



AGENDA

Regular Council Meeting

4:30 PM - Monday, January 25, 2021

Location: Virtual Remote Meeting & Live Stream on Dinosaur Valley
YouTube Channel

| | Page |
|---|-------|
| 1. CALL TO ORDER | |
| 2. OPENING REMARK | |
| 3. ADOPTION OF AGENDA | |
| 3.1. Agenda for January 25, 2021 Regular Council Meeting | |
| Motion: That Council adopt the January 25, 2021 Regular Council meeting agenda as presented. | |
| 4. MINUTES | |
| 4.1. Minutes for January 11, 2021 Regular Meeting | 4 - 6 |
| Motion: That Council adopt the January 11, 2021 Regular Meeting minutes as presented | |
| Regular Council - 11 Jan 2021 - Minutes | |
| 5. REQUEST FOR DECISION REPORTS | |
| 5.1. CHIEF ADMINISTRATIVE OFFICER | |
| 5.1.1. Extended Leave of Absence - Councillor Lisa Hansen-Zacharuk | |
| Motion: Be it resolved that Council extend the leave of absence with pay for eight (8) weeks for Councillor Hansen-Zacharuk due to medical reasons. | |
| 5.1.2. Request for Decision - Board Applications Airport Commission - C. Bonneville and R. Graham | 7 - 9 |
| Motion: That Council approve the reappointment of Catherine Bonneville for a second three (3) year term and the appointment of Robert Graham for a three (3) year term with both terms ending January 2024. | |
| RFD - Board Applications - C. Bonneville & R. Graham 2021Jan21 | |
| 5.1.3. Covid Update / State of Local Emergency | |
| Motion: That Council terminate the declaration of the State of Local Emergency in the Town of Drumheller. | |

| | | |
|--------|--|---------|
| 5.2. | CHIEF RESILIENCY & FLOOD MITIGATION OFFICER | |
| 5.2.1. | Request for Decision - Use of Municipal and Environmental Reserves for Flood Mitigation Infrastructure | 10 - 11 |
| | Proposed Motion: Please see Request for Decision Document RFD - ER Use for Flood Mitigation Jan 2021 | |
| 5.2.2. | Request for Decision - Engineering Prime Consultant Services (2020 - 2024) RFP-12-10 | 12 - 15 |
| | Proposed Motion: Please see Request for Decision Document RFD - Engineering Prime Consultant Award Jan 2021 | |
| 5.3. | DIRECTOR OF INFRASTRUCTURE SERVICES | |
| 5.3.1. | Snow Removal Policy C-01-21, Changes in Ice and Snow Removal Chart, Snow Removal Strategy Maps | 16 - 40 |
| | Motion: That Council moves to approve the Snow Removal and Ice Control Strategy - 2020 as presented. | |
| | RFD - Snow Policy C-01-21 Policy C-01-21 Ice and Snow Removal Changes in Ice and Snow Removal 21Jan19 Snow Removal Strategy 2021 -Maps Rev2 - 2021Jan22 | |
| 5.4. | MANAGER OF HUMAN RESOURCES | |
| 5.4.1. | Employee Incentive Plan | 41 - 49 |
| | Motion: That Council approve Section 3, Policy #3.02.10.11 the Pay and Performance Innovation Incentive Plan. | |
| | Section 3 Policy #3.02.10.11 Pay and Performance Innovation Incentive Plan 2021. Jan21 | |
| 6. | PUBLIC HEARING TO COMMENCE AT 5:30 PM | |
| 6.1. | Public Hearing for Bylaw 01.21 | |
| | 1. Mayor Open Public Hearing | |
| | 2. Mayors Introduction of Matter | |
| | 3. Change to Land Designation - Environmental Reserve Designation Change - CAO, D. Drohomerski | |
| | 4. Rules of Conduct | |
| | 5. Announcement of Public to Speak | |
| | 6. Public - Registered to Present Remotely / Phone - 5 minute time limit Calling In: Tracy Morse, John Bruins | |
| | 7. Public - Written Submission Read Aloud - 5 minute time limit | |
| | 8. Mayor Call for Public Hearing to Close | |

7. CLOSED SESSION

- 7.1. Land Planning Discussion - FOIP 16(1) - Disclosure harmful to business interests of a third party

Motion: That Council close the meeting to the public as per FOIP 16(1).

8. ADJOURNMENT

**Town of Drumheller
Regular Council Meeting Minutes
Monday, January 11, 2021**

Location: Virtual Remote Meeting & Drumheller Valley YouTube Live Stream

1. CALL TO ORDER

Mayor called the meeting to order at 4:33pm.

2. OPENING REMARK

2.1. Proclamation - Alzheimer's Awareness Month

2.2. Deputy Mayor - Councillor Tom Zariski for January and February 2021

3. ADOPTION OF AGENDA

3.1. Agenda for January 11, 2021 Regular Council Meeting

M2021.01 Moved by Garbutt, DeMott that Council adopt the January 11, 2021 Regular Council meeting agenda as presented.

Carried unanimously

4. MINUTES

4.1. Minutes for the December 21, 2020 Regular Meeting

M2021.02 Moved by Zariski, Makowecki that Council adopt the December 21, 2020 Regular Meeting minutes as presented.

Carried unanimously

5. REQUEST FOR DECISION REPORTS

5.1. CHIEF ADMINISTRATIVE OFFICER

5.1.1. Environmental Reserve Bylaw 01.21 - First Reading

M2021.03 Moved by Makowecki, Garbutt that Council approve first reading of Bylaw 01.21 and public hearing January 25, 2021.

Carried unanimously

5.1.2. Request for Decision - Board Application Subdivision and Development Appeal Committee (SDAB) Application - S. Clark

M2021.04 Moved by Zariski, Makowecki hat Council approve the appointment of Sharon Clark to the Subdivision and Development Appeal Board for a three-year term expiring December 2023.

