



**Town of Blackfalds**  
**Standing Committee of Council Meeting**  
November 15 at 7:00 p.m.  
**AGENDA**

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1. **Call to Order**

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2. **Adoption of Agenda**

2.1 Agenda for November 15, 2021

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3. **Delegation**

None

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4. **Public Hearing**

None

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5. **Business Arising from Minutes**

None

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6. **Business**

6.1 Request for Direction, 2022 Capital Budget

6.2 Request for Direction, Communications Plan

6.3 Request for Direction, Consolidated Procedural Bylaw 1257.21

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7. **Action Correspondence**

None

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8. **Information**

8.1 Committee Report, 2022 Budget Planning Timeline Dates

8.2 Committee Report, 10 Year Capital Budget

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9. **Round Table Discussion**

None

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10. **Adoption of Minutes**

None

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11. **Notices of Motion**

None

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

None

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13. **Confidential**

None

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14. **Adjournment**

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***Future Meetings/Events:***

• *Regular Council Meeting – Tuesday, November 23, 2021*



**TOWN OF BLACKFALDS  
STANDING COMMITTEE MEETING  
REQUEST FOR DIRECTION**

**MEETING DATE:** November 15<sup>th</sup>, 2021

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

**SUBJECT:** 2022 Capital Budget

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**BACKGROUND:**

The 2022 Capital budget has been prepared for first review and comment. The presentation of the Capital budget ahead of the Operating budget will assist in the focus on key decisions for Capital projects for the upcoming year.

**DISCUSSION:**

The 2022 Capital Budget includes new budgeted dollars in order to complete the new plan. The Capital budget differs from the Operational budget as the majority of the funding comes from 3 nontax supported sources. These sources include Provincial grants, Town Reserves and Debenture borrowing. The 2022 capital plan and the 10-year capital plan has no new borrowing identified, however, with larger utility supported projects coming in future years, Administration will determine the optimal mix of debt verses using own reserves. Decisions regarding the individual projects will not influence future tax rates.

Administration has carried through the projects identified in the 10-year capital plan as well as additional projects to accommodate changes in operational demands. These additional projects include:

**Administration**

- |  |          |
|--|----------|
| - Photocopier (Operations Facility and Abbey Centre) | \$24,000 |
| - Council IT Upgrades                                | \$50,000 |
| - Scale Cluster Server upgrades                      | \$54,000 |

**Community Services**

- |   |           |
|---|-----------|
| - Ice Pad Covering/Safety Rail/Glass Lifter | \$175,000 |
| - Hot Tub Tiling/Pool Equipment             | \$30,000  |
| - Floor Scrubber (Eagle Builders Centre)    | \$25,000  |
| - Arena #2 Score Clock                      | \$16,000  |
| - LED Sign Replacement                      | \$60,000  |

**Infrastructure Services**

- |   |           |
|---|-----------|
| - Bulk Fuel Station (Operations Facility) | \$60,000  |
| - Center Plaza (Eagle Builders Centre)    | \$300,000 |

The 2022 Capital Plan ties into the 10 year Capital plan, which is also presented at this meeting. The 10 Year plan is a long range forecast of the capital needs of the community. It highlights major projects that are needed over the period to sustain growth and maintain service levels and infrastructure.





## TOWN OF BLACKFALDS STANDING COMMITTEE MEETING REQUEST FOR DIRECTION

The Asset Management strategy is a concurrent project that will influence the 10 year plan once in place. In 2022, the data collection of pavement conditions will feed the plan, which will indicate where resources will be allocated to maintain the road infrastructure.

Administration is seeking Committee's input to the proposed capital budget prior to anticipated approval at the December 14<sup>th</sup> Regular Council Meeting.

### FINANCIAL IMPLICATIONS:

The 2022 Capital budget is funded from the following sources:

- General Capital Reserve	\$ 744,600
- Abbey Reserve	\$ 95,200
- IT Reserve	\$ 78,000
- Streets Reserve	\$ 55,000
- Land Reserve	\$ 300,000
- Canada Community Builder	\$ 425,000
- MSI Capital	\$ 3,000,000
Other Funding	
- FCM Grant (Asset Management)	\$ 55,000
- Lacombe County	\$ 49,200
<b>Total</b>	<b>\$ 4,802,000</b>

Administration will be utilizing all available grants before deploying funds in the general capital reserve or other reserves. Administration will be seeking input and direction relative to the 2022 Capital Budget to assist in meeting the budget schedule as previously developed.


### ADMINISTRATIVE RECOMMENDATION:

That the Standing Committee of Council recommend that the 2022 Capital Budget be brought forward to the December 14<sup>th</sup> Regular Meeting of Council for Approval.

### Attachments:

Appendix A – 2022 Capital Projects  
Appendix B – 2022 Project Details & Justifications

### Approvals:

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

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

## APPENDIX A - 2022 Capital Projects

2022 Capital Budget					Funding Sources							
Projects	Project Number		New Funding	Total Funding	General Capital Reserve	Land Reserve	Abbey Reserve	IT Reserve	Streets Reserve	CCB*	MSI Capital**	Other
<b>Engineered Networks</b>												
	22-3215	Pavement Quality Study	110,000	110,000					55,000			55,000
	17-3702	North West Storm	2,000,000	2,000,000							2,000,000	
	22-3216	Gregg St/ Hwy 2A Intersection Improvements	175,000	175,000						175,000		
<b>Facility Replacement</b>												
	22-1204	Civic Centre - Lower Floor Renovations	200,000	200,000							200,000	
<b>Vehicle Replacement</b>												
PW	22-1204	1 ton DUMP (PW)	100,000	100,000	100,000							
Fire	22-3217	Freightliner Pumper	800,000	800,000							800,000	
<b>Equipment - Replacement</b>												
PW	22-3218	Case SV250 Skid Steer (Bobcat)	75,000	75,000	75,000							
Parks	22-7226	Kubota RTV 900 Utility Vehicle (CSD)	25,000	25,000	25,000							
Parks	22-7228	Bobcat 3400 XL Utility Vehicle (CSD)	35,000	35,000	35,000							
Parks	22-7229	Toro 4010-D	85,000	85,000	85,000							
Abbey Centre	22-7230	Chemical Control System	82,000	82,000			69,700					12,300
Abbey Centre	22-7231	Hot Tub Tiling/Pool Equipment	30,000	30,000			25,500					4,500
Parks	22-7232	84" Angle Broom	8,000	8,000	8,000							
Parks	22-7233	Side Mount Flail Mower	13,000	13,000	13,000							
Civic Centre	22-1204	Council Chambers - IT Upgrades	50,000	50,000	50,000							
IT	22-1205	LED Sign Replacement	60,000	60,000	60,000							
IT	22-1206	Scale Cluster Server	54,000	54,000				54,000				
Arena	22-7234	Arena #2 Score Clock	16,000	16,000	13,600							2,400
<b>Equipment - New</b>												
IT	22-1207	Photocopier (Operations Facility, Abbey Centre)	24,000	24,000				24,000				
EBC	22-7235	Floor Scrubber	25,000	25,000	21,250							3,750
EBC	22-7236	Ice Pad Covering /Safety Railing/glass lifter	175,000	175,000	148,750							26,250
Operations Faci	22-3219	Bulk Fuel Station	60,000	60,000	60,000							
<b>Land Improvements - New</b>												
	22-3220	All Star Park Parking Lot - Duncan Ave	250,000	250,000						250,000		
	22-7237	Annual Trail Development	50,000	50,000	50,000							
		Centre Plaza	300,000	300,000		300,000						
			<b>4,802,000</b>	<b>4,802,000</b>	<b>744,600</b>	<b>300,000</b>	<b>95,200</b>	<b>78,000</b>	<b>55,000</b>	<b>425,000</b>	<b>3,000,000</b>	<b>104,200</b>

\* - Canada Community Building Fund

\*\* - Municipal Sustainability Initiative

\*\*\* - Small Communities Fund

## Appendix B – 2022 Capital Projects

### Engineered Networks

#### **1. Pavement Quality Study (\$110K)**

The Town requires capital funding to conduct a Pavement Quality Study to assess the current condition of the roadway network (road surfaces, sidewalks, curb & gutter) throughout Town. A summary condition report will be provided as part of this study. Total cost is anticipated to be ~\$110,000. The data collected will be used in the Town's asset management system, Citywide, to model existing conditions and proposed treatments. This study is a key component to help the Town meet its goals towards sustainable asset management planning and budgeting.

#### **2. North West Storm Trunk (\$2.0M New Funding)**

The Town is proposing to build a stormwater management system, located within portions of NE 34-39-27 W4M and SE 3-40-27-W4M. The project was specifically designed to manage regional environmental concerns, future drainage requirements and flood protection levels within the Battle River Watershed (including Lacombe Lake, and the Town). This stormwater system will facilitate development within the Town and surrounding areas by providing adequate outlet for the Town's Northwest Area, using existing topography and drainage routes, along with the creation of proposed stormwater features now and into the future with minimal impact on natural wetlands and waterbodies within the watershed area and at the same time guard against environmental disruption in the adjacent areas.

The Northwest Area Stormwater Master Plan set out new and upgraded infrastructure requirements for stormwater routing for the NW side of our community. This outfall system is an integral part of our storm system and will be located in north of TWP Road 40-0 into the Kuhnen Park and towards Lacombe Lake.

The land acquisition and design were started as part of the 2017 capital works, however, with landowner costs increasing and environmental appeals still outstanding, the project is currently on hold. Once we have confirmed that the Environmental appeal is concluded, we plan to construct this system in the fall of 2022.

### **3. Gregg St / Hwy 2A Intersection Improvements (\$175K)**

As part of the 2021 Womacks and Gregg Street capital project review, lane improvements and safety concerns were discussed at Council. Originally not part of the existing capital project scope, these additional funds will be budgeted to ensure that the eastern and western pedestrian connections to Highway 2A at Gregg Street will be improved in the interim.

## **Facility Replacements**

### **4. Civic Centre – Lower Floor Renovations (\$200K)**

With the completion of the new Servus Credit Union Public library, the lower floor of the Civic Centre is requiring renovations. As the current library will be moving, the renovations will include a redesign to welcome the FCSS employees into the space.

## **Vehicle - Replacement**

### **5. 1 Ton Dump Truck (\$100K)**

Required replacement of the existing 2008 1 ton truck. Existing truck is past its useful life expectancy. The replacement 1 ton unit will be a multi application field service unit.

### **6. Freightliner Pumper Truck (\$800K)**

As part of the capital replacement schedule for 2022 the current Front Line Fire Pumper is at its life span of 20 years as a frontline pumper for the Town of Blackfalds. This unit is a custom chassis built by E-One (Gladiator Series) out of Florida. It was a demo unit when it was originally purchased. At that time the Town of Blackfalds was much smaller, and the call volume substantially lower. This unit has been utilized over the years from all types of fire incidents to the annual Santa Run. The current unit will be sold or traded in.



The unit proposed to replace the current unit is on a commercial chassis with a triple combination pumper/rescue body. Similar to the last Fire Pumper purchased in 2016. Using a commercial chassis will make the Fleet more uniformed for responses and maintenance as replacement parts are easier to obtain. Taking in to account the growth and call types, the new truck will have a larger pump capacity, fire foam suppression system, ability to have rescue tools and the Jaws of Life on board making the unit more versatile to meet the demand of the community needs.



## Equipment - Replacement

### 7. Case SV250 Skid Steer

**(\$75K)**

The town requires a replacement of the existing case skid steer with a Bobcat. The current unit is past its useful life, experiencing costly repairs and is currently out of service. Repairs and maintenance cost have been escalating to keep current unit in working order. If retained, significant repairs would have to take place. Purchase will include a planer attachment and vibratory roller to allow the Town to conduct minor asphalt repairs internally that would normally be contracted out. This will allow for increased repairs and maintenance of aging road infrastructure.

### 8. Kubota RTV900 Utility Vehicle

**(\$25K)**

The current unit is scheduled to be replaced in 2022. This unit is used at the All-Star Park for dragging the ball diamonds. Estimates received earlier this year indicate a replacement value of \$26,000. The Town will be trading in the old unit to offset the cost.

**9. Bobcat 3400 XL Utility Vehicle (\$35K)**

The current unit is scheduled to be replaced in 2022 and is currently used by the Parks trimming team and is outfitted to carry 4 staff, trimmers, jerry cans, lawnmowers and supplies.

**10. Toro 4010-D (\$85K)**

The current Groundsmaster 4010 is at end of life and is scheduled to be replaced in 2022. This unit is used by the Parks to perform turf maintenance to all greenspace and sports fields. Estimates received in August 2021 have the value of a replacement at \$108,236 with a trade in value of \$25,000

**11. Chemical Control System (\$82K)**

The Chemical Controllers are at end of life and are starting to leak. This leaking is causing some corrosion, The budget will be used to replace the two new controllers. The system will be safer for staff when handling the chemical. The control units will change to a solid puck format opposed to the heavy barrels of liquids. This will lead to safer handling of dangerous goods.

**12. Abbey Centre Hot tub Retiling/Pool Equipment (\$30K)**

Over the last pool season, the hot tub had tiles coming off. This is cause for concerns for water proofing and the integrity of the hot tub. The hot tub will have the 2 pumps replaced also. Within this project will see the replacement of some pool deck equipment. Some of the deck chairs and lounges have broken and are in need of replacement for the up coming pool season.

**13. 84" Angle Broom (\$8K)**

The angle broom is a skid steer attachment that is used in all seasons for snow clearing (trails and parking lots) and summer trail cleaning. The current broom is over 8 years old and is beyond repair. Staff have been spending excessive maintenance time to keep unit functional.





#### 14. Side Mount Flail Mower

(\$13K)

The side mount flail mower mounts on to the Kubota tractor. This attachment is used for mowing roadway ditches. Currently the Town uses the rough-deck mower, but we have come close to tipping the tractor as some ditches are steep. The attachment allows the tractor to stay on the roadway and mow the grass.



#### 15. Council Chambers – IT Upgrades

(\$50K)

The existing audio and video system is no longer meeting expectations.

The Town would like to implement an AV solution that will provide a professional level of audio and video for attendees both in person and virtually. The solution must be reliable and stable, as well as easy to administer by non-technical staff at the Town. The suggested AV upgrades will include:

- Replacement of the existing room audio system (old system may be repurposed elsewhere)
- New microphones (compatible with hybrid meeting type)
- Additional camera systems may be required
- Signal Routing and Control System & AV Bridge
- Equipment Rack
- New Projectors/TV's (for council to see electronic meeting feeds)
- Installation, Programming, and Training on system

This configuration is updatable if municipal needs change. The system will be designed to be compatible with eScribe, agenda management software, should the webcasting feature of this software be required in the future. The system design is capable of live streaming a meeting to the Town Youtube channel for the public viewer, the view should be similar to the current virtual environment, with the exception that they would also have a view from the cameras within the Council Chambers. Once Council is fully within

the Council Chambers, the capabilities would still permit virtual attendance during events, illnesses, or to limit travel costs for presenters/consultants.

#### 16. Hwy 2A LED Sign Replacement

(\$60K)

The Hwy 2A LED sign has been in and out of service over the last year. The internal electronics have failed. As it stands, the current sign is not repairable. Administration is seeking Councils direction on the merit of replacing this means of advertising for the community.

#### 17. Scale Cluster Server

(\$54K)

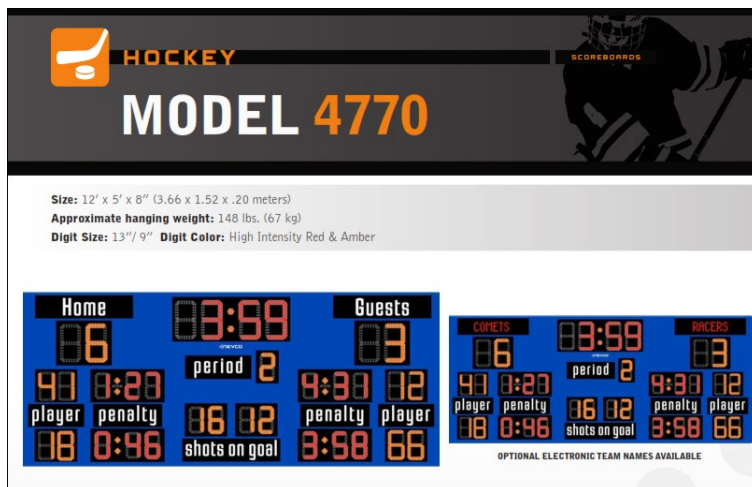
Due to depreciation and hardware life cycle, the Scale Cluster nodes need to be upgraded as they are at end of life and are no longer supported.

The Towns current Scale Cluster nodes Servers are arguably the most critical component of any organization. As the engines that store data, maintain performance, connect, and protect, their continued performance is essential to business continuity.

#### 18. Arena #2 Score Clock

(\$16K)

The current score clock was supplied by Pepsi Bottling Group in 2002 (approximately). The electronics are obsolete and replacement parts and impossible to find. The old arena score clock is well past its lifecycle.





## Equipment – New

### **19. Photocopiers (Abbey Centre & Operations Centre) (\$24K)**

The Town will be replacing the multi-functional photocopier at the Abbey Centre. This copier has currently reached its end of life and it is no longer functioning properly. The copier at the Operations Centre will be a new unit. This purchase will conclude the Town's move away from personal printers to multi-functional units.

### **20. Floor Scrubber (Eagle Builders Centre) (\$25K)**

The Eagle Builders Centre will require a ride-on auto scrubber for floor cleaning. This unit will primarily be used for the main foyer, arena mezzanine, banquet room, and used on both arena dry floors when necessary.

### **21. Ice Pad Covering / Safety Rail / Glass Lift (\$175K)**

When designing the Eagle Builders Centre, it was kept in mind that this facility would serve our community not just for sports and recreation but as more of a cultural centre that can host numerous events throughout the year. Hosting events such as concerts, tradeshow, and rodeos are a great way for the town to generate extra revenue and give members of our community and neighbouring communities a place to gather and experience these cultural events.

Arena flooring is required to hold events while the ice is in the arena (i.e. concerts, tradeshow, etc.). The 5/8" thickness is the common thickness for arena flooring, and it will cost \$128,000 the remainder of the budget will include a cap rail and glass lifter that is required to take out/adjust our glass to provide a barrier from our first row of seats.

### **22. Bulk Fuel Station (\$60K)**

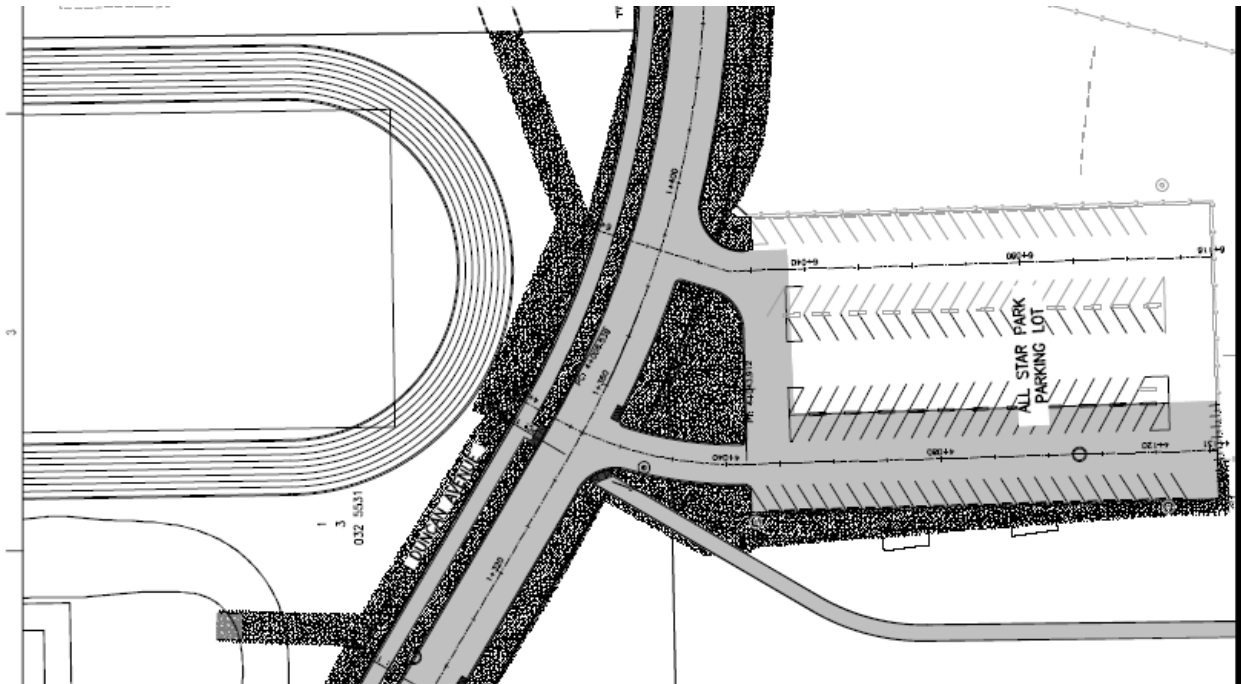
The addition of bulk fuel to support Town fleet and operations is anticipated to result in long-term fuel savings. Currently fleet refuel at local fueling stations (Centex, Petro, ESSO). Infrastructure includes 1000Gal gas tank and 1000Gal diesel tank, barricades, concrete pad, fire suppression, spill kits. Electrical, etc. Regulatory permitting required. The Town has an existing fuel account with L&R fuels. Purchase of tanks, and materials as provided in quote can be charged to the Town account.

## Land Improvements – New

### **23. All Star Park Parking Lot – Duncan Ave (\$250K)**

The existing All-Star parking lot will be twinned to accommodate more parking for summer events, the new Soccer field programming and the new high school. This parking

lot will also will include an extension to the west along with a new entrance to Duncan Avenue. This work was tendered in 2022, but not approved, due to budget constraints. There will also be a future running track built north of Duncan Avenue that will require additional parking as well. See attached drawing for details.



#### 24. Annual Trail Development

(\$50K)

The 2022 project will add to our trail system with asphalt trails around the community. With the completion of the condominiums at 4801 Parkwood Road, the asphalt trail that currently dead-ends in two places can now be completed.



## **25. Centre Plaza – Eagle Builder Centre (\$300K)**

As part of the preliminary design for the Eagle Builders Centre area, the Town looked at options to retrofit the existing lift Station buildings, southern main EBC building access and the new pedestrian crossing access at CP rail/Gregg into a community gathering space. Administration is looking for in kind support (Sponsorship) and there has been some interest.

A concrete design was simplified to achieve cost savings and the plaza will be integrated into the southern edge of the separate parking lot area along with space to park food truck and set up mini events. The project will have the electrical serving cubical and two overhead lights as part of the roadway project. Administration will bring back preliminary concept design back to council once complete.



**TOWN OF BLACKFALDS  
STANDING COMMITTEE OF COUNCIL  
REQUEST FOR DIRECTION**

Page 1 of 2

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**MEETING DATE:** November 15, 2021

**PREPARED BY:** Miranda Cooper, Marketing & Communications Manager

**SUBJECT:** Communications Plan (Draft)

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## **BACKGROUND**

The Town of Blackfalds Communications Plan has been developed through a culmination of online polling, public consultation, best practices, and other methods that provide excellence in organizational communications. It was developed to align with the Town's Municipal Sustainability Plan (MSP) and to guide Administration, Council and staff to deliver communications excellence. Serving as a roadmap to effective communications, the plan aims to engage the public through education, entertainment, inspiration and information.

## **DISCUSSION**

The framework of the Communications plan introduces the Blackfalds brand story and statement, a tangible outcome of the 2020 branding project, and the impetus on which the plan is built. From there it defines the communication objectives and aligns the vision and mission to the brand.

Communications' guiding principles were founded on the five sustainability pillars of the MSP, specifically Community Life, Economy, Infrastructure & Buildings, Leadership & Engagement, and Natural Environment.

In order for communications to be effective, the plan identifies our key target audiences and presents a SWOT analysis of our current communications. Understanding the hierarchy of the Marketing & Communications (MarCom) structure gives readers an insight of the challenges the team faces, while at the same time creating a plan that includes ambitious goals and the objectives to attain them. The Communications Plan is an evolving document and will be supplemented by a Communications Strategy, followed by a Communications Policy.

Administration welcomes Council's input on this important document in addition to further internal review with the objective of having a final document for approval prior to year-end.

## **FINANCIAL IMPLICATIONS**

There will financial implications relative to objectives identified in the document but the majority of these costs will be supported through ongoing operating and capital budget processes.

**TOWN OF BLACKFALDS  
STANDING COMMITTEE OF COUNCIL  
REPORT TO COUNCIL**

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**ADMINISTRATIVE RECOMMENDATION**

That the Standing Committee of Council, through review and input, recommend that the Communications Plan be brought before Council for formal adoption.

**ALTERNATIVES**

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

**ATTACHMENTS**

- Town of Blackfalds Communications Plan

**APPROVALS**



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CAO Myron Thompson

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Department Director/Author



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## TOWN OF BLACKFALDS COMMUNICATIONS PLAN

A guide to help enhance delivery of services and programs through effective communications, working collaboratively across departments and enhancing the quality of our relationships

Prepared by  
**Miranda Cooper**  
Marketing & Communications Manager

Presented  
**11/15/2021**

**BLACKFALDS**  
ALBERTA



““

Public relations is the strategic management of relationships between an organization and its diverse publics, or stakeholders, through the use of communication, to achieve mutual understanding, realize organizational goals, and serve the public interest.

*Canadian Public Relations Society*

””

““

We've found that transparency is best fostered when citizens can access and read through the information in an easily-accessible format.

Why? Because your citizens aren't all working in performance management or municipal government! They want to know where their tax dollars are going, how safe their city is, and more generally, how well the city is performing. If they have to wade through a bunch of data to figure this out, it can be frustrating and time-consuming.

*[www.clearpointstrategy.com/increase-transparency-in-local-government](http://www.clearpointstrategy.com/increase-transparency-in-local-government)*

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# INTRODUCTION

***The Town of Blackfalds Communications Plan is a culmination of online polling, community consultation, best practices, and other methods that provide excellence in organizational communications.***

This strategy was developed in part on findings from public opinion polls, surveys conducted by various departments, master plans, and also based on staff and Council experience over the last two decades.

While Marketing and Communications staff are primarily responsible for disseminating information to the public, as ambassadors for the Town, it is every Town representative's

responsibility to provide excellent customer service that includes professional internal communications.

This plan is intended to guide all of us and enhance the services and programs we deliver by working collaboratively across departments, strengthen communications by enhancing the quality of our relationships, and practicing effective public engagement.

*If we learned anything in the last year, it is that we must be prepared for the unexpected and allow for a more contactless, yet interactive, supportive and efficient way to serve the public.*



“

# The Town of Blackfalds strives to deliver Communications Excellence

”

Having excellent communication strategies helps the organization achieve overall goals and objectives. Communications excellence occurs when organizations use communication to manage relationships with their diverse stakeholders to achieve mutual understanding, realize organizational goals and serve the public interest.

Communication strategies ensure that important information is relayed to the right people, thereby bringing organizations and stakeholders closer together by allowing them to negotiate with one another to reach mutually satisfactory outcomes.

The plan will serve as a roadmap for two-way and truly effective communications that involves ongoing, direct and timely dialogue with stakeholders.

We want to engage with the public in a way that will foster strong relationships

By coordinating and responding to the information needs of our residents, employees and Council, we can ensure Town communications is effectively managed in a timely fashion.

Two-way communication models allow for better, more representative public policy because that policy has been informed and negotiated through dialogue with stakeholders.



# 1 | THE BLACKFALDS BRAND

Blackfalds is a growing and progressive community. Because of its young demographic, location and amenities, the municipality has the opportunity to reach our citizens using various media to ensure the message reaches as broadly as possible.

In our journey towards identifying the brand for Blackfalds, the Brand Development Committee finalized both the Town of Blackfalds brand positioning statement and story.

## BRAND POSITIONING STATEMENT

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



## BRAND STORY

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Blackfalds is a community of young-hearted people with a shared enthusiasm for play.

Experience our youthful vibe while you explore our trails and parks, take in family-friendly events, or enjoy your favorite sports and leisure activities.

For parents with young children and the grandparents who chase them, for visitors who seek to discover fun, and for local businesses who promote the growth of a thriving community,

*Blackfalds is your place to play!*







*The Town of Blackfalds Communications Plan provides a framework for the organization to enhance its two-way communication, improve stakeholder relationships, and encourage public participation in the municipal process.*

Designed to influence all activities that relate to communications within the organization, the Communications Plan outlines positive and achievable practices that will help the Town reach its organizational goals *guided* by the Town's Municipal Sustainability Plan and the brand statement/story.

Council, the Office of the CAO, and Town employees have a role to play (pun intended) to ensure the success of this plan. By working collaboratively across departments, we will ensure the Town's communication efforts are well-coordinated and responsive to the needs of stakeholders and achieve a more informed and engaged Council, workforce, and community.

This is an *evolving strategy* for the entire organization. The plan will help build our communications capacity, allow us to develop trustworthy relationships and create effective public policy.

***The Town of Blackfalds Communications Plan outlines clear objectives and tactics aimed to include transparency, responsiveness, trust, productivity, sensitivity, and intelligence.***

It will further enhance community engagement and encourage both constructive and positive conversations by applying a two-way exchange of valuable information.

Having a culture that is fun and playful *and* values communications will serve as an example for other municipalities to set in motion efficiencies reflected in relationship building and proliferation of a proud community, further enhancing the Town brand and strengthening its reputation.

# 2 | COMMUNICATION OBJECTIVES

The primary objectives for the Town's internal communications (IC) are to:

## **BE A LEADER**

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A clear, step-by-step path to help managers, internal communications (IC) and HR practitioners develop and deploy IC strategies that will help people move in the same direction to achieve a common goal.

## **SHARE THE KNOWLEDGE**

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Knowledge is power. We must disclose any knowledge that affects the community.

## **PERSUADE**

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Sell an idea or change minds about a particular topic.

## **ENTERTAIN**

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Keep audiences interested through the use of storytelling, vivid imagery, positive messaging, and empathy.

## **GROW BRAND AWARENESS**

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Develop brand recognition, build brand pride and encourage participation and representation of the brand with staff, residents, media, Town partners & collaborators, sponsors, non-profits, and other community organizations.

## **MOTIVATE**

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Motivation compels people to be more productive and improve their work.

## **INFLUENCE**

---

Encourage actions with the objective to improve and change strategies.

## **EDUCATE**

---

Make the public aware of new initiatives, programs, services, budget implications, capital plans, assessments, policies, and procedures.

# 3 | COMMUNICATIONS VISION & MISSION

## OUR VISION

To increase awareness and involvement by the community of Blackfalds through cultivating engaged and responsive employees who are capable of listening, sharing creative ideas, and encouraging a fun and playful work environment.

## OUR MISSION

The Town of Blackfalds is an active and young family community committed to positive growth of its members, supportive of local business, actively raising our children together, and caring for those who require it.

We strive to be better, mentor others to do the same, and make a positive impact on whomever we come in contact with. We honour our past, live in the present and plan for the future.

“

**Be A Kid At Heart.**

**Let's Live, Work, Play, and Grow Together.**

”





# 4 | GUIDING PRINCIPLES

***Marketing & Communications' (MarCom) guiding principles align with the Town's 2020 Municipal Sustainability Plan (MSP) which proposes five sustainability pillars: Community Life, Economy, Infrastructure & Buildings, Leadership & Engagement, and Natural Environment.***



## **PRINCIPLE #1**

Create an ever-growing sense of community safety and pride by encouraging strong connections through interactive and engaging content that is quickly consumed.



## **PRINCIPLE #3**

Employ modern communication tools that are effective and easy to access, can be customized to each circumstance and is relevant to the intended audience.



## **PRINCIPLE #2**

Communicate information that is timely, accurate, clear, accessible, and responsive.



## **PRINCIPLE #4**

Promote Blackfalds as an active, modern and safe community with a high quality of life and distribute to a larger geographic and demographic audience.







### **PRINCIPLE #5**

Ensure our messaging is vibrant by employing *active* writing, graphics and photography.



### **PRINCIPLE #8**

Enhance the online experience through the production of video and storytelling.



### **PRINCIPLE #6**

Work collaboratively across the organization to ensure that information is thorough, factual and timely.



### **PRINCIPLE #9**

Strive to achieve a culture of two-way communication and “communications excellence” practices.



### **PRINCIPLE #7**

Use wise management of resources by being cost effective and environmentally responsible, minimizing staff time by sharing timely information, and streamlining delivery.



### **PRINCIPLE #10**

Develop education and awareness programs that build future leaders and community champions, and increase community involvement and volunteerism.



# 5 | HOW TO SUCCEED

***To ensure the success of this plan, there must be ongoing support by those who act as ambassadors of the Town including Administration, Council, staff and volunteers, as well as those who offer their time and commitment to Town boards and committees.***

We must foster constructive dialogue within the organization and throughout the community and encourage positive messaging with a ***primary focus on fun and play.***

In order to ensure the success of this plan, the following steps must be taken:

- ☑ Develop a well-organized communications strategy.
- ☑ Devise an achievable action plan and review every three years.
- ☑ Follow a consistent and efficient information sharing process.
- ☑ Keep staff, the office of the CAO and Council informed about all matters related to the Town and its community.
- ☑ Ensure staff and Council stay engaged and committed to positive and effective public engagement.
- ☑ Execute this plan diligently and practically, and manage each step to avoid scope creep.



