Government Act*, RSA 2000, c. M-26 provides a Municipal Council with the authority to pass bylaws respecting the safety, health and welfare of people and protection of people and property, services provided by, or on behalf of, the municipality, public utilities and enforcement of bylaws;

WHEREAS Part 2, Division 1, Section 8 of the *Municipal Government Act*, RSA 2000, c. M-26 provides a Municipal Council with the authority to regulate or prohibit and provide for a system of licenses, permits and approvals;

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

PART 1 – TITLE AND PREAMBLE

- 1.1 That this Bylaw shall be cited as “**Schedule “B” 2024 Water and Wastewater Rates**”
- 1.2 The Schedule attached to this Bylaw forms part of this Bylaw.

PART 2 - REPEAL

- 2.1 That Bylaw 1277.23 is hereby repealed upon this Bylaw coming into effect.

PART 3 - DATE OF FORCE

- 3.1 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 and final time this _____ day of _____, A.D. 20__.

(RES.)

MAYOR JAMIE HOOVER

CAO KIM ISAAK

DRAFT

SCHEDULE "B"

COMMERCIAL AND RESIDENTIAL WATER AND WASTEWATER RATES
(Rates Effective January 1, 2024)

WATER RATES

Each Owner shall pay for water services supplied to the Property owned by them, the aggregate of amounts determined as per below:

A. Minimum Rate: Fixed base rate as below:

The fixed base rate monthly charge shall be determined by the size of the meter supplied to each Owner as follows:

5/8" (16mm) and 3/4" (19 mm)	\$17.57 fixed rate
1" (25 mm)	Cost of 3/4" meter multiplied by 2.5
1 1/2" (38 mm)	Cost of 1' meter multiplied by 2.5
2" (50 mm)	Cost of 1 1/2' meter multiplied by 2.5
3" (75 mm)	Cost of 2' meter multiplied by 2.0
4" (100 mm)	Cost of 3' meter multiplied by 2.0

** For larger size service, multiplier to be determined by Administration.

** For larger size service, multiplier to be determined by Administration.

- B. Plus an Infrastructure rate: \$6.27
 - C. Plus a Consumption rate: \$2.95 per cubic meter of water measured
-

WASTEWATER RATES

Each Owner shall pay for wastewater services supplied to them, the aggregate of amounts determined as per below:

- A. Minimum Rate: \$15.18
- B. Plus an Infrastructure rate: \$6.27
- C. Plus a Consumption rate: \$3.24 per cubic meter at 80% of water measured.

The above monthly minimum rates will apply to all properties in Town that have water and/or wastewater services available in the land abutting the property.

GENERAL PROVISIONS

A deposit of no greater than three months estimated billing may be required at the discretion of the CAO.

The decision to sell bulk water to contractors, developers and private companies shall be at the discretion of the CAO. If the Town of decides to sell bulk water, it will be at the rate of \$6.29 for every cubic meter. A minimum charge of \$150.00 per sale will apply to all bulk sales.

Town of Blackfalds
2024 Financial Plan and Budget
Financial Impacts of Utility Rate Changes

	Typical Monthly Consumption (Cubic Meters)	2023				2024			
		Base Rate	Variable Rate	Capital Infrastructure	Total	Base Rate	Variable Rate	Capital Infrastructure	Total
Water									
Rates		\$ 17.40	\$ 2.80	\$ 6.00		\$ 17.57	\$ 2.95	\$ 6.27	
Percentage Change						0.98%	5.36%	4.50%	
Typical House	18	\$ 17.40	\$ 50.40	\$ 6.00	\$ 73.80	\$ 17.57	\$ 53.10	\$ 6.27	\$ 76.94
Low Consumption, Single Occupant	8	\$ 17.40	\$ 22.40	\$ 6.00	\$ 45.80	\$ 17.57	\$ 23.60	\$ 6.27	\$ 47.44
Waste Water (80% of Water Volume)									
Rates		\$ 14.88	\$ 3.12	\$ 6.00		\$ 15.18	\$ 3.24	\$ 6.27	
Percentage Change						2.02%	3.85%	4.50%	
Typical House	14.4	\$ 14.88	\$ 44.93	\$ 6.00	\$ 65.81	\$ 15.18	\$ 46.66	\$ 6.27	\$ 68.11
Low Consumption, Single Occupant	6.4	\$ 14.88	\$ 19.97	\$ 6.00	\$ 40.85	\$ 15.18	\$ 20.74	\$ 6.27	\$ 42.19
Solid Waste									
Rates - Residential		\$ 29.43				\$ 30.91			
Percentage Change						5.03%			
Typical House		\$ 29.43			\$ 29.43	\$ 30.91			\$ 30.91
Total Billings									
Typical House									
Total Per Month		\$ 61.71	\$ 95.33	\$ 12.00	\$ 169.04	\$ 63.66	\$ 99.76	\$ 12.54	\$ 175.96
Total Annual Cost		\$ 740.52	\$ 1,143.94	\$ 144.00	\$ 2,028.46	\$ 763.92	\$ 1,197.07	\$ 150.48	\$ 2,111.47
Low Consumption, Single Occupant									
Total Per Month		\$ 61.71	\$ 42.37	\$ 12.00	\$ 116.08	\$ 63.66	\$ 44.34	\$ 12.54	\$ 120.54
Total Annual Cost		\$ 740.52	\$ 508.42	\$ 144.00	\$ 1,392.94	\$ 763.92	\$ 532.03	\$ 150.48	\$ 1,446.43

	Typical Monthly Consumption (Cubic Meters)	2025				2026			
		Base Rate	Variable Rate	Capital Infrastructure	Total	Base Rate	Variable Rate	Capital Infrastructure	Total
Water									
Rates		\$ 17.75	\$ 2.98	\$ 6.55		\$ 17.93	\$ 3.01	\$ 6.78	
Percentage Change		1.02%	1.02%	4.47%		1.01%	1.01%	3.51%	
Typical House	18	\$ 17.75	\$ 53.64	\$ 6.55	\$ 77.94	\$ 17.93	\$ 54.18	\$ 6.78	\$ 78.89
Low Consumption, Single Occupant	8	\$ 17.75	\$ 23.84	\$ 6.55	\$ 48.14	\$ 17.93	\$ 24.08	\$ 6.78	\$ 48.79
Waste Water (80% of Water Volume)									
Rates		\$ 15.48	\$ 3.29	\$ 6.55		\$ 15.79	\$ 3.34	\$ 6.78	
Percentage Change		1.98%	1.54%	4.47%		2.00%	1.52%	3.51%	
Typical House	14.4	\$ 15.48	\$ 47.38	\$ 6.55	\$ 69.41	\$ 15.79	\$ 48.10	\$ 6.78	\$ 70.67
Low Consumption, Single Occupant	6.4	\$ 15.48	\$ 21.06	\$ 6.55	\$ 43.09	\$ 15.79	\$ 21.38	\$ 6.78	\$ 43.95
Solid Waste									
Rates - Residential		\$ 30.91				\$ 30.91			
Percentage Change		0.00%				0.00%			
Typical House		\$ 30.91			\$ 30.91	\$ 30.91			\$ 30.91
Total Billings									
Typical House									
Total Per Month		\$ 64.14	\$ 101.02	\$ 13.10	\$ 178.26	\$ 64.63	\$ 102.28	\$ 13.56	\$ 180.47
Total Annual Cost		\$ 769.68	\$ 1,212.19	\$ 157.20	\$ 2,139.07	\$ 775.56	\$ 1,227.31	\$ 162.72	\$ 2,165.59
Low Consumption, Single Occupant									
Total Per Month		\$ 64.14	\$ 44.90	\$ 13.10	\$ 122.14	\$ 64.63	\$ 45.46	\$ 13.56	\$ 123.65
Total Annual Cost		\$ 769.68	\$ 538.75	\$ 157.20	\$ 1,465.63	\$ 775.56	\$ 545.47	\$ 162.72	\$ 1,483.75

MEETING DATE: January 23, 2024

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

PRESENTED BY: Preston Weran, Director of Infrastructure and Property Services

SUBJECT: **Bylaw 1298.24 – Schedule “A” 2024 Solid Waste Rates
Amendment to the Solid Waste Management Bylaw 1167/13**

BACKGROUND:

The Solid Waste Management Bylaw 1167/13 was approved by Council in 2013, with the 2022 rates updated in early 2022 in alignment with the 2022 Budget. Schedule “A” is amended yearly in alignment with the operating budget for solid waste to set the rates for each year. In 2023, solid waste rates were not increased and were held at the 2022 rate.

This bylaw was presented for first reading on January 9, 2024 where the following motion was passed:

007/24 Councillor Sands moved That Council give First Reading to Bylaw 1298.24 - Schedule “A” 2024 Solid Waste Rates, a bylaw to amend Schedule “A” of Bylaw 1167/13.

CARRIED UNANIMOUSLY

Below is the request for the second and third reading to allow the January solid waste utility rate bills to be processed with the proposed 2024 rate if passed.

DISCUSSION:

Council and Administration discussed solid waste (and recycling) rates for 2024 during budget discussions in the last quarter of 2023. The direction from these meetings in relation to utility rates for 2024 are included in your budget binders. The 2024 Operating Budget included increases to the residential (and commercial) solid waste utility rates for 2024. Bylaw 1298.24 amends Schedule “A”, of the Solid Waste Management Bylaw. The proposed solid waste rate yearly increase across all utility accounts provides additional revenue to cover educational programming, CPI, cost of recycling and operations and maintenance of the Transfer Station. This proposed increase equates to a 5.03% increase per month or \$1.48 per residential dwelling and is outlined under the “Utility Analysis” tab on pages 2 and 3 of the updated 2024 budget binder and as attached to this memo.

It is of note that with the EPR program, we anticipate substantial savings for the residential recycling processing and hauling within the Town. This provincial program is planned to be in place by April of 2025. In 2026, the Town may want to consider completing a waste and recycling Master Plan as there are a number of items to determine, such as yearly yard waste services, other revisions to service levels, metric tracking or revisions to rates for future years. The scope of the Master Plan may also include waste-to-energy discussions, tipping fees at the transfer station or other ways to improve upon environmental mandates locally and regionally across this service area. The Town is also piloting the incineration containers this year, which has great potential and may result in additional discussions around responsible waste reduction or diversion.

FINANCIAL IMPLICATIONS:

No impact on the 2024 Budget if approved. The solid waste and recycling revenues and expenses are based on the 2024 rates presented under Schedule "A".

ADMINISTRATIVE RECOMMENDATION:

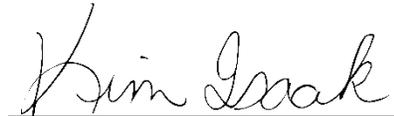
1. That Council give Second Reading to Bylaw 1298.24 - Schedule "A" 2024 Solid Waste Rates, a bylaw to amend Schedule "A" of Bylaw 1167/13.
2. That Council give Third and Final Reading to Bylaw 1298.24 - Schedule "A" 2024 Solid Waste Rates, a bylaw to amend Schedule "A" of Bylaw 1167/13.