Carried unanimously

Request for Decision - Bylaw 18.20 Scatter Garden Fee Update
Cemetery Bylaw 18.20 - First Reading

M2021. 05 Moved by DeMott, Makowecki that Council approve first reading of
Cemetery Bylaw 18.20

Carried unanimously

M2021. 06 Moved by Makowecki, Garbutt that Council approve second reading
of Cemetery Bylaw 18.20

Carried unanimously

M2021. 07 Councillor Garbutt and DeMott move no objection to third reading of
Cemetery Bylaw 18.20

Carried unanimously

M2021. 08 Moved by Garbutt, Zariski that Council approve third reading of
Cemetery Bylaw 18.20

Carried unanimously

M2021.09 Moved by Zariski, Makowecki that Council approve the charges for the
Scatter Garden in the amended 2021 Service Fee Schedule.

Carried unanimously

5.4. DIRECTOR OF EMERGENCY / PROTECTIVE SERVICES

5.4.1. Covid-19 Update / State of Local Emergency

Council had a discussion on whether or not the State of Local Emergency should
be rescinded. This item will be brought back to the January 25th, 2021 meeting.

6. UNFINISHED BUSINESS

6.1. Fireworks Bylaw 19.20 - Public Participation Survey

A presentation by Communications Officer, E. Crocker of the public participation survey
about the Fireworks Bylaw 19.20.

7. ADJOURNMENT

M2021.10 Moved by Zariski, DeMott to adjourn the meeting. Time: 5.31pm.

Chief Administrative Officer

Mayor

Town of Drumheller YouTube link for the January 11, 2021:

<https://www.youtube.com/watch?v=e9NKL5qu4vE>



REQUEST FOR DECISION

| | |
|----------------------|--|
| TITLE: | Drumheller Municipal Airport Commission Appointments |
| DATE: | January 21, 2021 |
| PRESENTED BY: | Darryl Drohomerski, CAO |
| ATTACHMENT: | C. Bonneville and R. Graham Board Applications |

SUMMARY:

In accordance with Bylaw 33.08 the Airport Commission will appoint 5 members from the Community at Large. There is one vacancy and a member’s term is expiring. Catherine Bonneville has resubmitted an application to remain on the Board for a second term. Robert Graham has submitted an application to join the board.

RECOMMENDATION:

The current members of the Airport Commission and Town of Drumheller administration recommend the reappointment of Catherine Bonneville for a second term and the appointment of Robert Graham to fill the current vacancy.

DISCUSSION:

Board and Committee volunteer roles create public participation opportunities. It is important to the health of Town boards and committees to having a broad representation of community members.

FINANCIAL IMPACT:

N/A

STRATEGIC POLICY ALIGNMENT:

Good governance.

COMMUNICATION STRATEGY:

Boards are informed when Council makes member appointments.

Council Meeting: January 25, 2021

MOTION:

That Council approve the reappointment of Catherine Bonneville for a second three (3) year term and the appointment of Robert Graham for a three (3) year term with both terms ending January 2024

SECONDED:

Prepared By:

Denise Lines, SR Admin Assistant

Approved By:


Darryl Drohomerski, CAO



TOWN OF DRUMHELLER BOARD / COMMITTEE APPLICATION FORM

Date: 29 SEP 2020 Board: AIRPORT COMMISSION

Name of Applicant: CATHERINE BONNEVILLE

Full Address [Redacted]
Phone Number [Redacted]

Do you have previous Board/Committee experience? Yes No

If yes, please list the Boards and the length of time you served.
Drumheller Airport Commission - 2017 to present

Briefly explain why you are interested in this position and what particular skills you will bring to this Committee or Board.
I am a private pilot with extensive flying experience throughout Canada and the USA I believe the airport has huge potential and wish to continue working toward its growth.

Signature: [Handwritten Signature] Date: 28 Oct '20

If you have any questions please contact Denise Lines at 403-823-1339. Please email your completed form to dlines@drumheller.ca or submit it at Town Hall.

Personal information is being collected for the purpose of appointing individuals to Town of Drumheller public service boards under the the authority of Section 33 of the Freedom of Information and Protection of Privacy Act (FOIP). If you have any questions about the collection or use of your personal information, please contact the Town of Drumheller's FOIP Coordinator at 403-823-1339.



TOWN OF DRUMHELLER BOARD / COMMITTEE APPLICATION FORM

Date: Jan 12, 2021 Board: AIRPORT

Name of Applicant: Robert Graham

Full Address: [Redacted]
Phone Number: [Redacted]

Do you have previous Board/Committee experience? Yes No

If yes, please list the Boards and the length of time you served.

Briefly explain why you are interested in this position and what particular skills you will bring to this Committee or Board.

I own an airplane and I have a hangar at the Drumheller Municipal Airport

Signature: [Signature] Date: Jan 12, 2021

If you have any questions please contact Denise Lines at 403-823-1339. Please email your completed form to dlines@drumheller.ca or submit it at Town Hall.

Personal information is being collected for the purpose of appointing individuals to Town of Drumheller public service boards under the the authority of Section 33 of the Freedom of Information and Protection of Privacy Act (FOIP). If you have any questions about the collection or use of your personal information, please contact the Town of Drumheller's FOIP Coordinator at 403-823-1339.



DRUMHELLER



RESILIENCY AND FLOOD MITIGATION OFFICE

DRUMHELLER
VALLEY

| | |
|------------------------|---|
| TITLE: | Use of Reserves for Flood Mitigation Infrastructure |
| DATE: | January 25, 2021 |
| PRESENTED BY: | Albert Frootman |
| ATTACHMENT: | |
| DRM Reference # | |

SUMMARY:

The purpose of this RFD is to recommend that Town Council formally endorse the use of municipal reserves and environmental reserves for the construction and maintenance of flood mitigation berms by declaring that the public will not be adversely affected by them.

BACKGROUND:

The existing flood mitigation berms have been constructed on available public lands including road allowances, municipal reserves (parks) and environmental reserves. New berms and improvements to existing berms are being proposed. Using reserves for this purpose is clearly permitted by Section 667 of the Municipal Government Act provided that Council determines that the public will not be adversely affected. A declaration by way of a resolution of Council will properly authorize berm construction and avoid any concern that the Act is not being followed.