# Who are our key target audiences?



# 6 | KEY TARGET AUDIENCES



**In order to communicate effectively about a public process or program, we must understand who we seek to engage. It is therefore essential that we identify our key audiences and stakeholders, determine what their interests are, and how they connect to the project or policy.**



## COMMUNITY AT LARGE

- 🎯 Families and youth - the Town's largest growing demographic and most technologically savvy
- 🎯 Engaged residents - participatory, aware of ongoing events/issues, conversational
- 🎯 Traditional residents - primary users of newsletters/papers/telephone/mail
- 🎯 "Need to know" residents - less connected, opposite of engaged, occasionally antagonistic



## INTERNAL STAKEHOLDERS

- 🎯 Mayor and Council
- 🎯 Chief Administrative Officer
- 🎯 Municipal staff
- 🎯 Volunteers
- 🎯 Partners and vendors



### EXTERNAL STAKEHOLDERS

- 🎯 Potential visitors and new residents
- 🎯 Potential business & investors (new business or development)
- 🎯 Sponsors and regional partners
- 🎯 Public / separate schools
- 🎯 Facility user groups
- 🎯 Sports teams and clubs – Blackfalds Bulldogs (AJHL), Minor Hockey, Minor Ball, Minor Soccer, Canadian Wrestling Coalition
- 🎯 External program providers – Habitat for Humanity, Canyon Ski Resort, City of Lacombe Arts & Culture, County of Lacombe Lifelong Learning Association
- 🎯 Community special interest groups

### MUNICIPAL INFLUENCERS

- 🎯 Local media - newspapers, radio, online
- 🎯 Community organizations - Chamber of Commerce, Historical Society, Optimist Club, Library, places of worship, etc.
- 🎯 Local companies/businesses
- 🎯 Community and interest groups - seniors, recreation, leisure, not for profit organizations, cultural, etc.

***Communication activities include serving both internal and external audiences.***

***While best practices and tactics to engage with and make an impact on these audiences can be similar, the most effective and accessible tools to reach these audiences may differ substantially.***



# 7 | SWOT ANALYSIS

**One of the most effective tools for organizations looking to strengthen their communications strategy is to take an objective look at the strengths, weaknesses, opportunities and threats that affect the organization. Knowing the challenges we face and what resources we have available will help us communicate more effectively.**





## STRENGTHS

- Blackfalds is centrally located and is within a 10-minute drive to the cities of Red Deer and Lacombe and a mere two-hour drive to Alberta's largest cities, Edmonton and Calgary.
- Town Council and Administration have built strong relationships with other levels of government, school boards, construction companies and developers, and various other central Alberta organizations.
- Broad reach to audience via various communication channels including a social media following (over 8,000) that increases daily.
- Award winning projects, accomplishments, and community achievements provide rich content.
- A community of young families, Blackfalds offers new and planned educational facilities from K-12 (High school to be completed in 2022), with post-secondary schooling within a 20-minute drive.
- Town print and digital marketing and communications have significantly improved in the last 5+ years.
- There is an expectation and market ripe for live streaming and video storytelling.

- Cloud-based project management system allows staff to submit online requests and enables MarCom to keep on track with projects and tasks.
- In-house MarCom talent possess a combined skill set that includes but is not limited to: business writing, communications, journalism, graphic design, vector illustration, web design and development, photo/ videography and editing, information technology and computer coding, project management, and event organization.
- Blackfalds' demographic is young and vibrant, and the Town is poised to produce a visual to match its brand positioning statement and brand story.
- With over 18 parks and playgrounds, and various recreation and tourism facilities, Blackfalds has proudly earned a reputation for being a sports hub.
- The outcome of the rebrand process conducted in 2019-2020 uncovered the Town brand statement and story.







## WEAKNESSES

- Limited understanding and appreciation of the importance of effective internal communications (IC) and the flow of information.
- Lack of communications policies and standardization.
- Communications processes have not kept up with the growth of the municipality.
- Lack of adequate staff to meet communications needs creating a reactionary system and impedes the ability to focus on bigger-picture strategic work.
- Public and Customer Relationship building strategy does not exist.
- Inconsistent look and feel of Town publications and other communications materials.
- IC technologies and processes need improving.
- Do not have a one-fits-all IC system. Collaboration on the same documents is currently completed via email streams.
- Misunderstanding of the distinction between the operations of a government communications unit and privately owned media.
- FOIP limitations to collect imagery and photography particularly of our largest demographic: youth.





## OPPORTUNITIES

- So...much...growth. Blackfalds is one of the fastest growing communities nation-wide and is trending to continue to increase its population.
- Its centralized location suggests it has access to three million people who are within a two-hour drive.
- We are young! 35% of residents are aged 21-40 with 30% aged 0-20.
- As traditional communications methods and processes are phased out, there are opportunities to adopt new and efficient ones.
- The expectation for live streaming and video storytelling has increased.
- In-house skills include strengths in video production to reach audiences across multiple platforms.
- Supporting communications with an understanding that it is a way of helping all Town departments to achieve their goals and initiatives.
- Municipal Election and change in government representation.
- Use market research to create comprehensive brand strategy and brand identity with suitable messaging to achieve marketing goals.
- Enhance partnerships in community to become better at reaching all segments of the community.
- Create attraction and retention initiatives for unique local businesses, health and other provincial services that will promote physical and mental health.
- Recognized as the 'most pet-caring community,' Blackfalds scored the highest in the reunification of pets, 28 points ahead of Calgary, who has claimed the title for over 20 years.
- Promote Blackfalds to a larger geographic and demographic audience.
- Attract businesses that cater to the family-oriented, young and active demographics of Blackfalds.
- Expand our Arts & Culture programming to include live entertainment at new arena, add art/music classes, photography, etc.
- Involve the community into Council decision making.



# THREATS

- A lack of brand strategy or identity has resulted in missing out on opportunities to attract economic development and the ability to conduct meaningful research and evidence-based understanding of audiences and perceptions of Blackfalds.
- Prolonged fatigue and constant changes in communications from Covid-19 response and recovery.
- Administration lacks coordinated efforts and strategies with internal communications (IC) to draw investment to the area.
- Misinformation and disinformation are rampant, often creating a negative perception of the Town, its Council and staff.
- Prolonged economic downturn and slow recovery from pandemic response.
- Constant evolution of technology and the need to stay current on new communication methods.
- Technology shortcomings (crashes, blackouts, etc).  
How would we communicate without technology?
- Municipal Election - It is difficult to place how a municipal election affects administration and staff morale, and can be both an opportunity or a threat.
- Public perception and the ongoing push to increase support for social programs, the acceptance of diversity and to be empathic and supportive of your neighbour. This can also be seen as an opportunity.
- The propensity to focus on 1% of the population while not engaging the other 99% of them.
- Current MarCom structure will not be sustainable as staff focuses on daily tasks and are therefore challenged to deliver on higher level strategies.
- Possibility of staff turnover will result in brain drain and will require the need for skills training of new staff.



# 8 | MARKETING & COMMUNICATIONS STRUCTURE

The Marketing and Communications (MarCom) team reports to the Director of Corporate Services and consists of the Marketing and Communications Manager and the Communications Coordinator.

While the team works with many, if not all, departments in the organization, the team often collaborates with the Community Services Department, specifically the Administrative Assistant whose role includes marketing and some events in addition to being the assistant to the Community Services Department Director.

To communicate effectively, the MarCom team needs a bird's eye view of the whole organization, know how all the pieces work together, and how circumstances, from a broken cut on a leg to an employment termination, can affect certain communication outcomes and, more importantly, public perception.

“  
*We live in an age where,  
even when we know the truth,  
the narrative can take on  
a life of its own.*  
”



# 9 | SMART GOALS & PROPOSED ACTIONS

We will be using the S.M.A.R.T. goal setting model to ensure our objectives are clear and attainable and should be:

- **S**pecific (simple, sensible, significant)
- **M**easurable (meaningful, motivating)
- **A**chievable (agreed, attainable)
- **R**elevant (reasonable, realistic and resourced, results-based)
- **T**ime bound (time-based, time limited, time/cost limited, timely, time-sensitive)



## 1. Provide timely, easy to access information about Town priorities and initiatives.

### CURRENT STRATEGY

Residents get their information from various online sources such as the website, social media and electronic newsletters.

### PROPOSED ACTION(S)

- Revamp the current website – the Town’s primary information source - and integrate applications that will enhance citizen engagement.
- Inform the public by providing balanced and objective information in a timely manner on the website.
- Update information on the Town website on a regular basis.





- Promote the Town website as a source of accurate information.
- Provide a feedback form/blog to respond to rumours or myths circulating in the community.

## **2. Foster an engaged community that is made aware of current issues and is encouraged to contribute to solutions and development of public policy.**

### **CURRENT STRATEGY**

There is a tendency to pay too much attention and give voice to keyboard warriors or individuals who represent a small portion of the population, but are perceived to have the loudest voice.

### **PROPOSED ACTION(S)**

- Empower the public by placing the final decision-making in the hands of the public.
- Consult with the public to obtain feedback on issues, service levels, program offerings, and council decisions.
- Actively solicit feedback via easy-to-access forms and surveys and acknowledge their concerns are being addressed and understood.
- Determine how to improve information sharing with the public on important issues i.e. budget.
- Apply guidelines and timelines to adhere to on when to notify the public regarding a sudden change in operations, closures or cancellations.
- Build future leaders by setting up programs focused on shaping Blackfalds future.



### **3. Cultivate a sense of community safety and pride that is felt by all residents**

#### **CURRENT STRATEGY**

Blackfalds houses both the RCMP and Fire department in one facility located near the entrance of town limits and is easily accessible from the highway resulting in immediate response. The fire department actively engages the community, hosts annual open houses and fire safety demonstrations.

Community pride has percolated over time through various capital projects such as the Abbey Centre, Eagle Builders Centre, Servus Credit Union Library, and community achievements that have provided a sense of pride and belonging.

#### **PROPOSED ACTION(S)**

- Share success stories of our community members, local business, and Town staff.
- Work with stakeholders to expand the neighbourhood watch program.
- Build community pride through the continued support and celebration of volunteerism.
- Increase positive communication of the community that instills a sense of pride.
- Encourage and support a community of friendly neighbours that share a sense of belonging.
- Create opportunities and programs for diverse groups.
- Create a 'Welcome to Blackfalds' program.
- Strengthen communication and collaboration with Fire department and RCMP.
- Increase registration of the website's Blackfalds Messenger system.





## 4. Develop opportunities that will enhance user interaction

### CURRENT STRATEGY

During the pandemic of 2020, various online forms were built to minimize personal interaction and increase efficiency.

### PROPOSED ACTION(S)

- Research and employ online tools to broadcast information from one central portal.
- Create livestream and video presentations.
- Employ a live feed or podcast.

## 5. Conduct a public engagement survey

### CURRENT STRATEGY

Various surveys including Census, Citizen Budget, etc. have been conducted to capture how people want to be communicated to.

### PROPOSED ACTION(S)

- Ask stakeholders about their preferences regarding communications i.e. what channels work best?
- Expand opportunities for sustained interaction with the media to maximize strategic communications and public engagement.



## 6. Create a media plan and process that integrates both print and online outlets

### CURRENT STRATEGY

Residents get their information from various sources such as the website, social media and newsletters.

### PROPOSED ACTION(S)

- Capture key data in Communications Survey 2021.
- Develop key story themes and messages.
- Partner with community partners and champions to help spread Town information and messages.
- Create and update a list of media, reporters, and key bloggers who reach priority audiences including community-based publications, radio, and key community newsletters, blogs, and events.
- Create an annual planning calendar of key milestones, events, news happenings and announcements.





## GOAL 02

**Grow the Town's brand  
by reinforcing our brand  
statement and story**

***A brand is so much more than a slogan or tagline.  
Consistent brand messaging reflects a brand's values which  
speaks to its audience is essential.***

### **1. Identify who we are**

#### **CURRENT STRATEGY**

In taking the first step in identifying who the Town is as a personality, we defined our Brand Positioning and Brand Statement.

#### **PROPOSED ACTION(S)**

- Create universal messaging and active visuals that will be adopted and used throughout the organization that communicates a positive message - reiterating our brand statement and story - which is playful and fun.
- Develop strategies that will get buy-in from all staff.
- Redesign administrative (letterheads, envelopes, bills, etc.) and marketing materials to create consistency for all media.



## 2. Develop clear, consistent messages that are delivered in “one clear voice”

### CURRENT STRATEGY

While we attempt a consistent “voice” in our social media, the current brand voice does not generate excitement nor articulate the Blackfalds brand story.

### PROPOSED ACTION(S)

- Develop a brand voice and message strategy that contains relevant information and persuasive messaging that is relevant to our young demographic, are brief and convey a youthful tone, with a playful and fun connotation.
- Craft messages that are concise, easy to understand and tell a coherent story using the following criteria:
  - Messaging is different from other municipalities
  - Messages are simple, compelling and easy to understand
  - Messages should be based in reality and claims are plausible
  - Messages must resonate with the target audience and say something interesting

## 3. Rebrand

### CURRENT STRATEGY

We simplified the current visual and are only using the Blackfalds wordmark.

### PROPOSED ACTION(S)

- Re-establish a brand committee.
- Prepare a request for proposal to design the Town’s brand visual using the current brand positioning statement, brand story and visual guidelines.

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







***Provide easy access to information to ensure staff are well-informed about who does what, Town programs, services, issues, and other Town related initiatives.***

### **1. Document processes/procedures**

#### **CURRENT STRATEGY**

There is currently no mandatory organization-wide procedure or policy in place to document processes. As the municipality has grown, so has the complexity of its processes. Documenting processes will help mitigate risks and maintain operational consistency.

#### **PROPOSED ACTION(S)**

- Document all processes and procedures and make available via a staff website or intranet.
- Identify bottlenecks and inefficiencies by documenting the exact processes. This tactic will reveal what process to improve or get rid of.
- Use process documents to help new employees understand their job roles and familiarize themselves with the processes.
- Keep a record of processes and make available to all staff, not only to a few people.
- Balance written format processes with graphics or process flowcharts.
- Store process documentation in a central location.
- Automate regular processes i.e. stat holiday closure signs, bolt tickets production, corporate clothing orders, etc.



## **2. Employ an internal communication tool that enables staff to stay up to date, connect, chat, share thoughts, etc.**

### **CURRENT STRATEGY**

Staff may access information from various sources such as the website, the Town of Blackfalds' Facebook and other social media channels, and post-council meetings. Due to the recent pandemic, in-person meetings were replaced with virtual meetings and a new and immediate way to update staff became more urgent.

### **PROPOSED ACTION(S)**

- Create an information source (intranet) for employees to get important updates on “need to know” basis including emergency, sick days, out of office and other notifications.
- Provide regular updates through a weekly update and/or monthly staff newsletter.
- Document post-council, whether by livestream, video, or via memo so that those staff who cannot attend can still review on their own.
- Host quarterly information sessions for staff. Record sessions and make them available via employee intranet.
- Host semi-annual staff events to recognize staff for their hard work from those who matter. Include Council so that they have an opportunity to get to know the staff through presentations or a “tradeshow” open house.
- Create team building programs and activities to improve communication and collaboration skills.
- Allow for a staff market place to do clothing swaps, share recipes, etc.
- Supply an 'Expert's corner' where staff provide expert opinions or skills and can ask questions.



### 3. Increase staff awareness of departmental functions across the organization

#### CURRENT STRATEGY

Staff receive an HR onboarding package which includes employee handbook and collective agreement.

#### PROPOSED ACTION(S)

- Create department pages on Intranet to inform staff on department functions and 'who's who in the zoo.'
- Provide an overview of organizational structure and department functions in the employee orientation manual.
- Make documented processes available to aid newcomers adapt easily.

### 4. Ensure staff who are located at satellite locations feel a strong connection to the organization

#### CURRENT STRATEGY

Staff are introduced to other staff on their first day via email and taken around by their manager, typically within their own facility.

#### PROPOSED ACTION(S)

- Create a staff ambassador program or "Play Patrol" that encourages employees to have fun and be playful. i.e. play trivia games, tour around Town.
- Increase opportunities to work collaboratively on cross-department projects.
- Hold monthly cross-team events to get to know each other better and learn the latest projects that they have been working on.
- Host small group staff events at satellite locations.
- Inform staff of matters before informing the public.





***Increase staff readiness to communicate with one cohesive voice and problem solve independently.***

### **1. Provide communication skills training to staff and Council**

#### **CURRENT STRATEGY**

Staff are trained by more experienced staff who teach their own way of completing tasks that may or may not be correct or efficient.

#### **PROPOSED ACTION(S)**

- Establish a Key Communicator Network by identifying influential staff, community and business leaders.
- Invite key influencers/business leaders to meet with Administration, Council and staff.
- Prepare briefing notes for Administration and Council.
- Train and increase the number of spokespeople and subject matter experts at the Town.
- Provide skills training and resources in communication and customer service.
- Develop background information and key messages for employees who are first point of contact to the public.
- As part of staff and Council orientations, the MarCom team presents an org chart, roles, and appropriate channels of communication.
- Adopt an environment of collaboration with skills and knowledge sharing.

## GOALS & PROPOSED ACTIONS

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### 2. Build an understanding of the organization's communications functions to help build stronger relationships

#### CURRENT STRATEGY

All communications requests are submitted through an online request form.

#### PROPOSED ACTION(S)

- Educate employees on the importance of communications and incorporate a workbook into the new employee orientation program.
- Conduct an annual needs-assessment sessions with MarCom and Town department heads and develop service level agreements.





- Educate and provide awareness workshops (virtual or personal for small groups) to leadership of the communications function and the importance of effective, reliable and transparent information sharing.
- Create an atmosphere of trust and cooperation among staff by empowering others through knowledge and skills training.

### 3. Create a public engagement strategy for Council and Staff

#### CURRENT STRATEGY

Limited and inconsistent department customer service training is provided to frontline staff. Onboarding staff does not include public relations skills. MarCom provides briefing notes, speeches, and condensed engagement tactics to Administration and Council.

#### PROPOSED ACTION(S)

- Provide customer service training to frontline staff at the Civic, FCSS, Operations, and Abbey Centre including classroom, workshops and virtual means (webinars, podcasts, video, online presentations, etc.).
- Create a public engagement strategy including a framework and guidelines for participation.
- Define levels of engagement, goals for each, and public promise for each level.
- Identify public engagement roles for residents, Council and staff.
- Create more informal opportunities for feedback i.e. Coffee with Council, Livestream, blog.







***Strategic issue management is the responsibility of the entire organization - issues are events that occur outside the control of an organization***

### **1. Develop an issues management protocol to effectively identify, monitor and respond to issues**

#### **CURRENT STRATEGY**

Issues are dealt with as they occur and are brought to Administration's attention.

#### **PROPOSED ACTION(S)**

- Implement procedures that allow all staff to stay informed on timely issues.
- Initiate an issues management process: Identify an issue (before it reaches a crisis stage), prioritize those with major/imminent impact, develop a response, craft and issue a statement, and monitor the issue.
- Schedule administrative team meetings to identify and review issues and formulate the Town's response.
- Rank issues from high-priority, medium priority, non-critical, to crisis and determine a timely response.
- Develop tools such as risk analysis, departmental communications plans, and key message templates.
- Provide training to staff in order to be ready and accessible to respond to inquiries.
- Review emerging issues on a regular basis (semi-annually) with issues management committee.
- Develop a protocol to respond to issues.

## **2. Foster a cultural shift toward staff's understanding of their role in issues management**

### **CURRENT STRATEGY**

- Staff respond to issues as they happen. Information often has to be extracted rather than provided by leadership.

### **PROPOSED ACTION(S)**

- Provide training that will better equip staff to interact with key stakeholders and respond to issues more effectively.
- Cultivate external experts that can speak to Town issues.
- Be more proactive and work with staff and Council to develop key messages earlier.









# 10 | STRATEGIC OBJECTIVES & TACTICS





Objectives clarify and support the intended goals of the Communications Plan. The tactics that follow communicate how we will reach our audiences.

Objectives and tactics are separated into five core deliverables:

1. Increase community engagement and public participation
2. Strengthen the Blackfalds brand through the use of templates, visual guides, colour swatches, voice, and key messaging
3. Adopt an internal communications system
4. Increase staff readiness to communicate and problem solve independently
5. Develop or adapt one way of communicating that is not only immediate but collaborative

Tactics are listed for each objective and identifies the key audience of who we are targeting (as defined in '5 | Key Target Audiences), the cost (range), a timeline, and how the tactic is evaluated to measure its success.

Each tactic provides a high level overview of what needs to be done and is expected to require additional planning, ongoing communication, and other PR activities.

 <b>Target/Key Audience</b>	 <b>Budget</b>	 <b>Timeline</b>	 <b>Key Performance Indicators (KPI)</b>
Adm - Administration/ Council	Low 0 - \$5K (internal)	Short-term (indicated in number of months, weeks, days or hours)	Examples include:
Staff - Town employees	Medium 5K - 25K		• Improve Engagement
Community - residents, volunteers	Requires Request for Proposal (RFP)	Annual	• Increase program registration
Business	High > \$25K	Ongoing	• Enhance event attendance
All - All of the above	Defined as Capital Project (CP)		• Grow number of survey responses





PUBLIC  
LIQUOR



# OBJECTIVE #1

## CREATE CITIZEN ENGAGEMENT TOOLS THAT WILL INCREASE PUBLIC PARTICIPATION AND DIALOGUE

### 1.1 Engage citizens early by developing tools that allow for immediate notification as well as proper advance notice of intent and changes.

The website is the Town's **#1 source of online information** and can be cited as the online Town Hall. Its purpose is to provide accurate and timely information to the community about current issues and events, capital projects, programs and services, activities and accomplishments, as well as manage inquiries and advertise key initiatives.

When someone visits the website, it is important to give a good first impression that conveys a sense of professionalism, is welcoming, provides accurate and reliable information, and effectively communicates to its target audience.

Once Town programs, events and other activities are determined, all information is sent to Marketing & Communications to be added to the website, including registration links, contact information, online forms, and other content. From there, information is promoted on social media, newsletters and other distribution channels.

In the event of an emergency, the website needs to be equipped with alerts notices to keep residents updated. Notices can also be used for service updates such as road closures, changes in hours, or event cancellations.

Providing information on local events and things to do around town emphasizes the *culture* of the community; its greatest asset.

For ease of finding content and marketing activities such as census, budget, volunteering, etc., web shortcuts can be set up for easy to remember, roll off the tongue URLs. i.e. [www.blackfalds.ca/census](http://www.blackfalds.ca/census) or [www.blackfalds.ca/volunteer](http://www.blackfalds.ca/volunteer), etc.



## OBJECTIVES & TACTICS

The 2021 Communications Survey revealed that the website is the second choice for finding Town information, while Facebook is the number 1 source.

### TACTICS

1.11 Revamp the current website and integrate applications.



All



Low



2024, All-Net  
Revamp



Increase web  
traffic

1.12 Develop an online website user manual for staff and the community.



All



Low



2 weeks



Number of  
downloads

1.13 Move daily processes online i.e. permitting application, file sharing, project management, webinars.



Community



Low



Ongoing



Number of  
Respondents

1.14 Create monthly online polls on website.



All



Low



3 hours -  
Monthly



Poll results

1.15 Research and implement a web-based citizen engagement platform to share information and solicit ideas and opinions about community issues, plans, and projects.



Community



Low



3 months



Public  
participation

1.16 Integrate interactive mapping components and geographic information system (GIS) tools on the website.



All



Low



3 months



Number of site  
visits

1.17 Add customer portals or help centre and/or feedback forms wherever applicable.



All



Low



Ongoing



Increased  
participation

## 1.2 Build a sense of community safety and pride

Community Life, one of the pillars of the MSP (2020), states that increases in public program registration, attendance to community events and public facilities, and health services while decreasing crime rates are strong indicators for cultivating community pride and providing a sense of safety.

### TACTICS

1.21 Create a 3-year marketing plan to increase program registration.



Community



Low



2 weeks



Increase registration

1.22 Develop a 3-year event marketing plan to increase event attendance.



Community



Low



2 weeks



Increase event attendance

1.23 Continue to work with Economic Development to attract and retain professional health services.



Community



Low



Ongoing



New/more professional health services

1.24 Work with stakeholders to expand the neighbourhood watch program.



Community



Low



Ongoing



Program growth/crime reduction



### 1.3 Evaluate current communication tools

The Town uses a full array of tools that aids in the dissemination of information including:

- Website
- Social Media
- Annual Reports (Community, Census)
- News (Media) Releases
- Advertisements
- Program & Activity Guide
- Public Open Houses
- Municipal Plans & Strategies
- Public Surveys
- Town Notices
- Proclamations
- Project Management
- Newsletters
- Mayor's Blog/Councillors Corner

#### TACTICS

- 1.31 Effectively use existing communications tools while researching and adopting emerging tools that will improve communications with the public.



All



Medium



Ongoing



Increased public awareness

### 1.4 Develop community partnerships

In discussion with a variety of members of community organizations, there is a gap in communication between Town representatives and community groups.

#### TACTICS

- 1.41 In collaboration with other departments such as FCSS and Economic Development, MarCom will develop a public relations plan and work with external partners to increase participation of target groups.



All



Low



1 month, ongoing



Increased dialogue/participation





## 1.5 Conduct frequent Public Communications Surveys

There is little argument for the benefits of conducting frequent surveys to obtain crucial feedback from the public, businesses and other stakeholders. Determining public satisfaction will help in the future planning of service and program delivery. Engagement will also allow the Town to identify strengths and areas of improvement.

### TACTICS

1.51 Develop an annual communications survey/questionnaire.



Community



Low



10 hours,  
Annual



Number of  
Respondents

1.52 Conduct custom surveys and provide and collect feedback from various user groups.



Community



Low



10 hours,  
Ongoing



Number of  
Respondents

1.53 Apply a variety of tools i.e. phone, email, mail, or online, to deliver custom surveys to business and key stakeholders.



Community



Low



10 hours,  
Ongoing



Number of  
Respondents

1.54 Implement recommendations based on feedback from surveys using the preferred methods to communicate with residents and stakeholders.



Community



Low



Ongoing



Increased  
engagement/  
partnerships





## 1.6 Gauge public opinion by conducting polls via website and/or social media

Public opinion, in short, is a fancy way of saying “what people think.” This might be what people think the government should focus on, how likely they are to vote for a candidate, or whether they pay much attention to politics at all.

Political candidates and government officials often determine which policies to pursue in response to public opinion. The results of public opinion polls influence public policies, elections, and the decisions made by government institutions.

### TACTICS

- 1.61 Create surveys, website poll questions and social media to collect public input on various issues.



Community



Low



Annual,  
Ongoing



Number of  
Respondents



## 1.7 Develop a Public Engagement Strategy

The goal of public engagement is to raise public awareness so that more informed decisions can be made.

A public engagement strategy will guide the public consultation process, create consistency across the organization, and give residents access to documents and proceedings that allow for effective public involvement and oversight of civic affairs.

- Create a strategy that is *inclusive* - Use a range of tools that engages an accurate representation of the community.
- Develop a plan that requires early involvement and timely communication in the engagement process.
- Determine the level of public input required to make a decision.
- Develop a “client service” attitude that is respectful of diverse views, builds trust and satisfaction from every individual encounter.
- For every decision, the process must be committed to efficient and effective use of taxpayers dollars.
- Survey the public on proposed capital projects, policies, and other activities that will directly or indirectly impact citizens.
- Encourage volunteerism on boards and committees who actively make decisions affecting the future of Blackfalds.

### TACTICS

#### 1.71 Develop a Public Engagement Strategy



Community



Low



1 month



Increased  
public  
engagement





## 1.8 Develop a Social Media Strategy

Capitalizing on a strong social media following, the Town must develop a social media strategy that answers the what, when, where, why, and how by creating high quality content that is easy to understand, contains relevant and active visuals, and makes it easier to optimize for search engines. Quality content receives high engagement, click-through rates, traffic and social shares.

**Content Components** includes:

- Substance – topics, tone, style, what message we need to communicate
- Structure – how we prioritize and break up the content into building blocks

**People components** includes:

- Workflow – the process, tools and resources we need to create and maintain content
- Governance – consistency, integrity and quality of the content

A good social media strategy tells you what to prioritize, when to execute, and how to measure and optimize. Sharing whatever content whenever you feel like will not help engage your audience. It requires an understanding of your demographic, what they're looking for, and how their needs align with your goals. Furthermore, the plan is meant to help you get into the hearts and minds of your audience and define goals, and may include multiple plans, one for each SM channel i.e. Facebook - all Town announcements vs. Linked-In - business focused, and should include measurable results.

The magic key to social media is to include content in different formats and keep the public engaged with emphasis on *content marketing*. Recommended content formats includes:

- Infographics
- Ebooks
- Videos
- Case studies
- Guides
- Podcasts
- Opinion posts
- Interviews
- Lists
- Research and original data

In addition, with various social media sites and tools available, you can also offer highly personalized experiences by focusing on a particular group. i.e. the Bike Skills Park. It is also important to include a strategy for widening your network by tagging other businesses, partners, and other community organizations.

## TACTICS

- 1.81 Establish social media marketing goals, determine what to achieve i.e. drive website traffic, raise brand awareness, increase engagement.



- 1.82 Define success metrics (use Sprout Social Metrics Map download).



- 1.83 List your social media challenges and brainstorm solutions to those challenges. i.e. Use community influencers to increase engagement, run targeted campaigns



- 1.84 Analyze current social media profiles and determine which ones should be expanded and which ones can be deleted.



- 1.85 Research what social media platforms should be added to the Town portfolio.



- 1.86 Develop a Social Media Strategy for each social portfolio



- 1.87 Develop a Social Media calendar for each social media channel i.e. visitblackfalds (tourism), myblackfalds (business).



### 1.9 Provide social media training to key leaders and Council

In the modern age of transparency, people want to get to know the organization, its elected officials and key leaders on a more personal level.

A human social media presence has become an expectation among many followers. Showing off the human side of your brand and organization means showing off the faces behind your social feeds. Whether it's office photos or snapshots of your team "in the wild," getting personal with your followers can help you form a much-needed connection.

Seek relationships, not just followers. Having 100 followers who regularly engage with you and your content are infinitely more valuable than 10,000 that ignore you. Some quick ideas for relationship-building:

- Always @mention people you reference in your social media posts
- Answer questions people ask
- Reply when people @mention you or share your content
- Don't just Retweet and Like other people's content; reply with a comment to start a conversation
- Photo and video content are totally killing it right now.
- Instagram's image-based platform is exploding.
- Facebook notes that Live videos get six times the engagement versus any other type of content.

And for those looking for more Twitter followers, graphics and videos get way more shares than text-based posts. Include imagery such as:

- Team photos or videos
- Photos of customers
- Photos of events
- Behind-the-scenes photos/videos
- Quote photos
- Infographics

It is important to stay active on your social media channels. Some quick tips to help you stay active include:

- Incorporate social scheduling and automation to save time and energy.
- Pick and prioritize your social networks based on your audience location.
- Find ways to repurpose content so you do not have to reinvent the wheel.

## TACTICS

1.91 Develop a social media training schedule for key leaders and elected officials



Community



Low



10 hours, semi-annual



Increase engagement



## **OBJECTIVE #2**

**CREATE  
CONSISTENT  
BRAND  
MANAGEMENT  
AND DESIGN  
GUIDELINES**



***As part of the overall communications plan, it is imperative to create positive messaging and vibrant visuals that can be used throughout the organization and communicate a consistent message - reiterating the Town brand statement and story - which is 'active, playful and fun.'***

### 2.1 Develop a strong and identifiable municipal brand

A municipal brand reflects and communicates the "image" of the Town and captures the essence of what makes the municipality distinct and remarkable. It reflects the "character" of the community.

During the rebrand project of 2020, the Brand Development Committee (BDC) was successful in developing the Town's brand statement and story, however the development of the visual did not come to fruition. Its current logo visual does not reflect the modern, youthful and vibrant community that it is today.

For the success of the Town's communication, growth and development, it is imperative that the Town look at developing the brand visual.

### TACTICS

2.11 Work with Economic Development to form brand committee.



Community



Low



1 month



Number of Respondents

2.12 Work with committee to identify brand personality including tone, brand colours and fonts, and visuals.



Community



Low



1 month



Number of Respondents

2.13 Create brand colour palette and fonts.



Community



Low



1 month



Number of Respondents

2.14 Go to tender to develop brand visual.



All



Medium



6 months to completion



Number of Respondents

## 2.2 Build consistent branding and messages on all Town communications and signage

Once the brand visual has been approved, the work begins to present the new brand to the world. While the urge to launch the new brand immediately is enticing, a well-thought out launch will ensure the success of the brand and increase buy-in.

Developing visual standards for marketing materials helps maintain brand integrity and establishes a consistent look and feel that is readily identifiable as the Town. The branding message should be presented, or at the very least, alluded to in every speech, presentation, program, and service.