ALTERNATIVES

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

ATTACHMENTS

- *Bylaw 1267.22 - Schedule "A" 2022 and 2023 rates*
- *Bylaw 1298.24 - Schedule "A" to 2024 Solid Waste Rates*
- *Utility Analysis Sheets*

APPROVALS

Kim Isaak,
Chief Administrative Officer



Department Director/Author



**TOWN OF BLACKFALDS
BYLAW 1267.22**

**BEING A BYLAW OF THE TOWN OF BLACKFALDS, IN THE PROVINCE OF ALBERTA,
TO AMEND THE SOLID WASTE MANAGEMENT BYLAW 1157/13, TO REGULATE THE
HANDLING, COLLECTION AND DISPOSAL OF SOLID WASTE IN THE TOWN OF
BLACKFALDS**

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.

WHEREAS The Municipal Council of the Town of Blackfalds, in the Province of Alberta, deems it desirable to pass a Bylaw to establish and maintain a solid waste management system, and to operate this system as a public utility.

NOW THEREFORE THE MUNICIPAL COUNCIL OF THE TOWN OF BLACKFALDS, IN THE PROVINCE OF ALBERTA, DULY ASSEMBLED, ENACTS AS FOLLOWS:

Bylaw 1267.22 is hereby amending "SCHEDULE "A" RATES" of the Solid Waste Management Bylaw 1167/13 of the Town of Blackfalds for billing purposes as attached.

DATE OF FORCE

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 11th day of January A.D., 2022.

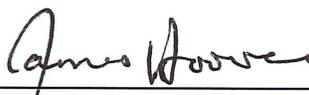


MAYOR JAMIE HOOVER



CAO MYRON THOMPSON

READ for the second time this 11th day of January A.D., 2022.



MAYOR JAMIE HOOVER



CAO MYRON THOMPSON

READ for the third time this 11th day of January A.D., 2022.



MAYOR JAMIE HOOVER



CAO MYRON THOMPSON



**TOWN OF BLACKFALDS
BYLAW 1267.22**

SCHEDULE "A"

SOLID WASTE MANAGEMENT RATES

- 1.0 Residential minimum waste rate: each customer shall pay a minimum rate per month of \$29.43. The monthly minimum rate will apply to all residential properties. Should a resident request to discontinue the garbage service the resident will continue to be responsible to pay the monthly minimum rate.
- 2.0 Commercial office waste minimum rate: each commercial office customer shall pay a minimum residential rate per month under 1.0 above, plus an additional \$13.00. This monthly minimum rate will apply to all commercial office type properties that do not require a front load bin as determined by the Director. Should a commercial office request to discontinue the garbage service the business must no longer be operating at that location. If the business changes locations, they must continue to be responsible to pay the monthly minimum rate at the new location.
- 3.0 Commercial front load waste rates for properties supplied with containers by the contractor shall be the rate charged by the contractor to the Town plus an administrative charge of 20% and a weighed portion of the entire commercial tonnage fees based on size and frequency of use.
- 4.0 Cardboard Recycling bins shall be charges as per the rate prescribed by the Contractor plus an administrative charge of 20%.
- 5.0 Purchase of additional Collection carts if damaged (no additional carts will be provided above the single cart for recycling and the signal cart for garbage) - \$60 for 2014, with an increase of CPI annually, plus GST per cart.
- 6.0 Purchase and use of Excess Waste Carts rates: at the customer's request, for an additional monthly rate of 100% of the monthly rate, 1 additional waste cart can be supplied and picked up each week. Should a resident request to discontinue the Excess Waste Cart service, the resident will continue to be responsible to pay the Excess Waste Carts fee for a period of no less than 1 year.
- 7.0 Purchase and use of Excess Recycling Carts rates: at the customer's request, for an additional monthly rate of 50% of the monthly rate, 1 additional recycling cart can be supplied and picked up each week. Should a resident request to discontinue the Excess Recycling Cart service, the resident will continue to be responsible to pay the Excess Recycling Carts fee for a period of no less than 1 year.

BEING A BYLAW OF THE TOWN OF BLACKFALDS IN THE PROVINCE OF ALBERTA TO AMEND THE SOLID WASTE MANAGEMENT BYLAW 1167/13 TO REGULATE THE HANDLING, COLLECTION AND DISPOSAL OF SOLID WASTE IN THE TOWN OF BLACKFALDS

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 providing a solid waste management system and to operate this system as a public utility in the Town of Blackfalds:

WHEREAS Part 1, Section 3 of the *Municipal Government Act*, RSA 2000, c. M-26, provides that one purpose of a municipality is to provide services, facilities or other things that are necessary or desirable for all or part of the municipality;

WHEREAS Part 2, Division 1, Section 7 of the *Municipal Government Act*, RSA 2000, c. M-26 provides a Municipal Council with the authority to pass bylaws respecting the safety, health and welfare of people and protection of people and property, services provided by, or on behalf of, the municipality, public utilities and enforcement of bylaws;

WHEREAS Part 2, Division 1, Section 8 of the *Municipal Government Act*, RSA 2000, c. M-26 provides a Municipal Council with the authority to regulate or prohibit and provide for a system of licenses, permits and approvals;

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 **“Schedule “A” 2024 Solid Waste Rates”**
- 1.2 The Schedule attached to this Bylaw forms part of this Bylaw.

PART 2 - REPEAL

- 2.1 That Bylaw 1267.22 is hereby repealed upon this Bylaw coming into effect.

PART 3 - DATE OF FORCE

- 3.1 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 ISSAK

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

(RES.)

MAYOR JAMIE HOOVER

CAO KIM ISSAK

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

(RES.)

MAYOR JAMIE HOOVER

CAO KIM ISSAK

DRAFT

SCHEDULE "A"**SOLID WASTE MANAGEMENT RATES**

(Rates Effective January 1, 2024)

- 1.0 Residential minimum waste rate: each customer shall pay a minimum rate per month of \$30.91. The monthly minimum rate will apply to all residential properties. Should a resident request to discontinue the garbage service the resident will continue to be responsible to pay the monthly minimum rate.
- 2.0 Commercial office waste minimum rate: each commercial office customer shall pay a minimum residential rate per month under 1.0 above, plus an additional \$13.00. This monthly minimum rate will apply to all commercial office type properties that do not require a front load bin as determined by the Director. Should a commercial office request to discontinue the garbage service the business must no longer be operating at that location. If the business changes locations, they must continue to be responsible to pay the monthly minimum rate at the new location.
- 3.0 Commercial front load waste rates for properties supplied with containers by the contractor shall be the rate charged by the contractor to the Town plus an administrative charge of 20% and a weighed portion of the entire commercial tonnage fees based on size and frequency of use.
- 4.0 Cardboard Recycling bins shall be charged as per the rate prescribed by the Contractor plus an administrative charge of 20%.
- 5.0 Purchase of additional Collection carts if damaged (no additional carts will be provided above the single cart for recycling and the signal cart for garbage) - \$80 for 2024 plus GST per cart.
- 6.0 Purchase and use of Excess Waste Carts rates: at the customer's request, for an additional monthly rate of 100% of the monthly rate, 1 additional waste cart can be supplied and picked up each week. Should a resident request to discontinue the Excess Waste Cart service, the resident will continue to be responsible to pay the Excess Waste Carts fee for a period of no less than 1 year.
- 7.0 Purchase and use of Excess Recycling Carts rates: at the customer's request, for an additional monthly rate of 50% of the monthly rate, 1 additional recycling cart can be supplied and picked up each week. Should a resident request to discontinue the Excess Recycling Cart service, the resident will continue to be responsible to pay the Excess Recycling Carts fee for a period of no less than 1 year.

Town of Blackfalds
2024 Financial Plan and Budget
Financial Impacts of Utility Rate Changes

	Typical Monthly Consumption (Cubic Meters)	2023				2024			
		Base Rate	Variable Rate	Capital Infrastructure	Total	Base Rate	Variable Rate	Capital Infrastructure	Total
Water									
Rates		\$ 17.40	\$ 2.80	\$ 6.00		\$ 17.57	\$ 2.95	\$ 6.27	
Percentage Change						0.98%	5.36%	4.50%	
Typical House	18	\$ 17.40	\$ 50.40	\$ 6.00	\$ 73.80	\$ 17.57	\$ 53.10	\$ 6.27	\$ 76.94
Low Consumption, Single Occupant	8	\$ 17.40	\$ 22.40	\$ 6.00	\$ 45.80	\$ 17.57	\$ 23.60	\$ 6.27	\$ 47.44
Waste Water (80% of Water Volume)									
Rates		\$ 14.88	\$ 3.12	\$ 6.00		\$ 15.18	\$ 3.24	\$ 6.27	
Percentage Change						2.02%	3.85%	4.50%	
Typical House	14.4	\$ 14.88	\$ 44.93	\$ 6.00	\$ 65.81	\$ 15.18	\$ 46.66	\$ 6.27	\$ 68.11
Low Consumption, Single Occupant	6.4	\$ 14.88	\$ 19.97	\$ 6.00	\$ 40.85	\$ 15.18	\$ 20.74	\$ 6.27	\$ 42.19
Solid Waste									
Rates - Residential		\$ 29.43				\$ 30.91			
Percentage Change						5.03%			
Typical House		\$ 29.43			\$ 29.43	\$ 30.91			\$ 30.91
Total Billings									
Typical House									
Total Per Month		\$ 61.71	\$ 95.33	\$ 12.00	\$ 169.04	\$ 63.66	\$ 99.76	\$ 12.54	\$ 175.96
Total Annual Cost		\$ 740.52	\$ 1,143.94	\$ 144.00	\$ 2,028.46	\$ 763.92	\$ 1,197.07	\$ 150.48	\$ 2,111.47
Low Consumption, Single Occupant									
Total Per Month		\$ 61.71	\$ 42.37	\$ 12.00	\$ 116.08	\$ 63.66	\$ 44.34	\$ 12.54	\$ 120.54
Total Annual Cost		\$ 740.52	\$ 508.42	\$ 144.00	\$ 1,392.94	\$ 763.92	\$ 532.03	\$ 150.48	\$ 1,446.43