RECOMMENDATIONS:

The Chief Resiliency and Flood Mitigation Officer would recommend that Council adopt a resolution declaring that the public will not be adversely affected by the use of municipal and environmental reserves for the construction and maintenance of flood mitigation berms.

DISCUSSION (OPTIONS/BENEFITS/DISADVANTAGES):

A declaration by way of a resolution of Council will properly authorize berm construction and avoid any concern that the Municipal Government Act is not being followed.

FINANCIAL IMPACT:

N/A

STRATEGIC POLICY ALIGNMENT:

The Council Vision is:

Through a proactive flood-mitigation strategy, we are committed to changing the channel on flood readiness with a sustainable plan to protect Drumheller from future flooding. Together, we will shape the future of our community by protecting our people, our property, our economic growth, our environment and our cultural heritage.

COMMUNICATION PLAN:

N/A

PROPOSED RESOLUTION:

MOTION: Councillor _____

WHEREAS, many flood mitigation berms have been constructed on public streets, public utility lots, municipal reserves, environmental reserves, lands owned by the Town of Drumheller and lands owned by the Province of Alberta in the past;

WHEREAS, it is the intent of the new Drumheller Flood Mitigation Program to upgrade these existing flood mitigation berms and place additional berms on public streets, public utility lots, municipal reserves, environmental reserves, lands owned by the Town of Drumheller and lands owned by the Province of Alberta;

WHEREAS, Section 667 of the Municipal Government Act allows for the use of public reserve lands for the construction and maintenance of a roadway or public utility if the interests of the public will not be adversely affected;

AND WHEREAS, the Council of the Town of Drumheller considers flood mitigation berms to be a public utility constructed and maintained for the protection of property and the safety of the public and therefore in the best public interest;

NOW THEREFORE, be it resolved that the Council of the Town of Drumheller finds the public will not be adversely affected by the use of reserve lands for flood mitigation berms and hereby authorizes the use of public streets, public utility lots, municipal reserves and environmental reserves for the construction and maintenance of flood mitigation berms and appurtenances thereto as necessary.

Second _____

Prepared by: W. Hunter, ALS (resolution) and Albert Frootman, Senior Advisor, DRFMO (RFD, MGA review)

Reviewed by: Darwin Durnie, Chief Resiliency and Flood Mitigation Officer

Approved by: Darwin Durnie, Chief Resiliency and Flood Mitigation Officer



DRUMHELLER



RESILIENCY AND FLOOD MITIGATION OFFICE

DRUMHELLER
VALLEY

| | |
|------------------------|---|
| TITLE: | Drumheller Resiliency and Flood Mitigation Program - Engineering Prime Consultant Services (2020 – 2024) RFP 2020-12-10 |
| DATE: | January 25, 2021 |
| PRESENTED BY: | Albert Frootman |
| ATTACHMENT: | |
| DRM Reference # | |

SUMMARY:

The purpose of this RFD is to request Council’s approval of the dike design and construction monitoring budget and recommend the award of engineering contracts, to a maximum cost.

BACKGROUND:

The DRFMO is continuing with the design refinement process, following extensive background work already completed. We are expanding on a competitive process adapted from Alberta Transportation which involves shortlisting/prequalifying engineering firms (completed in 2020) and having them bid on the design of defined projects. The bidding process has enabled us to refine the necessary budgets for each design project, and to determine best assignments based on previous experience in the valley and new concepts they will bring to the table.

Rather than using one firm for all of the work, this approach will also allow each of the selected firms to proceed swiftly with designs on each of the projects and enable the Program Office to meet commitments with neighbourhoods and landowners. Tendering of construction work is scheduled for May 2021.

The shortlisted firms are Wood PLC, Kerr Wood Leidal, Klohn Crippen Berger, and SweetTech. Each of these firms was selected for their expertise, experience, and local knowledge.

In terms of sequencing, the work has been broken down into two main phases – Feasibility/Design/Tender, and Construction Monitoring.

The overall Design and Construction budget for the DRFM Program is expected to be in the \$20M range. The competitive proposals from the pre-qualified prime engineering consultants have been assessed and the following recommendations for design and tender awards are provided for 11 of the DRFM Program’s major projects. These are shown on the following page.

| DRFM Project | Estimated Budgets | | Recommended Award for Phases 1 to 3 |
|--------------------------------------|---|--|--------------------------------------|
| | Phases 1 – 3 Feasibility to Design Tender | Construction Monitoring (to be awarded later) | |
| #1 – Nacmine | \$120,000 | \$170,000 | Wood PLC |
| #2 – West & Central Midland | \$180,000 | \$90,000 | Klohn Crippen Berger |
| #3 – East Midland | \$185,000 | \$110,000 | Klohn Crippen Berger |
| #4 – West & East Newcastle | \$185,000 | \$110,000 | Klohn Crippen Berger |
| #5 - Hospital & Michichi Creek | \$155,000 | \$165,000 | Kerr Wood Leidal |
| #6 – North Drumheller Dikes B & C | \$145,000 | \$135,000 | Kerr Wood Leidal |
| #7 – Central Drumheller Dike D | \$181,000 | \$250,000 | SweetTech Engineering Consultants |
| #8 – Willow Estates | \$37,000 | \$50,000 | Wood PLC |
| #9 – East Rosedale | \$215,000 | \$300,000 | Wood PLC |
| #10 – Lehigh | \$75,000 | \$40,000 | Wood PLC |
| #11 – East Coulee | \$145,000 | \$210,000 | Wood PLC |

The engineering budgets above are considered to be maximum amounts for work specific to dike feasibility, design and tender packages. Negotiations are still in progress with all four firms to finalize fee details for Phases 1 to 3 on these projects. The estimated budget for the Feasibility/Design/Tender phase for these 11 projects is \$1,623,000.

The maximum amount for the Construction Monitoring phase is estimated at \$1,630,000. We would like to get approval for the Construction Monitoring budget but reserve the award until the designs are complete. Pricing will be subject to a review to find the most cost effective method of allocating this required service.