### TACTICS

- 2.21 Align messaging so that all parties understand and are working toward a common goal.



Community



Low



1 month



Increase brand recognition

- 2.22 Allow the communications team to lead the charge in disseminating consistent messages that will be compelling for various target audiences, and let the team leverage that expertise across all departments.



Community



Low



Ongoing



Increased message consistency

- 2.23 Establish a branded tone that is energetic, positive, friendly and inclusive.



All



Low



Ongoing



Increase brand buy-in

- 2.24 Establish graphics standards protocols to be applied to all communications, including email signatures, correspondence, etc.



All



Low



Ongoing



Increase brand recognition

- 2.25 Develop consistent templates for all print (publications, program guides, reports, etc.) and digital media (video, presentations, social media, etc.).



Community



Low



Ongoing



Reduce duplication/inefficiency.



### 2.3 Establish branding and marketing standards across the organization

To be effective, the brand message should be integrated into all aspects of marketing and be supported and championed by Town staff, thereby strengthening the Town's corporate culture.

Consistency is key. In order to create a brand reputation and gain recognition, we need to use consistent visual content and messaging across all internal/external platforms and includes imagery and illustrations that show the Town's personality.

#### TACTICS

- 2.31 Develop a brand launch strategy segmented by audience, including messaging and timelines of who needs to hear what and when.



Community



Low



Ongoing



Number of Respondents

- 2.32 Create Brand Style Guide to establish graphics standards protocols to be applied to all communications, including letterheads, envelopes, business cards, etc. and ensure consistent brand management across all platforms in the organization.



Community



Low



1 - 2 months



Increase brand consistency

- 2.33 Prepare brand migration - inventory internal corporate assets i.e. website, social media channels, marketing collateral, signage, wayfinding, business cards, as well as external branded assets that need to be re-branded. Eliminate all instances of the old brand.



Community



Low



Ongoing



Increase brand recognition/  
remove redundancy

*Consistency is Key!*

2.34 Develop consistent templates for all print (publications, program guides, reports, etc.) and digital marketing (video, presentations, social media, etc.)

 Community	 Low	 Ongoing	 Increase brand recognition
---	---	---	--

2.35 Launch brand internally including staff, boards, and partners.

 Community	 Low	 2 weeks	 Increase brand buy-in
---	---	---	---

2.36 Launch brand to the public, prepare responses to criticism, and prepare new content creation, marketing campaigns, advertising initiatives, etc.

 Community	 Low	 2 weeks	 Increase brand buy-in
---	---	---	---

2.37 Perform brand tracking to monitor, measure and optimize branding initiatives.

 Community	 Low	 Ongoing	 Increase brand recognition
--	--	--	---

2.38 Conduct annual brand audit to measure brand buy-in and identify areas of improvement.

 Community	 Low	 Annual	 Increase brand buy-in
---	---	--	---





## 2.4 Educate stakeholders on the “play” brand value, share playful stories and assets

### TACTICS

- 2.41 Develop a strategy to determine how best to promote and manage the brand i.e. promotional items and other opportunities that will showcase the brand.



Community



Low



Annual, 1 month



Increase brand buy-in

- 2.42 Source good and uplifting news stories featuring stakeholders, business owners, and/or citizens that positively presents the Town, services and programs emphasizing the benefits of living, visiting, and doing business in Blackfalds.



Community



Low



Ongoing



Stakeholder participation

- 2.43 Create a photo asset management system that can be shared and made use of by staff, stakeholders, and the public.



Community



Low



2 months, ongoing



Number of downloads





## 2.5 The ‘Green’ Effect of Being an Ambassador for the Environment and Conservation

As a modern and vibrant community, we have an opportunity to lead in the quest to minimize our carbon footprint.

### TACTICS

2.51 Align with the Town’s Environmental Stewardship Strategy (ESS) and collaborate with the Town’s horticulturist to guide and encourage community annual tree/brush planting and clean living and develop a strategy to:

- grow conservation awareness
- grow the community garden program
- work towards a paperless office
- automate processes to reduce printing



Community



Low



Annual,  
ongoing



Increased  
conservation  
awareness

2.52 Offer more environment and conservation programs to youth.



Community



Low



Ongoing



Increased  
registration

2.53 Add environment and conservation recognition to youth volunteer awards.



Community



Low



1 month



Award  
nominee  
entries

2.54 Offer workshops on environmental actions to do at home.



Community



Low



Ongoing



Participation

2.55 Celebrate Earth Day and raise awareness on how to reduce impact on the environment.



Community



Low



Annual,  
Ongoing



Increased  
awareness

## 2.6 Acknowledge and honour our history and build a future that is inclusive and in pursuit of truth and reconciliation.

While we continue to move forward towards a bright future, we must celebrate and honour our past and raise awareness of the impacts of colonialism on Indigenous Peoples.

### TACTICS

2.61 Include the acknowledgement of Treaty land at all Town events.



Community



Low



Ongoing



Enhanced recognition and respect

2.62 Be cognizant of choices of words. "Referring to unmarked graves as 'discoveries' overlooks the implication of having ignored what survivors and families who lost children to residential schools..."<sup>1</sup>



Community



Low



Ongoing



Heightened reconciliation awareness

2.63 Get to know and build relationships with the Indigenous people in the region.



Community



Low



Annual, Ongoing



Strengthen partnerships with Indigenous groups

2.64 Add a touch of orange in all branding to stand in solidarity with Indigenous peoples of Canada.



Community



Low



Annual, Ongoing



Number of Respondents

2.65 Amplify reconciliation messages on social media.



Community



Low



Annual, Ongoing



Increased shares & likes

2.66 Integrate truth and reconciliation teachings in programs.



Community



Low



Annual, Ongoing



Program registration

<sup>1</sup> <https://nctr.ca/how-to-keep-reconciliation-going/>

*Think of the communication system as a funnel through which all information must flow into and then be dispersed*

## OBJECTIVE #3

### IMPROVE INTERNAL COMMUNICATIONS ACROSS THE ORGANIZATION



One of the greatest challenges for municipal communicators is to engage, inform and provide communications to Town employees. It is often that a small subsection of staff know all the information, while the larger portion do not. A strong internal communications framework is critical for the organization to function effectively.

Setting strategic goals for internal communications and encouraging open dialogue are just a few ways to strengthen internal communication.



### 3.1 Develop an Intranet for internal communication

Intranets have evolved from a simple document management platform to a comprehensive business collaboration and communication solution.

When staff are well informed and included, siloes are removed which allows for free flow of ideas and conversation that can contribute to problem solving and higher job satisfaction. Increasing employee engagement helps staff perform better in tangible ways including cost savings, improved productivity, enhanced responsiveness to changes, and most importantly, a sense of camaraderie amongst staff members.

Effective planning and smooth deployment of an intranet is essential.

See Planning and deploying a successful intranet document in Appendix xx.

### TACTICS

- 3.11 Identify user requirements and work with Information Technology (IT) to develop criteria for organization's intranet needs.



Staff



Low



1 - 2 months



Improve productivity

- 3.12 Reduce internal email traffic where important communications can get lost through the development of an intranet - a one stop shop of essential info - and thereby decreasing the burden and cost overheads of internal servers.



Staff



Low



3 - 6 months



Consolidate access to information

- 3.13 Build a centralized storage of critical policies, procedures, and company information on the intranet so staff can find information themselves.



Staff



Low



Ongoing



Enhanced transparency & access

- 3.14 Develop the Intranet that strengthens internal communication and staff collaboration including interactive tools for educational and fun purposes:

- podcasts
- webinars
- online presentations
- clothing swap
- Expert's Corner
- buy and sell/trade
- recipe exchanges
- Tips and tricks



Community



Low



Ongoing



Increased collaboration and staff morale

## 3.2 Share important, timely and accurate information expediently

Accurate, reliable and timely information is vital to effective decision-making. Without it, wrong and often costly decisions will be made based on incomplete or inaccurate information. There are various reasons why wrong information creeps into the organization: unclear instructions and expectations, poor listening skills, unreliable data, lack of collaboration among team members, etc.

One of the leading communication issues involves teams and departments operating in siloes and not sharing information. Being transparent will ensure everyone is in the loop which can then be addressed in a collaborative manner.

### TACTICS

- 3.21 Research internal communications tools that allows administration to be proactive in its decision-making, not reactive.



Adm/Staff



Low



1 month



Improved communication

- 3.22 Document and flowchart frequently used processes i.e. media releases, proclamations, etc., and create accompanying process flowcharts.



Adm/Staff



Low



Ongoing



Increased productivity

- 3.23 Organize processes by department and identify bottlenecks and inefficiencies. Make processes available in a central location to be accessed by all employees.



Adm/Staff



Low



Ongoing



Reduce inefficiency, improved access

- 3.24 Develop workplace / internal communication policy that outlines the flow of information and encourages effective communication among staff members.



Community



Low



Annual, Ongoing



Improved communication and productivity

- 3.45 Deliver timely and relevant key messages to all staff and council.



Adm/Staff



Low



Ongoing



Increase awareness of key issues



### 3.3 Develop the organization's structure to align with the organization's communications strategic direction

As the Town continues to grow, it is imperative to align its structure with its strategies. This means to align leadership - those who develop and implement strategy - with the structure, processes and operations which deploy the strategy. Failure to do so or even rapid reorganization without proper planning can lead to ineffectiveness such as gaps in roles, work processes, accountabilities and critical information flows. A **functional organizational structure** is one in which staff are grouped by areas of specialization and has the ability to adapt quickly and realign as needed.

#### TACTICS

- 3.31 Create clearly defined roles and responsibilities to include experience, skills and competencies needed to execute the strategy.



Adm/Staff



Low



Ongoing



Increase productivity and efficiencies

- 3.32 Update existing communications policies and determine what policies need to be developed and implemented.



Adm/Staff



Low



Ongoing



Enhance communications

- 3.33 Create communications and marketing guidelines, policies and procedures that outline the flow of information inside and outside the organization.



All



Low



Ongoing



Improve information flow



3.34 Identify what work is mission-critical, can be scaled back or should be eliminated.



3.35 Recalibrate critical information flows and decision-making authority to include Internal Communications (IC) staff.



3.36 Overcome the challenges of a functional structure by planning cross-department collaboration.



3.37 Modify the top to bottom communication style by encouraging input from all staff when making organizational decisions and inform staff of critical decisions early.



3.38 Enhance employee onboarding to include an operations manual that includes department functions and identifies 'who's who in the zoo.'



3.39 Provide documented processes to new hires to ensure a smooth transition and consistency in job activities.



### 3.4 Create a work environment that understands the value of communication

Strong communication is essential to allow others to understand information more accurately and quickly. Having key information sooner than later allows for better decision-making and getting ahead if a narrative rather than being reactive to it, or worse, for the narrative to take a life of its own. Open dialogue should not only be encouraged, but should be part of the organization's culture.

#### TACTICS

- 3.41 Encourage a collaborative workplace by fostering creative thinking and idea generation.



Adm/Staff



Low



Ongoing



Increased collaboration and innovation

- 3.42 Work with department managers and staff to clarify and develop an internal communications (IC) strategy.



Adm/Staff



Low



3 - 4 months, ongoing



Improved IC

- 3.43 Develop and document processes that holds managers and directors accountable to share important, timely and accurate information expediently.



Adm



Low



Annual, Ongoing



Reinforce IC

- 3.44 Develop training webinars to educate staff of best communications practices, methods and procedures.



Staff



Low



Annual, Ongoing



Improved IC and staff morale

- 3.45 Create engagement exercises to reduce employee apathy and increase employee morale and team building.



Staff



Low



Annual, Ongoing



Improved staff morale



3.46 Minimize workplace silos by encouraging cross-department collaborations and thereby forging relationships and building strong partnerships.



Staff



Low



Annual,  
Ongoing



Improve  
workplace  
culture

3.47 Create and employ a platform to encourage open dialogue with managers and staff and be open to feedback, thereby developing stronger linkages between departments to ensure consistency of information and use of communication vehicles.



Adm/Staff



Low



Annual,  
Ongoing



Increase  
efficiencies and  
productivity

3.48 Train managers on how to establish rapport with their staff. The more a person trusts you, the more likely they are to come forward and communicate when an issue occurs.



Adm/Staff



Low



Annual,  
Ongoing



Boost staff  
morale, reduce  
turnover

3.49 Provide public relations training to staff to be effective ambassadors of the Town.



Community



Low



Annual,  
Ongoing



Enhanced  
IC, staff  
engagement



### 3.5 Develop a Content Management Process

Content Management is the process of collecting, distributing, retrieving, classification and overall management of information. Content included may be images, video, audio and multimedia as well as text files and is comprised of various stages of content management lifecycle:

- Organization of content by classifying content into categories.
- Creation of content
- Storage
- Workflow
- Editing
- Publishing
- Removal/Archiving

### TACTICS

3.51 Develop policy on file categorization and file naming conventions to be used throughout the organization.



Adm/Staff



Low



1 month



Increase efficiency/  
productivity

3.52 Implement a digital asset management system that manages documents, photos, video and other rich media assets.



All



Low



2 - 3 months



Improve productivity/  
access



# ACTION #4

## IMPROVE COMMUNICATION & ENGAGEMENT SKILLS IN THE ORGANIZATION





***We must be proactive not reactive in communicating with our audience, be responsive and ensure follow up, celebrate our successes, and be honest about our shortcomings.***

We have heard the saying, "Garbage in, garbage out." This holds true for communications, as it does in other aspects of business, and life in general.

The messaging that Town Communications puts out is only as good as the information they receive. All Town staff have a responsibility to inform the public of the what, where, when, why and how.

### 4.1 Improve internal and external communication processes

Make critical information easily accessible to improve overall employee communication by providing access to all operations manuals a on the organization's intranet.

#### TACTICS

- 4.11 Create, implement and audit an operations manual that includes information about the Town, the organization's hierarchy, roles and responsibilities, policies, and other key facts regarding processes and procedures.<sup>1</sup>



Adm/Staff



Low



6 months,  
ongoing



Increase staff  
knowledge

- 4.12 Develop an issue management framework that includes canned messages and correspondence - prepare pre-populated responses to address uninformed opinions and bias against the Town addressed online, via email, or other correspondence.



All



Low



2-3 months  
Ongoing



Increase  
efficiency, reduce  
redundancy

- 4.13 Develop unified internal and external messaging by preparing internal dialogue with employees regarding external communication.



All



Low



Ongoing



Improve IC

<sup>1</sup> <https://www.process.st/checklist/operations-manual-template/>



- 4.14 Ensure everyone is on the same page by making the IC team aware of all and any external campaigns and other efforts.



- 4.15 Create high-quality content and provide a detailed help centre on the website.



- 4.16 Prevent the circulation of misinformation by preparing and implementing focused employee communication through gathering correct information and cultivating strong knowledge share from bottom up as well as top down i.e. employee surveys, employee newsletter, new hire blog posts, weekly trivia, etc.



- 4.17 Get leadership involved in employee communication using entertaining video or webinars.



- 4.18 To avoid distributing irrelevant information that can result in a negative effect on employee engagement, consider implementing IC technology that enables employees and managers to create personalized news feeds based on interests and priorities.



- 4.19 Develop policy on professional internal and external communications.





## 4.2 Provide communications training to staff

From answering phones to knowing what to say when you are faced with an angry member of the public or don't have the immediate answer, it is imperative to increase staff readiness to communicate with one cohesive voice and problem solve independently.

### TACTICS

- 4.21 Use process documents, operations manuals, and flowcharts to help employees understand job roles.



Staff



Low



Ongoing



Increase productivity

- 4.22 Create videos to educate staff i.e. organizational structure, who is who in the zoo, what each department does, how council meetings are conducted, and make available on intranet.



Staff



Low



Ongoing



Increase staff knowledge, engagement

- 4.23 Provide regular weekly updates and send out a monthly staff newsletter.



Staff



Low



Ongoing



Increase engagement

- 4.24 Create scripts including out of office messages, phone etiquette, online/social media rules and guidelines, in-person interactions.



Staff



Low



Ongoing



Increase efficiency/productivity

### **4.3 Create a client-centred/customer services oriented work environment**

As a representative of the Town, all staff, whether you are front line or service delivery, will deal with the public in one way or another. Acting as an ambassador of the Town, every employee has a responsibility to provide excellent customer service.

#### **TACTICS**

4.31 Provide customer service training to all employees and repeat every 3 years.



All



Low



Annual,  
Ongoing



Improved  
customer  
service

4.32 Identify the public relations representatives of the organization and give them an active role in engaging the public.



All



Low



Annual,  
Ongoing



Increase  
relationship  
building

4.33 Provide annual public relations and marketing training to staff identified in 4.32.



All



Low



Annual,  
Ongoing



Increase staff  
skills and IC





## 4.4 Improve management's and employees' understanding and value of strong internal communications

Effective internal communications (IC) is an essential component of an organization's effort to maintain employee engagement and keep everyone focused on relevant issues.

### TACTICS

- 4.41 Reduce employee apathy by creating engagement exercises to increase employee morale and team building.



Staff



Low



Ongoing



Improve staff morale

- 4.42 Educate and raise awareness of the Town's mission, vision, and values and ensure everyone is working toward common goals and objectives.



Staff



Low



Ongoing



Increase knowledge

- 4.43 Empower employees with communications opportunities by posting information on the intranet.



Staff



Low



Annual, Ongoing



Boost staff morale, exchange of ideas

- 4.44 Make critical information easily accessible to improve overall employee communication.



Community



Low



Annual, Ongoing



Number of Respondents

- 4.45 Identify the 'sales reps' of the organization and give them an active role in engaging the public.



All



Low



Ongoing



Boost staff morale, Improve PR

## 4.5 Ensure consistent and proactive communication with external stakeholders

In order to effectively communicate with various external stakeholders, you must be able to identify who they are and what their needs are.

### TACTICS

- 4.51 Create communications plans that identify external stakeholders and uses specific communication strategies depending on the audience.



- 4.52 Collaborate with the media to generate and promote good news stories highlighting Town accomplishments and successes.



- 4.53 Be proactive in communicating ideas, information, or news in anticipation of the public's needs. i.e project timelines and regular updates.



- 4.54 Promote good news stories highlighting Town accomplishments, successes and feed it to media outlets. Celebrate successes and be honest about shortcomings.



- 4.55 Source stories with stakeholders that positively showcase the Town, programs and/or the benefits of living, visiting or doing business in Blackfalds.



- 4.56 Be responsive and ensure to follow up with media and the public.



### 4.6 Build a content strategy

**A content strategy includes content calendar templates that align with the Town's goals and uses proper formats, and distribution channels.**

#### TACTICS

- 4.61 Develop a web content calendar and set realistic goals for content i.e. increase web traffic, program registration, event attendance, engagement.



Community



Low



1 week,  
Ongoing



Increase  
web visits,  
engagement

- 4.62 Perform annual content audit of website and social media.



Community



Low



1 - 2 weeks,  
Annual



Improve external  
communication

### 4.7 Keep everyone in the loop

**Using the Intranet, update staff on everything that is going on at the Town.**

#### TACTICS

- 4.71 Leverage staff to proofread by sharing media releases, newsletters and other announcements with staff before it is shared publicly.



Staff



Low



Annual,  
Ongoing



Number of  
Respondents

- 4.72 Make staff responsible to search the Town website to find information. If it is not on the website, this is an issue and should be reported to communications.



All



Low



Annual,  
Ongoing



Increase  
efficiencies

- 4.73 Keep staff apprised of recent trends by sending out regular communications i.e. newsletters or blogs to strengthen internal communication that will enhance visibility and encourage staff to communicate with the communications team.



Staff



Low



Ongoing



Improve IC



4.74 Provide cross-department team building sessions.



Staff



Low



Monthly,  
ongoing



Improve  
morale

4.75 Host quarterly information sessions for staff. Record sessions and make them available via employee intranet.



Staff



Low



Annual,  
Ongoing



Increase IC

4.76 Host semi-annual staff events to recognize staff for their hard work from those who matter. Include Council so that they have an opportunity to get to know the staff through presentations or a “tradeshow” open house.



Adm/Staff



Low



Annual,  
Ongoing



Reduce silos,  
boost morale

4.77 Create team building programs and activities to improve communication and collaboration skills.



Staff



Low



1-2 months,  
Ongoing



Improve staff  
skills

4.78 Host annual retreats away from the office.



Staff



Low



Annual,  
Ongoing



Boost staff morale,  
improve workplace  
culture









## ACTION #5

### DEVELOP AN ISSUES MANAGEMENT STRATEGY

***Issues are events that occur outside the control of an organization.***

The key to effective issues and crisis management is to be prepared ahead of time. Having a strategic issue management plan in place allows the organization to monitor potential issues and can positively impact the outcome of priority issues. The Town requires a strategy that allows administration to identify issues early and act strategically to minimize a negative outcome.

A comprehensive incident or issue management strategy is needed for issues that have the potential to have a significant impact and have a high probability of occurrence.

Issues that could have a significant impact but a low probability of occurrence should be monitored closely. Furthermore, contingency plans for developing an issues management strategy should be in place.

Please note that this is separate from the Incident Command System (ICS) which addresses responding to emergency incidents.



### 5.1 Develop and issues management protocol to effectively identify, monitor and respond to issues

#### TACTICS

5.11 Form an issue management committee to identify potential risks and issues.



Adm/Staff



Low



1 -2 weeks  
Ongoing



Improve risk  
management

5.12 Create a risk analysis framework that employs the most effective communications tools that allows us to act quickly and cohesively with key stakeholders including Council, media, the public, staff and other partners/stakeholders.



Community



Low



2-3 months,  
ongoing



Improve risk  
management

5.13 Create an issues assessment process that identifies the issue (before it reaches a crisis stage), prioritizes those with major/imminent impact, develop a response, craft and issue a statement, and continue to monitor the issue.



Community



Low



Annual,  
Ongoing



Improve risk  
management

5.14 Rank issues from high priority to low priority, non-critical to crisis, prepare a timely response and determine what information should be added to the website, social media, sent out to media outlets, staff and/or public.

i.e. COVID-19 closures

1. Internal dialogue takes place at top level (CAO, directors, HR, Emergency Manager). Identify issues and who is impacted and follow the guidelines, policy, or provincial mandate in place.
2. Emergency Manager informs those directly affected.
3. Content experts prepare a point-form list of key messages of the who, what, where, when, and how of the issue and forwards to the MarCom team.
4. The Communications Coordinator prepares the news release and adds quotes then uploads to the website and schedules the media release for further distribution once approved by the content experts, the office of the CAO and Emergency Manager.
5. MarCom supports the process by providing briefing notes, key messages, and canned responses to staff and council.



Community



Low



Annual,  
Ongoing



Improve IC

## 5.2 Define roles and responsibilities for communications and content experts in the organization

When an incident or newsworthy story occurs, the top level (content experts or managers of the project, emergency, program, etc.) develops key messages with the MarCom team.

5.21 Identify content experts to develop consistent and key messages.



Adm/Staff



Low



1 week,  
ongoing



Improve IC

5.22 Create a step-by-step process in case of an emergency or urgent news i.e. content is added to the website/posted as a media release, then distributed to all media and Council, and then to staff.



Community



Low



2 - 3 days,  
ongoing



Improve IC

5.23 Create a response staff and structure that may include the issue management committee, legal counsel and other partners.



Adm/Staff



Low



Ongoing



Improve IC









# MOVING FORWARD

The world we live in is complex, unpredictable and constantly changing. The pandemic of 2020 helped us realize that we must be flexible and adapt to change in an instant. It affected how we interact with people and forced us to communicate in a virtual world. The Communications Plan provides a framework to move the Town of Blackfalds forward with its communication goals and objectives and make adjustments as issues arise.

By incorporating the strategies identified in the plan into Town operations and our organization's culture, we can develop effective communication systems, policies and procedures that will help us realize communications excellence.









# APPENDICES

- Website Style Guide
- Communications Survey Results
- Branding Survey Results
- Arts & Culture Survey Results
- Advertising and Sponsorship Policy
- Logo and Corporate Branding Policy
- Public Engagement Strategy
- Social Media Strategy
- Town Organizational Chart
- Social Media Guidelines
- Website Policy



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

**BLACKFALDS**  
ALBERTA



## TOWN OF BLACKFALDS STANDING COMMITTEE MEETING REQUEST FOR DIRECTION

**MEETING DATE:** November 15<sup>th</sup>, 2021

**PREPARED BY:** Myron Thompson, Chief Administrative Officer

**SUBJECT:** Consolidated Procedural Bylaw 1257.21

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### **BACKGROUND:**

It is a good practice for municipal governments to develop and adhere to a Procedural Bylaw as part of their local governance. A Procedural Bylaw establishes rules of procedure for governing processes related to Council and Committee meetings, and as well to regulate the conduct of Councillors and members of committees established by Council. Both the bylaw and the agenda are an integral part of efficient council meetings and are important to the integrity of a municipality's operations. It also ensures a level playing field for anyone attending Council or Council Committee meetings and consistent treatment of residents if any issues arise in a meeting that requires a standard procedure.

The Town of Blackfalds did not have a Procedural Bylaw prior to 2014, and it was recognized during that time that the development and adoption of a Procedural Bylaw would assist in ensuring practical and efficient practices were in place. The *Municipal Government Act (MGA)* under Section 145, provides that a municipality may pass a Bylaw in relation to the procedure and conduct of Council, Council committees, and other bodies established by Council.

### **DISCUSSION:**

In 2019 the Procedural Bylaw was consolidated to include amendments that consisted of video and live streaming, recording of votes on motions both carried and defeated, the agenda structure itself as well as updating on the format of the bylaw. More recently at the Annual Organizational Meeting Administration identified that the Procedural Bylaw would again be updated to include additional amendments.

Administration is bringing forward several inclusions as amendments to the Procedural Bylaw all of which have been incorporated into a consolidated Procedural Bylaw 1257.21. Upon adoption of the consolidated bylaw the current Procedural Bylaw 1237.19 will be rescinded.

The amendments that have been included in this consolidated bylaw include a new Part 8 - Electronic Participation at Meetings in Extenuating Circumstances. This update has been included to formalize this practice that has resulted to adhere to safety measures imposed due to the COVID 19 virus. Additional amendments include that of the inclusion of a delegation application form that will streamline the process for those attending Council as a delegation. Finally, a provision of timelines for the public posting of minutes has been included under Part 16. All these changes are indicated as tracked changes.



**TOWN OF BLACKFALDS  
STANDING COMMITTEE MEETING  
REQUEST FOR DIRECTION**

Administration looks forward to discussion on this item with the Committee and to receive any feedback to allow final amendments to take place prior to bringing the final draft to Council for consideration.

**FINANCIAL IMPLICATIONS:**

N/A

**ADMINISTRATIVE RECOMMENDATION:**

That the Standing Committee of Council participates in the review of the consolidated Procedural Bylaw 1257.21 and recommend that procedural Bylaw 1257.21 be brought before Council for approval.


**ALTERNATIVES:**

A) That the Standing Committee of Council refer this item back to Administration for further review

Attachments:

- *Procedural Bylaw 1237.19*
- *Draft Bylaw 1257.21- Consolidated Procedural Bylaw 1257.21 (with markups)*
- *Draft Bylaw 1257.21- Consolidated Procedural Bylaw 1257.21 (clean)*

**Approvals:**

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

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



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**BEING A BYLAW OF THE TOWN OF BLACKFALDS, IN THE PROVINCE OF ALBERTA TO REGULATE THE PROCEEDINGS AND CONDUCT OF COUNCIL AND COUNCIL COMMITTEE MEETINGS.**

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**WHEREAS** the Municipal Government Act, R.S.A. 2000, Chapter M-26, as amended, provides that a Council may pass Bylaws in relation to the procedure and conduct of Council, and committees established by Council, and may regulate the conduct of Councillors and members of committees established by Council;

**AND WHEREAS** Council has deemed it necessary to regulate the procedure and conduct at meetings of council and committees established by Council;

**AND WHEREAS** Council has deemed it necessary to regulate procedures for receiving and responding to communications and submissions to Council.

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

**PART 1 - TITLE**

1. That this Bylaw may be cited as the " Council Procedural Bylaw" of the Town of Blackfalds.

**PART 2 - DEFINITIONS**

2. In this Bylaw:
  - a) "Act" means the Municipal Government Act (MGA or the Act), as amended.
  - b) "Administrative Inquiry" is a request from a Member of Council to the Administration, made at a meeting, for the future provision of information and report.
  - c) "Administrative Representative" refers to the senior Administration resource person appointed to a Committee by the CAO.
  - d) "Agenda" means the list and order of business items for any meeting of Council, or Committees.
  - e) "New Business" shall mean any matter appearing before Council for the first time on an Agenda that requires a decision of Council.
  - f) "Bylaw" means a Municipal Bylaw of the Town.
  - g) "CAO" means the Chief Administrative Officer.
  - h) "Chairperson" means the Member elected from among the Members of a Committee to preside at all meetings of the Committee.
  - i) "Committee" means a committee, board, commission, authority, task force, ad-hoc working group or any other public body established by Council pursuant to this Bylaw.
  - j) "Council" means the elected officials, being the Mayor and Councillors of the Town of Blackfalds.
  - k) "Council Committee Meeting" means a meeting of Council of the Whole and referred specifically as the Standing Committee of Council.
  - l) "Council Meetings" are regularly scheduled or Special Meetings that require the attendance of Council.
  - m) "Delegation" shall mean one or more persons who have formally requested or have been requested to appear before Council at a Council or Standing Committee Meeting, in accordance with this Bylaw.
  - n) "Deputy Mayor" means the Member of Council appointed pursuant to this Bylaw to act as Mayor in the absence or incapacity of the Mayor.

- o) “Ex-officio” means membership by virtue of one’s office and/or where appointed by Council.
- p) “FOIP” means the Freedom of Information and Protection of Privacy Act of Alberta.
- q) "In-Camera" means a part of the meeting closed to the public at which no resolution or bylaw may be passed, except a resolution to recommend to Council or revert to a meeting held in public.
- r) “Live Streaming” means to transmit or receive live video and audio coverage of (an event) over the Internet.
- s) “Majority of Council” means fifty (50%) plus 1 of those present, unless Council provides otherwise in this Bylaw;
- t) “Mayor” means the Chief Elected Official of the Town of Blackfalds duly elected.
- u) “Media Representatives” shall mean an employee or agent of a Licensed Broadcaster, a member of the Alberta Weekly Newspaper Association or a member of the Alberta Press Council.
- v) “Member” means a member of Council duly elected and continuing to hold office, or a member of a Committee duly appointed by Council.
- w) “Motion” means a question that has been placed before Council, but which has not yet been subject to a vote by Council.
- x) “Municipal Government Act” means the law under which all Alberta municipalities are empowered to shape their communities.
- y) “Notice of Motion” is the means by which a member of Council brings business before Council.
- z) “Organizational Meeting” shall mean the meeting held for the purpose of scheduling Council Meetings and to make Council appointments to Committees of Council, to be held annually no later than the 2<sup>nd</sup> Regular Council meeting in October.
- aa) “Officer” means the Chief Administrative Officer, Director of Community Services, Director of Corporate Services, Director of Infrastructure and Property Services, or their delegates, all of whom shall be recorded in official minutes if their attendance is required.
- bb) "Point of Information" means a request or statement directed to the Presiding Officer, or through the Presiding Officer to another Member or to the administration, for or about information relevant to the business at hand, but not related to a Point of Procedure;
- cc) "Point of Order" means the raising of a question by a Member with the view of calling attention to any departure from this Bylaw or the customary proceedings in debate or in the conduct of Council's business.
- dd) "Point of Privilege" means all matters affecting the rights and exemptions of Council collectively or the propriety of the conduct of individual Members and includes but is not limited to, the following.
  - i. the organization or existence of Council
  - ii. the comfort of Members
  - iii. the conduct of Administration or members of the public in attendance at the meeting, and the reputation of Members or Council as a whole
- ee) "Point of Procedure" means a question directed to the Presiding Officer to obtain information on a matter of parliamentary law or the rules of Council to assist a Member to:
  - i. make an appropriate motion
  - ii. raise a Point of Order
  - iii. understand the procedure, or
  - iv. understand the effect of a motion

- ff) “Presiding Officer” shall mean the Mayor; or in the absence of the Mayor, the Deputy Mayor; or in the absence of the two, any other Member of Council appointed by Council to preside at the Meeting from those Members of Council present.
- gg) “Public Hearing” means a meeting of the Council, or that portion of a meeting of Council during which members of the public make representations to Council in accordance with Section 230 of the Municipal Government Act.
- hh) “Question of Privilege” means raising of a question which concerns a Member, or Council collectively, when a Member believes that another Member has spoken disrespectfully towards them or Council, or when they believe their comments have been misunderstood or misinterpreted by another Member;
- ii) “Quorum” means the majority of Members, fifty (50%) plus 1 of those present, unless Council provides otherwise in this Bylaw;
- jj) “Resolution” means a Motion passed by a majority of Council.
- kk) “Special Meeting” means a meeting called by the Mayor pursuant to the Act;
- ll) “Standing Committee of Council” is a procedural device that permits Council greater freedom of debate.
- mm) “Terms of Reference” means those terms pertinent to the establishment and mandate of a Committee and which are:
  - i. in addition to or beyond the parameters of this Bylaw; and
  - ii. set out in Schedule ‘C’ attached to and forming part of this Bylaw.
- nn) “Town” means the Corporation or the Town of Blackfalds.
- oo) “Video” means the recording, reproducing or broadcasting of moving visual images and audio made either digitally or on videotape.