	Typical Monthly Consumption (Cubic Meters)	2025				2026			
		Base Rate	Variable Rate	Capital Infrastructure	Total	Base Rate	Variable Rate	Capital Infrastructure	Total
Water									
Rates		\$ 17.75	\$ 2.98	\$ 6.55		\$ 17.93	\$ 3.01	\$ 6.78	
Percentage Change		1.02%	1.02%	4.47%		1.01%	1.01%	3.51%	
Typical House	18	\$ 17.75	\$ 53.64	\$ 6.55	\$ 77.94	\$ 17.93	\$ 54.18	\$ 6.78	\$ 78.89
Low Consumption, Single Occupant	8	\$ 17.75	\$ 23.84	\$ 6.55	\$ 48.14	\$ 17.93	\$ 24.08	\$ 6.78	\$ 48.79
Waste Water (80% of Water Volume)									
Rates		\$ 15.48	\$ 3.29	\$ 6.55		\$ 15.79	\$ 3.34	\$ 6.78	
Percentage Change		1.98%	1.54%	4.47%		2.00%	1.52%	3.51%	
Typical House	14.4	\$ 15.48	\$ 47.38	\$ 6.55	\$ 69.41	\$ 15.79	\$ 48.10	\$ 6.78	\$ 70.67
Low Consumption, Single Occupant	6.4	\$ 15.48	\$ 21.06	\$ 6.55	\$ 43.09	\$ 15.79	\$ 21.38	\$ 6.78	\$ 43.95
Solid Waste									
Rates - Residential		\$ 30.91				\$ 30.91			
Percentage Change		0.00%				0.00%			
Typical House		\$ 30.91			\$ 30.91	\$ 30.91			\$ 30.91
Total Billings									
Typical House									
Total Per Month		\$ 64.14	\$ 101.02	\$ 13.10	\$ 178.26	\$ 64.63	\$ 102.28	\$ 13.56	\$ 180.47
Total Annual Cost		\$ 769.68	\$ 1,212.19	\$ 157.20	\$ 2,139.07	\$ 775.56	\$ 1,227.31	\$ 162.72	\$ 2,165.59
Low Consumption, Single Occupant									
Total Per Month		\$ 64.14	\$ 44.90	\$ 13.10	\$ 122.14	\$ 64.63	\$ 45.46	\$ 13.56	\$ 123.65
Total Annual Cost		\$ 769.68	\$ 538.75	\$ 157.20	\$ 1,465.63	\$ 775.56	\$ 545.47	\$ 162.72	\$ 1,483.75

MEETING DATE: January 23, 2024
PREPARED BY: Justin de Bresser, Director of Corporate Services
PRESENTED BY: Justin de Bresser, Director of Corporate Services
SUBJECT: **Council Policy CP-174.24 - Procurement**

BACKGROUND

The Procurement Policy is a framework that outlines the rules and procedures for purchasing goods and services for the Town of Blackfalds. In 2021, the Purchasing Policy was updated with minor administrative changes. Upon review of the Policy, it was determined that an overall update is required to expand upon purchasing limits to trade agreement thresholds.

DISCUSSION

The new Procurement Policy has been updated to include the principles of how the Town purchases goods, services, and construction activities, considering all applicable legislation and trade agreements.

The goal of the updated Policy includes reducing administrative time in preparing Requests for Proposals, Requests for Quotes, etc. The new Policy is written to increase purchasing amounts allowable under trade agreements. Administration further streamlines the procurement of goods over \$75,000 by utilizing the Rural Municipalities of Alberta (RMA) Trade program called [Canoe](#). This trade program allows RMA members to access group buying, which follows all trade legislation, reducing the Town's time in preparing Requests for Proposals, etc.

Table 1 is a summary of the procurement thresholds and the process required for Goods and Services.

Procurement Threshold	Process	Process Required
\$0 - \$4,999	Direct Purchase	<ul style="list-style-type: none"> Direct Purchases should be made locally whenever a Local Vendor is available and competitive.
\$5,000- \$9,999	Non-competitive	<ul style="list-style-type: none"> Three written quotes are recommended but not required. Local Vendors can be given preference in accordance with this policy
\$10,000 - \$74,999	Informal Competitive Bidding	<ul style="list-style-type: none"> Three written quotes are required. Local Vendors can be given preference in accordance with this policy
Equal to or greater than \$75,000	Formal Competitive Bidding	<ul style="list-style-type: none"> Fully open competition Requires sealed Bids. May involve a prequalification process. Must be posted on Alberta Purchasing Connection. Ability to Use RMA Canoe Trade Program by Approval of Director

Table 2 is a summary of the procurement thresholds and the process required for Construction.

Procurement Threshold	Process	Process Required
\$0 - \$9,999	Direct Purchase	<ul style="list-style-type: none"> • Direct purchases should be made locally whenever a Local Vendor is available and competitive
\$10,000 - \$199,999	Written Quotation	<ul style="list-style-type: none"> • Three written quotes are required. • Local Vendors can be given preference in accordance with this policy
Equal to or greater than \$200,000	Formal Competitive Bidding	<ul style="list-style-type: none"> • Fully open competition • Requires sealed Bids. • May involve a prequalification process. • Must be posted on Alberta Purchasing Connection

Some of the benefits of having a solid Procurement Policy are:

- Ensure that the organization gets the best value for money, quality, and delivery time from its suppliers.
- Help prevent fraud, corruption, and waste by establishing clear accountability and transparency in the procurement process.
- It can help comply with the Town’s legal and ethical standards and the relevant authorities.
- It can help to promote fair and open competition among suppliers and encourage innovation and diversity in the market.
- It can help to support the organization’s strategic goals and objectives.

Purchasing Authority

Administration is delegated authority to procure within the budget approved by Council. This authority may be delegated to specific staff by the CAO within the scope outlined in the MGA and Council’s CAO Bylaw through a subsequent Administrative Procedure.

At the January 15th, 2024, meeting, Council reviewed the Policy and provided feedback. This feedback included adding memberships to section 7.0 – Exclusions and rewording 7.1.12 to Software Renewals.

FINANCIAL IMPLICATIONS

There are no direct financial implications to implementing this Policy.

ADMINISTRATIVE RECOMMENDATION

1. That Council adopt Council Policy CP-174.24 - Procurement, as presented.

ALTERNATIVES

- a) That Council refers this item back to Administration for additional information and/or amendments.

ATTACHMENTS

- *DRAFT Council Policy CP-174.24 - Procurement*
- *151.21 – Purchasing Policy (Existing Policy)*

APPROVALS



Kim Isaak,
Chief Administrative Officer



Department Director/Author

PROCUREMENT

POLICY NO.:	CP-174.24
DIVISION DEPARTMENT	Corporate Services and Financial Services
REVIEW PERIOD	Every 3 Years or upon Legislative Change

1. POLICY PURPOSE

- 1.1 To establish the basic direction, philosophies, and values for the procurement of Goods, Services and Construction for use by the Town of Blackfalds.

2. POLICY STATEMENT

- 2.1 The Town of Blackfalds' delivery of Services and acquisition of assets will be performed in a manner that might best achieve a high-quality product and/or Service while maintaining an accountable, transparent, efficient, and fair purchasing process.

3. DEFINITIONS

- 3.1 **“Administrative Procedure”** means a documented procedure that outlines a consistent approach to carrying out a specific Policy in the day-to-day operations of the Town.
- 3.2 **“Bid”** means a bid, proposal, tender or quote offered to the Town of Blackfalds.
- 3.3 **“CAO”** means the Chief Administrative Officer of the Town of Blackfalds.
- 3.4 **“Conflict of Interest”** means a situation where the independence or impartiality of an employee’s decisions or actions are impaired or may be reasonably expected to be impaired because of outside employment, political, business or family interests.
- 3.5 **“Construction”** means construction, reconstruction, demolition, repair or renovation of a building, structure or other civil engineering or architectural work and includes site preparation, excavation, drilling, seismic investigation, the supply of products and materials, the supply of equipment and machinery if they are included in and incidental to the construction, and the installation and repair of fixtures of a building, structure or other civil engineering or architectural work, but does not include professional

consulting services related to the construction contract unless they are included in the procurement.

3.6 “**Council**” means elected officials, including the Mayor of the Town of Blackfalds.

3.7 “**Employees**” means individuals who are employed by the Town of Blackfalds.

3.8 “**Emergency**” means a situation that requires prompt action for the safety and protection of persons or property, or the environment.

3.9 “**Good**” means an item that is produced, manufactured, grown, or obtained and used for a commercial purpose.

3.10 “**Local Vendors**” means a business having a Town of Blackfalds resident business license.

3.11 “**MGA**” means the *Municipal Government Act* of Alberta.

3.12 “**Service**” means a service supplied or to be supplied.

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

4. SCOPE

4.1 This Policy applies to Council, CAO (or their designate) and Employees who purchase, rent or lease on behalf of the Town.

5. AUTHORITY AND RESPONSIBILITIES

5.1 Council to:

5.1.1 Adopt and support this Policy and any amendments by resolution.

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

5.1.3 Adopt the Council Policy that establishes the primary direction, philosophies, and values for the procurement of Goods, Services, and Construction for use by the Town and amendments thereto.

5.2 Chief Administrative Officer to:

- 5.2.1 Implement this Policy and develop the associated Administrative Procedure.
- 5.2.2 Authorize the expenditure of funds and payment of accounts according to the approved budget once the operating, interim and/or Capital Budget is passed by Council, as per the MGA.
- 5.2.3 Ensure that the procurement procedures and programs of the municipality are developed and implemented to carry out programs identified by the Town Council.
- 5.2.4 Delegate authority to develop and implement applicable procedures through Directors and the Financial Services Manager.
- 5.2.5 Delegate budget authority to Town Employees in accordance with the annual budget.
- 5.2.6 Override this Policy when required as a sound business decision, in accordance with 6.3.1.
- 5.2.7 Ensuring that procurement and contract activities are carried out under this Policy and applicable Administrative Procedures.
- 5.2.8 Ensure budget funds are available for procurement requests.
- 5.2.9 Advise Council on the development, implementation, and amendment of this Policy.
- 5.2.10 Ensure Policy review occurs and verify the implementation of this Policy.

6. POLICY

6.1 Principles

6.1.1 The Town will manage its procurement activities in accordance with all applicable legislation, including but not limited to the trade agreements, as well, competitive bidding laws and procurement best practices, as amended from time to time. The Town will adhere to the following minimum general principles.