In addition, a \$100,000 allowance from the Construction Monitoring budget for each firm is being recommended to allow them to commence early construction monitoring of construction activities using contractors already approved by Council.

The recommended maximum fee for each consultant is as follows:

Wood PLC - \$700,000

Klohn Crippen Berger - \$650,000

Kerr Wood Leidal - \$580,000

SweetTech Engineering Consultants - \$300,000*

*awarded September 2020 by Council.

There are smaller projects that have not yet been defined and will be awarded in the future to any of these four firms based on performance and capacity.

Based on the value of these awards, Council approval is required. These budget and award figures do not include GST.

RECOMMENDATIONS:

The Chief Resiliency and Flood Mitigation Officer would recommend:

That Council authorize the Chief Resiliency and Flood Mitigation Officer to enter into contracts for the following engineering firms for Projects 1 to 11 up to the maximum amounts specified: Wood PLC - \$660,000; Klohn Crippen Berger - \$650,000; Kerr Wood Leidal - \$580,000; and,

That Council approve a Construction Monitoring Budget for Projects 1 to 11 in the amount of \$1,630,000, to be awarded when the design work is complete.

DISCUSSION (OPTIONS/BENEFITS/DISADVANTAGES):

The recommended approach to awarding the engineering design work has a number of key advantages. These include hiring multiple firms to undertake design work concurrently to meet commitments that have been made, and the ability to negotiate fair pricing along with the ability to allocate specific projects based on prior knowledge, expertise, and capacity.

FINANCIAL IMPACT:

The total budget for construction of these dike works is \$20 million. The design and construction monitoring phases have a total cost allocation of \$3,218,000.

STRATEGIC POLICY ALIGNMENT:

The Council Vision is:

Through a proactive flood-mitigation strategy, we are committed to changing the channel on flood readiness with a sustainable plan to protect Drumheller from future flooding. Together, we will shape the future of our community by protecting our people, our property, our economic growth, our environment and our cultural heritage.

COMMUNICATION PLAN:

The results of this RFD will be communicated through the flood readiness website.

Town of Drumheller
702 Premier Way
Drumheller, AB T0J 0Y4

www.dinosaurvalley.com

Telephone: (403) 823-0994
E-mail: ddurnie@drumheller.ca

PROPOSED RESOLUTIONS:

MOTION: Councillor _____

1. **That the Council of the Town of Drumheller** authorize the Chief Resiliency and Flood Mitigation Officer to enter into contracts for the following engineering firms for Projects 1 to 11 up to the maximum amounts specified: Wood PLC - \$700,000; Klohn Crippen Berger - \$650,000; Kerr Wood Leidal - \$580,000; and,
2. **That the Council of the Town of Drumheller** approve a Construction Monitoring Budget for Projects 1 to 11 in the amount of \$1,630,000, to be awarded when the design work is complete.

Second _____

Prepared by: Albert Frootman, Senior Advisor, DRFMO

Reviewed by: Darwin Durnie, Chief Resiliency and Flood Mitigation Officer

Approved by: Darwin Durnie, Chief Resiliency and Flood Mitigation Officer



REQUEST FOR DECISION

| | |
|----------------------|--|
| TITLE: | Snow Removal and Ice Control Strategy — 2020 Update |
| DATE: | December 16, 2020 |
| PRESENTED BY: | Dave Brett, P. Eng, PMP, Director of Infrastructure Services |
| ATTACHMENT: | Snow Removal 2020 Maps.pdf |

SUMMARY:

The Snow Removal and Ice Control Strategy maps and document posted on the Town of Drumheller's website were last updated in 2017. With some additional streets being constructed since that year, it is appropriate to update the information on the maps current to December 2020. Other updates reflect the current operational practices and suggested improvements.

Changes to snow removal routes from the previous version are proposed as follows:

| Service Change | Reason |
|--|---|
| Removal of sidewalks at Rosedale Community Hall | Not owned by the Town and no agreement in place with property owner |
| Addition of trail to Toboggan Hill | Toboggan hill was created for 2019/2020 winter and will be continued. |
| Addition of Plaza and adjacent sidewalk | This is Town owned property with winter use |
| Removal of sidewalk at 257 Centre Street | Town has discontinued agreement with property owners for use of this lot as a parking lot. |
| Century Drive West in East Coulee, corrected to match Legend for Stage 2 | Clarification of labelling |
| Removal and addition of various sidewalks | Various sidewalk section removed or added to Town ownership changes of adjacent properties. |

Request for Decision
Page 2

RECOMMENDATION:

Administration recommends that Council approve the Snow Removal and Ice Control Strategy – 2020 as presented

FINANCIAL IMPACT:

The costs related to the updated Snow Removal and Ice Control Strategy is within the current Operating Budget.

STRATEGIC POLICY ALIGNMENT:

Aligns with Council Policy C-01-02 on Snow Removal adopted February 11, 2002.

COMMUNICATION STRATEGY:

The current Snow Removal and Ice Control Strategy and maps will be posted on the Town website and social media.

MOTION:

Councillor _____: moves to approve the Snow Removal and Ice Control Strategy – 2020 as presented.

SECONDED:

Libby Vant

Prepared By:
Libby Vant
Sr. Admin. Assistant



Reviewed By:
Dave Brett
Director of Infrastructure Services



Approved By:
Darryl Drohomerski, C.E.T.
Chief Administrative Officer

**TOWN OF DRUMHELLER
COUNCIL POLICY C-01-21
SNOW REMOVAL AND ICE CONTROL STRATEGY**

PURPOSE:

When ever possible move and remove snow to reduce the potential for accidents and provide safe driving and pedestrian conditions. Priority will be given to emergency response routes and heavily traveled areas.

POLICY STATEMENT:

The Town of Drumheller will ensure that snow is removed from roadways according to the attached map and schedule insofar as the Town's financial resources, equipment and staff availability will allow.