### **PART 3 – APPLICATION**

- 3. This Bylaw applies to:
  - a) all Regular Council meetings, and
  - b) all Standing Committee meetings, and
  - c) all Special Council meetings, and
  - d) all Council Committee meetings, except for:
    - i. when Council has granted permission to a Committee to establish its own procedures, and
- 4. The precedence of the rules governing the procedure of Council is:
  - a) the MGA – the Act;
  - b) other Provincial legislation;
  - c) this Bylaw, and;
  - d) a Council Code of Conduct Bylaw, and;
  - e) the current edition of Robert’s Rules of Order and Parliamentary Procedure.
- 5. To the extent that a matter is not dealt within the Act or this Bylaw, Council shall have regard to Robert’s Rules of Order and Parliamentary Procedure.
- 6. Subject to the appeal process described in this Bylaw, the Presiding Officer or Chairperson shall interpret procedure.
- 7. In the absence of a statutory obligation, any provision of this Bylaw may be temporarily altered or suspended by an affirmative vote of two-thirds of all Members present. A motion to temporarily alter or suspend this Bylaw is not debatable or amendable.



#### **PART 4 - GENERAL**

8. Precedence of the rules governing procedure of Council will be determined as follows:
  - a) Municipal Government Act (and any amendments hereto);
  - b) This Bylaw (and any amendments hereto);
  - c) Robert's Rule of Order (current edition)
9. No Member of Council shall direct or interfere with the performance of any work for the Municipality and shall seek all information through the office of the Chief Administrative Officer or their designate.
10. Members of Council shall subscribe to the Alberta Urban Municipalities Association Ethical Guidelines of Conduct for Members of Council (*APPENDIX A*) and adhere to the Town of Blackfalds Council Code of Conduct Bylaw (and any amendments hereto).
11. A breach of the Section of the Bylaw by any Member of Council may place the Member of Council in the position of censure by Council.
12. Public Hearings, when required or requested by Council, will be held prior to second reading.
13. Motions of Council and any questions of parliamentary procedures shall be dealt with in the manner set out in this Bylaw and the current edition of Robert's Rules of Order and Parliamentary Procedures.

#### **PART 5 - ORGANIZATIONAL MEETING**

14. Council shall hold an annual Organizational Meeting each year not later the 2<sup>nd</sup> regular Council meeting in October.
15. The CAO shall set the time and place for the Organizational Meeting, with the business of the meeting being limited to:
  - (a) the appointments of Members to Committees which Council is entitled to make; and
  - (b) the roster of Deputy Mayors for the Council term; and
  - (c) any other business required by the Act, or which Council or the CAO may direct.
16. Appointments of Council Members to Committees shall be for a term of one year, unless otherwise specified.

#### **PART 6 - INAUGURAL MEETING**

17. The Organizational Meeting immediately following a general municipal election shall be called the 'Inaugural Meeting'.
18. The Mayor and each Councillor shall take the prescribed Oath of Office as the first order of business at the Inaugural Meeting.
19. Until the Mayor has taken the Oath of Office, the CAO shall chair the Inaugural Meeting.

#### **PART 7 - MEETINGS OF COUNCIL**

20. Regular Meetings of Council shall be held in the Council Chambers unless notice is given in accordance with the Act and this Bylaw that the Regular Meeting will be held elsewhere in the Community.
21. Regular Meetings of Council shall be held on the second and fourth Tuesday of every month.
22. If a Regular Meeting of Council falls on a Statutory Holiday, the meeting will take place on the day chosen by Council at the Organizational Meeting.
23. Regular Meetings of Council shall commence at 7:00 pm.
24. Standing Committee of Council is considered to be a Committee of the Whole meeting and typically takes place the third Monday of every month.

25. Standing Committee of Council meetings that fall on a statutory holiday may be cancelled for that respective month as chosen by Council at the Organizational Meeting.
26. Standing Committee of Council shall commence at 7:00 pm.
27. Special Meetings may be called and notice of such Special Meetings shall be given in accordance with the provisions of the Act and this Bylaw.
28. Councillors shall each serve an eight-month rotation as Deputy Mayor, rotating in the manner as agreed upon by Council.
29. A Member who has a pecuniary interest in a matter before Council shall disclose the general nature of the pecuniary interest, and abstain from discussing the matter or voting on the matter, and leave the room until discussion and voting on the matter are concluded, as prescribed in the Act.
30. Council meetings will be recorded and broadcasted through live streaming over the internet and through Town of Blackfalds media channels, as prescribed through applicable Town Policies, Bylaws and in accordance with legislation.

#### **PART 8 - NOTICE OF MEETINGS**

31. For all meetings requiring notice, the notice must be:
  - a) issued a minimum of 24-hours prior to the meeting date;
  - b) in writing and specify the time, date, location and purpose the meeting;
  - c) electronically distributed via email to each Council or Committee Member;
  - d) posted at the Town Office – at the Civic Cultural Centre; and
  - e) given any other notification as requested by Council or the Committee.
32. Despite Section 27, the Mayor may call a Special Meeting of Council, on shorter notice without giving notice to the public, provided two-thirds (2/3) of the whole Council give written consent to holding the Meeting before the Meeting begins.

#### **PART 9 - CANCELLATION OF MEETINGS**

33. A Regular Meeting may be cancelled:
  - a) by a majority of Members at a previously held meeting; or
  - b) with the written consent of a majority, providing twenty-four (24) hours' notice is provided to Members and the public; or
  - c) with the written consent of two-thirds (2/3) of the whole Council if twenty-four (24) hours' notice is not provided to the public.
34. A Special Meeting, called under the initiative of the Mayor, may be cancelled:
  - a) by the Mayor if twenty-four (24) hours written notice is provided to all Members and the public; or
  - b) if less than twenty-four (24) hours' notice is provided, the Mayor may cancel with the written consent of two-thirds (2/3) of the whole Council.
35. A Special Meeting, requested in writing by a majority of the Members, may be cancelled:
  - a) with the written consent of the requesting Members, if twenty-four (24) hours' notice is provided to the Members and the public; or
  - b) if less than twenty-four (24) hours' notice is provided, with the written consent of two-thirds (2/3) of the whole Council.

#### **PART 10 - AGENDA**

36. The Agenda shall list the items and order of business for the meeting.
37. The CAO shall ensure copies of the Agenda are:
  - a) available online to the public no later than 4:00pm on the Friday prior to the day on which the Regular Council meeting is held and by 4:00pm on the Thursday prior to a Standing Committee meeting or any Council meeting held on a Monday.

- b) Electronically distributed and available to all members of Council and Officers who are entitled to receive copies.
- 38. The CAO shall make the Agenda and all reports and supplementary materials (unless they must or may be withheld under the Act or any other statute dealing with access to information) available on the municipal website to the media and public.
- 39. All agenda submissions shall be received by the CAO no later than 4:30pm on the Wednesday prior to agenda posting.
- 40. Only material which has been received in accordance with Section 38 of this Bylaw shall be considered at the meeting for which the Agenda is prepared.
  - a) If an emergent or time sensitive matter needs to be brought before Council at any meeting the item shall:
    - i. be accompanied by a brief explanation from an Officer indicating the reasons for, and the degree of urgency of the item; and
    - ii. be permitted to be added by the Presiding Officer considered as an addendum to the Agenda upon a majority vote of Council.
- 41. The standard order of business on the Agenda shall be as follows unless Council otherwise determines by a majority of vote a change in order:
  - a) Call to Order
  - b) Adoption of Agenda
  - c) Delegation
  - d) Public Hearing
  - e) Business Arising from Minutes
  - f) Business
  - g) Action Correspondence
  - h) Information
  - i) Round Table
  - j) Approval of Minutes
  - k) Notices of Motion
  - l) Business for the Good of Council
  - m) Confidential
  - n) Adjournment
- 42. The Presiding Officer shall call the meeting to order at the time appointed at the prescribed meeting time in accordance of Section 25.
- 43. Council must vote to adopt or amend the agenda prior to carrying out any business.
- 44. If a delegation wishes to make a presentation to Council the Delegation must submit a written request to do so to the CAO, no later than noon on the Wednesday prior to a Regular Council meeting. The written request must contain the following:
  - a) Name of spokesperson and representative group presenting to Council;
  - b) Contact information for the spokesperson and group;
  - c) Detailed description on presentation information including a copy of presentation documents.
- 45. Public Hearings shall be conducted in accordance with the procedures set out in *APPENDIX B*.
- 46. Business Arising from Minutes will include business which was on the agenda of a previous meeting and was not completed and will include all information relative to the issue including the expected motion.
- 47. Business items include templated reports from Administration for items requesting direction from Standing Committee or a decision from Council, or information items on a Committee or Council report.
  - a) Items included as information require no motion of acceptance or approval.



- b) Request for Decision items include a recommendation by Administration and a request for a decision by Council, at which time Council may:
  - i. Vote on the recommended motion; or
  - ii. Refer back to Administration for further consideration; or
  - iii. Vote on an amended motion as determined through debate and presented by a member of Council.
- 48. Action Correspondence includes items that require follow up action which in turn requires a motion of Council.
- 49. Information includes items of correspondence addressed to Mayor and/or Council and all content shall be subject to the Freedom of Information and Privacy Act.
- 50. Round Table will take place only on the second Regular Council meeting each month and Council will provide Administration, by the 16<sup>th</sup> of each month, a summary report of meetings, events and activities using the template provided.
- 51. The CAO Report will include monthly administrative activities and will be provided as a verbal report at the second monthly Regular Council Meeting.
- 52. Approval of Minutes will include the minutes from a prior Council meeting and will be circulated within the agenda package.
  - a) Upon determination that minutes are accurate and contain no major errors or omissions Council shall adopt the minutes as circulated.
  - b) Minutes that require major amendments must be amended and brought forward to the next meeting for adoption.
  - c) Minor amendments may include spelling, grammar and any changes that do not affect the context of an item or a motion of Council.
- 53. Where a Confidential matter is included on the agenda, the section of FOIP that allows information to be protected from disclosure will be cited on the agenda and reflected in the minutes, as set out in *APPENDIX C – Guideline to Matters Which can be Discussed In Camera Meetings*. Confidential items are those items that are discussed as per Section 197(2) of the Municipal Government Act “In Camera” and are confidential items of discussion between Council, Administration and invited persons. No minutes, notes, or recordings of the discussions will take place and any reports provided to Council will be returned to the CAO.
- 54. A Notice of Motion is made to serve notice of intent and must give sufficient detail so that the subject of the Motion and any proposed action can be determined, must state the date of the meeting at which the Motion will be made, and must meet the following requirements:
  - a) Any member of Council may make a Motion introducing any new matter of municipal business provided that the Notice of Motion has been brought forward at a meeting of Council held at least seven days before the meeting at which time the motion will be debated or Council passes a Motion by majority vote dispensing of the period of notice.
  - b) A Council member who submits a written Notice of Motion to the CAO, to be read at a meeting, need not be present during the reading of the notice.
  - c) When notice has been given, the CAO will include the proposed Motion in the Agenda of the meeting for the date indicated in the Notice of Motion.
  - d) If the Council Member is not present for the indicated date, the Motion will be deferred to the next regular Council meeting. If the Council Member is not present at the next regular Council meeting the Motion will be removed from the Agenda and may only be made by a new Notice of Motion.

## **PART 11 - COMMUNICATIONS**

- 55. When a letter or correspondence is addressed to Council, it shall be directed through the CAO and shall:
  - a) be on paper or in a printable form;
  - b) be dated and signed by the Presiding Officer and CAO;
  - c) be placed on an agenda as either an Information item or Action Correspondence;
  - d) and properly placed within the Town’s filing system.

56. Follow up on the correspondence may include:
- a) Discussion on the item under information during the Regular Council meeting;
  - b) Directive to Administration to provide response to the item of correspondence.
57. In situations where the CAO considers correspondence to be libelous, impertinent or improper, the CAO will summarize the content of the communication verbally and inform Council that it is being withheld.

## **PART 12 - QUORUM**

58. When a quorum is present at the time set for commencement of a Council meeting, the Presiding Officer shall call the meeting to order.
59. If there is a quorum present at the time set for commencement of a meeting, but the Mayor and Deputy Mayor are absent, the CAO shall call the meeting to order and shall call for a Presiding Officer to be chosen by resolution.
60. If a quorum is not constituted within fifteen minutes from the time set for commencement of a Council meeting, the CAO shall record the names of all the Members present and adjourn the meeting.
61. If a Council meeting is adjourned for:
- a) failure to constitute a quorum; or
  - b) due to loss of quorum as a result of a Member leaving the meeting;
- the Agenda delivered for that Council meeting shall be considered at the next Regular Meeting of Council unless a Special Meeting is conducted to complete such business.

## **PART 13 - ADJOURNMENT**

62. Regular Council Meetings shall adjourn no later than 10:00 pm unless: if in session at that time, except to conclude the matter under discussion, and Council shall recess and reconvene at 6:00 pm on the next business day unless:
- a) A matter under discussion has not concluded;
  - b) otherwise directed by Council; or
  - c) Council, by resolution of a majority vote, taken as soon before 10:00 pm as the business permits, agree to an extension of the meeting beyond 10:00 pm.
63. If adjournment takes place and unfinished business remains, these items will be carried over to the next regular meeting of Council.
64. A Member may move a motion to adjourn a Meeting at any time, except when:
- a) another Member has the floor;
  - b) a call for a vote has been made;
  - c) the Members are voting Council is In-Camera; or
  - d) a previous motion to adjourn has been defeated and no other intervening proceedings have taken place.
65. A motion to adjourn shall be put without comment or debate.
66. When all items of an approved agenda have been dealt with, the Presiding Officer may adjourn the meeting without requiring a motion or vote by Council.

## **PART 14 – RECESS**

67. Any Member may move that Council recess or break for a specific period. After the recess, business will be resumed at the point when it was interrupted. This motion may not be used to interrupt a speaker.
68. A motion to recess may be amended only as to length of time, but neither the motion nor the amendment is debatable.
69. If no speaker is addressing Council, the Presiding Officer may call a recess for a specific period.

**PART 15 – MINUTES OF COUNCIL MEETINGS**

70. The CAO shall ensure minutes of a Council meeting are prepared and included in the agenda package distributed to each Member of Council for the next meeting.
71. The Presiding Officer shall present the minutes to Council with a request for a motion to formally accept the Minutes.
72. Any Member of Council may make a motion requesting that the Minutes be amended to correct any inaccuracy or omission.
73. Minor changes may be made to the minutes to correct errors in grammar, spelling and punctuation or to correct the omission of a word necessary to the meaning or continuity of a sentence. No change shall be allowed which would alter the actual decision made by Council.
74. If a Member wishes to challenge the accuracy of the minutes of a previous meeting, the Member must make the challenge known to the CAO before Council has officially confirmed the minutes.

**PART 16 – CONDUCT OF BUSINESS**

75. Council meetings will be held in public and no person may be excluded except for:
  - a) improper conduct; or
  - b) Council may, by resolution, meet In-Camera to discuss any matter if a statute authorizes the holding of that meeting in the absence of the public.
76. The Presiding Officer shall preserve order, decorum, and decide questions of procedure subject to an appeal of Council; and the decision of the Presiding Officer shall be final unless reversed by a majority vote of the members present, without debate.
77. No Member of Council shall:
  - a) speak without first being recognized by the Presiding Officer; and being granted the floor.
  - b) shall speak twice to the same item, without the leave of Council, until every member of Council has an opportunity to speak except to make an inquiry or an explanation that may have been misconstrued; and no Member of Council having first received their opportunity to speak.
78. The Presiding Officer shall give each Member of Council, who wishes to speak on a matter on the Council Agenda, an opportunity to do so before calling the question.
79. When a Member or Officer wishes to speak at a Council meeting, they shall obtain the approval of the Presiding Officer before doing so.
80. Every Member of Council, and every member of Administration present at the meeting, in speaking to any question or Motion, shall address themselves only to the Presiding Officer.
81. When any Point of Order, Point of Procedure, or Question of Privilege arises, it shall be immediately taken into consideration.
82. When the Presiding Officer is called upon to decide a Point of Order, Point of Procedure, or Question of Privilege the point shall be stated, succinctly and the Presiding Officer shall when giving his/her decision on the point cite the rule or authority applicable to the same.
83. When a Point of Information is raised, the Presiding Officer shall answer the question or direct the question to the appropriate Member of Council, or Administration.
84. When a Point of Privilege arises, the Presiding Officer shall rule upon the admissibility of the question and, if the Presiding Officer rules favorably, the Member of Council who raised the Point of Privilege shall be permitted to pursue the point.



85. When the Presiding Officer wishes to debate or make a motion, he / she shall vacate the Chair and request another Member to take the Chair, in the following order:
  - a) Deputy Mayor
  - b) Any other Member of Council.
86. If no other Member of Council is willing to accept the Chair, the Presiding Officer will continue as Chair, however, will be allowed to make a motion and/or debate under the same rights and restrictions as other Members.
87. A person who is not a Member or Officer shall not address Council unless they first obtain permission from the Presiding Officer.
88. Members of the public gallery during a Council meeting:
  - a) shall not address Council without permission;
  - b) shall maintain order and quiet; and
  - c) shall not applaud or otherwise interrupt any speech or action of the Members, or any other person addressing Council.
89. The Presiding Officer may, in accordance with the Act, expel and exclude any person who creates a disturbance or acts improperly.
90. When a Member or Officer is addressing the Presiding Officer every other Member or Officer shall:
  - a) Remain quiet and seated;
  - b) Not interrupt the speaker except on a Point of Order, Point of Procedure or Question of Privilege; and
  - c) Not carry on a private conversation.
91. When a Member is addressing Council, the Member shall:
  - a) Not speak disrespectfully of others;
  - b) Not shout, raise his / her voice or use offensive language;
  - c) Not reflect on any vote of Council except when moving to rescind it and shall not reflect on the motives of the Members who voted on the motion, or the mover of the motion;
  - d) Assume personal responsibility for any statement quoted to Council or upon request of Council shall give the source of the information.
92. When a Member wishes to leave the Council Chambers while a Meeting of Council is in progress, he/she must indicate his /her intention and await the Presiding Officer's permission prior to leaving.

## **PART 17 – MOTIONS**

93. A member who wishes to submit a motion in excess of 25 words shall do so in writing.
94. After a motion has been moved, and prior to any vote, it is the property of Council and may not be withdrawn without the consent of a majority of Council.
95. Every motion or resolution shall be stated or read by the mover.
96. Any motion made in the negative shall be ruled out of order.
97. A request may be made to have the Recording Secretary read back the motion, as made, for clarity prior to being put to vote.
98. Council or committees may act on a motion pertaining to a subject which is not on the agenda with unanimous consent only.
99. When duly moved, a motion will be open for discussion and debate. The Presiding Officer will determine if a Member can speak twice to the same issue prior to other Members and officers have the opportunity.
100. The mover of a motion may speak and vote for or against the motion.
101. No motion other than an amending motion or motion to table or refer shall be considered until the motion already before Council has been disposed of.

102. Notices of Motion shall be in accordance to Section 54 of this Bylaw.
103. When a motion is tabled without being settled, no similar or conflicting motion which would restrict action on the first motion may be introduced or adopted.
104. Where the Town has a contractual liability or obligation, Council shall not reconsider, vary, revoke, or replace any motion except to the extent that it does not avoid or interfere with such liability or obligation.
105. The following motions are not debatable by Members:
  - a) Adjournment
  - b) To take a recess
  - c) Question of Privilege
  - d) Point of Order
  - e) To limit debate on a matter before Members
  - f) To table the matter
106. Amending Motions are those motions where word(s) or paragraphs are inserted or struck out of the original motion and can be made by any Member and must be in agreement to the Member originating the motion.
107. Amendments shall be voted on in a reverse order to that in which they have been moved, and all amendments shall be decided on or withdrawn before the original motion is put to a vote.
108. To refer a Motion is to state which Committee or Administrative department is to receive the motion for research/further information, and shall include terms, timelines and other relevant information.
109. A motion to postpone any matter shall include in the motion:
  - a) a specific time to which the matter is postponed; or
  - b) provision that the matter is to be postponed indefinitely.
110. A motion to postpone a matter is amendable and debatable.
111. Any matter that has been postponed to a particular date, or indefinitely, shall not be considered by Council before the date set, except on a majority vote of the Members present.
112. A tabling motion allows a matter without debate to be set aside and brought back at a later date.
113. A Motion to adjourn is not subject to debate and is voted on immediately.

#### **PART 18 - VOTING ON MOTIONS**

114. When debate on a motion is closed, the Presiding Officer shall put the motion to a vote, and this decision shall be final unless overruled by a majority vote of the Members present at the meeting.
115. No member shall leave the Council Chamber after a question is put to a vote and before the vote is taken.
116. If any Member of Council wishes to have a Recorded vote, the request for a recorded vote must be made prior to the vote being taken and recorded in the meeting minutes. (Section 185 MGA).
117. Votes on all motions must be taken as follows:
  - a) the Presiding Officer must declare the motion and call for the vote;
  - b) Members must vote by a show of hands
  - c) the Presiding Officer must declare the result of the vote.
118. After the Presiding Officer declares the result of the vote, Members may not change their vote for any reason.

119. A question or motion shall be declared lost when it:
- a) does not receive the required majority of votes; or
  - b) receives an equal division of votes.
120. Each Member present shall vote on every motion as prescribed by the Act, unless the Act or other provincial or federal enactment requires or permits the Member to abstain, in which case the Member shall cite the legislative authority for abstaining, and the CAO shall record the abstention and reasons in the minutes.
121. A Member shall not vote on a matter if they are absent from the Council Chambers when the matter has been heard, the vote is called.
122. The outcome of every vote shall be incorporated into the official minutes.
123. Where a motion is not carried unanimously by those members present, then the names of those who voted for and against a motion shall be entered upon the minutes for motions that are carried or defeated.

#### **PART 19 – BYLAWS & POLICIES**

124. Draft bylaws and policies shall be prepared by the appropriate Administration member and shall be reviewed at a meeting of the Standing Committee of Council before being presented at a Regular Council Meeting.
125. When a Bylaw is presented to Council for enactment, the CAO shall publish the number and title of the Bylaw in the Agenda.
126. The CAO shall provide a copy of the Bylaw in full and include it in the agenda package.
127. Every Bylaw shall have three readings. Only the title or identifying number must be read at each reading.
128. A Bylaw shall be introduced for first reading by a motion that the Bylaw be read a first time.
129. Prior to first reading, a Member may ask questions of clarification concerning the Bylaw.
130. Council shall vote on the motion for first reading of a Bylaw without amendment or debate.
131. A Bylaw shall be introduced for second reading by a motion that it be read a second time.
132. After a Member has made a motion for second reading of a Bylaw, Council may:
- a) debate the substance of the Bylaw; and
  - b) propose and consider amendments to the Bylaw.
133. A Bylaw shall not be given more than two readings at one meeting unless the Members present unanimously consent that the Bylaw may be presented to Council for third reading.
134. When Council unanimously consents that a Bylaw may be presented for third reading:
- a) motion for third reading of the Bylaw shall be made;
  - b) Council shall vote on the motion without amendment or debate;
135. A Bylaw shall be passed when a majority of the Members voting on third reading vote in favor, provided some other applicable Provincial Statute or Bylaw does not require a greater majority.
136. In conformance with the Act:
- a) if a Bylaw does not receive third reading within two years from the date of first reading, the previous readings are deemed to have been rescinded; and
  - b) if a Bylaw is defeated on second or third reading the previous readings are deemed to have been rescinded.



137. Upon being passed, a Bylaw shall be signed by the Presiding Officer of the meeting at which it was passed as well as the CAO, and then shall have the Town's corporate seal applied.
138. Hard copies of all Bylaws and Policies will be maintained and will be provided as public information on the Town's official website.
139. Bylaws which require approval from the Province of Alberta shall receive two readings prior to submission of a certified copy to the Provincial authorities. The third reading will take place only after the signed approval of the Provincial Authority is received.
140. Bylaws and policies will come into effect as soon as they are passed unless they contain a deferred date for implementation.
141. Policies shall be presented for discussion and passed by a simple majority at one sitting and shall come into effect as soon as they are passed unless they contain a deferred date for implementation.
142. Upon being passed, a Policy shall be signed by the Presiding Officer of the meeting at which it was passed as well as the CAO.

#### **PART 20 – STANDING COMMITTEE OF COUNCIL**

143. Committee of the Whole is considered to be Standing Committee of Council.
144. The Deputy Mayor will chair or be the Presiding Officer for the Standing Committee of Council.
145. Quorum of the Standing Committee of Council is a majority of Council Members.
146. Procedures in Standing Committee of Council only differ from Council's in that:
  - a) A member of Council may speak more than once, provided that all Council members who wish to speak to the matter have been permitted to speak;
  - b) a member of Council may speak even though there is no motion on the floor, but if there is a motion on the floor, a Council member shall only address that motion;
  - c) the only motions permitted are:
    - i. to make recommendations to Council to adopt reports and/or to recommend amendments;
    - ii. to amend its own recommendations;
    - iii. to move to meet In-Camera and subsequently to revert to a meeting held in public;
    - iv. to recess

#### **PART 21 - COMMITTEES**

147. Council may establish Committees as are necessary or advisable for the orderly and efficient handling of the affairs of the Town through the Board/Committee Policy and established Terms of Reference for said Boards & Committees.

#### **PART 22 - REPEAL**

148. That Bylaw 1183.14 and 1233.19 are hereby repealed upon this Bylaw coming into effect.

#### **PART 23 - DATE OF FORCE**

149. 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. 201\_\_\_\_\_.

(RES. )

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**MAYOR RICHARD POOLE**

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**CAO MYRON THOMPSON**



**TOWN OF BLACKFALDS  
BYLAW 1237.19**

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READ for the second time this \_\_\_\_\_ day of \_\_\_\_\_, A.D. 201\_\_\_\_.

(RES.            )

\_\_\_\_\_  
**MAYOR RICHARD POOLE**

\_\_\_\_\_  
**CAO MYRON THOMPSON**

READ for the third and final time this \_\_\_\_\_ day of \_\_\_\_\_, A.D. 201\_\_\_\_.

(RES.            )

\_\_\_\_\_  
**MAYOR RICHARD POOLE**

\_\_\_\_\_  
**CAO MYRON THOMPSON**

**List of Appendices:**

- Appendix A - AUMA Ethical Guidelines
- Appendix B - Public Hearing Process and Template
- Appendix C - Guideline to Matters which can be Discussed In Camera Meetings

**Legislative References:**

- Municipal Government Act of Alberta – and any amendments
- Town of Blackfalds Policy 136.19
- Town of Blackfalds Bylaw – Council Code of Conduct

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**BEING A BYLAW OF THE TOWN OF BLACKFALDS, IN THE PROVINCE OF ALBERTA TO REGULATE THE PROCEEDINGS AND CONDUCT OF COUNCIL AND COUNCIL COMMITTEE MEETINGS.**

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**WHEREAS** the Municipal Government Act, S.A. 2000, Chapter M-26, as amended, provides that a Council may pass Bylaws in relation to the procedure and conduct of Council, and committees established by Council, and may regulate the conduct of Councillors and members of committees established by Council;

**AND WHEREAS** Council has deemed it necessary to regulate the procedure and conduct at meetings of council and committees established by Council;

**AND WHEREAS** Council has deemed it necessary to regulate procedures for receiving and responding to communications and submissions to Council:

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

**PART 1 - TITLE**

1. That this Bylaw may be cited as the " Council Procedural Bylaw" of the Town of Blackfalds.

**PART 2 - DEFINITIONS**

2. In this Bylaw:
  - a) "Act" means the Municipal Government Act (MGA or the Act), as amended.
  - b) "Administrative Inquiry" is a request from a Member of Council to the Administration, made at a meeting, for the future provision of information and report.
  - c) "Administrative Representative" refers to the senior Administration resource person appointed to a Committee by the CAO.
  - d) "Agenda" means the list and order of business items for any meeting of Council, or Committees.
  - e) "New Business" shall mean any matter appearing before Council for the first time on an Agenda that requires a decision of Council.
  - f) "Bylaw" means a Municipal Bylaw of the Town.
  - g) "CAO" means the Chief Administrative Officer.
  - h) "Chairperson" means the Member elected from among the Members of a Committee to preside at all meetings of the Committee.
  - i) "Committee" means a committee, board, commission, authority, task force, ad-hoc working group or any other public body established by Council pursuant to this Bylaw.
  - j) "Council" means the elected officials, being the Mayor and Councillors of the Town of Blackfalds.
  - k) "Council Committee Meeting" means a meeting of Council of the Whole and referred specifically as the Standing Committee of Council.
  - l) "Council Meetings" are regularly scheduled or Special Meetings that require the attendance of Council.
  - m) "Delegation" shall mean one or more persons who have formally requested or have been requested to appear before Council at a Council or Standing Committee Meeting, in accordance with this Bylaw.
  - n) "Deputy Mayor" means the Member of Council appointed pursuant to this Bylaw to act as Mayor in the absence or incapacity of the Mayor.



- o) "Ex-officio" means membership by virtue of one's office and/or where appointed by Council.
- p) "FOIP" means the Freedom of Information and Protection of Privacy Act of Alberta.
- q) "In-Camera" means a part of the meeting closed to the public at which no resolution or bylaw may be passed, except a resolution to recommend to Council or revert to a meeting held in public.
- r) "Live Streaming" means to transmit or receive live video and audio coverage of (an event) over the Internet.
- s) "Majority of Council" means fifty (50%) plus 1 of those present, unless Council provides otherwise in this Bylaw;
- t) "Mayor" means the Chief Elected Official of the Town of Blackfalds duly elected.
- u) "Media Representatives" shall mean an employee or agent of a Licensed Broadcaster, a member of the Alberta Weekly Newspaper Association or a member of the Alberta Press Council.
- v) "Member" means a member of Council duly elected and continuing to hold office, or a member of a Committee duly appointed by Council.
- w) "Motion" means a question that has been placed before Council, but which has not yet been subject to a vote by Council.
- x) "Municipal Government Act" means the law under which all Alberta municipalities are empowered to shape their communities.
- y) "Notice of Motion" is the means by which a member of Council brings business before Council.
- z) "Organizational Meeting" shall mean the meeting held for the purpose of scheduling Council Meetings and to make Council appointments to Committees of Council, to be held annually no later than the 2<sup>nd</sup> Regular Council meeting in October.
- aa) "Officer" means the Chief Administrative Officer, Director of Community Services, Director of Corporate Services, Director of Infrastructure and Property Services, or their delegates, all of whom shall be recorded in official minutes if their attendance is required.
- bb) "Point of Information" means a request or statement directed to the Presiding Officer, or through the Presiding Officer to another Member or to the administration, for or about information relevant to the business at hand, but not related to a Point of Procedure;
- cc) "Point of Order" means the raising of a question by a Member with the view of calling attention to any departure from this Bylaw or the customary proceedings in debate or in the conduct of Council's business.
- dd) "Point of Privilege" means all matters affecting the rights and exemptions of Council collectively or the propriety of the conduct of individual Members and includes but is not limited to, the following.
  - i. the organization or existence of Council
  - ii. the comfort of Members
  - iii. the conduct of Administration or members of the public in attendance at the meeting, and the reputation of Members or Council as a whole
- ee) "Point of Procedure" means a question directed to the Presiding Officer to obtain information on a matter of parliamentary law or the rules of Council to assist a Member to:
  - i. make an appropriate motion
  - ii. raise a Point of Order
  - iii. understand the procedure, or

- iv. understand the effect of a motion
- ff) “Presiding Officer” shall mean the Mayor; or in the absence of the Mayor, the Deputy Mayor; or in the absence of the two, any other Member of Council appointed by Council to preside at the Meeting from those Members of Council present.
- gg) “Public Hearing” means a meeting of the Council, or that portion of a meeting of Council during which members of the public make representations to Council in accordance with Section 230 of the Municipal Government Act.
- hh) “Question of Privilege” means raising of a question which concerns a Member, or Council collectively, when a Member believes that another Member has spoken disrespectfully towards them or Council, or when they believe their comments have been misunderstood or misinterpreted by another Member;
- ii) “Quorum” means the majority of Members, fifty (50%) plus 1 of those present, unless Council provides otherwise in this Bylaw;
- jj) “Resolution” means a Motion passed by a majority of Council.
- kk) “Special Meeting” means a meeting called by the Mayor pursuant to the Act;
- ll) “Standing Committee of Council” is a procedural device that permits Council greater freedom of debate.
- mm) “Terms of Reference” means those terms pertinent to the establishment and mandate of a Committee and which are:
  - i. in addition to or beyond the parameters of this Bylaw; and
- nn) “Town” means the Corporation or the Town of Blackfalds.
- oo) “Video” means the recording, reproducing or broadcasting of moving visual images and audio made either digitally or on videotape.