6.1.1.1 Competition process will be open, transparent, and fair.

- 6.1.1.2 According to applicable trade agreements, the Town cannot give preferential treatment to Local Vendors for competitions over a \$75,000 threshold.
- 6.1.1.3 Departments may direct competitions for Goods and Services under \$75,000 to Local Vendors only if there are at least two vendors who are available and competitive.
- 6.1.1.4 Whenever practical, the Town will consider environmental impact and sustainability.
- 6.1.1.5 The Town is committed to the highest level of ethical standards in all procurement and contracting practices.
- 6.1.1.6 The Town encourages the best value consideration in procurement.
- 6.1.1.7 The Town expects all vendors to perform their obligations to the Town in good faith.
- 6.1.1.8 Town Employees shall not have any Conflict of Interest, direct or indirect, in any contract with the Town of Blackfalds. No Employee of the Town or partnership of which an Employee is a member may submit a bid for the supply of Goods, or Services or Construction to the Town. Any corporation (other than those whose shares are publicly traded) submitting a bid must disclose the names of any shareholder who is a Town Employee and the number of shares owned by the Employee.
- 6.1.1.9 Town Employees shall not make any recommendations about the awarding of any bid, or quotation when they are a member of the immediate family of any individual who is:
 - 6.1.1.9.1 submitting the tender.
 - 6.1.1.9.2 a shareholder or employee of a company submitting the tender.
 - 6.1.1.9.3 a member or employee of any partnership submitting the tender.

6.2 Local Vendors

6.2.1 To comply with applicable trade agreements, the Town cannot give preferential treatment to Local Vendors for competitions over the \$75,000 threshold for Goods and Services and \$200,000 threshold for Construction contracts. For competitions below these amounts, the following provision can be applied:

6.2.1.1 Departments can direct competition up to \$74,999 for Goods and Services and up to \$199,999 for Construction contracts to Local Vendors if the vendor's expertise is competitive.

6.2.1.2 A Bid submitted by a Local Vendor and having local content shall be awarded to that business if:

6.2.1.2.1 They have submitted the lowest Bid from a local business; and

6.2.1.2.2 That the Bid is not more than two percent (2.00%), to a maximum amount of \$2,000, above the lowest cost submitted by a non-Local Vendor.

6.3 Sole Sourcing

6.3.1 Sole source purchase may be used when there is only one available supplier of a required Good or Service that meets the needs of the Town, subject to regular review. Negotiations should be used to complete the terms and conditions for this purchase. A sole source purchase may occur:

6.3.1.1 When the compatibility of a purchase with existing equipment, facilities or Services is a paramount consideration, and the purchase must be made from a single source.

6.3.1.2 Where an item is purchased for testing or trial use.

6.3.1.3 Where the Town purchases supplies for resale.

6.3.1.4 For direct purchases under \$10,000 (See Table 1 below).

6.3.1.5 Where the Town has a rental contract with a purchase option and such purchase option would be beneficial to the Town.

6.3.1.6 Where purchase from another vendor would violate warranties and guarantees where Service is required.

6.3.1.7 For matters involving security or confidential issues, a purchase may be made to protect the confidentiality of the contractor of the Town.

6.4 Procurement Process

**Table 1
Summary of Procurement Process based on the value for Goods and Services:**

Procurement Threshold	Process	Process Required
\$0 - \$4,999	Direct Purchase	<ul style="list-style-type: none"> Direct Purchases should be made locally whenever a Local Vendor is available and competitive.
\$5,000- \$9,999	Non-competitive	<ul style="list-style-type: none"> Three written quotes are recommended but not required. Local Vendors can be given preference in accordance with this policy
\$10,000 - \$74,999	Informal Competitive Bidding	<ul style="list-style-type: none"> Three written quotes are required. Local Vendors can be given preference in accordance with this policy
Equal to or greater than \$75,000	Formal Competitive Bidding	<ul style="list-style-type: none"> Fully open competition Requires sealed Bids. May involve a prequalification process. Must be posted on Alberta Purchasing Connection. Ability to Use RMA Canoe Trade Program by Approval of Director

**Table 2
Summary of Procurement Process based on Value for Construction:**

Procurement Threshold	Process	Process Required
\$0 - \$9,999	Direct Purchase	<ul style="list-style-type: none"> Direct purchases should be made locally whenever a Local Vendor is available and competitive
\$10,000 - \$199,999	Written Quotation	<ul style="list-style-type: none"> Three written quotes are required. Local Vendors can be given preference in accordance with this policy
Equal to or greater than \$200,000	Formal Competitive Bidding	<ul style="list-style-type: none"> Fully open competition Requires sealed Bids. May involve a prequalification process. Must be posted on Alberta Purchasing Connection

6.5 Capital Projects

6.5.1 Managing Capital Projects – all contracts for capital projects shall be awarded according to the Town’s Procurement Authorities and Limits Policy. The CAO is responsible for the administration of the capital projects and may delegate such responsibility to the appropriate Employee.

6.5.2 The CAO or delegate shall:

6.5.2.1 Approve expenditures up to the approved contract price.

6.5.2.2 Ensure that the work, Goods, Services, and Construction Services supplied meet the contracted specifications.

6.5.2.3 Ensure the terms and conditions specified by the Town have been met.

6.6 Purchasing Authority

6.6.1 Council shall approve all annual Operating Budgets, Capital Budgets, and long-term Capital Plans of the Town.

6.6.2 The CAO is delegated purchasing authority to purchase and approve the purchase of Goods, Services, and Construction Services within the limits of a Council approved budget on behalf of the Town.

6.6.3 As per the Town’s CAO Bylaw and the MGA, purchasing authority may be delegated by the CAO to Directors, Department Managers, and other Employees at their discretion. Purchasing authority may be revoked by the CAO at their discretion due to:

6.6.3.1 Repetitive non-compliance.

6.6.3.2 Lack of due diligence.

6.6.4 Any Employee granted purchasing authority through an Administrative Procedure must ensure that all applicable policies and procedures are followed and the budget approval for purchasing Goods, Services, and Construction services are in place. Employees must ensure they have control over the budget and that the budget dollars are available during the entire period of procurement.

6.6.5 The CAO may approve individual line-item expenditures that vary from the operating budget only if the Town’s revenue requirement is unchanged from Councils’ approved budget and the department’s bottom line is under budget.

6.7 Contracts and Agreements

6.7.1 Under the MGA, the CAO has the authority to sign contracts and agreements for the Town.

6.7.2 Council will be informed of contracts with a total value of up to \$500,000 or a length of no more than three (3) years through the CAO report.

6.7.3 Council will approve contracts with a total value exceeding \$500,000 or a length of greater than three (3) years.

6.8 Expenditure Review

6.8.1 That one (1) signature from Group I and one (1) signature from Group II be required for bank account documents and materials, forms, and legal documents. The following be designated signing officers for the Town of Blackfalds:

Group I	Group II
Mayor	CAO
Deputy Mayor	Directors
Members of Council	Financial Services Manager

6.8.2 The Mayor or Deputy Mayor and CAO (or their designate) should conduct a general review of each general cheque run, noting payees and amounts. The Mayor or Deputy Mayor and the CAO (or their designate) will sign the cheque register confirming the review has occurred.

6.8.3 Signature for cheques may be handwritten or reproduced electronically.

6.8.4 The cheque register listing the payees and amounts for each general cheque run should be made available to Council for examination.

6.8.5 As per the MGA, a municipality must ensure that all money belonging to or held by the municipality is deposited in a bank, credit union, loan corporation, treasure branch or trust corporation designated by Council.

7. EXCLUSIONS

7.1. This Policy does not apply to:

7.1.1 Purchase of land.

7.1.2 Banking, Investments and Borrowing.

7.1.3 Postage purchases.

7.1.4 Employee vehicle use expenditures.

7.1.5 Grants to nonprofit agencies and societies.

7.1.6 Employment services/agreements.

7.1.7 Legal Services.

7.1.8 Corporate or individual Employee memberships.

7.1.9 Insurance Premiums.

7.1.10 Workers Compensation Premiums.

7.1.11 Freight charges.

7.1.12 Software Renewals.

7.1.13 Memberships.

7.1.14 Electricity and Natural Gas purchases.

7.1.15 Purchases where the vendor is a department, agency or utility of federal, provincial, regional or municipal government.

8. SPECIAL SITUATIONS

8.1. Notwithstanding anything in this Policy, the CAO may authorize any required expenditures in Emergency situations where:

8.1.1 Where an unforeseeable situation of urgency exists and the Goods, Services or Construction could not be obtained in time by means of open procurement procedures. This includes when the health and safety of Employees, the public, or the environment is at risk.

8.1.2 The loss or failure of critical infrastructure is at risk.

8.1.3 Any delay in procuring Goods Services and Construction could jeopardize the Town’s ability to provide essential services; or

8.1.4 Pursuant to an enactment such as the *Emergency Management Act*.

9. RELATED DOCUMENTS

- 9.1 Municipal Government Act (MGA),
- 9.2 New West Partnership Trade Agreement (NWPTA)
- 9.3 Comprehensive European Trade Agreement (CETA)
- 9.4 Canadian Free Trade Agreement (CFTA)
- 9.5 Freedom of Information and Protection of Privacy Act (FOIP)

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

DRAFT

Policy No.: 151.21 Policy Title: Purchasing Policy Department: Corporate Services Effective Date: Reviewed: June 2021 Revised: June 2021 July 2011 April 2007 Supersedes Policy/Bylaw: 2011 Purchasing Policy	Resolution No: 191/21 Date: June 22, 2021
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Policy Statement

The Town of Blackfalds delivery of services and acquisition of assets will be performed in a manner that might best achieve a high-quality product and/or service while maintaining an accountable, transparent, efficient and fair purchasing process. Investing in our community is done with an ever-present consideration of the financial impact on the taxpayers.

1. Reason for Policy

- 1.1 Acquire goods and services for the Town of Blackfalds using a method that provides best value for the dollars spent.
- 1.2 Restrict purchasing powers to only persons possessing such authority through the purchasing policy or bylaw of the Town of Blackfalds.
- 1.3 Ensure proper approval procedure.
- 1.4 Purchases made in accordance with this policy shall not require Council approval provided budget appropriation approved by the Town Council has not been exceeded.

2. Definitions

- 2.1 Purchase Order: A commercial electronic document and first official offer issued by a buyer to a seller, indicating types, quantities and agreed prices for products or services. Created in the financial system to approve a purchase prior to committing the expense with a vendor and reflect the financial commitment in the system against the cost GL code.

- 2.2 Request for Proposal (RFP): A solicitation often made through a bidding process, by an agency or company interested in procurement of a commodity, service or valuable asset, to potential suppliers to submit business proposals.
- 2.3 Tender: To make a formal written offer to carry out work, supply goods, or buy land, shares, or another asset for a stated fixed price and where all services, ~~shares~~, or another asset for a stated fixed price and where all services, work and outcomes are clearly defined. A mandatory evaluation criterion is set prior to the release of the invitation to tender and a criterion is applied to acceptance of a tender, including budgetary consideration. The option to not proceed with a project or purchase must be dealt with in a change order fashion and not negotiated at the time of awarding the contract.
- 2.4 Best Value: A combination of quality, timeline, cost, and efficiency is used to calculate the best value. The value of each criterion for purchases is determined at the time of acquisition of the product and/or service.
- 2.5 Emergency: An event that requires prompt coordination of actions or special regulations of persons or property to protect the safety, health or welfare of people or to limit damage to property.
- 2.6 Local Supplier: A person, firm, corporation or business which has a valid Town of Blackfalds business license and has a business address located within the corporate limits of the Town and/or within a 10 km radius.
- 2.7 Business Licence: A permit authorized and issued by the Town of Blackfalds to allow individuals or companies to conduct business within the Town of Blackfalds geographical jurisdiction.
- 2.8 Green Procurement: Purchasing products or services, which minimize, or provide favourable environmental impacts.
- 2.9 Single Source: Refers to a product or service that is proprietary and no alternate sources of supply/service exist.
- 2.10 Purchasing Authority: Refers to the authority granted to an employee to purchase and/or approve the purchase of goods and or services on behalf of the Town. This does not include the authority to sign or execute contracts.
- 2.11 Trade Agreements: The Canadian Free Trade Agreement, the New West Partnership Trade Agreement and any future trade agreements the Town may become subject to plus any amendments made to these Trade Agreements.