DEFINITIONS:

- a) "Chief Administrative Officer" means the *Chief Administrative Officer of the Town of Drumheller and may be referred to as the Town Manager;*
- b) ""Council" means the *Municipal Council of the Town of Drumheller;*
- c) "Stage 1" means *snow will be removed upon driving surface having a packed accumulation of 5cm;*
- d) "Stage 2" means *snow will be removed upon driving surface having a packed accumulation of 15cm;*
- e) "Town Property" means *those legal lots owned, rented or leased by the Town of Drumheller or one of its business units;*

STANDARDS:

- a) The Town will only carry out ice and snow removal on;
 - Town roads;
 - Town property;
 - Sidewalks adjacent to Town property, and;
 - Those locations that the Town is responsible for due to maintenance agreements.
- b) Prioritization:
 - Areas will be allocated to individual stages based on the following criteria:
 - Emergency vehicle access, as determined by the Director of Emergency & Protective Services and the Fire Chief
 - Downtown business core;

- Type of road;
 - Arterial roads – Intercommunity connection;
 - Collector roads – Access to a community;
 - School bus routes;
 - Work Efficiency;
 - Ensure efficient use of resources;
 - Parking lots;
- c) Accumulation Greater Than 2.5cm:
- Roads in this category are the main roads of the Drumheller Downtown business core. Keeping these roads clear of snow accumulation will encourage public to visit the downtown core.
 - Due to limitations of equipment, these roads shall be cleared when there is an unpacked accumulation of at least 2.5cm of snow.
 - These roads shall be the first roads cleared following a large snow event.
 - Clearance of these roads will take priority over other Infrastructure work except for emergency utility work (such as water main and sewer main breaks).
- d) Stage 1:
- Roads in “Stage 1” are the arterial and collector roads that represent the primary access routes into communities and significant traffic routing roads within the community.
 - Roads in “Stage 1” shall be cleared when there is a packed accumulation of 5cm of snow.
 - Clearance of “Stage 1” roads will only commence once the “Accumulation Greater Than 2.5cm” roads are complete.
 - Clearance of these roads will take priority over other Infrastructure work except for emergency utility work (such as water main and sewer main breaks).
- e) Stage 2:
- Roads in “Stage 2” are the arterial and collector roads that represent the secondary access routes into communities and major traffic routing roads within the community.
 - Clearance of “Stage 2” roads will only commence after the completion of the preceding categories.
 - Clearance of these roads will take not take priority over previously scheduled Infrastructure work
- f) Post Stage 2:
- No roads are allocated in the “Post Stage 2” category, however the Operations Manager, or delegate, can determine that additional snow and ice removal will be conducted on the following criteria:
 - Identified safety concerns;
 - Public input;

- Current and forecast weather conditions;
- Current work load for Infrastructure Services;
- Budget;
- Post Stage 2 snow and ice removal will only be carried out when equipment and resources are available, other activities such as utility work, will take priority.

DISCLAIMER:

1. Nothing in this policy is intended to over rule or modify current Town of Drumheller Bylaws.

REFERENCES:

1. Bylaw 02.07 – Protection of and Preservation of Sidewalks

CHIEF ADMINISTRATIVE OFFICER

MAYOR

Alteration in Snow Removal and Ice Control Strategy Map

Below are the changes in the map package from previous season (2019/2020)

| <u>Item</u> | <u>Community</u> | <u>Location</u> | <u>Change</u> | <u>Reason</u> |
|--------------|---------------------|---|--|---|
| | Map sheet 10 | Drumheller | Removed | Information consolidated onto other pages |
| Roads | | | | |
| | All | All | Rename “Zero Tolerance” to “Accumulation Greater Than 2.5cm” | The Towns present equipment cannot effectively remove snow less than 2.5cm deep in accumulation. Efforts to do so are inefficient and add equipment run time without appreciable benefit. |
| | Nacmine | 1 st Street | Removed | Plowing of 1 st Street was replaced with 2 Street to align with the community exit on to Highway 575 |
| | Midland | North River Drive; 15 th Street to 17 th Street | Convert to Stage 2: Plow and Remove | Improve work efficiency on North River Dr. Insufficient room for “Plow to Shoulder” so altered to “Plow and Remove” |
| | Midland | 14 th Street NW; 1 st Avenue NW to 2 nd Avenue NW | Convert to Stage 1 Plow and Remove | Insufficient room for “Plow to Shoulder” so altered to “Plow and Remove” |
| | Newcastle | 12 th Street W; Newcastle Trail to 1 st Avenue W | Convert to Stage 1 Plow and Remove | Upgrade from Stage 2 to ensure community access |
| | Downtown Drumheller | Veterans Way | Corrected alignment | Location incorrectly marked |
| | Downtown Drumheller | 1 st Street W; 2 nd Avenue W to Riverside Drive W | Added to Stage 1 Plow and Remove | Road added for completeness and access to Downtown |

| <u>Item</u> | <u>Community</u> | <u>Location</u> | <u>Change</u> | <u>Reason</u> |
|-------------|---------------------|---|---|---|
| | Downtown Drumheller | Riverside Drive; Centre Street to 3 rd Street E | Convert to Plow and Remove from Plow to Shoulder/Windrow | Insufficient room for “Plow to Shoulder” so altered to “Plow and Remove” |
| | Downtown Drumheller | 6 th Avenue E; 8 th Street E to 9 th Street E | Added to Stage 1 Plow and Remove | Road added for completeness and access to Downtown |
| | Downtown Drumheller | 7 th Avenue E; east of 19 th Street E | Remove from Stage 2 | Road removed as fit criteria in policy and has not required clearing by Town staff in recent years. |
| | Rosedale | Service Road North of Highway 10 | Added to Stage 1 Plow to Shoulder/Windrow | Added for completeness and improved work efficiency. |
| | Rosedale | Pinter Drive; east of Pinter Road | Added to Stage 1 Plow to Shoulder/Windrow | Added to allow for community access and improved work efficiency. |
| | Wayne | Highway 10X | Convert from Stage 1 Plow and Remove to Stage 1 Plow to Shoulder | Altered to match actual work activities. |
| | Lehigh | 4 th Street W; east of 2 nd Avenue W | Added to Stage 1 Plow to Shoulder/Windrow | Added for completeness and improved work efficiency. |
| | East Coulee | 2 nd Avenue W; 8 th Street to 1 st Street | Remove from Stage 1 | Blocks on either side of 2nd Avenue W are also cleared. Removing this improves work efficiency. |