### **PART 3 – APPLICATION**

- 3. This Bylaw applies to:
  - (a) all Regular Council meetings, and
  - (b) all Standing Committee meetings, and
  - (c) all Special Council meetings, and
  - (d) all Council Committee meetings, except for:
    - i. when Council has granted permission to a Committee to establish its own procedures, and
- 4. The precedence of the rules governing the procedure of Council is:
  - (a) the MGA – the Act;
  - (b) other Provincial legislation;
  - (c) this Bylaw, and;
  - (d) a Council Code of Conduct Bylaw, and;
  - (e) the current edition of Robert’s Rules of Order and Parliamentary Procedure.
- 5. To the extent that a matter is not dealt within the Act or this Bylaw, Council shall have regard to Robert’s Rules of Order and Parliamentary Procedure.
- 6. Subject to the appeal process described in this Bylaw, the Presiding Officer or Chairperson shall interpret procedure.
- 7. In the absence of a statutory obligation, any provision of this Bylaw may be temporarily altered or suspended by an affirmative vote of two-thirds of all Members present. A motion to temporarily alter or suspend this Bylaw is not debatable or amendable.

#### **PART 4 - GENERAL**

8. Precedence of the rules governing procedure of Council will be determined as follows:
  - a) Municipal Government Act (and any amendments hereto);
  - b) This Bylaw (and any amendments hereto);
  - c) Robert's Rule of Order (current edition)
9. No Member of Council shall direct or interfere with the performance of any work for the Municipality and shall seek all information through the office of the Chief Administrative Officer or their designate.
10. Members of Council shall subscribe to the Alberta Urban Municipalities Association Ethical Guidelines of Conduct for Members of Council (*APPENDIX A*) and adhere to the Town of Blackfalds Council Code of Conduct Bylaw (and any amendments hereto).
11. A breach of the Section of the Bylaw by any Member of Council may place the Member of Council in the position of censure by Council.
12. Public Hearings, when required or requested by Council, will be held prior to second reading.
13. Motions of Council and any questions of parliamentary procedures shall be dealt with in the manner set out in this Bylaw and the current edition of Robert's Rules of Order and Parliamentary Procedures.

#### **PART 5 - ORGANIZATIONAL MEETING**

14. Council shall hold an annual Organizational Meeting each year not later the 2<sup>nd</sup> regular Council meeting in October.
15. The CAO shall set the time and place for the Organizational Meeting, with the business of the meeting being limited to:
  - (a) the appointments of Members to Committees which Council is entitled to make; and
  - (b) the roster of Deputy Mayors for the Council term; and
  - (c) any other business required by the Act, or which Council or the CAO may direct.
16. Appointments of Council Members to Committees shall be for a term of one year, unless otherwise specified.

#### **PART 6 - INAUGURAL MEETING**

17. The Organizational Meeting immediately following a general municipal election shall be called the 'Inaugural Meeting'.
18. The Mayor and each Councillor shall take the prescribed Oath of Office as the first order of business at the Inaugural Meeting.
19. Until the Mayor has taken the Oath of Office, the CAO shall chair the Inaugural Meeting.

#### **PART 7 - MEETINGS OF COUNCIL**

20. Regular Meetings of Council shall be held in the Council Chambers unless notice is given in accordance with the Act and this Bylaw that the Regular Meeting will be held elsewhere in the Community.
21. Regular Meetings of Council shall be held on the second and fourth Tuesday of every month.
22. If a Regular Meeting of Council falls on a Statutory Holiday, the meeting will take place on the day chosen by Council at the Organizational Meeting.
23. Regular Meetings of Council shall commence at 7:00 pm.
24. Standing Committee of Council is considered to be a Committee of the Whole meeting and typically takes place the third Monday of every month.



25. Standing Committee of Council meetings that fall on a statutory holiday may be cancelled for that respective month as chosen by Council at the Organizational Meeting.
26. Standing Committee of Council shall commence at 7:00 pm.
27. Special Meetings may be called and notice of such Special Meetings shall be given in accordance with the provisions of the Act and this Bylaw.
28. Councillors shall each serve an eight-month rotation as Deputy Mayor, rotating in the manner as agreed upon by Council.
29. A Member who has a pecuniary interest in a matter before Council shall disclose the general nature of the pecuniary interest, and abstain from discussing the matter or voting on the matter, and leave the room until discussion and voting on the matter are concluded, as prescribed in the Act.
30. Council meetings will be recorded and broadcasted through live streaming over the internet and through Town of Blackfalds media channels, as prescribed through applicable Town Policies, Bylaws and in accordance with legislation.

#### **PART 8 – ELECTRONIC PARTICIPATION AT MEETINGS IN EXTENUATING CIRCUMSTANCES**

31. Should a state of emergency or extenuating circumstances where restrictive measures are required electronic participation may be allowed by a member of Council, of a board or committee. Members participating electronically will be counted in determining whether a quorum of members is present and may participate electronically in a meeting.
32. Where the Rules of Procedure conflict with the need to facilitate electronic participation, the Mayor, in consultation with the CAO, shall have the authority to modify the Rules of Procedure to ensure Members can effectively participate in the meeting.
33. The CAO, in consultation with the Mayor, shall establish practices and procedures for electronic participation.
34. Members must notify the CAO a minimum of twenty-four hours prior to the meeting of their intention to participate electronically.
35. The CAO may provide for the electronic participation of staff, including that of the CAO.

#### **PART 9 - NOTICE OF MEETINGS**

36. For all meetings requiring notice, the notice must be:
  - (a) issued a minimum of 24-hours prior to the meeting date;
  - (b) in writing and specify the time, date, location and purpose the meeting;
  - (c) electronically distributed via email to each Council or Committee Member;
  - (d) posted at the Town Office – at the Civic Cultural Centre; and
  - (e) given any other notification as requested by Council or the Committee.
  - (f) Despite Section 27, the Mayor may call a Special Meeting of Council, on shorter notice without giving notice to the public, provided two-thirds (2/3) of the whole Council give written consent to holding the Meeting before the Meeting begins.

#### **PART 10 - CANCELLATION OF MEETINGS**

37. A Regular Meeting may be cancelled:
  - a) by a majority of Members at a previously held meeting; or
  - b) with the written consent of a majority, providing twenty-four (24) hours' notice is provided to Members and the public; or
  - c) with the written consent of two-thirds (2/3) of the whole Council if twenty-four (24) hours' notice is not provided to the public.
38. A Special Meeting, called under the initiative of the Mayor, may be cancelled:

- a) by the Mayor if twenty-four (24) hours written notice is provided to all Members and the public; or
  - b) if less than twenty-four (24) hours' notice is provided, the Mayor may cancel with the written consent of two-thirds (2/3) of the whole Council.
39. A Special Meeting, requested in writing by a majority of the Members, may be cancelled:
- a) with the written consent of the requesting Members, if twenty-four (24) hours' notice is provided to the Members and the public; or
  - b) if less than twenty-four (24) hours' notice is provided, with the written consent of two-thirds (2/3) of the whole Council.

## **PART 11 - AGENDA**

40. The Agenda shall list the items and order of business for the meeting.
41. The CAO shall ensure copies of the Agenda are:
- a) available online to the public no later than 4:00pm on the Friday prior to the day on which the Regular Council meeting is held and by 4:00 pm on the Thursday prior to a Standing Committee meeting or any Council meeting held on a Monday.
  - b) Electronically distributed and available to all members of Council and Officers who are entitled to receive copies.
42. The CAO shall make the Agenda and all reports and supplementary materials (unless they must or may be withheld under the Act or any other statute dealing with access to information) available on the municipal website to the media and public.
43. All agenda submissions shall be received by the CAO no later than 4:30pm on the Wednesday prior to agenda posting.
44. Only material which has been received in accordance with Section 38 of this Bylaw shall be considered at the meeting for which the Agenda is prepared.
- a) If an emergent or time sensitive matter needs to be brought before Council at any meeting the item shall:
    - i. be accompanied by a brief explanation from an Officer indicating the reasons for, and the degree of urgency of the item; and
    - ii. be permitted to be added by the Presiding Officer considered as an addendum to the Agenda upon a majority vote of Council.
45. The standard order of business on the Agenda shall be as follows unless Council otherwise determines by a majority of vote a change in order:
- (a) Call to Order
  - (b) Adoption of Agenda
  - (c) Delegation
  - (d) Public Hearing
  - (e) Business Arising from Minutes
  - (f) Business
  - (g) Action Correspondence
  - (h) Information
  - (i) Round Table
  - (j) Approval of Minutes
  - (k) Notices of Motion
  - (l) Business for the Good of Council
  - (m) Confidential
  - (n) Adjournment
46. The Presiding Officer shall call the meeting to order at the time appointed at the prescribed meeting time in accordance of Section 25. Section 23
47. Council must vote to adopt or amend the agenda prior to carrying out any business.
48. If a delegation wishes to make a presentation to Council the Delegation must submit a written request in the form of a Delegation Application to the office of the CAO, no

later than noon on the Wednesday prior to a Regular Council meeting. The Delegation Application is provided as *Appendix B*.

49. Public Hearings shall be conducted in accordance with the procedures set out in *APPENDIX C*.
50. Business Arising from Minutes will include business which was on the agenda of a previous meeting and was not completed and will include all information relative to the issue including the expected motion.
51. Business items include templated reports from Administration for items requesting direction from Standing Committee or a decision from Council, or information items on a Committee or Council report.
  - a) Items included as information require no motion of acceptance or approval.
  - b) Request for Decision items include a recommendation by Administration and a request for a decision by Council, at which time Council may:
    - i. Vote on the recommended motion; or
    - ii. Refer back to Administration for further consideration; or
    - iii. Vote on an amended motion as determined through debate and presented by a member of Council.
52. Action Correspondence includes items that require follow up action which in turn requires a motion of Council.
53. Information includes items of correspondence addressed to Mayor and/or Council and all content shall be subject to the Freedom of Information and Privacy Act.
54. Round Table will take place only on the second regular Council meeting each month and Council will provide Administration, by the 16<sup>th</sup> of each month, a summary report of meetings, events and activities using the template provided.
55. The CAO Report will include monthly administrative activities and will be provided as a verbal report at the second monthly Regular Council Meeting.
56. Approval of Minutes will include the minutes from a prior Council meeting and will be circulated within the agenda package.
  - a) Upon determination that minutes are accurate and contain no major errors or omissions Council shall adopt the minutes as circulated.
  - b) Minutes that require major amendments must be amended and brought forward to the next meeting for adoption.
  - c) Minor amendments may include spelling, grammar and any changes that do not affect the context of an item or a motion of Council.
57. Where a Confidential matter is included on the agenda, the section of FOIP that allows information to be protected from disclosure will be cited on the agenda and reflected in the minutes, as set out in *APPENDIX D – Guideline to Matters Which can be Discussed In Camera Meetings*. Confidential items are those items that are discussed as per Section 197(2) of the Municipal Government Act “In Camera” and are confidential items of discussion between Council, Administration and invited persons. No minutes, notes, or recordings of the discussions will take place and any reports provided to Council will be returned to the CAO.
58. A Notice of Motion is made to serve notice of intent and must give sufficient detail so that the subject of the Motion and any proposed action can be determined, must state the date of the meeting at which the Motion will be made, and must meet the following requirements:
  - a) Any member of Council may make a Motion introducing any new matter of municipal business provided that the Notice of Motion has been brought forward at a meeting of Council held at least seven days before the meeting at which time the motion will be debated or Council passes a Motion by majority vote dispensing of the period of notice.
  - b) A Council member who submits a written Notice of Motion to the CAO, to be read at a meeting, need not be present during the reading of the notice.
  - c) When notice has been given, the CAO will include the proposed Motion in the Agenda of the meeting for the date indicated in the Notice of Motion.



- d) If the Council Member is not present for the indicated date, the Motion will be deferred to the next regular Council meeting. If the Council Member is not present at the next regular Council meeting the Motion will be removed from the Agenda and may only be made by a new Notice of Motion.

## **PART 12 - COMMUNICATIONS**

- 59. When a letter or correspondence is addressed to Council, it shall be directed through the CAO and shall:
  - a) be on paper or in a printable form;
  - b) be dated and signed by the Presiding Officer and CAO;
  - c) be placed on an agenda as either an Information item or Action Correspondence;
  - d) and properly placed within the Town's filing system.
- 60. Follow up on the correspondence may include:
  - a) Discussion on the item under information during the Regular Council meeting;
  - b) Directive to Administration to provide response to the item of correspondence.
- 61. In situations where the CAO considers correspondence to be libelous, impertinent or improper, the CAO will summarize the content of the communication verbally and inform Council that it is being withheld.

## **PART 13 - QUORUM**

- 62. When a quorum is present at the time set for commencement of a Council meeting, the Presiding Officer shall call the meeting to order.
- 63. If there is a quorum present at the time set for commencement of a meeting, but the Mayor and Deputy Mayor are absent, the CAO shall call the meeting to order and shall call for a Presiding Officer to be chosen by resolution.
- 64. If a quorum is not constituted within fifteen minutes from the time set for commencement of a Council meeting, the CAO shall record the names of all the Members present and adjourn the meeting.
- 65. If a Council meeting is adjourned for:
  - a) failure to constitute a quorum; or
  - b) due to loss of quorum as a result of a Member leaving the meeting;the Agenda delivered for that Council meeting shall be considered at the next Regular Meeting of Council unless a Special Meeting is conducted to complete such business.

## **PART 14 - ADJOURNMENT**

- 66. Regular Council Meetings shall adjourn no later than 10:00 pm unless: if in session at that time, except to conclude the matter under discussion, and Council shall recess and reconvene at 6:00 pm on the next business day unless:
  - a) A matter under discussion has not concluded;
  - b) otherwise directed by Council; or
  - c) Council, by resolution of a majority vote, taken as soon before 10:00 pm as the business permits, agree to an extension of the meeting beyond 10:00 pm.
- 67. If adjournment takes place and unfinished business remains, these items will be carried over to the next regular meeting of Council.
- 68. A Member may move a motion to adjourn a Meeting at any time, except when:
  - a) another Member has the floor;
  - b) a call for a vote has been made;
  - c) the Members are voting Council is In-Camera; or
  - d) a previous motion to adjourn has been defeated and no other intervening proceedings have taken place.

69. A motion to adjourn shall be put without comment or debate.
70. When all items of an approved agenda have been dealt with, the Presiding Officer may adjourn the meeting without requiring a motion or vote by Council.

#### **PART 15 – RECESS**

71. Any Member may move that Council recess or break for a specific period. After the recess, business will be resumed at the point when it was interrupted. This motion may not be used to interrupt a speaker.
72. A motion to recess may be amended only as to length of time, but neither the motion nor the amendment is debatable.
73. If no speaker is addressing Council, the Presiding Officer may call a recess for a specific period.

#### **PART 16 – MINUTES OF COUNCIL MEETINGS**

74. The CAO shall ensure minutes of a Council meeting are prepared and included in the agenda package distributed to each Member of Council for the next meeting.
75. Minutes shall be available to the public including on the Town's website on the same week as to when they were approved by Council.
76. The Presiding Officer shall present the minutes to Council with a request for a motion to formally accept the Minutes.
77. Any Member of Council may make a motion requesting that the Minutes be amended to correct any inaccuracy or omission.
78. Minor changes may be made to the minutes to correct errors in grammar, spelling and punctuation or to correct the omission of a word necessary to the meaning or continuity of a sentence. No change shall be allowed which would alter the actual decision made by Council.
79. If a Member wishes to challenge the accuracy of the minutes of a previous meeting, the Member must make the challenge known to the CAO before Council has officially confirmed the minutes.

#### **PART 17 – CONDUCT OF BUSINESS**

80. Council meetings will be held in public and no person may be excluded except for:
  - a) improper conduct; or
  - b) Council may, by resolution, meet In-Camera to discuss any matter if a statute authorizes the holding of that meeting in the absence of the public.
81. The Presiding Officer shall preserve order, decorum, and decide questions of procedure subject to an appeal of Council; and the decision of the Presiding Officer shall be final unless reversed by a majority vote of the members present, without debate.
82. No Member of Council shall:
  - a) speak without first being recognized by the Presiding Officer; and being granted the floor.
  - b) speak twice to the same item after a motion on any agenda item is tabled, without the leave of Council, until every member of Council has an opportunity to speak, except to make an inquiry or an explanation that may have been misconstrued; and no Member of Council having first received their opportunity to speak.
83. The Presiding Officer shall give each Member of Council, who wishes to speak on a matter on the Council Agenda, an opportunity to do so before calling the question.
84. When a Member or Officer wishes to speak at a Council meeting, they shall obtain the approval of the Presiding Officer before doing so.

85. Every Member of Council, and every member of Administration present at the meeting, in speaking to any question or Motion, shall address themselves only to the Presiding Officer.
86. When any Point of Order, Point of Procedure, or Question of Privilege arises, it shall be immediately taken into consideration.
87. When the Presiding Officer is called upon to decide a Point of Order, Point of Procedure, or Question of Privilege the point shall be stated, succinctly and the Presiding Officer shall when giving his/her decision on the point cite the rule or authority applicable to the same.
88. When a Point of Information is raised, the Presiding Officer shall answer the question or direct the question to the appropriate Member of Council, or Administration.
89. When a Point of Privilege arises, the Presiding Officer shall rule upon the admissibility of the question and, if the Presiding Officer rules favorably, the Member of Council who raised the Point of Privilege shall be permitted to pursue the point.
90. When the Presiding Officer wishes to debate or make a motion, he / she shall vacate the Chair and request another Member to take the Chair, in the following order:
  - a) Deputy Mayor
  - b) Any other Member of Council.
91. If no other Member of Council is willing to accept the Chair, the Presiding Officer will continue as Chair, however, will be allowed to make a motion and/or debate under the same rights and restrictions as other Members.
92. A person who is not a Member or Officer shall not address Council unless they first obtain permission from the Presiding Officer.
93. Members of the public gallery during a Council meeting:
  - a) Shall not address Council without permission;
  - b) Shall maintain order and quiet; and
  - c) Shall not applaud or otherwise interrupt any speech or action of the Members, or any other person addressing Council.
94. The Presiding Officer may, in accordance with the Act, expel and exclude any person who creates a disturbance or acts improperly.
95. When a Member or Officer is addressing the Presiding Officer every other Member or Officer shall:
  - a) Remain quiet and seated;
  - b) Not interrupt the speaker except on a Point of Order, Point of Procedure or Question of Privilege; and
  - c) Not carry on a private conversation.
96. When a Member is addressing Council, the Member shall:
  - a) Not speak disrespectfully of others;
  - b) Not shout, raise his / her voice or use offensive language;
  - c) Not reflect on any vote of Council except when moving to rescind it and shall not reflect on the motives of the Members who voted on the motion, or the mover of the motion;
  - d) Assume personal responsibility for any statement quoted to Council or upon request of Council shall give the source of the information.
97. When a Member wishes to leave the Council Chambers while a Meeting of Council is in progress, he/she must indicate his /her intention and await the Presiding Officer's permission prior to leaving.

#### **PART 18 – MOTIONS**

98. A member who wishes to submit a motion in excess of 25 words shall do so in writing.
99. After a motion has been moved, and prior to any vote, it is the property of Council and may not be withdrawn without the consent of a majority of Council.



100. Every motion or resolution shall be stated or read by the mover.
101. Any motion made in the negative shall be ruled out of order.
102. A request may be made to have the Recording Secretary read back the motion, as made, for clarity prior to being put to vote.
103. Council or committees may act on a motion pertaining to a subject which is not on the agenda with unanimous consent only.
104. When duly moved, a motion will be open for discussion and debate. The Presiding Officer will determine if a Member can speak twice to the same issue prior to other Members and officers have the opportunity.
105. The mover of a motion may speak and vote for or against the motion.
106. No motion other than an amending motion or motion to table or refer shall be considered until the motion already before Council has been disposed of.
107. Notices of Motion shall be in accordance to Section 54 of this Bylaw.
108. When a motion is tabled without being settled, no similar or conflicting motion which would restrict action on the first motion may be introduced or adopted.
109. Where the Town has a contractual liability or obligation, Council shall not reconsider, vary, revoke, or replace any motion except to the extent that it does not avoid or interfere with such liability or obligation.
110. The following motions are not debatable by Members:
  - a) Adjournment
  - b) To take a recess
  - c) Question of Privilege
  - d) Point of Order
  - e) To limit debate on a matter before Members
  - f) To table the matter
111. Amending Motions are those motions where word(s) or paragraphs are inserted or struck out of the original motion and can be made by any Member and must be in agreement to the Member originating the motion.
112. Amendments shall be voted on in a reverse order to that in which they have been moved, and all amendments shall be decided on or withdrawn before the original motion is put to a vote.
113. To refer a Motion is to state which Committee or Administrative department is to receive the motion for research/further information, and shall include terms, timelines and other relevant information.
114. A motion to postpone any matter shall include in the motion:
  - a) a specific time to which the matter is postponed; or
  - b) provision that the matter is to be postponed indefinitely.
115. A motion to postpone a matter is amendable and debatable.
116. Any matter that has been postponed to a particular date, or indefinitely, shall not be considered by Council before the date set, except on a majority vote of the Members present.
117. A tabling motion allows a matter without debate to be set aside and brought back at a later date.
118. A Motion to adjourn is not subject to debate and is voted on immediately.

## **PART 19 - VOTING ON MOTIONS**

119. When debate on a motion is closed, the Presiding Officer shall put the motion to a vote, and this decision shall be final unless overruled by a majority vote of the Members present at the

meeting.

120. No member shall leave the Council Chamber after a question is put to a vote and before the vote is taken.
121. If any Member of Council wishes to have a Recorded vote, the request for a recorded vote must be made prior to the vote being taken and recorded in the meeting minutes. (Section 185 MGA).
122. Votes on all motions must be taken as follows:
  - a) the Presiding Officer must declare the motion and call for the vote;
  - b) Members must vote by a show of hands
  - c) the Presiding Officer must declare the result of the vote.
123. After the Presiding Officer declares the result of the vote, Members may not change their vote for any reason.
124. A question or motion shall be declared lost when it:
  - a) does not receive the required majority of votes; or
  - b) receives an equal division of votes.
125. Each Member present shall vote on every motion as prescribed by the Act, unless the Act or other provincial or federal enactment requires or permits the Member to abstain, in which case the Member shall cite the legislative authority for abstaining, and the CAO shall record the abstention and reasons in the minutes.
126. A Member shall not vote on a matter if they are absent from the Council Chambers when the matter has been heard, the vote is called.
127. The outcome of every vote shall be incorporated into the official minutes.
128. Where a motion is not carried unanimously by those members present, then the names of those who voted for and against a motion shall be entered upon the minutes for motions that are carried or defeated.

## **PART 20 – BYLAWS & POLICIES**

129. Draft bylaws and policies shall be prepared by the appropriate Administration member and shall be reviewed at a meeting of the Standing Committee of Council before being presented at a Regular Council Meeting.
130. When a Bylaw is presented to Council for enactment, the CAO shall publish the number and title of the Bylaw in the Agenda.
131. The CAO shall provide a copy of the Bylaw in full and include it in the agenda package.
132. Every Bylaw shall have three readings. Only the title or identifying number must be read at each reading.
133. A Bylaw shall be introduced for first reading by a motion that the Bylaw be read a first time.
134. Prior to first reading, a Member may ask questions of clarification concerning the Bylaw.
135. Council shall vote on the motion for first reading of a Bylaw without amendment or debate.
136. A Bylaw shall be introduced for second reading by a motion that it be read a second time.
137. After a Member has made a motion for second reading of a Bylaw, Council may:
  - a) debate the substance of the Bylaw; and
  - b) propose and consider amendments to the Bylaw.
138. A Bylaw shall not be given more than two readings at one meeting unless the Members present unanimously consent that the Bylaw may be presented to Council for third

reading.

139. When Council unanimously consents that a Bylaw may be presented for third reading:
- a) motion for third reading of the Bylaw shall be made;
  - b) Council shall vote on the motion without amendment or debate;
140. A Bylaw shall be passed when a majority of the Members voting on third reading vote in favor, provided some other applicable Provincial Statute or Bylaw does not require a greater majority.
141. In conformance with the Act:
- a) if a Bylaw does not receive third reading within two years from the date of first reading, the previous readings are deemed to have been rescinded; and
  - b) if a Bylaw is defeated on second or third reading the previous readings are deemed to have been rescinded.
142. Upon being passed, a Bylaw shall be signed by the Presiding Officer of the meeting at which it was passed as well as the CAO, and then shall have the Town's corporate seal applied.
143. Hard copies of all Bylaws and Policies will be maintained and will be provided as public information on the Town's official website.
144. Bylaws which require approval from the Province of Alberta shall receive two readings prior to submission of a certified copy to the Provincial authorities. The third reading will take place only after the signed approval of the Provincial Authority is received.
145. Bylaws and policies will come into effect as soon as they are passed unless they contain a deferred date for implementation.
146. Policies shall be presented for discussion and passed by a simple majority at one sitting and shall come into effect as soon as they are passed unless they contain a deferred date for implementation.
147. Upon being passed, a Policy shall be signed by the Presiding Officer of the meeting at which it was passed as well as the CAO.

#### **PART 21 – STANDING COMMITTEE OF COUNCIL**

148. Standing Committee of Council is considered to be Committee of the Whole
149. The Deputy Mayor will chair or be the Presiding Officer for the Standing Committee of Council.
150. Quorum of the Standing Committee of Council is a majority of Council Members.
151. Procedures in Standing Committee of Council only differ from Council's in that:
- a) A member of Council may speak more than once, provided that all Council members who wish to speak to the matter have been permitted to speak;
  - b) a member of Council may speak even though there is no motion on the floor, but if there is a motion on the floor, a Council member shall only address that motion;
  - c) the only motions permitted are:
    - i. to make recommendations to Council to adopt reports and/or to recommend amendments;
    - ii. to amend its own recommendations;
    - iii. to move to meet In-Camera and subsequently to revert to a meeting held in public;
    - iv. to recess

#### **PART 22 - COMMITTEES**

147. Council may establish Committees as are necessary or advisable for the orderly and efficient handling of the affairs of the Town through the Board/Committee Policy and established Terms of Reference for said Boards & Committees.



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**PART 23 - REPEAL**

148. That Bylaw 1183.14 and 1233.19 are hereby repealed upon this Bylaw coming into effect.

**PART 24 - DATE OF FORCE**

149. 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 MYRON THOMPSON**

READ for the second time this \_\_\_\_\_ day of \_\_\_\_\_, A.D. 20\_\_.

(RES.            )

\_\_\_\_\_  
**MAYOR JAMIE HOOVER**

\_\_\_\_\_  
**CAO MYRON THOMPSON**

READ for the third and final time this \_\_\_\_\_ day of \_\_\_\_\_, A.D. 20\_\_.

(RES.            )

\_\_\_\_\_  
**MAYOR JAMIE HOOVER**

\_\_\_\_\_  
**CAO MYRON THOMPSON**

**List of Appendices:**

Appendix A - AUMA Ethical Guidelines  
Appendix B –Delegation Application  
Appendix C - Public Hearing Process and Template  
Appendix D - Guideline to Matters which can be Discussed In Camera Meetings

**Legislative References:**

Municipal Government Act of Alberta – and any amendments  
Town of Blackfalds Policy 136.19  
Town of Blackfalds Bylaw – Council Code of Conduct



## **Alberta Urban Municipalities Association**

**POLICY NO. AP004**

### **ETHICAL GUIDELINES**

**The Board encourages member municipalities of the Association to adopt the following "Ethical Guidelines of Conduct for Elected Local Government Officials."**

**(Municipality)**

#### **Ethical Guidelines of Conduct for Members of Council**

The proper operation of democratic local government requires that elected officials be independent, impartial and duly responsible to the people.

To this end it is imperative that:

- Local government decisions and policy be made through the proper channels of government structure.
- Public office not be used for personal gain.
- The public have confidence in the integrity of its government.

Accordingly it is the purpose of these guidelines of conduct to outline certain basic rules for elected municipal government officials in Alberta so that they may carry out their powers, duties and functions with impartiality and dignity, recognizing that the function of council members is, at all times, service to their community and the public.

To further these objectives, certain ethical principles should govern the conduct of members of council in Alberta in order that they shall maintain the highest standards in public office and faithfully discharge the duties, powers and functions of office.

Members of Council shall:

1. Govern their conduct in accordance with the requirements and obligations set out in the municipal legislation of the Province of Alberta.
2. Not use confidential information for the personal profit of themselves or any other person.
3. Not communicate confidential information to anyone not entitled to receive same.
4. Not use their position to secure special privileges, favors, or advantages for themselves or any other person.
5. Preserve the integrity and impartiality of Council.



## Alberta Urban Municipalities Association

6. After leaving office, Members of Council shall continue to keep confidential, confidential information acquired as a member of Council.

Members of Council generally shall at all times ensure that their course of conduct in carrying out their duties and responsibility as elected officials at all times conform to the highest ethical standards.

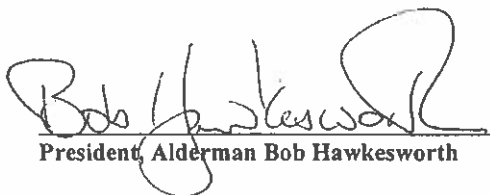
Members of this Council agree to uphold these guidelines and to govern actions accordingly.

Adopted by resolution this \_\_\_\_\_ day of \_\_\_\_\_, AD \_\_\_\_\_

\_\_\_\_\_  
Mayor

\_\_\_\_\_  
Municipal Secretary or City Clerk

	Date	Minute Page Number
Approved	24/02/05	3
Amended		
Amended		

  
President, Alderman Bob Hawkesworth

  
Chief Executive Officer, John McGowan



## APPENDIX - B



### DELEGATION APPLICATION

Box 220 | 5018 Waghorn Street  
Blackfalds, AB | T0M 0J0  
www.blackfalds.ca | 403.886.4677

#### APPLICANT INFORMATION

Name:	Date:
Address	
Phone:	Email:

#### ORGANIZATION INFORMATION (IF APPLICABLE)

Name:	
Phone:	Email:

#### MEETING INFORMATION

Date Requested:	Number Attending:
Name(s) of Presenter(s):	
Do you need to use your own presentation equipment? <input type="checkbox"/> Yes <input type="checkbox"/> No	

#### SUBJECT YOU WANT TO PRESENT

#### DETAILS OF THE SUBJECT - Include specific requests you have of Council

**Please note** if a Delegation wishes to make a presentation to Council, the Delegation must submit this request form and all pertinent background information to the Office of the CAO **no later than noon on the Wednesday prior to the Council meeting.**

Delegations are limited to 15 minutes at a Regular Council Meeting, unless at Council's discretion, longer time is required.

*All written presentations will become a matter of public record, unless you inform this office otherwise, or it is deemed confidential.*

I acknowledge that only the above matter will be discussed during the delegation. I further acknowledge that this meeting may be audio/video recorded, published online, and broadcast on television.

Applicant Signature:	Date:
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**TOWN OF BLACKFALDS**  
**Bylaw 1237.19 - Procedural Bylaw**

**Appendix C**  
**Public Hearings**

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**1. Town of Blackfalds Public Hearing Process**

**1.1 Definitions**

- 1.1.1 "Chairman" refers to the Presiding Officer officiating the Public Meeting.
- 1.1.2 "Secretary" refers to the CAO or his/her designate.

**1.2 Advertising**

- 1.2.1 Advertising for all public hearings must meet the requirements of Section 606 of the MGA and will include:
  - a. Inclusion in a local newspaper once a week for two consecutive weeks ahead of the Public Hearing date.
  - b. Posted on the public notice board located in the lobby of the Civic Cultural Centre (Town Office).
  - c. Posted on the Town's website for the time period provided for print media notice.
  - d. Forwarded to parties determined to have a direct or significant impact by the matter.

**1.3 Public Comments**

- 1.3.1 Public comments as outlined in the Public Hearing notice are to be forwarded electronically to [info@blackfalds.com](mailto:info@blackfalds.com).
- 1.3.2 Public comments in hard copy can be mailed to: The Office of the CAO, c/o Executive Assistant, Town of Blackfalds, Box 220, 5018 Waghorn Street, Blackfalds AB, T0M 0J0.
- 1.3.3 All written comments must be received by 12:00noon on the Wednesday prior to the following scheduled Regular Council Meeting where the Public Hearing has been scheduled.