3. Responsibilities

3.1 Municipal Council to:

3.1.1 Approve by resolution this policy and any amendments;

3.1.2 Consider purchasing processes for successful implementation of this policy.

3.2 Chief Administrative Officer to:

3.2.1 Implement this policy and approve procedures;

3.2.2 Ensure policy and procedure reviews occur and verify the implementation of policies and procedures.

3.3 Director of the Department to:

3.3.1 Ensure implementation of this policy and procedure;

3.3.2 Ensure that this policy and procedure is reviewed every three years;

3.3.3 Make recommendations to the Chief Administrative Officer of necessary policy or procedure amendments.

3.4 Manager to:

3.4.1 Understand, and adhere to this policy and procedure;

3.4.2 Ensure employees are aware of this policy and procedure.

3.5 All Employees to:

3.5.1 Understand and adhere to this policy and procedure.

4. Appendix

4.1 None

5. End of Policy

PROCEDURE	Policy No.: 151.21 Policy Title: Purchasing Policy Department: Corporate Services
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1. Preamble

- 1.1 The purpose of the Purchasing Policy is to establish and delegate purchasing authority, ensure fairness and expediency in Town purchases, reflect a commitment to protect our local economy and ensure compliance with legislation and current trade agreements.

2. Authorization

- 2.1 The following employees of the Town of Blackfalds will have authorization to issue a purchase order for purchases in the listed ranges:

▪ Chief Administrative Officer	No Limit
▪ Director of Corporate Services	Up to \$10,000
▪ Director of Community Services	Up to \$10,000
▪ Director of Infrastructure & Property Services	Up to \$10,000
▪ Protective Services Manager (DEM)	Up to \$10,000
▪ Financial Services Manager	Up to \$5,000
▪ Information Technology Manager	Up to \$5,000
▪ Parks & Facilities Manager	Up to \$5,000
▪ FCSS Manager	Up to \$5,000
▪ Infrastructure Services Manager	Up to \$5,000
▪ Marketing & Communications Manager	Up to \$5,000
▪ Planning & Development Manager	Up to \$5,000
▪ Fire Chief	Up to \$5,000
▪ Economic Development Officer	Up to \$5,000
▪ Human Resources Officer	Up to \$5,000
▪ Utility Foreman	Up to \$2,500
▪ Parks Foreman	Up to \$2,500
▪ Transportation Foreman	Up to \$2,500
▪ Environmental Foreman	Up to \$2,500
▪ Facilities Foreman	Up to \$2,500
▪ Recreation and Culture Programmer	Up to \$2,500
▪ Fitness and Aquatic Programmer	Up to \$2,500

- 2.1.1 Upon approval of the department Director, additional staff members may be authorized to issue purchase orders for purchases up to a maximum of \$2,500.00.

- 2.1.2 Authorized personnel will be responsible for expenditures in their department only. In the case of an order containing goods and services for two or more departments, each authorized signing authority is required to code and

approve the invoice for payment, or sign a purchase order, whichever is required.

3. Vendor Relations

- 3.1 To maintain and practice the highest possible standards of business ethics, professional courtesy and competence in all dealings. At all times, applicable laws must be observed. In this regard the following should apply when dealing with suppliers and their representative:
 - 3.1.1 Offer prompt and courteous reception, as well as fair and equal treatment, to all suppliers and their representatives.
 - 3.1.2 Provide equal opportunity for all suppliers to respond to the Town's procurement requirements.
 - 3.1.3 Guarantee the confidentiality of all specifications and price quotations made by vendors responding to a Request for Proposal. Bottom line quotes will be made public in accordance with FOIP and the *Municipal Government Act*.
 - 3.1.4 If for any reason a supplier is permitted to re-quote, their competitors will be given the same opportunity.

4. Purchase

- 4.1 The direct purchasing process allows purchases of items under \$2,000 dollars to be left to the discretion of the authorized signing authority. There is no competitive pricing requirement, but the signing authority is expected to obtain the best possible value for the taxpayer's money.
- 4.2 That three written price estimates be obtained prior to the purchasing of budgeted items valued between \$2,001 dollars and \$5,000 dollars. Copies of written price estimates shall be attached to the final invoice for payment.
- 4.3 A purchase order must be issued for any purchase of goods or services that do not have a contract or agreement in place and exceed \$5,000. Three written confirmations of price estimates must be received prior to the purchase of budgeted items valued at \$5,000 to \$10,000.
- 4.4 Purchase orders must be completed within the financial system and bear the appropriate authorization as per the Purchasing Policy prior to ordering the goods or services on behalf of the Town. The approving individual is responsible to ensure that the purchase is appropriate and within budgetary guidelines. A purchase order that does not correspond in value to an invoice must have a written explanation for any variance exceeding 5% or \$500.00.

- 4.5 Procurement of goods and services between \$10,000 and \$75,000 shall be awarded on the basis of written Request for Proposal. If there are local suppliers, the request for written Proposals shall be advertised locally or the local suppliers shall be invited to respond. If verbal invitations are extended to local suppliers, the buyer shall ensure that the identical information is given to each of those suppliers. Requests for Proposal shall include all acceptable known local suppliers and may include out-of-town suppliers.
- 4.6 Procurement of goods and services over \$75,000 shall be awarded on the basis of:
- 4.6.1 Written tender submissions to be prepared by a designated engineer and used for projects and/or services that have enough detailed information to limit the number of change orders required and prevent project cost overruns.
- 4.6.2 Written Request for Proposals are to be prepared by department Directors and used for projects that have specified outcomes and are open to the methods of delivery.
- 4.6.3 Requests for Proposals/Tenders must not exceed thresholds of Trade Agreements.
- 4.7 Tenders and Request for Proposals for procurement of goods and services for capital works shall be advertised, and/or undertaken by invitation for known local and non-local suppliers.
- 4.8 The evaluation criteria in which Tenders/Proposals are ranked and chosen may be determined by the Director depending on the nature of the purchase and the expertise required.
- 4.9 Unless otherwise specified by Council, the Chief Administrative Officer is delegated the authority to accept any proposal, the value of which does not exceed \$100,000; as long as,
- 4.9.1 The goods or services are provided for in an approved budget;
- 4.9.2 Multi-year service contracts will be approved by Council;
- 4.9.3 The Tender or Proposal is to be awarded based on best value.
- In the event of the following, the Tender or Proposal shall be submitted to Council for approval:
- 4.9.4 The budget allocation is insufficient in the opinion of the Chief Administrative Officer;
- 4.9.5 The award is to be made to any firm with a proposal that does not demonstrate best value.

4.9.6 All Tenders or Proposals over \$100,000 shall be submitted to Council for approval.

4.10 The lowest estimate will not always be accepted, if consideration of warranty, special conditions and availability make the lowest bid less desirable.

5. Local Preference

5.1 Preference should be given to Town of Blackfalds based suppliers and contractors with the final decision based on an overall “best value” evaluation. This is subject to ensuring the Town does not exceed the thresholds of Trade Agreements.

5.1.1 Employees with purchasing authority are encouraged to make all direct purchases from local businesses, where possible.

5.1.2 Employees with purchasing authority are encouraged to invite all qualified local businesses to submit a quotation for goods and services as part of the competitive pricing or quotation process.

5.1.3 When the Town awards a contract through the process set out in Section 4, employees with purchasing authority may suggest and recommend to the Prime Contractor local businesses that can act as suppliers and subcontractors.

5.1.4 When evaluating different vendors on the price factor, ensure prices are directly comparable. When comparing prices; supplies for purchases below \$75,000. Employees with purchasing authority may accept a local price preference of 5% to a maximum of \$2,000.

6. Managing Capital Projects

6.1 All contracts for capital projects shall be awarded according to the Town’s Purchasing Policy. Administration of all capital projects is the responsibility of the Chief Administrative Officer who may delegate such responsibility to the appropriate Director or another person. The Chief Administrative Officer or that delegated person shall approve all expenditures i.e., progress payments up to the approved contract price. Where administrative responsibility has been delegated, the person to whom the responsibility is delegated shall ensure:

6.1.1 That the work, goods supplied or service supplied has met the standard specifications contracted for;

6.1.2 That the price charged is according to the contract and where a progress or similar payment is involved, that the portion of the contract being paid for is complete in all respects;

6.1.3 That all the terms and conditions specified by the Town have been met;

- 6.1.4 That funds are available within the capital project budget; and
- 6.1.5 That the expenditure is charged against the activity to which it is coded. The Chief Administrative Officer may revise terms and conditions of a contract providing that the revision does not substantially change the project, or cause the project to exceed the budget. Changes to contracts exceeding contingency amounts, will not be changed without Council's prior approval, except in an emergency as deemed necessary by the Chief Administrative Officer.

7. Responsibility

- 7.1 Every authorized employee is responsible for ensuring that Purchase Orders are used within the specified guidelines and approval is obtained prior to making purchases.
- 7.2 It is the responsibility of all to obtain the best possible value for the taxpayer's dollar and to ensure that their purchasing authority is not abused.
- 7.3 Misuse or abuse of the purchasing authority may result in disciplinary action or termination.

8. Petty Cash

- 8.1 An employee may be reimbursed for purchases made for by the individual and authorized by the supervisor to an amount of \$100.00. The reimbursed amount will be paid out of the Town's petty cash fund upon presentation of a paid receipt.
- 8.2 The Director of Corporate Services or designate is authorized to reimburse cash purchases.

9. Business Licences and Worker's Compensation

- 9.1 Those successful bidders, where applicable, shall be required to have a Town of Blackfalds Business Licence as per the bylaw prior to the start of work, and this requirement shall be included in the Tender or Request for Proposal document.
- 9.2 Where required, Workers' Compensation Numbers shall be provided to the Town prior to the start of work and this requirement shall be included in the Tender or Request for Proposal document.
- 9.3 When a contractor is required to have WCB. Payment of invoice's will be held until WCB clearance is obtain, where the labour portion of the invoice is over \$1,000

10. Other Over-riding Factors

- 10.1 The Director of Corporate Services may approve the issuance of an open purchase order for local vendors as requested by a department Director. All receipts and applicable purchase orders must be submitted to the Accounts Payable Clerk immediately after the procurement of goods.
- 10.2 Any change will constitute a reissue of the Purchase Order.