| <u>Parking Lots</u> | | | | |
|----------------------------|---------------------|---|---|--|
| | Downtown Drumheller | World Largest Dinosaur Parking/ Chamber/ Aquaplex /Arena | Added as Stage 1 | Clearly added to the Strategy to ensure that these facilities are accessible by the public |
| | Downtown Drumheller | 104 – 2 nd Street W | Added as Stage 2 | Clearly added to the Strategy to ensure that these facilities are accessible by the public |
| | Downtown Drumheller | 295 & 299 – 2 nd Street E | Added as Stage 2 | Clearly added to the Strategy to ensure that the Downtown Business Core is accessible to the public |
| | Downtown Drumheller | Badlands Community Facility | Corrected | Area marked corrected for accuracy |
| | Downtown Drumheller | Town Hall parking lots | Corrected | Area marked corrected for accuracy |
| | Downtown Drumheller | 340 & 350 1 st Street W | Corrected | Area marked corrected for accuracy |
| | Downtown Drumheller | 273 & 257 Centre Street | Removed | The Town is no longer responsible for this lot. |
| <u>Sidewalks</u> | | | | |
| | Nacmine | Hunter Drive; between 3 rd Street and 5 th Street | Reduced | Reduced to just be the frontage of the Town's property |
| | Nacmine | Hunter Drive; Utility Lot | Added | Added as this is Town owned. |
| | Nacmine | 586 Hunter Drive | Added | Added as this is Town owned. |
| | Newcastle | 936 and 938 Newcastle Trail | Removed | Removed as these lots are private property |
| | | Secondary Highway 575; Premier Road to 12 Street | Identified for removal from work plan April 30 2021 | This sidewalk fronts private property and as such should be dealt with by property owner |
| | Midland | Trail east of Marshall Estates | Added | First 100m is currently being cleared but is not shown on strategy. Added for accuracy and completeness. |

| | | | | |
|--|---------------------|--|---|--|
| | South Drumheller | 1 st Street W; west side at 7 th Avenue W | Removed | Removed as this lot is private property |
| | South Drumheller | Hwy 9/56; 2 nd Street SW to 1 st Street SW | Identified for removal from work plan April 30 2021 | Identified for removal from work plan April 30 2021 |
| | Downtown Drumheller | Hwy 9/56 both sides 3 rd Avenue N to Riverside Drive | Identified for removal from work plan April 30 2021 | Significant portions of these blocks are private property and are identified for removal from work plan April 30 2021. Town will only maintain the sidewalk in front of parking lots and Munchie Park. |
| | Downtown Drumheller | Riverside Drive; south sidewalk east of Centre Street | Removed | Removed as this lot is private property |
| | Downtown Drumheller | 273 & 257 Centre Street | Removed | The Town is no longer responsible for this lot. |
| | Bankview | 8 th Avenue; South side at 3 rd St W | Removed | The Town will clear the sidewalk of the Community Garden. The additional half block is private property. |
| | Hills View Estates | 10 th Avenue; south side | Modified | The unsold lots are the responsibility of the Town. The sold lots are private property and the responsibility of the owners. |
| | South Drumheller | Hwy 9/56, south of Hwy 10, east side | Identified for removal from work plan April 30 2021 | The bulk of this section are sidewalks that front private property. The Town will maintain the section fronting Town property the rest should be dealt with by the property owners |
| | South Drumheller | Hwy 9/56, south of Hwy 10, west side | Identified for removal from work plan April 30 2021 | The bulk of this section are sidewalks that front private property. The Town will maintain the section fronting Town property the rest should be dealt with by the property owners |

| | | | | |
|--|----------|--|---|--|
| | Rosedale | Hwy 10, north side 1 Street W to Rosebud River | Identified for removal from work plan April 30 2021 | This sidewalk fronts private property and as such should be dealt with by property owner |
|--|----------|--|---|--|

Town of Drumheller

Snow Removal and Ice Control Strategy

Infrastructure Services 2021



Nacmine Snow Removal
 Roads - Page 1
 Sidewalks - Page 10

Drumheller Snow Removal
 Midland & Newcastle Roads - Page 2
 Midland & Newcastle Sidewalks - Page 11
 Central Drumheller Roads - Page 3
 Central Drumheller Sidewalks - Page 12
 Central Drumheller Parking Lots - Page 9
 South East Drumheller Roads - Page 4
 South East Drumheller Sidewalks - Page 13