**1.4 Public Hearing Procedure Template *(attached)***



**TOWN OF BLACKFALDS  
PUBLIC HEARING**

Date  
Time  
Bylaw

**INTRODUCTION & PROCEDURES**

**1 (Chairman)** *"The following Public Hearing is held pursuant to the Municipal Government Act"*

**2 (Chairman)** *"The following rules of conduct will be followed during the Public Hearing:*

- *Presentation should be brief and to the point*
- *The order of presentation shall be:*
  - *Entry of written submission*
  - *Comments from the \*\*\*\*\* Dept*
  - *Those supporting the Bylaw*
  - *Those opposing the Bylaw*
  - *Any other person deemed to be affected by the Bylaw*

- *The Public Hearing purpose is " (-----)*

*I hereby declare the Public Hearing relating to Bylaw # (-----) open".*

**3 (Secretary)** *"The purpose of Bylaw (-----) is (-----)- as shown on the attached Schedule A*

*First Reading was given to Bylaw (-----) on (-----)*

*Notice of this Public Hearing was advertised (-----)*

*The following written comments have been received to date (-----)*

**4(Chairman)** *"Are there any late written submissions relating to the Bylaw?" (-----)*

**(Note: If there are any, the secretary to read letter into record)**

*"Comments from the \*\*\*\*\* Department".*

*"Is there anyone who supports the Bylaw and wishes to speak?"*

*"Is there anyone who opposes the Bylaw and wishes to speak?"*

*"Is there anyone deemed to be affected by the Bylaw and wishes to speak?"*

**5 (Chairman)** *"Are there any further comments from the \*\*\*\*\* Department?"*

**6 (Chairman)** *"Do the Councillors have any further questions?"*

**7 (Chairman)** *"If nothing further then, I hereby declare this Public Hearing relating to Bylaw (-----) be closed and will accept a motion to adjourn this Public Hearing.*

Motion to adjourn: \_\_\_\_\_

CARRIED UNANIMOUSLY



## **GUIDELINE TO MATTERS WHICH CAN BE DISCUSSED IN CAMERA MEETINGS**

Section 197 of the *Municipal Government Act* provides that Councils and council committees must conduct their meetings in public, however, they may close all or part of their meetings to the public if a matter to be discussed is within one of the exceptions to disclosure in Division 2 of Part 1 of the *Freedom of Information and Protection of Privacy Act*. These exceptions are:

**1. Information such as trade secrets or commercial, financial, labour relations, scientific or technical information of a third party, supplied in confidence, the disclosure of which would be harmful to the business interests of a third party must be discussed *in camera* (unless there is an overriding public interest). (Section 16)**

*Examples:*

*Information regarding the monetary resources of a third party, such as the third party's financial capabilities and assets and liabilities, including financial forecasts, investment strategies, budgets, profit and loss statements.*

*Third party insurance policies, pricing structures, market research, business plans and customer records.*

*Operating manuals containing scientific and technical information.*

**2. Information the disclosure of which would be an unreasonable invasion of personal privacy must be discussed *in camera* except in those circumstances where disclosure is considered not to be an unreasonable invasion of privacy. (Section 17)**

**"Personal information"** means recorded information about an identifiable individual, including the individual's name, home or business address or home or business telephone number, the individual's race, national or ethnic origin, colour or religious or political beliefs or associations, the individual's age, sex, marital status or family status, an identifying number, symbol or other particular assigned to the individual, the individual's fingerprints, other biometric information, blood type, genetic information or inheritable characteristics, information about the individual's health and health care history, including information about a physical or mental disability, information about the individual's educational, financial, employment or criminal history, including criminal records where a pardon has been given, anyone else's opinions about the individual, and the individual's personal views or opinions, except if they are about someone else.

A disclosure of personal information is not an unreasonable invasion of a third party's personal privacy if any of the conditions listed under section 17(2) of the FOIP Act are met; items of this nature can be discussed in open session.

*Examples:*

*The person has consented to it being discussed in open session;*

*The information relates to financial and other details of a contract to supply goods and services to the municipality;*

*The information is about a permit relating to real property, ie. a development permit, which was granted to an individual by the municipality and the disclosure is limited to the name of the party and the nature of the permit.*

**3. Information the disclosure of which would be harmful to individual or public safety may be discussed *in camera* if the disclosure of that information could reasonably be expected to threaten anyone else's safety or physical or mental health or interfere with public safety. (Section 18)**

*Examples:*

*Information relating to individuals fleeing from a violent spouse, a victim of sexual harassment or an employee who has been threatened in the course of a work dispute.*

*Information which could reasonably be expected to hamper or block the functioning of an organization or structure that ensures the safety and well-being of the public.*

If the information cannot be reasonably expected to threaten anyone's safety, physical or mental health or interfere with public safety, it should be discussed in open session.

**4. Information relating to confidential evaluations or opinions, such as employments references, may be discussed *in camera*. (Section 19)**

The personal information must be contained in a confidential evaluation or opinion provided to the municipality, and compiled about an individual in order to assess his or her suitability for employment, the awarding of contracts or other benefits. This may involve information on his or her personal strengths or weaknesses, eligibility or qualifications.

*Examples:*

*A verbatim transcript of a reference check of an employment candidate, supplied in confidence*

*A summary of a mix of telephone and written reference checks compiled by an official*

**5. Information, the disclosure of which may be harmful to law enforcement, may be discussed *in camera*. In order for the exception to apply, it is necessary to ensure that specific authority to investigate exists and that the investigation can lead to a penalty or sanction being imposed. Three types of investigations are included: police, security and administrative investigations. (Section 20)**

*Examples:*

*Information about a police investigation, including a special constable, or by a person responsible for investigating offences under the Criminal Code or Traffic Safety Act.*

*Information about a security investigation relating to the security of the organization and its clients, staff, resources or the public.*

*Information about an administrative investigation to enforce compliance or remedy non-compliance with standards, duties and responsibilities defined under an Act, regulation or bylaw.*

**6. Information, the disclosure of which may be harmful to intergovernmental relations, may be discussed *in camera*. This exception has two parts; one deals with harm to relations and the other deals with information given in confidence. (Section 21)**

(a) In order to apply the harm to intergovernmental relations exception, the municipality must demonstrate that the conduct of intergovernmental relations of the Government of Alberta, or other municipality, or Federal Gov't, and not just those of the municipality, would be harmed by disclosure.

*Example:*

*Notes of a private discussion between municipal officials, officials of a 'twinning' municipality in a developing country, the province and the country concerned, where no agreement has been reached between the parties to make their discussions public.*

(b) In order to apply the information exception, the information must have been supplied in circumstances that clearly place an obligation on the municipality to maintain confidentiality.

*Example:*

*Negotiating strategies relating to a federal, provincial and municipal infrastructure program.*

**7. Local public body confidences may be discussed *in camera*. This includes information the disclosure of which could reasonably be expected to reveal a draft of a resolution, bylaw or other legal instrument by which the municipality acts. (Section 23)**

Drafts of resolutions, bylaws or other legal or formal written documents which relate to the internal governance of the municipality or the regulation of the activities over which it has jurisdiction are covered by this exception, however, final versions of a bylaw, resolution or other legal instrument are not. Similarly, if a draft of a resolution, bylaw or other legal instrument has already been considered in a meeting open to the public, this exception cannot be applied.



**8. Advice from officials may be discussed *in camera*. This exception is intended to protect the deliberative process involving senior officials and heads of public bodies, and their staff, as well as among officials themselves. This exception also protects the deliberative process involving senior officials, heads of public bodies and the governing authorities of local public bodies. (Section 24)**

A rule permitting public access to all records relating to policy formulation and decision-making processes in public bodies would impair the ability of those bodies to discharge their responsibilities in a manner consistent with the public interest. This exception is intended to provide a 'deliberative space' for those involved in providing advice, carrying on consultations and making recommendations, so that records may be written with candour and cover all options. This 'deliberative space' is especially important for those involved in the policy-making process. Senior officials and heads of local public bodies may accept or reject the advice and recommendations of those advising them.

*Examples:*

*Information, including proposed plans, policies or projects, the disclosure of which could reasonably be expected to result in disclosure of a pending policy or budgetary decision*

*The contents of a formal research or audit report*

*Plans relating to the management of personnel*

**9. Information, the disclosure of which could reasonably be expected to be harmful to the economic and other interests of a public body, may be discussed *in camera*. (Section 25)**

This exception applies to information the disclosure of which could reasonably be expected to harm the economic interest of a public body or the Government of Alberta, or the ability of the government to manage the economy. It recognizes that a public body may hold significant amounts of financial and economic information that is critical to the financial management of the public sector and the provincial economy.

*Examples:*

*Trade secrets, such as software developed by a public body or special testing equipment which has been kept secret or confidential.*

*A proprietary interest in geographical information systems mapping data or statistical data.*

*Financial forecasts, investment strategies, budgets and profit and loss statements.*

The exception does **not** cover the results of product or environmental testing carried out by or for a public body.

**10. Information relating to testing procedures, tests and audits may be discussed *in camera*. This exception provides protection for the procedures and techniques involved in testing and auditing as well as details relating to specific tests to be given or audits to be conducted where disclosure would invalidate the results. (Section 26)**

*Examples:*

*Environmental testing, staffing examinations, personnel audits, financial audits and program audits.*

**11. Information that is subject to a legal privilege, or relates to the provision of legal services or the provision of advice or other services by a lawyer may be discussed *in camera*. (Section 27)**

*Examples:*

*A letter, fax, e-mail or other correspondence from the municipality's lawyers, including any record attached to correspondence from a lawyer.*

*A note documenting legal advice given by a lawyer or a statement of account from a lawyer detailing the services provided.*

*Information relating to an existing or contemplated lawsuit.*

**12. Information, the disclosure of which may be expected to result in damage to or interfere with the conservation of any historic resource or any rare, endangered, threatened or vulnerable form of life, may be discussed *in camera*. (Section 28)**

*Examples:*

*Information regarding designated municipal historic resources.*

*Information regarding any species of flora or fauna that is of concern because it is naturally scarce or likely to become threatened as a result of disclosure of specific information about it.*

**13. Information that is or will be available to the public may be discussed *in camera*. This exception covers information that is available for purchase by the public or that is to be published or released to the public within 60 days, but does not cover information that is already available to the public. (Section 29)**

**GUIDELINE TO MATTERS WHICH CAN BE  
DISCUSSED IN CAMERA MEETINGS UNDER FOIP ACT**

<b>SEC. #</b>	<b>DESCRIPTION OF INFORMATION:</b>	<b>EXAMPLES:</b>
16	Trade secrets <b>of a third party</b>	Monetary resources, investment strategies, market research, manuals containing scientific, technical information.
17	Harmful to personal privacy	Recorded information about an identifiable individual – name, address, phone number, race, health, education. <b>See s. 17(2) for exceptions.</b>
18	Harmful to individual or public safety	Information relating to individuals threatened with violence, abuse or harassment, interfere with public safety.
19	Confidential evaluations	Reference checks.
20	Harmful to law enforcement	Police, security and administrative investigations.
21	Harmful to intergovernmental relations	Private discussions between municipal officials <b>and</b> officials of another municipal, provincial or federal government.
23	Local public body confidences	<b>Drafts</b> of resolutions or bylaws, legal or formal written documents.
24	Advice from officials	<b>Proposed</b> plans, policies, projects, budgetary decisions, research or audit reports, personnel management plans.
25	Economic interests of the municipality	Trade secrets, <b>in-house developed</b> software, proprietary interest in GIS mapping or statistical data, financial forecasts, investment strategies.
26	Testing procedures, tests and audits	Environmental testing, staffing exams, personnel, financial or program audits.
27	Legal privilege	Correspondence from municipality's lawyers, legal opinions
28	Historic sites or vulnerable life forms	Municipal historic resources, rare flora or fauna likely to be threatened by disclosure of information about it.
29	Information available or to be available to the public	Information that is available for purchase or that will be published within 60 days.



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**BEING A BYLAW OF THE TOWN OF BLACKFALDS, IN THE PROVINCE OF ALBERTA TO REGULATE THE PROCEEDINGS AND CONDUCT OF COUNCIL AND COUNCIL COMMITTEE MEETINGS.**

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**WHEREAS** the Municipal Government Act, S.A. 2000, Chapter M-26, as amended, provides that a Council may pass Bylaws in relation to the procedure and conduct of Council, and committees established by Council, and may regulate the conduct of Councillors and members of committees established by Council;

**AND WHEREAS** Council has deemed it necessary to regulate the procedure and conduct at meetings of council and committees established by Council;

**AND WHEREAS** Council has deemed it necessary to regulate procedures for receiving and responding to communications and submissions to Council;

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

**PART 1 - TITLE**

1. That this Bylaw may be cited as the " Council Procedural Bylaw" of the Town of Blackfalds.

**PART 2 - DEFINITIONS**

2. In this Bylaw:
  - a) "Act" means the Municipal Government Act (MGA or the Act), as amended.
  - b) "Administrative Inquiry" is a request from a Member of Council to the Administration, made at a meeting, for the future provision of information and report.
  - c) "Administrative Representative" refers to the senior Administration resource person appointed to a Committee by the CAO.
  - d) "Agenda" means the list and order of business items for any meeting of Council, or Committees.
  - e) "New Business" shall mean any matter appearing before Council for the first time on an Agenda that requires a decision of Council.
  - f) "Bylaw" means a Municipal Bylaw of the Town.
  - g) "CAO" means the Chief Administrative Officer.
  - h) "Chairperson" means the Member elected from among the Members of a Committee to preside at all meetings of the Committee.
  - i) "Committee" means a committee, board, commission, authority, task force, ad-hoc working group or any other public body established by Council pursuant to this Bylaw.
  - j) "Council" means the elected officials, being the Mayor and Councillors of the Town of Blackfalds.
  - k) "Council Committee Meeting" means a meeting of Council of the Whole and referred specifically as the Standing Committee of Council.
  - l) "Council Meetings" are regularly scheduled or Special Meetings that require the attendance of Council.
  - m) "Delegation" shall mean one or more persons who have formally requested or have been requested to appear before Council at a Council or Standing Committee Meeting, in accordance with this Bylaw.
  - n) "Deputy Mayor" means the Member of Council appointed pursuant to this Bylaw to act as Mayor in the absence or incapacity of the Mayor.

- o) "Ex-officio" means membership by virtue of one's office and/or where appointed by Council.
- p) "FOIP" means the Freedom of Information and Protection of Privacy Act of Alberta.
- q) "In-Camera" means a part of the meeting closed to the public at which no resolution or bylaw may be passed, except a resolution to recommend to Council or revert to a meeting held in public.
- r) "Live Streaming" means to transmit or receive live video and audio coverage of (an event) over the Internet.
- s) "Majority of Council" means fifty (50%) plus 1 of those present, unless Council provides otherwise in this Bylaw;
- t) "Mayor" means the Chief Elected Official of the Town of Blackfalds duly elected.
- u) "Media Representatives" shall mean an employee or agent of a Licensed Broadcaster, a member of the Alberta Weekly Newspaper Association or a member of the Alberta Press Council.
- v) "Member" means a member of Council duly elected and continuing to hold office, or a member of a Committee duly appointed by Council.
- w) "Motion" means a question that has been placed before Council, but which has not yet been subject to a vote by Council.
- x) "Municipal Government Act" means the law under which all Alberta municipalities are empowered to shape their communities.
- y) "Notice of Motion" is the means by which a member of Council brings business before Council.
- z) "Organizational Meeting" shall mean the meeting held for the purpose of scheduling Council Meetings and to make Council appointments to Committees of Council, to be held annually no later than the 2<sup>nd</sup> Regular Council meeting in October.
- aa) "Officer" means the Chief Administrative Officer, Director of Community Services, Director of Corporate Services, Director of Infrastructure and Property Services, or their delegates, all of whom shall be recorded in official minutes if their attendance is required.
- bb) "Point of Information" means a request or statement directed to the Presiding Officer, or through the Presiding Officer to another Member or to the administration, for or about information relevant to the business at hand, but not related to a Point of Procedure;
- cc) "Point of Order" means the raising of a question by a Member with the view of calling attention to any departure from this Bylaw or the customary proceedings in debate or in the conduct of Council's business.
- dd) "Point of Privilege" means all matters affecting the rights and exemptions of Council collectively or the propriety of the conduct of individual Members and includes but is not limited to, the following.
  - i. the organization or existence of Council
  - ii. the comfort of Members
  - iii. the conduct of Administration or members of the public in attendance at the meeting, and the reputation of Members or Council as a whole
- ee) "Point of Procedure" means a question directed to the Presiding Officer to obtain information on a matter of parliamentary law or the rules of Council to assist a Member to:
  - i. make an appropriate motion
  - ii. raise a Point of Order
  - iii. understand the procedure, or

- iv. understand the effect of a motion
- ff) “Presiding Officer” shall mean the Mayor; or in the absence of the Mayor, the Deputy Mayor; or in the absence of the two, any other Member of Council appointed by Council to preside at the Meeting from those Members of Council present.
- gg) “Public Hearing” means a meeting of the Council, or that portion of a meeting of Council during which members of the public make representations to Council in accordance with Section 230 of the Municipal Government Act.
- hh) “Question of Privilege” means raising of a question which concerns a Member, or Council collectively, when a Member believes that another Member has spoken disrespectfully towards them or Council, or when they believe their comments have been misunderstood or misinterpreted by another Member;
- ii) “Quorum” means the majority of Members, fifty (50%) plus 1 of those present, unless Council provides otherwise in this Bylaw;
- jj) “Resolution” means a Motion passed by a majority of Council.
- kk) “Special Meeting” means a meeting called by the Mayor pursuant to the Act;
- ll) “Standing Committee of Council” is a procedural device that permits Council greater freedom of debate.
- mm) “Terms of Reference” means those terms pertinent to the establishment and mandate of a Committee and which are:
  - i. in addition to or beyond the parameters of this Bylaw; and
- nn) “Town” means the Corporation or the Town of Blackfalds.
- oo) “Video” means the recording, reproducing or broadcasting of moving visual images and audio made either digitally or on videotape.

### **PART 3 – APPLICATION**

- 3. This Bylaw applies to:
  - (a) all Regular Council meetings, and
  - (b) all Standing Committee meetings, and
  - (c) all Special Council meetings, and
  - (d) all Council Committee meetings, except for:
    - i. when Council has granted permission to a Committee to establish its own procedures, and
- 4. The precedence of the rules governing the procedure of Council is:
  - (a) the MGA – the Act;
  - (b) other Provincial legislation;
  - (c) this Bylaw, and;
  - (d) a Council Code of Conduct Bylaw, and;
  - (e) the current edition of Robert’s Rules of Order and Parliamentary Procedure.
- 5. To the extent that a matter is not dealt within the Act or this Bylaw, Council shall have regard to Robert’s Rules of Order and Parliamentary Procedure.
- 6. Subject to the appeal process described in this Bylaw, the Presiding Officer or Chairperson shall interpret procedure.
- 7. In the absence of a statutory obligation, any provision of this Bylaw may be temporarily altered or suspended by an affirmative vote of two-thirds of all Members present. A motion to temporarily alter or suspend this Bylaw is not debatable or amendable.



#### **PART 4 - GENERAL**

8. Precedence of the rules governing procedure of Council will be determined as follows:
  - a) Municipal Government Act (and any amendments hereto);
  - b) This Bylaw (and any amendments hereto);
  - c) Robert's Rule of Order (current edition)
9. No Member of Council shall direct or interfere with the performance of any work for the Municipality and shall seek all information through the office of the Chief Administrative Officer or their designate.
10. Members of Council shall subscribe to the Alberta Urban Municipalities Association Ethical Guidelines of Conduct for Members of Council (*APPENDIX A*) and adhere to the Town of Blackfalds Council Code of Conduct Bylaw (and any amendments hereto).
11. A breach of the Section of the Bylaw by any Member of Council may place the Member of Council in the position of censure by Council.
12. Public Hearings, when required or requested by Council, will be held prior to second reading.
13. Motions of Council and any questions of parliamentary procedures shall be dealt with in the manner set out in this Bylaw and the current edition of Robert's Rules of Order and Parliamentary Procedures.

#### **PART 5 - ORGANIZATIONAL MEETING**

14. Council shall hold an annual Organizational Meeting each year not later the 2<sup>nd</sup> regular Council meeting in October.
15. The CAO shall set the time and place for the Organizational Meeting, with the business of the meeting being limited to:
  - (a) the appointments of Members to Committees which Council is entitled to make; and
  - (b) the roster of Deputy Mayors for the Council term; and
  - (c) any other business required by the Act, or which Council or the CAO may direct.
16. Appointments of Council Members to Committees shall be for a term of one year, unless otherwise specified.

#### **PART 6 - INAUGURAL MEETING**

17. The Organizational Meeting immediately following a general municipal election shall be called the 'Inaugural Meeting'.
18. The Mayor and each Councillor shall take the prescribed Oath of Office as the first order of business at the Inaugural Meeting.
19. Until the Mayor has taken the Oath of Office, the CAO shall chair the Inaugural Meeting.

#### **PART 7 - MEETINGS OF COUNCIL**

20. Regular Meetings of Council shall be held in the Council Chambers unless notice is given in accordance with the Act and this Bylaw that the Regular Meeting will be held elsewhere in the Community.
21. Regular Meetings of Council shall be held on the second and fourth Tuesday of every month.
22. If a Regular Meeting of Council falls on a Statutory Holiday, the meeting will take place on the day chosen by Council at the Organizational Meeting.
23. Regular Meetings of Council shall commence at 7:00 pm.
24. Standing Committee of Council is considered to be a Committee of the Whole meeting and typically takes place the third Monday of every month.

25. Standing Committee of Council meetings that fall on a statutory holiday may be cancelled for that respective month as chosen by Council at the Organizational Meeting.
26. Standing Committee of Council shall commence at 7:00 pm.
27. Special Meetings may be called and notice of such Special Meetings shall be given in accordance with the provisions of the Act and this Bylaw.
28. Councillors shall each serve an eight-month rotation as Deputy Mayor, rotating in the manner as agreed upon by Council.
29. A Member who has a pecuniary interest in a matter before Council shall disclose the general nature of the pecuniary interest, and abstain from discussing the matter or voting on the matter, and leave the room until discussion and voting on the matter are concluded, as prescribed in the Act.
30. Council meetings will be recorded and broadcasted through live streaming over the internet and through Town of Blackfalds media channels, as prescribed through applicable Town Policies, Bylaws and in accordance with legislation.

#### **PART 8 – ELECTRONIC PARTICIPATION AT MEETINGS IN EXTENUATING CIRCUMSTANCES**

31. Should a state of emergency or extenuating circumstances where restrictive measures are required electronic participation may be allowed by a member of Council, of a board or committee. Members participating electronically will be counted in determining whether a quorum of members is present and may participate electronically in a meeting.
32. Where the Rules of Procedure conflict with the need to facilitate electronic participation, the Mayor, in consultation with the CAO, shall have the authority to modify the Rules of Procedure to ensure Members can effectively participate in the meeting.
33. The CAO, in consultation with the Mayor, shall establish practices and procedures for electronic participation.
34. Members must notify the CAO a minimum of twenty-four hours prior to the meeting of their intention to participate electronically.
35. The CAO may provide for the electronic participation of staff, including that of the CAO.

#### **PART 9 - NOTICE OF MEETINGS**

36. For all meetings requiring notice, the notice must be:
  - (a) issued a minimum of 24-hours prior to the meeting date;
  - (b) in writing and specify the time, date, location and purpose the meeting;
  - (c) electronically distributed via email to each Council or Committee Member;
  - (d) posted at the Town Office – at the Civic Cultural Centre; and
  - (e) given any other notification as requested by Council or the Committee.
  - (f) Despite Section 27, the Mayor may call a Special Meeting of Council, on shorter notice without giving notice to the public, provided two-thirds (2/3) of the whole Council give written consent to holding the Meeting before the Meeting begins.

#### **PART 10 - CANCELLATION OF MEETINGS**

37. A Regular Meeting may be cancelled:
  - a) by a majority of Members at a previously held meeting; or
  - b) with the written consent of a majority, providing twenty-four (24) hours' notice is provided to Members and the public; or
  - c) with the written consent of two-thirds (2/3) of the whole Council if twenty-four (24) hours' notice is not provided to the public.
38. A Special Meeting, called under the initiative of the Mayor, may be cancelled:

- a) by the Mayor if twenty-four (24) hours written notice is provided to all Members and the public; or
  - b) if less than twenty-four (24) hours' notice is provided, the Mayor may cancel with the written consent of two-thirds (2/3) of the whole Council.
39. A Special Meeting, requested in writing by a majority of the Members, may be cancelled:
- a) with the written consent of the requesting Members, if twenty-four (24) hours' notice is provided to the Members and the public; or
  - b) if less than twenty-four (24) hours' notice is provided, with the written consent of two-thirds (2/3) of the whole Council.

#### **PART 11 - AGENDA**

40. The Agenda shall list the items and order of business for the meeting.
41. The CAO shall ensure copies of the Agenda are:
- a) available online to the public no later than 4:00pm on the Friday prior to the day on which the Regular Council meeting is held and by 4:00 pm on the Thursday prior to a Standing Committee meeting or any Council meeting held on a Monday.
  - b) Electronically distributed and available to all members of Council and Officers who are entitled to receive copies.
42. The CAO shall make the Agenda and all reports and supplementary materials (unless they must or may be withheld under the Act or any other statute dealing with access to information) available on the municipal website to the media and public.
43. All agenda submissions shall be received by the CAO no later than 4:30pm on the Wednesday prior to agenda posting.
44. Only material which has been received in accordance with Section 38 of this Bylaw shall be considered at the meeting for which the Agenda is prepared.
- a) If an emergent or time sensitive matter needs to be brought before Council at any meeting the item shall:
    - i. be accompanied by a brief explanation from an Officer indicating the reasons for, and the degree of urgency of the item; and
    - ii. be permitted to be added by the Presiding Officer considered as an addendum to the Agenda upon a majority vote of Council.
45. The standard order of business on the Agenda shall be as follows unless Council otherwise determines by a majority of vote a change in order:
- (a) Call to Order
  - (b) Adoption of Agenda
  - (c) Delegation
  - (d) Public Hearing
  - (e) Business Arising from Minutes
  - (f) Business
  - (g) Action Correspondence
  - (h) Information
  - (i) Round Table
  - (j) Approval of Minutes
  - (k) Notices of Motion
  - (l) Business for the Good of Council
  - (m) Confidential
  - (n) Adjournment
46. The Presiding Officer shall call the meeting to order at the time appointed at the prescribed meeting time in accordance of Section 25. Section 23
47. Council must vote to adopt or amend the agenda prior to carrying out any business.

If a delegation wishes to make a presentation to Council the Delegation must submit a written request in the form of a Delegation Application to the office of the CAO, no



later than noon on the Wednesday prior to a Regular Council meeting. The Delegation Application is provided as *Appendix B*.

48. Public Hearings shall be conducted in accordance with the procedures set out in *APPENDIX C*.
49. Business Arising from Minutes will include business which was on the agenda of a previous meeting and was not completed and will include all information relative to the issue including the expected motion.
50. Business items include templated reports from Administration for items requesting direction from Standing Committee or a decision from Council, or information items on a Committee or Council report.
  - a) Items included as information require no motion of acceptance or approval.
  - b) Request for Decision items include a recommendation by Administration and a request for a decision by Council, at which time Council may:
    - i. Vote on the recommended motion; or
    - ii. Refer back to Administration for further consideration; or
    - iii. Vote on an amended motion as determined through debate and presented by a member of Council.
51. Action Correspondence includes items that require follow up action which in turn requires a motion of Council.
52. Information includes items of correspondence addressed to Mayor and/or Council and all content shall be subject to the Freedom of Information and Privacy Act.
53. Round Table will take place only on the second regular Council meeting each month and Council will provide Administration, by the 16<sup>th</sup> of each month, a summary report of meetings, events and activities using the template provided.
54. The CAO Report will include monthly administrative activities and will be provided as a verbal report at the second monthly Regular Council Meeting.
55. Approval of Minutes will include the minutes from a prior Council meeting and will be circulated within the agenda package.
  - a) Upon determination that minutes are accurate and contain no major errors or omissions Council shall adopt the minutes as circulated.
  - b) Minutes that require major amendments must be amended and brought forward to the next meeting for adoption.
  - c) Minor amendments may include spelling, grammar and any changes that do not affect the context of an item or a motion of Council.
56. Where a Confidential matter is included on the agenda, the section of FOIP that allows information to be protected from disclosure will be cited on the agenda and reflected in the minutes, as set out in *APPENDIX D – Guideline to Matters Which can be Discussed In Camera Meetings*. Confidential items are those items that are discussed as per Section 197(2) of the Municipal Government Act “In Camera” and are confidential items of discussion between Council, Administration and invited persons. No minutes, notes, or recordings of the discussions will take place and any reports provided to Council will be returned to the CAO.
57. A Notice of Motion is made to serve notice of intent and must give sufficient detail so that the subject of the Motion and any proposed action can be determined, must state the date of the meeting at which the Motion will be made, and must meet the following requirements:
  - a) Any member of Council may make a Motion introducing any new matter of municipal business provided that the Notice of Motion has been brought forward at a meeting of Council held at least seven days before the meeting at which time the motion will be debated or Council passes a Motion by majority vote dispensing of the period of notice.
  - b) A Council member who submits a written Notice of Motion to the CAO, to be read at a meeting, need not be present during the reading of the notice.
  - c) When notice has been given, the CAO will include the proposed Motion in the Agenda of the meeting for the date indicated in the Notice of Motion.

- d) If the Council Member is not present for the indicated date, the Motion will be deferred to the next regular Council meeting. If the Council Member is not present at the next regular Council meeting the Motion will be removed from the Agenda and may only be made by a new Notice of Motion.

## **PART 12 - COMMUNICATIONS**

- 58. When a letter or correspondence is addressed to Council, it shall be directed through the CAO and shall:
  - a) be on paper or in a printable form;
  - b) be dated and signed by the Presiding Officer and CAO;
  - c) be placed on an agenda as either an Information item or Action Correspondence;
  - d) and properly placed within the Town's filing system.
- 59. Follow up on the correspondence may include:
  - a) Discussion on the item under information during the Regular Council meeting;
  - b) Directive to Administration to provide response to the item of correspondence.
- 60. In situations where the CAO considers correspondence to be libelous, impertinent or improper, the CAO will summarize the content of the communication verbally and inform Council that it is being withheld.

## **PART 13 - QUORUM**

- 61. When a quorum is present at the time set for commencement of a Council meeting, the Presiding Officer shall call the meeting to order.
- 62. If there is a quorum present at the time set for commencement of a meeting, but the Mayor and Deputy Mayor are absent, the CAO shall call the meeting to order and shall call for a Presiding Officer to be chosen by resolution.
- 63. If a quorum is not constituted within fifteen minutes from the time set for commencement of a Council meeting, the CAO shall record the names of all the Members present and adjourn the meeting.
- 64. If a Council meeting is adjourned for:
  - a) failure to constitute a quorum; or
  - b) due to loss of quorum as a result of a Member leaving the meeting;the Agenda delivered for that Council meeting shall be considered at the next Regular Meeting of Council unless a Special Meeting is conducted to complete such business.

## **PART 14 - ADJOURNMENT**

- 65. Regular Council Meetings shall adjourn no later than 10:00 pm unless: if in session at that time, except to conclude the matter under discussion, and Council shall recess and reconvene at 6:00 pm on the next business day unless:
  - a) A matter under discussion has not concluded;
  - b) otherwise directed by Council; or
  - c) Council, by resolution of a majority vote, taken as soon before 10:00 pm as the business permits, agree to an extension of the meeting beyond 10:00 pm.
- 66. If adjournment takes place and unfinished business remains, these items will be carried over to the next regular meeting of Council.
- 67. A Member may move a motion to adjourn a Meeting at any time, except when:
  - a) another Member has the floor;
  - b) a call for a vote has been made;
  - c) the Members are voting Council is In-Camera; or
  - d) a previous motion to adjourn has been defeated and no other intervening proceedings have taken place.

- 68. A motion to adjourn shall be put without comment or debate.
- 69. When all items of an approved agenda have been dealt with, the Presiding Officer may adjourn the meeting without requiring a motion or vote by Council.

#### **PART 15 – RECESS**

- 70. Any Member may move that Council recess or break for a specific period. After the recess, business will be resumed at the point when it was interrupted. This motion may not be used to interrupt a speaker.
- 71. A motion to recess may be amended only as to length of time, but neither the motion nor the amendment is debatable.
- 72. If no speaker is addressing Council, the Presiding Officer may call a recess for a specific period.

#### **PART 16 – MINUTES OF COUNCIL MEETINGS**

- 73. The CAO shall ensure minutes of a Council meeting are prepared and included in the agenda package distributed to each Member of Council for the next meeting.
- 74. Minutes shall be available to the public including on the Town's website on the same week as to when they were approved by Council.
- 75. The Presiding Officer shall present the minutes to Council with a request for a motion to formally accept the Minutes.
- 76. Any Member of Council may make a motion requesting that the Minutes be amended to correct any inaccuracy or omission.
- 77. Minor changes may be made to the minutes to correct errors in grammar, spelling and punctuation or to correct the omission of a word necessary to the meaning or continuity of a sentence. No change shall be allowed which would alter the actual decision made by Council.
- 78. If a Member wishes to challenge the accuracy of the minutes of a previous meeting, the Member must make the challenge known to the CAO before Council has officially confirmed the minutes.