11. Single Source

- 11.1 Single source is a product or service that is proprietary and no alternate sources of supply/service exist. Each single source purchase must have a clearly defined backup to demonstrate what makes it qualify for this type of purchase.
- 11.2 Repairs to equipment and/or facilities that require immediate attention may be obtained through a single source type of purchase. Single source Vendors should be known for their ability to deliver best value on a regular basis.

12. Exceptions

- 12.1 For emergencies or single source supplies, the requirements of competitive bidding in this policy may not be followed. For emergency purchases, approval must be obtained as soon as possible from the Director (for \$2,000 to \$10,000), Chief Administrative Officer (for amounts exceeding \$100,000), and Council will be advised at the next scheduled Regular Meeting of Council.
- 12.2 Notwithstanding anything in this Policy, the CAO may authorize any required expenditures in emergency situations where:
 - 12.2.1 The health and safety of employees or the public is at risk
 - 12.2.2 The loss or failure of infrastructure is at risk;
 - 12.2.3 Any delay in procuring goods and services could jeopardize the Town's ability to provide essential services; or,
 - 12.2.4 Pursuant to an enactment such as the *Emergency Management Act*.

13. Green Procurement

- 13.1 Green Procurement means purchasing products or services, which minimize, or provide favourable environmental impacts. It takes into consideration the costs and environmental consequences of a product in all stages of its life cycle.
- 13.2 The Town will consider Green Procurement when making purchasing decisions when Goods and Services are available at competitive prices, and the environmental

benefits provided do not negatively affect the intended end use. Sustainable criteria will be examined when purchasing products and services.

- 13.3 All purchases will be made with the effort to procure, when feasible, recycled products, reusable products, and products designed to be recycled as long as the price differential is reasonable.

14. End of Policy

MEETING DATE: January 23, 2024
PREPARED BY: Kim Isaak, Chief Administrative Officer
PRESENTED BY: Kim Isaak, Chief Administrative Officer
SUBJECT: **Council Policy CP-177.24 - Organizational Structure**

BACKGROUND

At the January 15, 2024 Council reviewed the Council Policy – Organizational Structure and directed it to the January 23, 2024 Regular Meeting of Council. As an ongoing effort to identify policy gaps, it was identified that Council should adopt a policy outlining the Senior Management Team Organizational Structure as developed by the Chief Administrative Officer. This Policy will ensure that recruitment for vacancies at the Senior Management Team level can be done as expeditiously as possible. Any changes to this structure will be brought forward to Council for approval.

DISCUSSION

The Policy that was presented to Council at the Standing Committee of January 15, 2024 contains two minor amendments. One being the verbiage in Section 6.3 and the second being the position title change on the Organizational Chart from Director of Infrastructure and Property Services to Director of Infrastructure and Planning Services.

FINANCIAL IMPLICATIONS

NA

ADMINISTRATIVE RECOMMENDATION

- | |
|---|
| <p>1. That Council adopt Council Policy CP-177.24 - Organizational Structure, as presented.</p> |
|---|

ALTERNATIVES

- a) That Council refers this item back to Administration for additional information and/or amendments.

ATTACHMENTS

- *Draft Council Policy CP-177.24 - Organizational Structure*

APPROVALS



Kim Isaak,
Chief Administrative Officer

Department Director/Author

ORGANIZATIONAL STRUCTURE

POLICY NO.:	CP-177.24
DIVISION DEPARTMENT	Administration
REVIEW PERIOD	Every 3 years or upon Senior Management Team Change

1. POLICY PURPOSE

- 1.1 The purpose of this Policy is to establish and ensure that the Town of Blackfalds has an appropriate Senior Management Team Organizational Structure, as developed by the Chief Administrative Officer and approved by Council.

2. POLICY STATEMENT

- 2.1 The Town recognizes the importance of governing effectively and how the organization delivers effective, efficient, and desired resources. The Senior Management Team Organizational Structure is an important element in that it dictates the structure of the Senior Management Team that will act to support the Chief Administrative Officer.
- 2.2 As Council believes in the importance of hiring the necessary employees to provide Council-approved services and understands that employees can leave the organization for a variety of reasons. Council will ensure that it has approved the Organizational Structure (as it applies to the CAO and the Senior Management Team) so that any recruitment can be done expeditiously by the Chief Administrative Officer.

3. DEFINITIONS

- 3.1 **“Chief Administrative Officer or CAO”** means the individual appointed by Council to the position of Chief Administrative Officer as per the *Municipal Government Act*.
- 3.2 **“Council”** means the Council of the Town of Blackfalds elected pursuant to the *Local Authorities Election Act*, of Alberta, as amended.
- 3.3 **“Organizational Structure”** means the reporting structure of the Senior Management Team, including the Chief Administrative Officer. It reflects who reports to whom and the key areas of responsibility for each position. See Appendix A.
- 3.4 **“Senior Management Team”** means the Chief Administrative Officer and the Directors.
- 3.5 **“Town”** means the municipality of the Town of Blackfalds.

4. SCOPE

- 4.1 This Policy applies to the Chief Administrative Officer and the Senior Management Team.

5. AUTHORITY AND RESPONSIBILITIES

5.1 Council to:

- 5.1.1 Adopt and support this Policy and any amendments by resolution.
- 5.1.2 Review and approve any changes to the Senior Management Team Organizational Structure as proposed by the Chief Administrative Officer.
- 5.1.3 Consider the allocation of resources for the successful implementation of this Policy in the annual budget process.

5.2 Chief Administrative Officer to:

- 5.2.1 Maintain the Senior Management Team as per the approved Organizational Structure.
- 5.2.2 Advise Council on the development, implementation, and amendment of this Policy.
- 5.2.3 Provide the Organizational Structure to Council for approval if changes are being proposed at the Senior Management Team level.
- 5.2.4 Inform Council of the hiring of any new Senior Management Team members.
- 5.2.5 Ensure Policy review occurs and verify the implementation of this Policy.

6. POLICY

- 6.1. Council delegates the responsibility of who to hire to the Chief Administrative Officer based on Council's trust in the judgement of the Chief Administrative Officer to retain quality people for each of its Senior Management Team positions in order to ensure that this organization always benefits from the capable leadership that ought to be afforded by a competent, experienced and responsive Senior Management Team.
- 6.2. The Chief Administrative Officer shall have the authority of who to hire and where to place them on the compensation grid and Council will be advised annually by the Chief Administrative Officer as to any recommended changes to the Senior Management Team Organizational Structure.
- 6.3. The Chief Administrative Officer shall take a thoughtful approach to ensure that the vacant skill set is replaced if considered advisable.

7. EXCLUSIONS

7.1. None

8. SPECIAL SITUATIONS

8.1. None

9. RELATED DOCUMENTS

- 9.1. Appendix A - Organizational Chart
- 9.2. Chief Administrative Officer Bylaw
- 9.3. Grid Administration

10. END OF POLICY

Mayor

Chief Administrative Officer

Date

Date

POLICY RECORD HISTORY

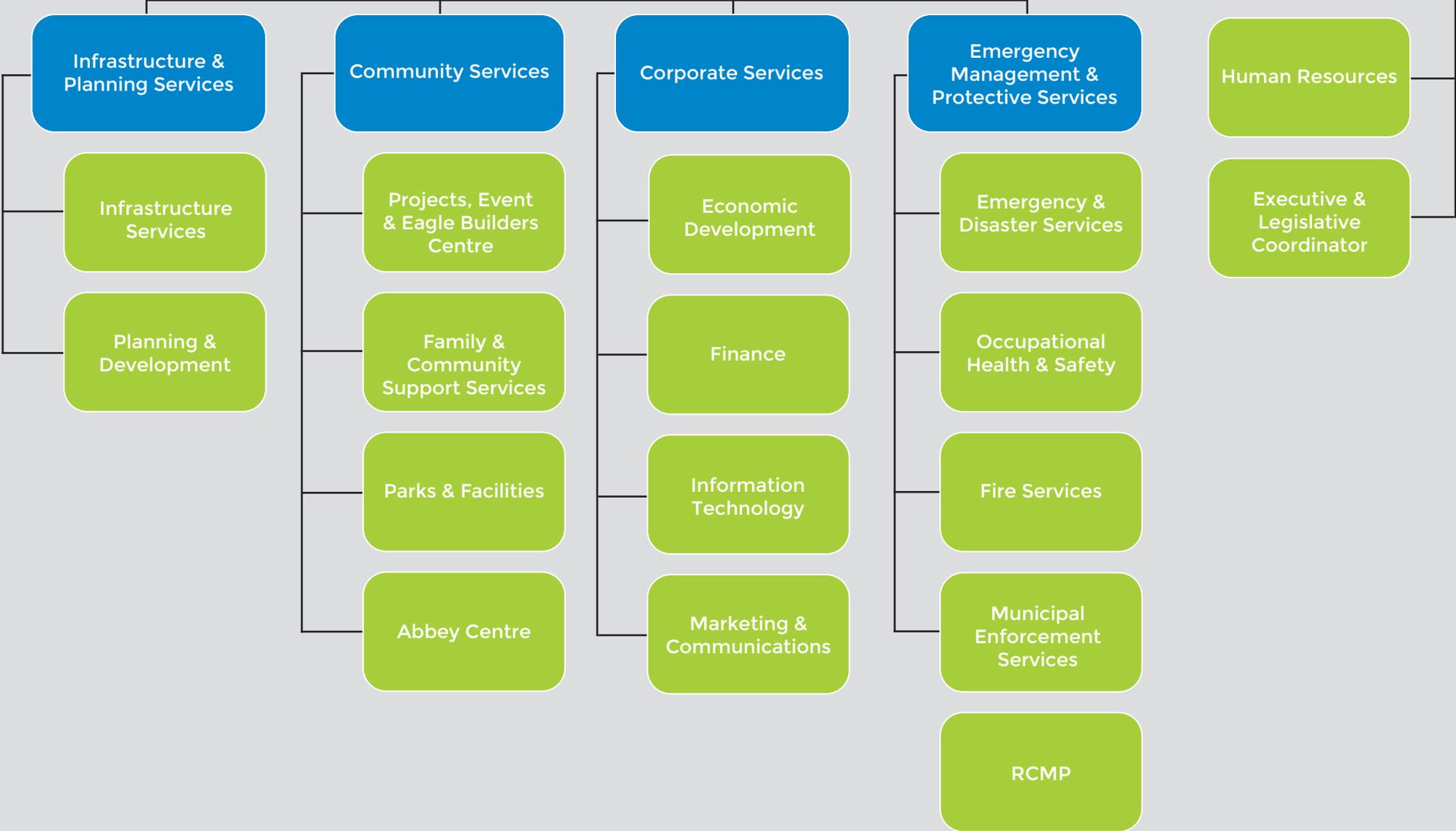
	Resolution No:	Date
Policy Adopted		
Policy Reviewed		
Policy Revised		

ADMINISTRATIVE REVISIONS

Date	Description

Mayor & Council

Chief Administrative Officer



MEETING DATE: January 23, 2024
PREPARED BY: Kim Isaak, Chief Administrative Officer
PRESENTED BY: Kim Isaak, Chief Administrative Officer
SUBJECT: **Council Policy CP-178.24 - Human Resources Framework**

BACKGROUND

While conducting a review of the Human Resource Policies, it was identified that the Out of Scope HR Policy Manual and the In Scope HR Policy Handbook were previously adopted by Council resolution. Since that time, there have been changes to the various policies within those documents and the policy structure that moved the Human Resources Policies from Council Policies to Administrative Policies.