Rosedale Snow Removal
 Roads - Page 5
 Sidewalks - Page 14

Wayne Snow Removal
 Roads - Page 6

Cambria Snow Removal
 Roads - Page 7

Lehigh and East Coulee Snow Removal
 Roads - Page 8

Airport - Page 3

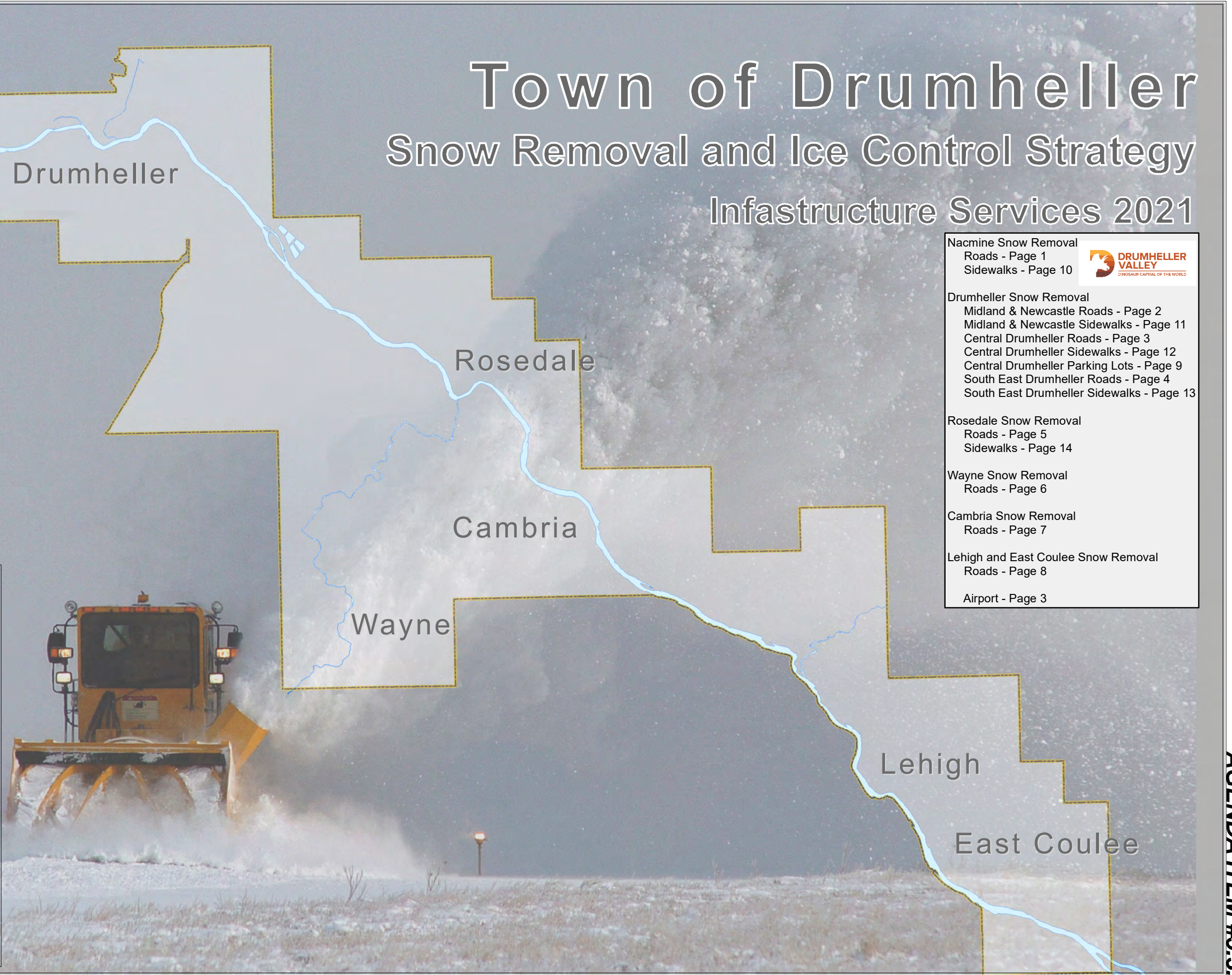
Snow Removal Stages

Roads

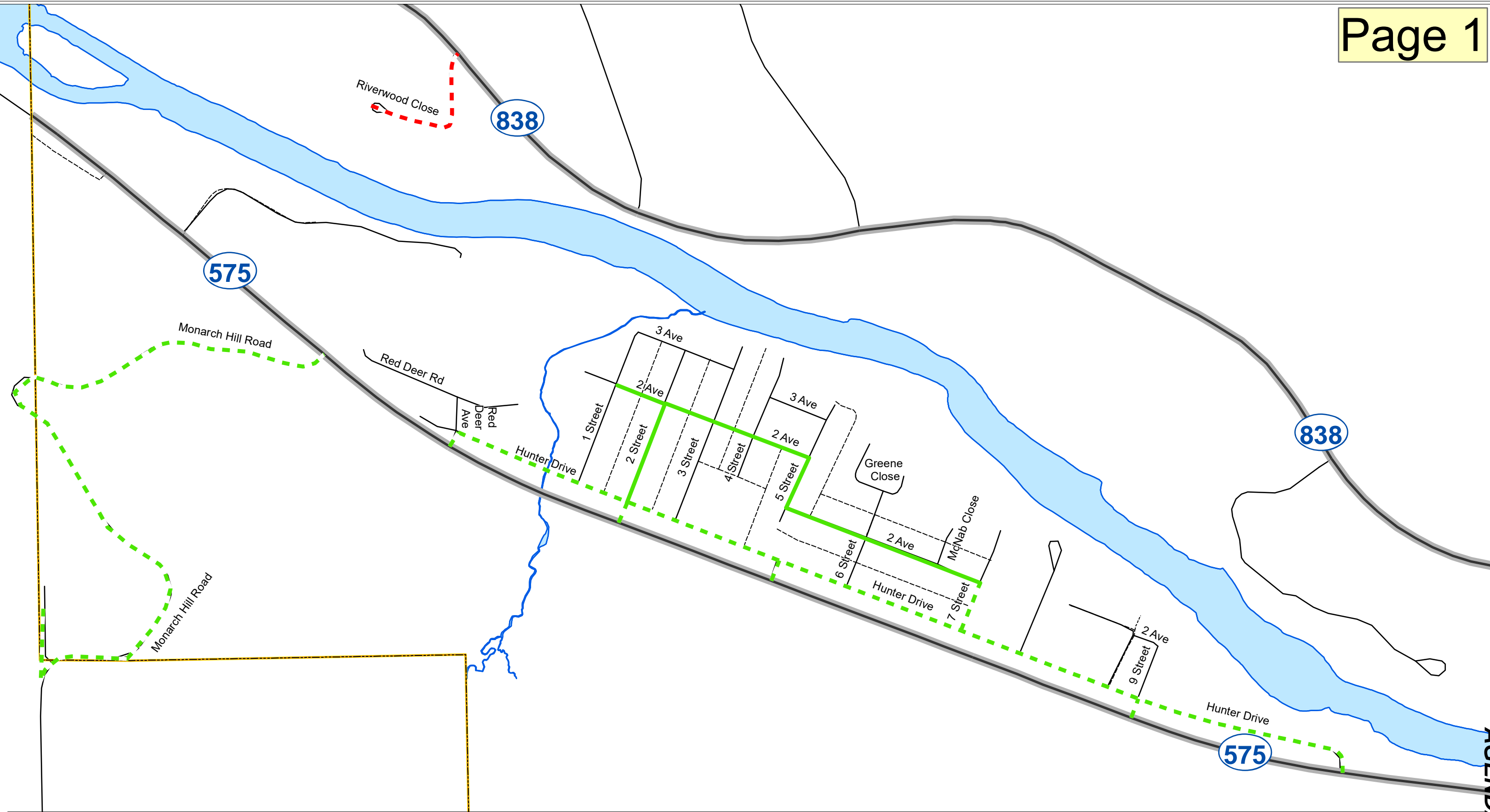
- Accumulation Greater Than 2.5 cm
- Stage 1 - Plow and Remove 5cm Packed Accumulation
- Stage 1 - Plow to Shoulder or Windrow
- Stage 2 - Plow and Remove 15cm Packed Accumulation
- Stage 2 - Plow to Shoulder or Windrow
- Maintained by Alberta Transportation