#### **PART 17 – CONDUCT OF BUSINESS**

- 79. Council meetings will be held in public and no person may be excluded except for:
  - a) improper conduct; or
  - b) Council may, by resolution, meet In-Camera to discuss any matter if a statute authorizes the holding of that meeting in the absence of the public.
- 80. The Presiding Officer shall preserve order, decorum, and decide questions of procedure subject to an appeal of Council; and the decision of the Presiding Officer shall be final unless reversed by a majority vote of the members present, without debate.
- 81. No Member of Council shall:
  - a) speak without first being recognized by the Presiding Officer; and being granted the floor.
  - b) speak twice to the same item after a motion on any agenda item is tabled, without the leave of Council, until every member of Council has an opportunity to speak, except to make an inquiry or an explanation that may have been misconstrued; and no Member of Council having first received their opportunity to speak.
- 82. The Presiding Officer shall give each Member of Council, who wishes to speak on a matter on the Council Agenda, an opportunity to do so before calling the question.
- 83. When a Member or Officer wishes to speak at a Council meeting, they shall obtain the approval of the Presiding Officer before doing so.



84. Every Member of Council, and every member of Administration present at the meeting, in speaking to any question or Motion, shall address themselves only to the Presiding Officer.
85. When any Point of Order, Point of Procedure, or Question of Privilege arises, it shall be immediately taken into consideration.
86. When the Presiding Officer is called upon to decide a Point of Order, Point of Procedure, or Question of Privilege the point shall be stated, succinctly and the Presiding Officer shall when giving his/her decision on the point cite the rule or authority applicable to the same.
87. When a Point of Information is raised, the Presiding Officer shall answer the question or direct the question to the appropriate Member of Council, or Administration.
88. When a Point of Privilege arises, the Presiding Officer shall rule upon the admissibility of the question and, if the Presiding Officer rules favorably, the Member of Council who raised the Point of Privilege shall be permitted to pursue the point.
89. When the Presiding Officer wishes to debate or make a motion, he / she shall vacate the Chair and request another Member to take the Chair, in the following order:
  - a) Deputy Mayor
  - b) Any other Member of Council.
90. If no other Member of Council is willing to accept the Chair, the Presiding Officer will continue as Chair, however, will be allowed to make a motion and/or debate under the same rights and restrictions as other Members.
91. A person who is not a Member or Officer shall not address Council unless they first obtain permission from the Presiding Officer.
92. Members of the public gallery during a Council meeting:
  - a) Shall not address Council without permission;
  - b) Shall maintain order and quiet; and
  - c) Shall not applaud or otherwise interrupt any speech or action of the Members, or any other person addressing Council.
93. The Presiding Officer may, in accordance with the Act, expel and exclude any person who creates a disturbance or acts improperly.
94. When a Member or Officer is addressing the Presiding Officer every other Member or Officer shall:
  - a) Remain quiet and seated;
  - b) Not interrupt the speaker except on a Point of Order, Point of Procedure or Question of Privilege; and
  - c) Not carry on a private conversation.
95. When a Member is addressing Council, the Member shall:
  - a) Not speak disrespectfully of others;
  - b) Not shout, raise his / her voice or use offensive language;
  - c) Not reflect on any vote of Council except when moving to rescind it and shall not reflect on the motives of the Members who voted on the motion, or the mover of the motion;
  - d) Assume personal responsibility for any statement quoted to Council or upon request of Council shall give the source of the information.
96. When a Member wishes to leave the Council Chambers while a Meeting of Council is in progress, he/she must indicate his /her intention and await the Presiding Officer's permission prior to leaving.

## **PART 18 – MOTIONS**

97. A member who wishes to submit a motion in excess of 25 words shall do so in writing.
98. After a motion has been moved, and prior to any vote, it is the property of Council and may not be withdrawn without the consent of a majority of Council.

99. Every motion or resolution shall be stated or read by the mover.
100. Any motion made in the negative shall be ruled out of order.
101. A request may be made to have the Recording Secretary read back the motion, as made, for clarity prior to being put to vote.
102. Council or committees may act on a motion pertaining to a subject which is not on the agenda with unanimous consent only.
103. When duly moved, a motion will be open for discussion and debate. The Presiding Officer will determine if a Member can speak twice to the same issue prior to other Members and officers have the opportunity.
104. The mover of a motion may speak and vote for or against the motion.
105. No motion other than an amending motion or motion to table or refer shall be considered until the motion already before Council has been disposed of.
106. Notices of Motion shall be in accordance to Section 54 of this Bylaw.
107. When a motion is tabled without being settled, no similar or conflicting motion which would restrict action on the first motion may be introduced or adopted.
108. Where the Town has a contractual liability or obligation, Council shall not reconsider, vary, revoke, or replace any motion except to the extent that it does not avoid or interfere with such liability or obligation.
109. The following motions are not debatable by Members:
  - a) Adjournment
  - b) To take a recess
  - c) Question of Privilege
  - d) Point of Order
  - e) To limit debate on a matter before Members
  - f) To table the matter
110. Amending Motions are those motions where word(s) or paragraphs are inserted or struck out of the original motion and can be made by any Member and must be in agreement to the Member originating the motion.
111. Amendments shall be voted on in a reverse order to that in which they have been moved, and all amendments shall be decided on or withdrawn before the original motion is put to a vote.
112. To refer a Motion is to state which Committee or Administrative department is to receive the motion for research/further information, and shall include terms, timelines and other relevant information.
113. A motion to postpone any matter shall include in the motion:
  - a) a specific time to which the matter is postponed; or
  - b) provision that the matter is to be postponed indefinitely.
114. A motion to postpone a matter is amendable and debatable.
115. Any matter that has been postponed to a particular date, or indefinitely, shall not be considered by Council before the date set, except on a majority vote of the Members present.
116. A tabling motion allows a matter without debate to be set aside and brought back at a later date.
117. A Motion to adjourn is not subject to debate and is voted on immediately.

## **PART 19 - VOTING ON MOTIONS**

118. When debate on a motion is closed, the Presiding Officer shall put the motion to a vote, and this decision shall be final unless overruled by a majority vote of the Members present at the

meeting.

119. No member shall leave the Council Chamber after a question is put to a vote and before the vote is taken.
120. If any Member of Council wishes to have a Recorded vote, the request for a recorded vote must be made prior to the vote being taken and recorded in the meeting minutes. (Section 185 MGA).
121. Votes on all motions must be taken as follows:
  - a) the Presiding Officer must declare the motion and call for the vote;
  - b) Members must vote by a show of hands
  - c) the Presiding Officer must declare the result of the vote.
122. After the Presiding Officer declares the result of the vote, Members may not change their vote for any reason.
123. A question or motion shall be declared lost when it:
  - a) does not receive the required majority of votes; or
  - b) receives an equal division of votes.
124. Each Member present shall vote on every motion as prescribed by the Act, unless the Act or other provincial or federal enactment requires or permits the Member to abstain, in which case the Member shall cite the legislative authority for abstaining, and the CAO shall record the abstention and reasons in the minutes.
125. A Member shall not vote on a matter if they are absent from the Council Chambers when the matter has been heard, the vote is called.
126. The outcome of every vote shall be incorporated into the official minutes.
127. Where a motion is not carried unanimously by those members present, then the names of those who voted for and against a motion shall be entered upon the minutes for motions that are carried or defeated.

## **PART 20 – BYLAWS & POLICIES**

128. Draft bylaws and policies shall be prepared by the appropriate Administration member and shall be reviewed at a meeting of the Standing Committee of Council before being presented at a Regular Council Meeting.
129. When a Bylaw is presented to Council for enactment, the CAO shall publish the number and title of the Bylaw in the Agenda.
130. The CAO shall provide a copy of the Bylaw in full and include it in the agenda package.
131. Every Bylaw shall have three readings. Only the title or identifying number must be read at each reading.
132. A Bylaw shall be introduced for first reading by a motion that the Bylaw be read a first time.
133. Prior to first reading, a Member may ask questions of clarification concerning the Bylaw.
134. Council shall vote on the motion for first reading of a Bylaw without amendment or debate.
135. A Bylaw shall be introduced for second reading by a motion that it be read a second time.
136. After a Member has made a motion for second reading of a Bylaw, Council may:
  - a) debate the substance of the Bylaw; and
  - b) propose and consider amendments to the Bylaw.
137. A Bylaw shall not be given more than two readings at one meeting unless the Members present unanimously consent that the Bylaw may be presented to Council for third



reading.

138. When Council unanimously consents that a Bylaw may be presented for third reading:
- a) motion for third reading of the Bylaw shall be made;
  - b) Council shall vote on the motion without amendment or debate;
139. A Bylaw shall be passed when a majority of the Members voting on third reading vote in favor, provided some other applicable Provincial Statute or Bylaw does not require a greater majority.
140. In conformance with the Act:
- a) if a Bylaw does not receive third reading within two years from the date of first reading, the previous readings are deemed to have been rescinded; and
  - b) if a Bylaw is defeated on second or third reading the previous readings are deemed to have been rescinded.
141. Upon being passed, a Bylaw shall be signed by the Presiding Officer of the meeting at which it was passed as well as the CAO, and then shall have the Town's corporate seal applied.
142. Hard copies of all Bylaws and Policies will be maintained and will be provided as public information on the Town's official website.
143. Bylaws which require approval from the Province of Alberta shall receive two readings prior to submission of a certified copy to the Provincial authorities. The third reading will take place only after the signed approval of the Provincial Authority is received.
144. Bylaws and policies will come into effect as soon as they are passed unless they contain a deferred date for implementation.
145. Policies shall be presented for discussion and passed by a simple majority at one sitting and shall come into effect as soon as they are passed unless they contain a deferred date for implementation.
146. Upon being passed, a Policy shall be signed by the Presiding Officer of the meeting at which it was passed as well as the CAO.

#### **PART 21 – STANDING COMMITTEE OF COUNCIL**

147. Standing Committee of Council is considered to be Committee of the Whole
148. The Deputy Mayor will chair or be the Presiding Officer for the Standing Committee of Council.
149. Quorum of the Standing Committee of Council is a majority of Council Members.
150. Procedures in Standing Committee of Council only differ from Council's in that:
- a) A member of Council may speak more than once, provided that all Council members who wish to speak to the matter have been permitted to speak;
  - b) a member of Council may speak even though there is no motion on the floor, but if there is a motion on the floor, a Council member shall only address that motion;
  - c) the only motions permitted are:
    - i. to make recommendations to Council to adopt reports and/or to recommend amendments;
    - ii. to amend its own recommendations;
    - iii. to move to meet In-Camera and subsequently to revert to a meeting held in public;
    - iv. to recess

#### **PART 22 - COMMITTEES**

147. Council may establish Committees as are necessary or advisable for the orderly and efficient handling of the affairs of the Town through the Board/Committee Policy and established Terms of Reference for said Boards & Committees.



**TOWN OF BLACKFALDS  
BYLAW 1257.21**

**PART 23 - REPEAL**

148. That Bylaw 1183.14 and 1233.19 are hereby repealed upon this Bylaw coming into effect.

**PART 24 - DATE OF FORCE**

149. 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 MYRON THOMPSON**

READ for the second time this \_\_\_\_\_ day of \_\_\_\_\_, A.D. 20\_\_.

(RES. \_\_\_\_\_ )

\_\_\_\_\_  
**MAYOR JAMIE HOOVER**

\_\_\_\_\_  
**CAO MYRON THOMPSON**

READ for the third and final time this \_\_\_\_\_ day of \_\_\_\_\_, A.D. 20\_\_.

(RES. \_\_\_\_\_ )

\_\_\_\_\_  
**MAYOR JAMIE HOOVER**

\_\_\_\_\_  
**CAO MYRON THOMPSON**

**List of Appendices:**

- Appendix A - AUMA Ethical Guidelines
- Appendix B –Delegation Application
- Appendix C - Public Hearing Process and Template
- Appendix D - Guideline to Matters which can be Discussed In Camera Meetings

**Legislative References:**

- Municipal Government Act of Alberta – and any amendments
- Town of Blackfalds Policy 136.19
- Town of Blackfalds Bylaw – Council Code of Conduct



## **TOWN OF BLACKFALDS STANDING COMMITTEE MEETING COMMITTEE REPORT**

**MEETING DATE:** November 15, 2021

**PREPARED BY:** Darolee Bouteiller, Finance Manager

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

**SUBJECT:** 2022 Budget Planning Timeline Dates

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### **BACKGROUND:**

Section 242 of the Municipal Government Act (MGA) requires that a budget be approved prior to the start of each year. A balanced operating budget must be approved by Council every calendar year.

A preliminary budget schedule with suggested timelines and activities is being provided for Council's review and consideration (attached). The annual budgets the Town of Blackfalds creates consists of 2022 Operating Budget with a three- year forecast, and a 2022 Capital Budget with a ten-year Capital Plan. Both Budgets will follow a process consisting of four phases; Planning & Directing, Development, Endorse & Approve and Communicate. Council will be required to give direction, endorse, and approve during the various phases of the budget. Administration's responsibilities are to develop the budget based on the Council priorities, strategic plans, and MSP.

### **DISCUSSION:**

This budget schedule follows the Budget Planning Policy and Procedures and ensures both Council & Administration have a set schedule to move forward with endorsements throughout the process. This schedule includes both Capital and Operating Budget timeframe for planning, reviews, and approvals at all levels.

This year it will be our intention to approve a Final 2022 Capital Budget and Ten- year Capital Plan on December 14, 2021. Capital planning discussions will commence early July and budget development throughout August & September, with CAO & Director endorsement by mid October. A Draft of the Capital Budget 2022-2031 will be reviewed with council in detail during the November 15, 2021 Standing Committee Meeting. Any changes from the capital review with council will be incorporated into the Final budget and presented at the Dec 14 RCC for approval.

It is further our intention to have council approve an Interim Operating Budget for 2022, on Dec 14, 2021. Followed by approval of the Final Operating Budget 2022 on Feb 22. As set out in the budget planning policy section 5. An interim operating budget may be adopted for a portion of the calendar year.

#### **5. Interim and Final Budget**

- 5.1 *The interim budget will be approved prior to December 31 of the year preceding the budget. This provides legislated approval for the municipality to make expenditures.*





## TOWN OF BLACKFALDS STANDING COMMITTEE MEETING COMMITTEE REPORT

- 5.2 *The final assessment for the fiscal year is received by February of the year in question. Prior to approval of the tax rate bylaw, the interim budget needs to be adjusted to reflect the new assessment and requisitions (if available) for the schools and senior requisitions. The interim budget with amendments for tax revenue, assessment and requisitions will be presented for approval as final budget prior to the tax bylaw being presented.*

The Operating Budget development commenced June 30 with preliminary work and updates. Administration will prepare an Interim Operating Budget for Council approval on Dec 14. Administration will continue to develop the 2022 Operating Budget and have available to Council a version of the Draft Operating budget by December 31. An Operating budget workshop with Council will be scheduled for February 3 & 4. The workshop will review the Draft Operating budget. The Final Operating Budget will reflect consideration from the workshop and be presented to Council for final approval on Feb 22, 2022 RCC.

The decision to extend the operating budget to include an interim budget for the first two months of 2022 will allow a newly elected council more time to familiarize themselves with procedures and significantly more time to review the Draft Budget and prepare for the workshop prior to approving the Final Operating budget. This is a process readily adopted by many municipalities.

Should the budget process require additional deliberation or a special meeting, Administration will make allowances at that time. The final budget will be prepared using the custom-built reports from Questica.

Administration has made one change since this was last in front of Council. This change moved the budget workshop from the evenings of the 2<sup>nd</sup> and 3<sup>rd</sup> February to the evening of Friday the 4<sup>th</sup> and the morning of Saturday the 5<sup>th</sup>. This will ensure Council will have adequate time for discussions and deliberations

### **FINANCIAL IMPLICATIONS:**

The budget is a requirement based on Section 242 of the Municipal Government Act. It is a core document that provides financial guidance and information to staff regarding how Council wishes to manage the operations of the municipality to implement their policies and programs.

### Attachments:

- 2022 Budget Timeline

### **Approvals:**

CAO Myron Thompson

Department Director/Author

# Town of Blackfalds

## 2022 Budget Preparation TimeLine

Activity	Details	Budget Phase		June	July	August	September	October	November	December	Jan-22	Feb-22	Mar-22	Apr-22
Budget Timeline **	Finance to Present 2022 Budget Timeline to Council for approval	Planning	RCC	22										
Public Engagement Discussion	Determine an effective Public Engagement Program. Should be a combination of events, and done prior to finalizing a draft. Council Planning approval of public engagement		RCC		13									
Staffing Updates in Questica	Update roles, positions and individuals in Questica	Develop	Adm.	30 -	31									
Prepare the in house Budget Survey*	Budget Survey - In house Council to review	Endorse	RCC			24								
Operating Budget - Preliminary	Staffing Plan Discussions, with CAO, Directors & HR	Planning	Adm.			30								
Budget Survey *	Budget Survey - On- line for citizens to complete	Develop	Adm.			30	15							
Operating Budget - Preliminary	Utility Rates Discussions with CAO & Director of Infrastructure & Planning	Planning	Adm.			31								
Budget Survey - Report *	Report back to Council the results of the Budget Survey	Communicate	RCC				28							
Operating Budget - Preliminary	Staffing Plan Approvals with CAO, Directors & HR	Endorse	Adm.				15							
Budget Open House	Community Engagement for Council	Develop	Council				8							
Operating Budget - Preliminary	Utility Rates Discussions with CAO & Director of Infrastructure & Planning	Endorse	Adm.				15							
Capital Budget Planning	Finance to review the 10 Year Capital Plan with Directors and Managers. Various meetings throughout the month, adjust priorities, timelines and project scope of the 10 year capital Plan. Discussions completed by end of August.	Planning	Adm.		1st -	31								
Questica Training **	Give Budget Managers, Directors and CAO , and staff Questica refresher Offer two days.	Planning	Workshop			26-27								
Operating Budget - Preliminary Work	Finance - Set up operations centres with established Insurance, Utilities, Telephone, Debenture Debt & Interest, etc. Complete for end of August	Develop	Adm.			31								
Operating Budget - Preparation	Rollout Budget Manager access; allow 2.5 weeks for budgets to be entered into the 2022 budget. Beginning September, to be finished by the 18th	Develop	Adm.				1-17							
Budget Assumptions To Council *	Pre-Council Meeting for Council to give General Budget Direction. Council to set priorities, focus areas and give general budget direction. Pre- Council Meeting 5 -7, Timeline moved to September, extend invites to all municipal Candidates for the upcoming election as observers.	Planning	RCC				28		9					
Capital Budget Planning	Finance to prepare, alter and rebalance the changes to the 10 Year Capital Plan. Completed by Sept.	Develop	Adm.				30							
Operating Budget - Director Review **	Administrative review Budgets with Managers, Directors & CAO - Director Approval to be completed by Oct 2	Endorse	Adm.				18	28th - 7						
Capital Budget - CAO Approval	CAO & Director Approval of Final Capital Budget and 10 Year Plan	Endorse	Adm.					15						
Capital Budget - Draft Preparation	Make Available copies of the DRAFT Capital Budget and ten-year Capital plan	Communicate	Adm.					31						
Operating Budget - Balance	Finance to balance operations budget, make revisions requested by Directors, Final Review - CAO Approval	Endorse	Adm.					31						
Capital Budget - Draft Approval	Review of Capital Budget and Ten year Capital Plan with Council. Pre Council Meeting 5:30 - 7 PM.	Endorse	RCC						15					

## 2022 Budget Preparation TimeLine

[illegible]





## TOWN OF BLACKFALDS STANDING COMMITTEE MEETING COMMITTEE REPORT

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**MEETING DATE:** November 15<sup>th</sup>, 2021

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

**SUBJECT:** 10-year Capital Budget

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### BACKGROUND:

Each year, legislation requires a Municipality to develop long term capital plans. Generally, Administration provides the annual capital budget and the 10-year capital plan to Council at the budget workshops. This year, the plan is presented at a similar time as last year for Council's review and consideration.

### DISCUSSION:

The 10-year Capital Plan, as presented, highlights several projects that will assist with current Community needs and the sustainability of Town infrastructure. The presentation of the 10-year capital plan has changed to include the broad functional areas (Engineered Structures, Facilities etc.) and it has also divided the functional areas into further classification. The classification includes both Asset Replacement and New Assets. Spending on existing infrastructure will be classed under the replacement, whereas items listed under New will include all new Infrastructure that is needed. These changes to the plan will help tie the Asset Management strategy to the 10-year capital plan. The document will clearly identify what is required to replace and maintain existing infrastructure.

### Changes to the 10-year plan:

#### Engineered Structures – Networks System Replacement

- Added Air Photos and Contours in 2023
- Added Transportation Master Plan in 2025
- Added Functional Study Highway access in 2030

#### Engineered Structures – Network Systems New

- Added additional budget for North West Storm project in 2023
- Moved Duncan & Leung Road Phase 2 to 2025
- Added Utility Project for the new Catholic School in 2023
- Added Downtown Revitalization Phase 2 in 2031

### FINANCIAL IMPLICATIONS:

The total plan includes \$54.81 Million in spending over the 10-year period funded by the following resources:

Annual Grant Programs	\$ 20.61M
Project Specific Funding	\$ 0.38M
Developer/Offsite Levies	\$ 3.65M
Reserve Contributions	<u>\$ 30.17M</u>
<b>Total</b>	<b>\$ 54.81M</b>



## TOWN OF BLACKFALDS STANDING COMMITTEE MEETING COMMITTEE REPORT

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The current 10-year plan has not identified any debt borrowing and as a result, the Town will peak at 58% of the 2020 Statutory Debt Limit. Debt Servicing is expected to reach 27% of the limit at \$1.66M in principle and interest payments per year.

In the fourth quarter of 2021, Administration borrowed the remainder for the Eagle Builder Center and Servus Credit Union Public Library which is reflected in the above number. However, it is noted in the current debt schedule that interest only payments are being made for the next 3 years (Library) and 4 years (Eagle Builder Centre). By doing this, it smooths out the Town's debt servicing as the Abbey Centre and RCMP building debenture will be completely paid off. Another benefit of this structured repayment schedule is that the original debenture was to be borrowed over 25 years, however, the increase in available debt servicing once the other two debentures are paid off allows for the reduced amortization from 25 years down to 15 years. This net effect will save the Town approximately \$1.8 Million in interest.

### Attachments:

- *Appendix A - 10-Year Capital Plan Expenses*
- *Appendix B – 10-Year Capital Plan Funding*

### APPROVALS

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CAO Myron Thompson

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Department Director

Appendix A  
Town of Blackfalds  
Capital Expenditures  
2022-2031

Town of Blackfalds  
Multi Year Capital Program  
Capital Expenditure Summary  
2022-2031

		10 Year										
Engineered Structures		Total	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
<u>Networks</u>												
Replacement		12,525,000	285,000	2,190,000	2,150,000	3,250,000	1,750,000	150,000	2,150,000	150,000	300,000	150,000
New		9,500,000	<u>2,000,000</u>	<u>1,200,000</u>	<u>-</u>	<u>2,100,000</u>	<u>3,200,000</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>1,000,000</u>
Subtotal		22,025,000	2,285,000	3,390,000	2,150,000	5,350,000	4,950,000	150,000	2,150,000	150,000	300,000	1,150,000
<u>Major Assets</u>												
Replacement		6,900,000	-	400,000	6,400,000	100,000	-	-	-	-	-	-
New		12,550,000	<u>-</u>	<u>-</u>	<u>2,800,000</u>	<u>2,000,000</u>	<u>-</u>	<u>5,250,000</u>	<u>-</u>	<u>-</u>	<u>2,500,000</u>	<u>-</u>
Subtotal		19,450,000	-	400,000	9,200,000	2,100,000	-	5,250,000	-	-	2,500,000	-
Buildings												
Replacement		200,000	200,000	-	-	-	-	-	-	-	-	-
New		2,000,000	<u>-</u>	<u>-</u>	<u>1,000,000</u>	<u>-</u>	<u>1,000,000</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Subtotal		2,200,000	200,000	-	1,000,000	-	1,000,000	-	-	-	-	-
Equipment & Machinery												
Replacement		3,716,000	533,000	960,000	588,000	340,000	330,000	300,000	160,000	-	505,000	-
New		409,000	<u>284,000</u>	<u>-</u>	<u>125,000</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Subtotal		4,125,000	817,000	960,000	713,000	340,000	330,000	300,000	160,000	-	505,000	-
Land Improvements												
Replacement		65,000	-	65,000	-	-	-	-	-	-	-	-
New		3,420,000	<u>600,000</u>	<u>710,000</u>	<u>1,250,000</u>	<u>310,000</u>	<u>200,000</u>	<u>200,000</u>	<u>50,000</u>	<u>50,000</u>	<u>50,000</u>	<u>-</u>
Subtotal		3,485,000	600,000	775,000	1,250,000	310,000	200,000	200,000	50,000	50,000	50,000	-
Vehicles												
Replacement		2,658,578	900,000	90,000	160,000	43,000	55,000	950,000	32,000	182,078	246,500	-
New		870,000	<u>-</u>	<u>-</u>	<u>70,000</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>800,000</u>	<u>-</u>	<u>-</u>
Subtotal		3,528,578	900,000	90,000	230,000	43,000	55,000	950,000	32,000	982,078	246,500	-
Total												
Replacement		26,064,578	1,918,000	3,705,000	9,298,000	3,733,000	2,135,000	1,400,000	2,342,000	332,078	1,051,500	150,000
New		28,749,000	<u>2,884,000</u>	<u>1,910,000</u>	<u>5,245,000</u>	<u>4,410,000</u>	<u>4,400,000</u>	<u>5,450,000</u>	<u>50,000</u>	<u>850,000</u>	<u>2,550,000</u>	<u>1,000,000</u>
Total		54,813,578	4,802,000	5,615,000	14,543,000	8,143,000	6,535,000	6,850,000	2,392,000	1,182,078	3,601,500	1,150,000



**Town of Blackfalds  
Multi Year Capital Program  
2022-2031**

**Engineered Structures - Network System Replacements**

Project	From	To	Asset Type	Department	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
South Street Improvement				32		1,000,000	1,000,000	2,000,000						
Cotton Wood Drive	Cotton Wood Dr	RR 27-0	Road - Surface	32					1,000,000		2,000,000			
East Railway	Broadway Ave	South Street	Road - Surface	32		1,000,000	1,000,000	1,000,000						
Annual Pavement Replacement	Various	Various	Road - Surface	32		150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000
General Intersection Upgrades	Various	Various	Road Surface	32					600,000					
Pavement Quality Study	Various	Various	Study	32	110,000									
Gregg St/ Hwy 2A Intersection Improvements	Gregg St	Panorama Drive	Road - Surface	32	175,000									
Air Photo and Contours	entire town	planning	Data	61		40,000								
Transporation MP	entire town	planning	study	32					100,000					
Functional AT Study,	Second Highway 2 access and 40-0		study	32									150,000	
					<b>285,000</b>	<b>2,190,000</b>	<b>2,150,000</b>	<b>3,250,000</b>	<b>1,750,000</b>	<b>150,000</b>	<b>2,150,000</b>	<b>150,000</b>	<b>300,000</b>	<b>150,000</b>

**Engineered Structures - Network System New**

Project	From	To	Asset Type	Department	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
East Area Storm	East Blackfalds	Blackfalds Lake	Storm Mains & Services	37					3,200,000					
North West Storm		Lacombe Lake	Storm Mains & Services	37	2,000,000	1,000,000								
Duncan Ave & Leung Rd	Duncan Rd	Leung Rd	Road - Surface, Subsurface, Curbs & Gutter	32				2,100,000						
Downtown Rev. Phase 2	Wilson	Gregg st	Intersection											1,000,000
Catholic School Services			Utilities & boundary improvements	41,42,32		200,000								
					<b>2,000,000</b>	<b>1,200,000</b>	<b>-</b>	<b>2,100,000</b>	<b>3,200,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,000,000</b>

**Engineered Structures - Replacement**

Project	From	To	Asset Type	Department	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Twinning Sanitary Mains	Highway 2A	Upgrading Sanitary mains	Mains	42			1,000,000							
Water Reservoir	Broadway	Reservoir & Pump Station	Reservoir	41		400,000	5,400,000							
Water Network MP			Study	41				50,000						
Wastewater MP			Study	42				50,000						
					<b>-</b>	<b>400,000</b>	<b>6,400,000</b>	<b>100,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

**Engineered Structures - New**

Location	Description	Asset Type	Department	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Aurora Heights	New Sanitary Lift Station	Lift Station - Force Main	42			2,800,000							
Stanley St	New Sanitary Lift Station & Force Main	Lift Station - Force Main	42				2,000,000						
I 13	New Sanitary Lift Station & Force Main	Lift Station - Force Main	42									2,500,000	-
North East	New Reservoir & Pump House	Water Main	41						5,250,000				
				-	-	2,800,000	2,000,000	-	5,250,000	-	-	2,500,000	-

**Facility Replacement**

Location	Description	Asset Type	Department	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Renovations	Lower floor Renovations	Building Improvement		200,000									
					<b>200,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

**Facility - New**

			Department	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
New Arts & Culture	Snow Storage Facility	New Snow Dump facility	32			1,000,000							
	School Gym facility	New Building addition						1,000,000					
					<b>-</b>	<b>-</b>	<b>1,000,000</b>	<b>-</b>	<b>1,000,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

**Town of Blackfalds  
Multi Year Capital Program  
2022-2031**

Vehicle Replacement				2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Project	Description	Asset Type	Department										
Ford 1/2 ton Crew 4x4 (PW)	Replacement of 2014 Unit	Vehicle	Infrastructure						40,000				
Ford 1/2 ton 4x4 - Ext. (PW)	Replacement of 2011 Unit	Vehicle	Infrastructure			45,000							
Ford 1 ton c/w winch (PW)	Replacement of 2012 Unit	Vehicle	Infrastructure				43,000						
Ford F350 1 ton (PW)	Replacement of 2016 Unit	Vehicle	Infrastructure								51,000		
Ford F350 1 ton DUMP (PW)	Replacement of 2008 Unit	Vehicle	Infrastructure	100,000									
Chevrolet Silverado 1500 1/2 Ton (PW)	Replacement of 2016 Unit	Vehicle	Infrastructure								38,078		
Freightliner Pumper	Replacement of Engine #1	Vehicle	Fire	800,000									
Freightliner Rescue Unit	New	Vehicle	Fire					800,000					
F- 150 1/2 ton Command Unit		Vehicle	Fire										
Replace Existing	Replacement	Vehicle	Fire										
Brush Truck 3/4 ton	Replacement of 2009 Unit	Vehicle	Fire								60,000		
Ford Taurus - Replace existing enforcement	Replacement of 2013 Unit	Vehicle	Bylaw		70,000								
Ford Explorer (Enforcement)	Replacement of 2014 Unit	Vehicle	Bylaw			70,000							
Ford F-350 1 ton- Crew-4x4 (CSD)	Replacement of 2008 Unit	Vehicle	Recreation					55,000					
Ford F-150 1/2 ton Crew 4x4 (CSD)	Replacement of 2010 Unit	Vehicle	Recreation			45,000							
Chev Van Express 1500 (CSD)	Replacement of 2006 Unit	Vehicle	Recreation		20,000								
Ford F-250 3/4 ton 4x4 (CSD)	Replacement of 2014 Unit	Vehicle	Recreation					55,000					
Ford F-250 3/4 ton 4x4 (CSD)	Replacement of 2014 Unit	Vehicle	Recreation					55,000					
Chev 1/2 ton (CSD)	Replacement of 2015 Unit	Vehicle	Recreation							32,000			
Ford 1/2 ton crew cab 4long box (CSD)	Replacement of 2016 Unit	Vehicle	Recreation								33,000		
Ford F-150 1/2 ton Super crew 4x4 (CSD)	Replacement of 2017 Unit	Vehicle	Recreation									40,500	
Ford F-150 1/2 ton Super crew 4x4 (CSD)	Replacement of 2018 Unit	Vehicle	Recreation									44,000	
Ford F-150 1/2 ton Super CAB 4x4 (CSD)	Replacement of 2018 Unit	Vehicle	Recreation									39,000	
Ford F-150 1/2 ton Super CAB 4x4 (CSD) WITH DUMP BODY	Replacement of 2018 Unit	Vehicle	Recreation									45,000	
Ford F-550 Regular cab 4x4 WITH DUMP BOX (CSD)	Replacement of 2018 Unit	Vehicle	Recreation									78,000	
				900,000	90,000	160,000	43,000	55,000	950,000	32,000	182,078	246,500	-
Vehicle - New				2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Project	Description	Asset Type	Department										
Additional Transit Van	New	Vehicle	Transit			70,000							
Additional Bylaw Enforcement vehicle	New	Vehicle	Bylaw										
Freightliner Rescue Unit	New	Vehicle	Fire								800,000		
				-	-	70,000	-	-	-	-	800,000	-	-
Equipment Replacement				2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Project	Description	Asset Type	Department										
John Deere 544H Wheel Loader	Replacement of 2000 Model	Heavy Construction Equipment	Infrastructure		250,000								
Cat 930K Wheel Loader (PW)	Replacement of 2015 Model	Heavy Construction Equipment	Infrastructure									225,000	
Volvo Motor Grader (PW)	Replacement of 2008 Model	Heavy Construction Equipment	Infrastructure										
Hydro Vac Unit Tandem Truck (PW)	Replacement of 2010 Model	Heavy Construction Equipment	Infrastructure					330,000					
Elgin Street Sweeper (pw)	Replacement of 2012 Model	Heavy Construction Equipment	Infrastructure		280,000								
RPM 217 Snow Blower - Loader mount (PW)	Replacement of 2012 Model	Heavy Construction Equipment	Infrastructure		125,000								
International Tandem Truck (PW)	Replacement of 2007 Model	Heavy Construction Equipment	Infrastructure							160,000			
International Tandem Truck (PW)	Replacement of 2000 Model	Heavy Construction Equipment	Infrastructure										
International Tandem Truck (PW)	Replacement of 2015 Model	Heavy Construction Equipment	Infrastructure										
Case SV250 Skid Steer (PW)	Replacement of 2011 Model	Heavy Construction Equipment	Infrastructure	75,000								160,000	
Bobcat T650V Skid Steer (PW)	Replacement of 2000 Model	Heavy Construction Equipment	Infrastructure										
Motor Grader (PW) (additional)	Replacement of 2000 Model	Heavy Construction Equipment	Infrastructure										
Backhoe Excavator (PW) (fleet addition)	Replacement of 2000 Model	Heavy Construction Equipment	Infrastructure										
Bobcat T650V Skid Steer (PW)	Replacement of 2000 Model	Heavy Construction Equipment	Infrastructure										
Motor Grader (PW) (additional)	Additional unit	Heavy Construction Equipment	Infrastructure				60,000						
Backhoe Excavator (PW) (fleet addition)	Additional unit	Heavy Construction Equipment	Infrastructure		160,000		280,000						
International Terra Star 3 Ton Truck (CSD)	Replacement of 2012 Model	Heavy Construction Equipment	Recreation									120,000	
Genie III Z4525 (CSD)	Replacement of 2005 Model	Recreation	Recreation			120,000							
Mower Zero Turn John Deere Z900R (CSD)	Replacement of 2017 Model	Turf Equipment	Recreation			18,000							
Toro Ground master 4WD 5910-D Mower (CSD)	Replacement of 2017 Model	Turf Equipment	Recreation			150,000							
Zamboni Ice Resurface (CSD)	Replacement of 2010 Model	Ice Resurface	Recreation										
Bobcat A770 Skid Steer (CSD)	Replacement of 2009 Model	Heavy Construction Equipment	Recreation		70,000								
Kubota RTV 500 Utility Vehicle (CSD)	Replacement of 2008 Model	Mobile Equipment	Recreation	25,000									
Bobcat 3400 XL Utility Vehicle (CSD)	Replacement of 2012 Model	Heavy Construction Equipment	Recreation	35,000									
Tool Cat Utility Vehicle (CSD)	Replacement of 2016 Model	Mobile Equipment	Recreation		75,000								
Toro 4010-D	Replacement of 2015 Model	Turf Equipment	Recreation	85,000									
SCBA - Replacement	Replacement of Existing Equipment	Radio Communications	Fire										
AFRRCS Radios	Replacement of existing Play structure	Play Equipment	Fire			300,000							
Indoor Play space			Abbey										
Fitness Equipment (7 Yr Cycle)	Replacement of Existing Equipment	Exercise Equipment	Abbey						300,000				
Chemical Control System	Replacement of existing	Abbey Pool	Abbey	82,000									
Hottub Repairs	Replacement of existing	Abbey Pool	Abbey	30,000									
84" Angle Broom	Replacement of existing	Turf Equipment	Parks	8,000									
Side Mount Flail Mower	Replacement of existing	Mower	Parks	13,000									
Council IT Upgrades	Replacement of existing	TBD	Parks	50,000									
LED Sign Replacement	Replacement of existing		IT	60,000									
Scale Cluster	Replacement of Servers	Computer Hardware	IT	54,000									
Arena #2 Score Clock	Replacement of existing	Score Clock	EBC	16,000									
				533,000	960,000	588,000	340,000	330,000	300,000	160,000	-	505,000	-