To clean up resolutions that are no longer required and to ensure that for historical purposes, the current and up-to-date policies are being referenced, Administration is recommending that Council rescind the previous motions that adopted both the Out of Scope HR Policy Manual and the In Scope HR Policy Handbook and adopt the Council Policy – Human Resources Framework.

DISCUSSION

Section 10 – Powers and Duties (iv) states, “Develop, approve, and implement policies, procedures, and practices dealing with administrative matters.” As human resources policies would be considered “administrative” in nature, this applicable section of the CAO Bylaw grants authority to the CAO to develop and approve human resources policies.

While Human Resources Policies of the Town of Blackfalds are within the purview of the Chief Administrative Officer's duties, it is recommended that Council establish a Council Policy for the framework of Human Resources that will provide a high-level mandate for Human Resources for the Town of Blackfalds.

FINANCIAL IMPLICATIONS

NA

ADMINISTRATIVE RECOMMENDATION

That Council consider the following motions:

1. That Council adopt Council Policy CP 178.24 – Human Resources Framework, as presented.
2. That Council rescind resolution numbers: 294.16, 125.17, 126.17 and 29/18.

ALTERNATIVES

- a) That Council refers this item back to Administration for additional information and/or amendments.

ATTACHMENTS

- *Draft Council Policy CP-177.24 - Human Resources Framework*

APPROVALS



Kim Isaak,
Chief Administrative Officer

Department Director/Author

HUMAN RESOURCES FRAMEWORK

POLICY NO.:	CP-178.24
DIVISION DEPARTMENT	Administration
REVIEW PERIOD	Every 3 Years or Upon Legislative Change

1. POLICY PURPOSE

1.1 The purpose of this Policy is to establish a framework for developing Human Resources' Administrative Policies, Administrative Procedures and operational practices for the Town of Blackfalds implemented by the Chief Administrative Officer.

2. POLICY STATEMENT

2.1 Council of the Town of Blackfalds recognizes the value of all Town of Blackfalds employees and how each employee contributes directly to the growth and success of the Community. Council believes that all employees should be treated fairly, with respect and in compliance with applicable Acts, Codes and Regulations.

3. DEFINITIONS

3.1 **“Administrative Policy”** means a policy regarding operational matters of the Town of Blackfalds which does not require Council approval.

3.2 **“Administrative Procedure”** means a documented procedure that outlines a consistent approach to carrying out a specific policy in the day-to-day operations of the Town.

3.3 **“Chief Administrative Officer or CAO”** means the individual appointed by Council to the position of Chief Administrative Officer as per the *Municipal Government Act*.

3.4 **“Council”** means the Council of the Town of Blackfalds elected pursuant to the *Local Authorities Election Act*, of Alberta, as amended.

3.5 **“Council Policy”** means a policy regarding governance, public issues, and services to the public.

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

4. AUTHORITY AND RESPONSIBILITIES

4.1 Council to:

4.1.1 Adopt and support this Policy and any amendments by resolution.

4.1.2 Consider the allocation of resources for the successful implementation of this Policy and related Administrative Policies in the annual budget process.

4.2 Chief Administrative Officer to:

4.2.1 Implement this Policy by developing and establishing Human Resources' Administrative Policies, Administrative Procedures, and operational practices.

4.2.2 Ensure Policy review occurs and verify the implementation of this Policy.

5. POLICY

5.1 The Chief Administrative Officer shall develop Human Resources' Administrative Policies, Administrative Procedures and operational practices through which employees can be attracted, retained, and given the support and developmental opportunities necessary to achieve desired outcomes and maintain accountability.

6. RELATED DOCUMENTS

- 9.1. Employment Standards Code
- 9.2. Employment Standards Regulation 14/97
- 9.3. Chief Administrative Officer Bylaw
- 9.4. Town of Blackfalds Human Resources related Administrative Policies and Procedures.

7. 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

DRAFT

MEETING DATE: January 23, 2024
PREPARED BY: Kim Isaak, Chief Administrative Officer
PRESENTED BY: Kim Isaak, Chief Administrative Officer
SUBJECT: **2024 – 2026 Mid-Term Strategic Plan**

BACKGROUND

In October, in conjunction with a Decision Making and Team Dynamics Workshop facilitated by Civic Excellence, Council reviewed the Municipal Sustainability Plan that was last updated in the Fall of 2020. It was identified that with only two years remaining in the Council term that, a high-level review be conducted with the purpose of focusing in on two to three key focus areas along with some top advocacy priorities would be the best course of action. Through the workshop, it was also determined that the title of the document be changed from Municipal Sustainability Plan to Strategic Plan.

Since that time, Administration has been working on the associated workplans, ongoing projects and new projects that would support the three focus areas and the overall design of the document.

DISCUSSION

Administration is recommending that Council adopt the 2024-2026 Mid-Term Strategic Plan as a guiding document for the remainder of this Council's term. Administration will be bringing forward regular updates on the progress of the various projects and initiatives identified under each focus area.

FINANCIAL IMPLICATIONS

Projects and initiatives that require funds relative to the various focus areas have either been incorporated into the 2024 Budget or will be brought forward to the 2025 Budget.

ADMINISTRATIVE RECOMMENDATION

- | |
|---|
| <p>1. That Council adopt the 2024-2026 Mid-Term Strategic Plan, as presented.</p> |
|---|

ALTERNATIVES

- a) That Council refer this item back to Administration for additional information or amendments.

ATTACHMENTS

- *2024-2026 Mid-Term Strategic Plan*

APPROVALS



Kim Isaak,
Chief Administrative Officer

Department Director/Author

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TOWN OF BLACKFALDS

2024 - 2026

MID-TERM STRATEGIC PLAN

Prepared by
Tracey Lorenson
Civic Excellence

Strategy proposed
01/16/2024

BLACKFALDS
ALBERTA

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Land Acknowledgement

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

Vision Statement

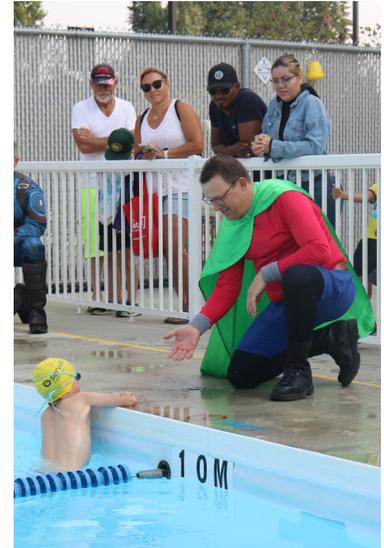
Blackfalds is an active, family community full of pride, commitment and opportunities reflecting an economically sustainable, self-sufficient, and safe living environment, with a balanced range of municipal services provided through innovation and proactive community partnerships.

Mission Statement

To provide excellence in the area of Municipal Service to make available the highest possible quality of life to the residents of Blackfalds.

MAYOR'S MESSAGE

This 2024 Strategic Plan has been developed over a period of several months as part of a priority of this current Council at the mid-point of the current term in to refocus the direction of the municipality for the remaining 2 years of this election cycle. The first 2 years of the cycle saw significant changes in senior administration, including the retirement of the previous CAO, and the addition of the current CAO who brings her own vision and priorities for the future of Blackfalds. Since the last strategic plan was released, significant changes and milestones have been reached, and that progress means that there will be a great benefit to how the community will be steered, through this mid-term revision.



Through a comprehensive discussion and workshop process the previous Strategic Plan has been reviewed through the lens of simplifying and streamlining. Council looked at what changes have occurred in the past few years; What achievements have been made, in some cases faster than expected, as well what aspects of the previous plan are less applicable today, or what priorities are no longer as apparent as they were only a few years ago. In particular, having weathered more of the economic downturn, seeing the changes that the community and the world experienced due to the COVID19 pandemic, experiencing changes in direction from other levels of government, and continued growth in the population in our municipality were only some of the factors that contributed to this plan revision.

The end result of this Strategic Plan is a simpler and more measurable document. It recognizes and celebrates the many accomplishments that have occurred to bring Blackfalds to this point, and it sets a more clear, directed path for the next 2-3 years; It better supports the efforts of our administration and staff, and provides the next Council more ability to measure and plan their next term. The groundwork is being set for better, more focused advocacy for our residents, and through this plan this Council looks ahead to an even more successful, resilient, and sustainable future in Blackfalds.



Jamie Hoover
MAYOR JAMIE HOOVER

BLACKFALDS COUNCIL

2021 - 2025



Mayor Jamie Hoover



**Councillor
Marina Appel**



**Councillor
Edna Coulter**



**Councillor
Brenda Dennis**



**Councillor
Jim Sands**



**Councillor
Rebecca Stendie**



**Councillor
Laura Svab**

ABOUT BLACKFALDS

Centrally located between Red Deer and Lacombe, the Town of Blackfalds is one of Canada's fastest growing communities. Blackfalds' first growth spurt was a result of the historic Calgary and Edmonton trail, and the establishment of the railway line in 1891 - long before the Town's incorporation in 1904.

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

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

This commitment resulted in the creation of the Eagle Builders Centre (formally known as the Multi-Plex), multiple themed playgrounds, open green spaces, parks, the Abbey Centre, Vesta Energy Bike Skills Park, Sterling Industries Sports Parks, the renovated Community Centre, and much more.

As the Town continues to grow, more and more amenities are being added to the community including health services, personal services, unique restaurants and local businesses and the first high school in the Town's history.



WHAT WE ARE MOST PROUD OF!

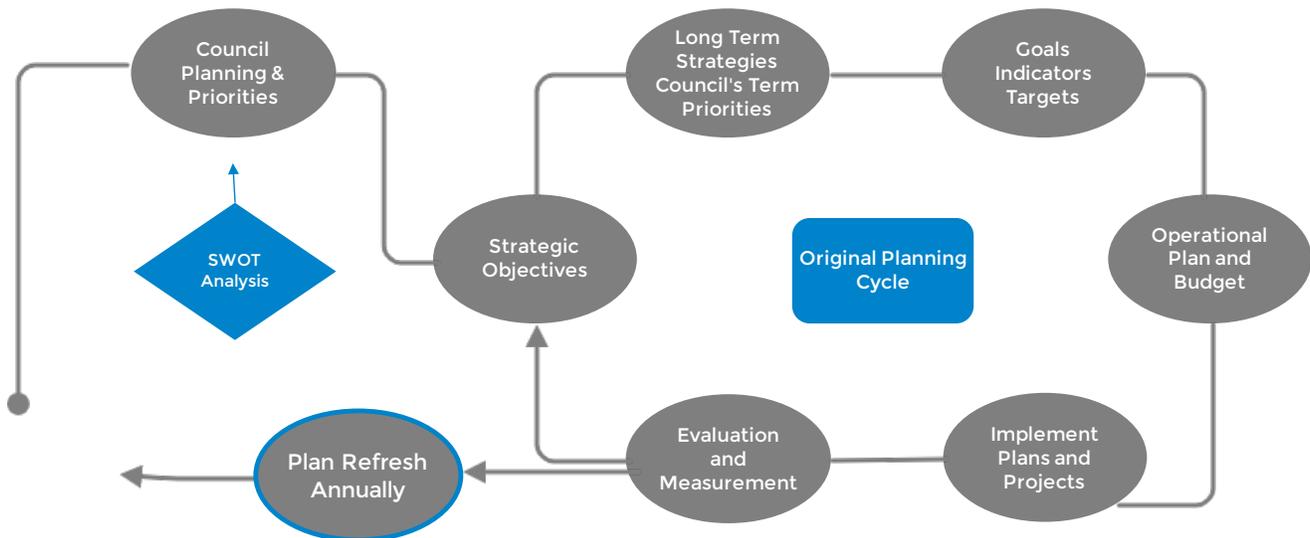
- Family-focused and modern recreational facilities
- Walkability
- Outdoor lifestyle
- Friendly, generous and helpful people
- Services and infrastructure
- Safe community
- Themed and inclusive playgrounds
- Small town feel with urban facilities
- Growth and future growth
- Location in the province
- Regional Partnerships
- Young population
- Beautiful and natural trail and water systems



FRAMEWORK & PROCESS

The purpose of this Strategic Plan is to articulate strategic choices and provide information on how the organization intends to achieve its priorities. The Strategic Plan outlines priorities to be achieved over the next several years and addresses four questions:

- **Where are we now?**
- **Where do we want to be?**
- **How do we get there?**
- **How do we measure our progress?**



TOP PRIORITIES

1. Our Town connects residents to services and services to residents

- Expand upon BOLT option
- Continue to advocate for local autonomy for physician recruitment

2. Invest in the safety of our residents through pedestrian safety and advocacy for highway improvements

- Consider pedestrians first and focus on safe pedestrian crossings throughout the town
- Highway 2A safety improvements

3. The Town has a diverse range of housing to meet the needs of the residents

- Consider land subsidies to promote development of affordable rental housing
- Conduct a housing needs assessment

4. Our Town can clearly articulate the competitive advantage and the benefits of Blackfalds

- Development of Place Branding for the Town

5. The Town has adequate resources to provide the services to its residents

- Introductory Municipal Service Level Inventory
- Employee Engagement Survey

6. We have open and transparent governance

- Public Engagement Policy
- Council Committee Structure



TOP ADVOCACY

- Allow municipalities to hire physicians at the local level
- Safety improvements to Highway 2A
- Replacement of Iron Ridge Elementary School
- Provincial funding for housing-first model
- Development of second approach to Highway 2
- Legislative change to allow Licenced Practitioners to operate clinics

STRATEGIC PRIORITIES

Community Life

The everyday life of a resident in Blackfalds is characterized by the community. This includes both social and cultural elements such as a sense of belonging, mental and physical health, education, safety, and inclusivity, among others.

AREAS OF FOCUS

- Ensure that all residents have access to the services that the Town provides
- Connect and provide recreational facilities and services to residents
- Provide opportunities for residents to connect to enhance community spirit and volunteerism
- Ensure that the safety of our residents is paramount to decision making
- Promote options for housing diversity

Economy

A sustainable economy in Blackfalds includes a good ratio of residential to non-residential and a diversity of businesses and industries that include both local and national companies. There is a healthy balance of tax revenue between residential, commercial, and industrial businesses.

AREAS OF FOCUS

- Create an attractive environment for industrial and commercial growth.
- Grow and develop business retention and expansion initiatives including business visits, surveys and provision of business information and support in order to ensure regular communication, monitoring and updating the business community's needs and issues.
- Attend targeted trade shows that allow promotion of development opportunities and provide access to major retail companies and institutional investors.
- Contribute to Planning and Development Documents to create clear policy and regulations for businesses.
- Plan, support, invest and build tourism efforts to grow Blackfalds as an attractive destination for visitors and residents.
- Clearly message the Town's benefits and the competitive advantage.



Leadership & Engagement

Leadership & Engagement are crucial to keep Blackfalds moving towards our goals. This can be supported through an ongoing dialogue with the community, local organizations, neighbouring municipalities, and other levels of government. This ensures that residents and community leaders are informed, connected and able to provide feedback. This will result in the best possible decisions for everyone.



AREAS OF FOCUS

- The Town of Blackfalds provides leadership and collaboration with citizens to enable community sustainability.
- The community builds future leaders, while pursuing strategies for the enhancement of Blackfalds in the future.
- Community involvement is built into Council decision-making.
- The Town will be fiscally responsible while meeting the needs of citizens.
- Town communication will use widely-distributed means of engagement such as social media, in addition to existing dialogue streams.
- The Town pursues provincial, county, and regional funding opportunities, relationships and partnerships.
- The Town advocates for community champions from a variety of demographics and interest groups.
- The Town will invest to ensure adequate staffing and processes are established.

DECISION-MAKING LENSES

The natural environment contributes to a high quality of life. As part of Council's decision making process the preservation of natural environment and promote a culture to improve environmental performance.



Infrastructure and building investments for the Town should focus on improving the safety, and quality of life for the community members. Thoughtful acquisitions and maintenance of assets that will improve service levels for residents and non-residents will be part of Council's decision making process.



EXECUTING THE PLAN



STRATEGIC PRIORITY #1

Community Life

AREA OF FOCUS	SUPPORTING PROJECTS & INITIATIVES
<p>Ensure that all residents have access to the services that the Town provides.</p>	<ul style="list-style-type: none"> • BOLT Transit
<p>Connect residents to services and services to residents.</p>	<ul style="list-style-type: none"> • BOLT Transit • Trans Canada Trail • Electrical vehicle charging stations • Online service options
<p>Provide opportunities for residents to connect to enhance community spirit and volunteerism.</p>	<ul style="list-style-type: none"> • Community Events (Blackfalds Days, Winterfest, etc) • Volunteer appointments to Council Committees • Volunteer Coordination • Volunteer Appreciation
<p>Ensure that the safety of our residents is paramount to decision making.</p>	<ul style="list-style-type: none"> • Policing Committee • Traffic Safety Plan • Emergency Management Preparedness
<p>Promote options for housing diversity.</p>	<ul style="list-style-type: none"> • Land Use Bylaw • Land subsidies for development • Land designated and set aside for Senior Housing Options

STRATEGIC PRIORITY #2

Economy

AREA OF FOCUS	SUPPORTING PROJECTS & INITIATIVES
<p>Create an attractive environment for industrial and commercial growth.</p>	<ul style="list-style-type: none"> • Long and short term planning (Master Plans) • Explore development incentives • Census • Regional Tourism Boards
<p>Grow and develop business retention and expansion initiatives including business visits, surveys and provision of business information and support in order to ensure regular communication, monitoring and updating business community needs and issues.</p>	<ul style="list-style-type: none"> • Economic Development Committee • Funding and partnership with Chamber of Commerce • Business and Developer Surveys • Business and Development Page on Website
<p>Attend targeted trade shows that allow promotion of development opportunities and provide access to major retail companies and institutional investors.</p>	<ul style="list-style-type: none"> • Red Deer Home Show • Explore additional options for Trade Show attendance and site selector shows
<p>Contribute to Planning & Development documents to create clear policy and regulations for businesses.</p>	<ul style="list-style-type: none"> • Land Use Bylaw amendments as needed • Planning policy amendments as needed • Bylaw amendments as needed
<p>Plan, support, invest and build tourism efforts to grow Blackfalds as an attractive destination for visitors and residents.</p>	<ul style="list-style-type: none"> • Work with sports organizations and other cultural organizations to create events • Attract and grow current relationships to be the premier destination for activity and sport/recreation hosting
<p>Clearly message the Town's benefits and the competitive advantage.</p>	<ul style="list-style-type: none"> • Promotional videos • Marketing brochures • Blackfalds business, investment, and intelligence tool

STRATEGIC PRIORITY #3

Leadership & Engagement

AREA OF FOCUS	SUPPORTING PROJECTS & INITIATIVES
<p>The community builds future leaders, while pursuing strategies for the enhancement of Blackfalds in the future.</p>	<ul style="list-style-type: none"> • Council Committees • Recreation Master Plan, Transportation Master Plan, etc.
<p>Community involvement is built into Council decision-making.</p>	<ul style="list-style-type: none"> • Public Engagement Policy • Resident surveys and customer feedback • Open Houses • Council Committees
<p>The Town will be fiscally responsible while meeting the needs of citizens.</p>	<ul style="list-style-type: none"> • Operational and Capital Budget Planning • Budget Surveys • Asset Management • Annual Report
<p>Town communication will use widely-distributed means of engagement such as social media, in addition to existing dialogue streams.</p>	<ul style="list-style-type: none"> • Website improvements and user driven metrics - Blackfalds Connect • Digital Signage • Program & Activity Guide • Public Participation Policy
<p>The Town pursues provincial, county, and regional funding opportunities, relationships and partnerships.</p>	<ul style="list-style-type: none"> • Intermunicipal Collaborative Framework Agreements • Intermunicipal Development Plans • Regional Grant Collaboration
<p>The Town advocates for community champions from a variety of demographics and interest groups.</p>	<ul style="list-style-type: none"> • Funding support for community Not-for-profits • School resource officer funding
<p>The Town will ensure adequate staffing and processes are established.</p>	<ul style="list-style-type: none"> • Municipal Service Level Inventory • Employee Engagement Survey • Develop Employee Training Profiles • Development of Succession Plan • COR Audit



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