**Town of Blackfalds  
Multi Year Capital Program  
2022-2031**

**Equipment - New**

Project	Description	Asset Type	Department	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Solar Program	Solar Panels for Community Centre	Solar				125,000							
Multi-Functional Photocopier	Additional Unit for Abbey and Op	Photocopier	Op Facility	24,000									
Floor Scrubber	Additional Unit for expanded Arena	Floor Scrubber	EBC	25,000									
Event Equipment	Ice Pad Covering/Glass Lifter	Equipment	EBC	175,000									
Bulk Fuel Terminal	Bulk fuel terminal for Operations Facility	Equipment	Op Facility	60,000									
				<b>284,000</b>	<b>-</b>	<b>125,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

**Land Improvements - Replacement**

Project	Description	Asset Type	Department	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Playground	Prairie Ridge	Updates to Playgrounc	Playground		65,000								
				<b>-</b>	<b>65,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

**Land Improvements - New**

Project	Description	Asset Type	Department	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Rebranding	Replacement of Signage	Signage	EDO		100,000	50,000							
Diamond 5 - ASP	New Diamond 5	Sports Field	72				260,000						
Football Field	Football Field at new high school	Sports Field	72		500,000								
Running Track	Running Track at new high school	Sports Field	72			1,000,000							
Parks & Playground	TBD		72			150,000		150,000	150,000				
Trails	Annual Trail Development	Trails	72	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	
Parking Lot	Parking Lot on Duncan Rd	Parking Lot		250,000									
Columbarium	Additional Columbarium		56		60,000								
Eagle Builders Centre	Centre Plaza	Plaza		300,000									
				<b>600,000</b>	<b>710,000</b>	<b>1,250,000</b>	<b>310,000</b>	<b>200,000</b>	<b>200,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>-</b>

Appendix B  
Town of Blackfalds  
Capital Funding  
2022-2031



**TOWN OF BLACKFALDS**  
Capital Financing Summary  
2022-2031

	<u>2022</u> <u>Forecast</u>	<u>2023</u> <u>Forecast</u>	<u>2024</u> <u>Forecast</u>	<u>2025</u> <u>Forecast</u>	<u>2026</u> <u>Forecast</u>	<u>2027</u> <u>Forecast</u>	<u>2028</u> <u>Forecast</u>	<u>2029</u> <u>Forecast</u>
<b>Total Capital Expenditures \$ 53,663,578</b>	\$ 4,802,000	\$ 5,615,000	\$ 14,543,000	\$ 8,143,000	\$ 6,535,000	\$ 6,850,000	\$ 2,392,000	\$ 1,182,078
<b>Total Funding Sources</b>								
<u>Grants</u>								
Annual Programs	3,425,000	3,249,111	2,493,354	3,387,853	2,600,000	-	2,000,000	-
Project Specific Funding	49,200	75,000	150,000	-	-	-	-	-
<u>Third Party Contributions</u>								
Developer Built Infrastructure & Offsite Levies /Donations	-	-	150,000	-	3,350,000	150,000	-	-
<u>Reserves</u>								
Contributions from Reserves	1,272,800	2,290,889	11,749,646	4,755,147	585,000	6,700,000	392,000	1,182,078
<u>Debt</u>								
Proposed New Debt -or Project Specific	55,000	-	-	-	-	-	-	-
Funding Shortfall	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<u>Debt Summary</u>								
Current Debt Balance (as of 2020 less payments)	22,400,896	21,256,101	20,085,091	18,887,260	17,645,948	16,604,392	15,536,168	14,442,984
Additional Debt Balance (less payments)	<u>-1,144,795</u>	<u>-1,171,010</u>	<u>-1,197,831</u>	<u>-1,241,312</u>	<u>-1,041,556</u>	<u>-1,068,224</u>	<u>-1,093,184</u>	<u>-1,119,086</u>
Accumulated Debt	21,256,101	20,085,091	18,887,260	17,645,948	16,604,392	15,536,168	14,442,984	13,323,898
	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>
Statutory Debt Limit (2020 Audited)	36,573,015	36,573,015	36,573,015	36,573,015	36,573,015	36,573,015	36,573,015	36,573,015
% Used of Statutory Limit	<b>58%</b>	<b>55%</b>	<b>52%</b>	<b>48%</b>	<b>45%</b>	<b>42%</b>	<b>39%</b>	<b>36%</b>
	<u>2021</u>							
Annual Impact on Operating Budget*	1,669,978							
Tax Supported	6,232,301	6,232,301	6,232,301	6,232,301	6,232,301	6,232,301	6,232,301	6,232,301
Tax Supported	1,669,978	1,669,978	1,669,978	1,685,745	1,460,217	1,460,217	1,460,217	1,460,217
Water Rate Supported	-	-	-	-	-	-	-	-
Sewer Rate Supported	-	-	-	-	-	-	-	-
Total (Interest & Principal)	1,669,978	1,669,978	1,669,978	1,685,745	1,460,217	1,460,217	1,460,217	1,460,217
Annual Debt Servicing	1,669,978	1,669,978	1,669,978	1,685,745	1,460,217	1,460,217	1,460,217	1,460,217
Debt Servicing Limit (2020 Audited)	6,095,503	6,095,503	6,095,503	6,095,503	6,095,503	6,095,503	6,095,503	6,095,503
% Used	<b>27%</b>	<b>27%</b>	<b>27%</b>	<b>28%</b>	<b>24%</b>	<b>24%</b>	<b>24%</b>	<b>24%</b>

**TOWN OF BLACKFALDS**  
Debt Summary  
2022-2031

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
<b><u>Existing Debt</u></b>										
<b><u>Principal</u></b>										
Opening Balance - Total	22,400,896	21,256,101	20,085,091	18,887,260	17,645,948	16,604,392	15,536,168	14,442,984	13,323,898	12,178,494
Annual Payments - Tax	1,144,795	1,171,010	1,197,831	1,241,312	1,041,556	1,068,224	1,093,184	1,119,086	1,145,404	1,176,827
Closing Balance - Total	21,256,101	20,085,091	18,887,260	17,645,948	16,604,392	15,536,168	14,442,984	13,323,898	12,178,494	11,001,667
<b><u>Interest</u></b>										
Annual Interest - Tax	525,183	498,968	472,147	444,433	418,662	391,993	367,033	341,131	314,813	283,391
Total	525,183	498,968	472,147	444,433	418,662	391,993	367,033	341,131	314,813	283,391
Existing Debt - P&I	1,669,978	1,669,978	1,669,978	1,685,745	1,460,217	1,460,217	1,460,217	1,460,217	1,460,217	1,460,217
New Debt P&I	-	-	-	-	-	-	-	-	-	-
	1,669,978	1,669,978	1,669,978	1,685,745	1,460,217	1,460,217	1,460,217	1,460,217	1,460,217	1,460,217

TOWN OF BLACKFALDS  
Current Debt Detail  
2022-2031

	Bylaw #	Debenture #	Original Amount	Issue Date	Term	Interest Rate	PMT	Mature Date	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
<b>Abbey Centre</b>	1207.16	4002146	5,040,000	15/12/2016	9	2.1950%	\$ 620,191.54	15/12/2025										
Opening Balance - Tax									2,362,597	1,791,146	1,207,083	610,129						
Annual Payments - Tax									<u>571,451</u>	<u>584,063</u>	<u>596,954</u>	<u>610,129</u>						
Closing Balance - Tax									1,791,146	1,207,083	610,129	- 0						
Interest - Tax									<u>48,740</u>	<u>36,128</u>	<u>23,238</u>	<u>10,063</u>						
<b>Police Building</b>	1208.16	4002147	2,380,000	15/12/2016	8	2.092%	\$ 324,638.50	15/12/2024										
Opening Balance - Tax									939,232	632,647	319,615							
Annual Payments - Tax									<u>306,585</u>	<u>313,032</u>	<u>319,615</u>							
Closing Balance - Tax									632,647	319,615	- 0							
Interest - Tax									<u>18,054</u>	<u>11,606</u>	<u>5,023</u>							
<b>South Street Improvements</b>	1215.17	4002662	\$ 675,781	15/12/2019	20	2.68%	\$43,870.21	15/12/2039										
Opening Balance - Tax									623,419	596,272	568,396	539,773	510,383	480,203	449,215	417,395	384,721	351,171
Annual Payments - Tax									<u>27,147</u>	<u>27,875</u>	<u>28,623</u>	<u>29,391</u>	<u>30,179</u>	<u>30,989</u>	<u>31,820</u>	<u>32,674</u>	<u>33,550</u>	<u>34,450</u>
Closing Balance - Tax									596,272	568,396	539,773	510,383	480,203	449,215	417,395	384,721	351,171	316,721
Interest - Tax									<u>16,723</u>	<u>15,995</u>	<u>15,247</u>	<u>14,479</u>	<u>13,691</u>	<u>12,881</u>	<u>12,050</u>	<u>11,197</u>	<u>10,320</u>	<u>9,420</u>
<b>Multi-Plex Expansion</b>	1245.2		\$ 9,000,000	15/12/2020	25	2.29%	\$474,777.00	15/12/2045										
Opening Balance - Tax									8,766,648	8,527,036	8,280,997	8,028,358	7,768,942	7,502,566	7,229,046	6,948,188	6,659,796	6,363,668
Annual Payments - Tax									<u>239,612</u>	<u>246,039</u>	<u>252,639</u>	<u>259,416</u>	<u>266,375</u>	<u>273,521</u>	<u>280,858</u>	<u>288,392</u>	<u>296,128</u>	<u>304,072</u>
Closing Balance - Tax									8,527,036	8,280,997	8,028,358	7,768,942	7,502,566	7,229,046	6,948,188	6,659,796	6,363,668	6,059,596
Interest - Tax									<u>235,165</u>	<u>228,738</u>	<u>222,138</u>	<u>215,361</u>	<u>208,402</u>	<u>201,256</u>	<u>193,919</u>	<u>186,385</u>	<u>178,649</u>	<u>170,705</u>
<b>Multi-Plex Expansion #2</b>	1245.2		\$ 4,675,666	15/12/2021	15	2.13%	\$494,110.00	15/12/2045										
Opening Balance - Tax									4,675,666	4,675,666	4,675,666	4,675,666	4,675,666	4,281,003	3,875,758	3,461,848	3,039,087	2,607,287
Annual Payments - Tax									<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>394,663</u>	<u>405,245</u>	<u>413,910</u>	<u>422,761</u>	<u>431,800</u>	<u>441,033</u>
Closing Balance - Tax									4,675,666	4,675,666	4,675,666	4,675,666	4,281,003	3,875,758	3,461,848	3,039,087	2,607,287	2,166,254
Interest - Tax									<u>99,447</u>	<u>99,447</u>	<u>99,447</u>	<u>99,447</u>	<u>99,447</u>	<u>88,865</u>	<u>80,200</u>	<u>71,349</u>	<u>62,310</u>	<u>53,077</u>
<b>Library</b>	1245.2		\$ 5,033,334	15/12/2021	15	2.13%	\$447,460.00	15/12/2045										
Opening Balance - Tax									5,033,334	5,033,334	5,033,334	5,033,334	4,690,958	4,340,620	3,982,150	3,615,554	3,240,294	2,856,368
Annual Payments - Tax									<u>-</u>	<u>-</u>	<u>-</u>	<u>342,376</u>	<u>350,338</u>	<u>358,470</u>	<u>366,596</u>	<u>375,260</u>	<u>383,926</u>	<u>397,272</u>
Closing Balance - Tax									5,033,334	5,033,334	5,033,334	4,690,958	4,340,620	3,982,150	3,615,554	3,240,294	2,856,368	2,459,096
Interest - Tax									<u>107,054</u>	<u>107,054</u>	<u>107,054</u>	<u>105,084</u>	<u>97,122</u>	<u>88,990</u>	<u>80,864</u>	<u>72,200</u>	<u>63,534</u>	<u>50,188</u>
<b>Principal</b>																		
Opening Balance - Tax									22,400,896	21,256,101	20,085,091	18,887,260	17,645,948	16,604,392	15,536,168	14,442,984	13,323,898	12,178,494
Annual Payments - Tax									<u>1,144,795</u>	<u>1,171,010</u>	<u>1,197,831</u>	<u>1,241,312</u>	<u>1,041,556</u>	<u>1,068,224</u>	<u>1,093,184</u>	<u>1,119,086</u>	<u>1,145,404</u>	<u>1,176,827</u>
Closing Balance - Tax									21,256,101	20,085,091	18,887,260	17,645,948	16,604,392	15,536,168	14,442,984	13,323,898	12,178,494	11,001,667
<b>Interest</b>																		
Interest - Tax									525,183	498,968	472,147	444,433	418,662	391,993	367,033	341,131	314,813	283,391
									21,256,101	20,085,091	18,887,260	17,645,948	16,604,392	15,536,168	14,442,984	13,323,898	12,178,494	11,001,667

			2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
			Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
		Population	11,235	11,460	11,689	11,923	12,161	12,404	12,652	12,905	13,163	13,426
Annual Capital Funding Program												
Federal Gas Tax Fund			-	-	-	-	-	-	-	-	-	-
	Opening Balance		-	193,372	0	0	11	69,356	752,089	1,448,476	2,158,791	2,883,313
	Prior Year Carry Over											
	Annual Contributions		618,372	630,739	643,354	656,221	669,346	682,733	696,387	710,315	724,521	739,012
	Annual Withdrawals		- 425,000	- 824,111	- 643,354	- 656,211	- 600,000	-	-	-	-	-
	Closing Balance		193,372	0	0	11	69,356	752,089	1,448,476	2,158,791	2,883,313	3,622,324
Municipal Sustainability Fund (MSI Capital) & Basic Municipal Transportation Grant												
	Opening Balance		1,850,450	889,498	503,546	692,594	-	39,048	2,078,096	2,117,144	4,156,192	3,695,240
	Prior Year Carry Over											
	Annual Contributions		2,039,048	2,039,048	2,039,048	2,039,048	2,039,048	2,039,048	2,039,048	2,039,048	2,039,048	2,039,048
	Annual Withdrawals		- 3,000,000	- 2,425,000	- 1,850,000	- 2,731,642	- 2,000,000	-	- 2,000,000	-	- 2,500,000	- 1,000,000
	Closing Balance		889,498	503,546	692,594	-	39,048	2,078,096	2,117,144	4,156,192	3,695,240	4,734,288
Grant Funding Closing Balance			\$ 1,082,870	\$ 503,547	\$ 692,595	\$ 11	\$ 108,405	\$ 2,830,185	\$ 3,565,621	\$ 6,314,984	\$ 6,578,553	\$ 8,356,613
Summary of Grant Transactions - Annual Programs												
	Annual Contributions		2,657,420	2,669,787	2,682,402	2,695,269	2,708,394	2,721,781	2,735,435	2,749,363	2,763,569	2,778,060
	Annual Withdrawal		- 3,425,000	- 3,249,111	- 2,493,354	- 3,387,853	- 2,600,000	-	- 2,000,000	-	- 2,500,000	- 1,000,000
Project Specific Funding Programs												
	Lacombe County		49,200	75,000	150,000	-	-	-	-	-	-	-
Total Project Specific Grant Funding			\$ 49,200	\$ 75,000	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



**TOWN OF BLACKFALDS**  
Reserve Balance Summary  
2022-2031

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Reserve Account	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
GENERAL CAPITAL										
Opening Balance	2,192,153	3,180,316	3,022,190	2,205,307	1,282,923	2,430,686	2,713,449	4,054,212	4,604,897	5,236,160
Prior Year Carry Over										
Annual Contributions	1,732,763	1,732,763	1,732,763	1,732,763	1,732,763	1,732,763	1,732,763	1,732,763	1,732,763	1,732,763
One Time Contributions/Withdrawals	- 744,600	- 1,890,889	- 2,549,646	- 2,655,147	- 585,000	- 1,450,000	- 392,000	- 1,182,078	- 1,101,500	- 150,000
Closing Balance	3,180,316	3,022,190	2,205,307	1,282,923	2,430,686	2,713,449	4,054,212	4,604,897	5,236,160	6,818,923
INFO SYSTEMS										
Opening Balance	150,722	72,722	72,722	72,722	72,722	72,722	72,722	72,722	72,722	72,722
Annual Contributions										
One Time Contributions/Withdrawals	- 78,000	-	-	-	-	-	-	-	-	-
Closing Balance	72,722	72,722	72,722	72,722	72,722	72,722	72,722	72,722	72,722	72,722
CIVIC										
Opening Balance	86,458	86,458	86,458	86,458	86,458	86,458	86,458	86,458	86,458	86,458
Annual Contributions										
One Time Contributions/Withdrawals	-	-	-	-	-	-	-	-	-	-
Closing Balance	86,458	86,458	86,458	86,458	86,458	86,458	86,458	86,458	86,458	86,458
POLICE										
Opening Balance	109,200	109,200	109,200	109,200	109,200	109,200	109,200	109,200	109,200	109,200
Annual Contributions										
One Time Contributions/Withdrawals	-	-	-	-	-	-	-	-	-	-
Closing Balance	109,200	109,200	109,200	109,200	109,200	109,200	109,200	109,200	109,200	109,200
FIRE										
Opening Balance	48,113	48,113	48,113	48,113	48,113	48,113	48,113	48,113	48,113	48,113
Annual Contributions										
One Time Contributions/Withdrawals	-	-	-	-	-	-	-	-	-	-
Closing Balance	48,113	48,113	48,113	48,113	48,113	48,113	48,113	48,113	48,113	48,113
STREETS										
Opening Balance	615,946	560,946	560,946	560,946	560,946	560,946	560,946	560,946	560,946	560,946
Annual Contributions										
One Time Contributions/Withdrawals	- 55,000	-	-	-	-	-	-	-	-	-
Closing Balance	560,946	560,946	560,946	560,946	560,946	560,946	560,946	560,946	560,946	560,946
TRANSIT										
Opening Balance	278,830	286,830	294,830	302,830	310,830	318,830	326,830	334,830	342,830	350,830
Annual Contributions	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,001
One Time Contributions/Withdrawals	-	-	-	-	-	-	-	-	-	-
Closing Balance	286,830	294,830	302,830	310,830	318,830	326,830	334,830	342,830	350,830	358,831
STORM SEWER										
Opening Balance	178,018	178,018	178,018	178,018	178,018	178,018	178,018	178,018	178,018	178,018
Annual Contributions										
One Time Contributions/Withdrawals	-	-	-	-	-	-	-	-	-	-
Closing Balance	178,018	178,018	178,018	178,018	178,018	178,018	178,018	178,018	178,018	178,018
LAND & BUILDINGS										
Opening Balance	1,295,000	995,000	995,000	995,000	995,000	995,000	995,000	995,000	995,000	995,000
Annual Contributions										
One Time Contributions/Withdrawals	- 300,000	-	-	-	-	-	-	-	-	-
Closing Balance	995,000	995,000	995,000	995,000	995,000	995,000	995,000	995,000	995,000	995,000
PARKS										
Opening Balance	379,816	379,816	379,816	379,816	379,816	379,816	379,816	379,816	379,816	379,816
Annual Contributions										
One Time Contributions/Withdrawals	-	-	-	-	-	-	-	-	-	-
Closing Balance	379,816	379,816	379,816	379,816	379,816	379,816	379,816	379,816	379,816	379,816
RINK										
Opening Balance	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000
Annual Contributions										
One Time Contributions/Withdrawals	-	-	-	-	-	-	-	-	-	-
Closing Balance	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000
ARENA										
Opening Balance	190,060	190,060	190,060	190,060	190,060	190,060	190,060	190,060	190,060	190,060
Annual Contributions										
One Time Contributions/Withdrawals	-	-	-	-	-	-	-	-	-	-
Closing Balance	190,060	190,060	190,060	190,060	190,060	190,060	190,060	190,060	190,060	190,060
HALL										

**TOWN OF BLACKFALDS**  
Reserve Balance Summary  
2022-2031

Reserve Account	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast
Opening Balance	49,947	49,947	49,947	49,947	49,947	49,947	49,947	49,947	49,947	49,947
Annual Contributions	-	-	-	-	-	-	-	-	-	-
One Time Contributions/Withdrawals	-	-	-	-	-	-	-	-	-	-
Closing Balance	49,947	49,947	49,947	49,947	49,947	49,947	49,947	49,947	49,947	49,947
<b>ALL STAR PK</b>										
Opening Balance	12,125	12,125	12,125	12,125	12,125	12,125	12,125	12,125	12,125	12,125
Annual Contributions	-	-	-	-	-	-	-	-	-	-
One Time Contributions/Withdrawals	-	-	-	-	-	-	-	-	-	-
Closing Balance	12,125	12,125	12,125	12,125	12,125	12,125	12,125	12,125	12,125	12,125
<b>Field House</b>										
Opening Balance	773,206	678,006	678,006	678,006	678,006	678,006	678,006	678,006	678,006	678,006
Annual Contributions	-	-	-	-	-	-	-	-	-	-
One Time Contributions/Withdrawals	95,200	-	-	-	-	-	-	-	-	-
Closing Balance	678,006	678,006	678,006	678,006	678,006	678,006	678,006	678,006	678,006	678,006
<b>COMM SERV SHOP</b>										
Opening Balance	9,000	9,000	9,000	9,000	9,000	9,000	9,000	9,000	9,000	9,000
Annual Contributions	-	-	-	-	-	-	-	-	-	-
One Time Contributions/Withdrawals	-	-	-	-	-	-	-	-	-	-
Closing Balance	9,000	9,000	9,000	9,000	9,000	9,000	9,000	9,000	9,000	9,000
<b>UTILITIES</b>										
<b>Water</b>										
Opening Balance	5,158,001	5,817,459	6,099,657	1,838,987	2,928,317	4,067,647	43,023	1,096,307	2,235,637	3,374,967
Prior Year Carry Over	-	-	-	-	-	-	-	-	-	-
Annual Contributions	659,458	682,198	1,139,330	1,139,330	1,139,330	1,139,330	1,139,330	1,139,330	1,139,330	1,139,330
Operating Contributions	-	-	-	-	-	-	-	-	-	-
One Time Contributions/Withdrawals	-	400,000	5,400,000	50,000	-	5,250,000	-	-	-	-
Closing Balance	5,817,459	6,099,657	1,838,987	2,928,317	4,067,647	43,023	1,096,307	2,235,637	3,374,967	4,514,297
<b>Wastewater</b>										
Opening Balance	3,163,520	3,483,735	3,819,641	488,689	1,092,263	623,215	154,167	314,881	783,929	1,252,977
Prior Year Carry Over	-	-	-	-	-	-	-	-	-	-
Annual Contributions	320,215	335,906	469,048	469,048	469,048	469,048	469,048	469,048	469,048	469,049
Operating Contributions	-	-	-	-	-	-	-	-	-	-
One Time Contributions/Withdrawals	-	-	3,800,000	2,050,000	-	-	-	-	-	-
Closing Balance	3,483,735	3,819,641	488,689	1,092,263	623,215	154,167	314,881	783,929	1,252,977	1,722,026
<b>Solid Waste</b>										
Opening Balance	1,313,271	1,539,770	1,795,078	2,050,386	2,305,694	2,561,002	2,816,310	3,071,618	3,326,926	3,582,234
Prior Year Carry Over	-	-	-	-	-	-	-	-	-	-
Annual Contributions	226,499	255,308	255,308	255,308	255,308	255,308	255,308	255,308	255,308	255,308
One Time Contributions/Withdrawals	-	-	-	-	-	-	-	-	-	-
Closing Balance	1,539,770	1,795,078	2,050,386	2,305,694	2,561,002	2,816,310	3,071,618	3,326,926	3,582,234	3,837,542
<b>Total Available Reserves</b>	17,684,521	18,407,807	10,262,610	9,111,912	12,131,361	9,035,810	12,248,259	14,670,630	17,173,579	20,628,030
Opening Balance*	16,010,386	17,684,521	18,407,807	10,262,610	9,111,912	12,131,361	9,035,810	12,248,259	14,670,630	17,173,579
Annual Contributions	2,946,935	3,014,175	3,604,449	3,604,449	3,604,449	3,604,449	3,604,449	3,604,449	3,604,449	3,604,451
Prior Year Carry Over	-	-	-	-	-	-	-	-	-	-
Operating Contributions	-	-	-	-	-	-	-	-	-	-
One Time Contributions/Withdrawals	1,272,800	2,290,889	11,749,646	4,755,147	585,000	6,700,000	392,000	1,182,078	1,101,500	150,000
Closing Balance	17,684,521	18,407,807	10,262,610	9,111,912	12,131,361	9,035,810	12,248,259	14,670,630	17,173,579	20,628,030

**TOWN OF BLACKFALDS**  
**Offsite Levies Balance Summary**  
**2022-2031**

	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast
<b>TRANSPORTATION</b>										
Opening Balance	- 1,368,295	- 1,368,295	- 1,368,295	- 1,368,295	- 1,368,295	- 1,368,295	- 1,368,295	- 1,368,295	- 1,368,295	- 1,368,295
Prior Year Carry Over										
Expected Contributions										
One Time Contributions/Withdrawals	-	-	-	-	-	-	-	-	-	-
Closing Balance	- 1,368,295	- 1,368,295	- 1,368,295	- 1,368,295	- 1,368,295	- 1,368,295	- 1,368,295	- 1,368,295	- 1,368,295	- 1,368,295
<b>SIGNALIZATION</b>										
Opening Balance	701,571	701,571	701,571	701,571	701,571	701,571	701,571	701,571	701,571	701,571
Prior Year Carry Over										
Expected Contributions										
One Time Contributions/Withdrawals	-	-	-	-	-	-	-	-	-	1
Closing Balance	701,571	701,571	701,571	701,571	701,571	701,571	701,571	701,571	701,571	701,572
<b>STORM SEWER</b>										
Opening Balance	1,236,717	1,236,717	1,236,717	1,236,717	1,236,717	- 1,963,283	- 1,963,283	- 1,963,283	- 1,963,283	- 1,963,283
Prior Year Carry Over										
Expected Contributions										
One Time Contributions/Withdrawals	-	-	-	-	- 3,200,000	-	-	-	-	-
Closing Balance	1,236,717	1,236,717	1,236,717	1,236,717	- 1,963,283	- 1,963,283	- 1,963,283	- 1,963,283	- 1,963,283	- 1,963,283
<b>WATER</b>										
Opening Balance	2,529,682	2,529,682	2,529,682	2,529,682	2,529,682	2,529,682	2,529,682	2,529,682	2,529,682	2,529,682
Expected Contributions										
One Time Contributions/Withdrawals	-	-	-	-	-	-	-	-	-	-
Closing Balance	2,529,682	2,529,682	2,529,682	2,529,682	2,529,682	2,529,682	2,529,682	2,529,682	2,529,682	2,529,682
<b>SEWER</b>										
Opening Balance	- 4,682,616	- 4,682,616	- 4,682,616	- 4,682,616	- 4,682,616	- 4,682,616	- 4,682,616	- 4,682,616	- 4,682,616	- 4,682,616
Expected Contributions										
One Time Contributions/Withdrawals	-	-	-	-	-	-	-	-	-	-
Closing Balance	- 4,682,616	- 4,682,616	- 4,682,616	- 4,682,616	- 4,682,616	- 4,682,616	- 4,682,616	- 4,682,616	- 4,682,616	- 4,682,616
<b>P&amp;D Survey Network Reserve</b>										
Opening Balance	38,523	38,523	38,523	38,523	38,523	38,523	38,523	38,523	38,523	38,523
Expected Contributions										
One Time Contributions/Withdrawals	-	-	-	-	-	-	-	-	-	1
Closing Balance	38,523	38,523	38,523	38,523	38,523	38,523	38,523	38,523	38,523	38,524
<b>PARKS &amp; RECREATION</b>										
Opening Balance	- 358,792	- 358,792	- 358,792	- 508,792	- 508,792	- 658,792	- 808,792	- 808,792	- 808,792	- 808,792
Prior Year Carry Over										
Expected Contributions										
One Time Contributions/Withdrawals	-	-	- 150,000	-	- 150,000	- 150,000	-	-	-	-
Closing Balance	- 358,792	- 358,792	- 508,792	- 508,792	- 658,792	- 808,792	- 808,792	- 808,792	- 808,792	- 808,792
<b>FACILITIES</b>										
Opening Balance	475,181	475,181	475,181	475,181	475,181	475,181	475,181	475,181	475,181	475,181
Expected Contributions										
One Time Contributions/Withdrawals	-	-	-	-	-	-	-	-	-	1
Closing Balance	475,181	475,181	475,181	475,181	475,181	475,181	475,181	475,181	475,181	475,182
<b>Total Available Offsite Levies</b>	3,216,064	3,216,064	3,066,064	3,066,064	- 283,936	- 433,936	- 433,936	- 433,936	- 433,936	- 433,934
Opening Balance	- 59,734	- 59,734	- 59,734	- 209,734	- 209,734	- 3,559,734	- 3,709,734	- 3,709,734	- 3,709,734	- 3,709,734
Prior Year Carry Over										
Expected Contributions	-	-	-	-	-	-	-	-	-	-
One Time Contributions/Withdrawals	-	-	- 150,000	-	- 3,350,000	- 150,000	-	-	-	3
Closing Balance	- 59,734	- 59,734	- 209,734	- 209,734	- 3,559,734	- 3,709,734	- 3,709,734	- 3,709,734	- 3,709,734	- 3,709,731