Parking Lots

- Stage 1
- Stage 2



Snow Removal Policy C-01-21: Changes in Ice and Snow Removal Chart: Snow...



Nacmine Roads

- Accumulation Greater Than 2.5 cm
- Stage 1 Plow and Remove
- - - Stage 1 Plow to Shoulder or Windrow

2021 Road Network Snow Removal and Ice Control Strategy

- Stage 2 Plow and Remove
- - - Stage 2 Plow to Shoulder or Windrow
- Alberta Transportation

S Snow Deposit Locations

Note: All Stop Sign Intersections at Highway 575, Highway 838, Highway 9, and Highway 10 maintained by AT.



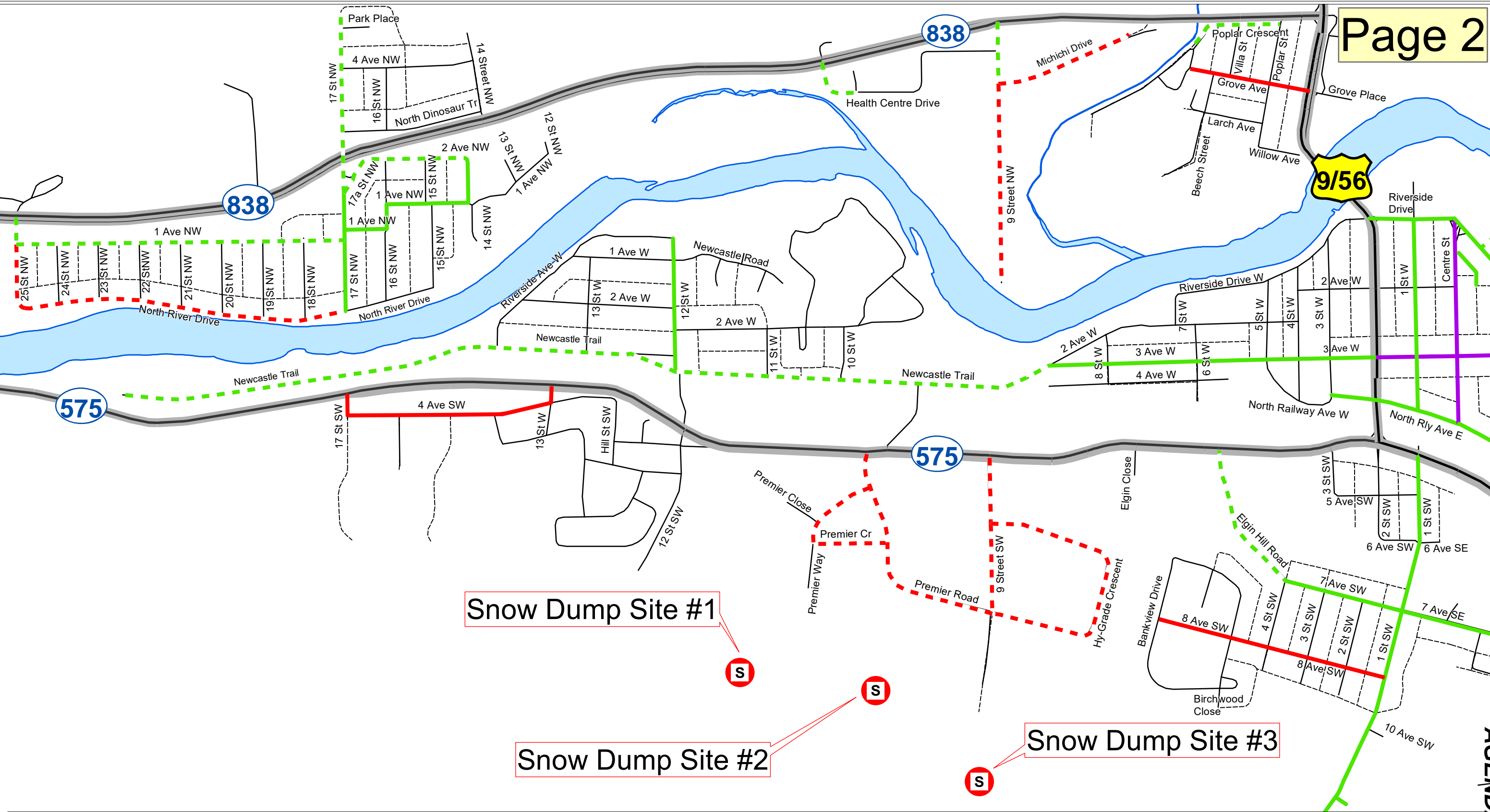
Projection: NAD83 3TM W114
January 2021

For Further Details Please Call (403) 823-1330 Infrastructure Services

Page 27 of 49

AGENDA ITEM #5.3.1

Snow Removal Policy C-01-21: Changes in Fee and Snow Removal Chart: Snow...



Midland & Newcastle 2021 Road Network Snow Removal and Ice Control Strategy

- Accumulation Greater Than 2.5 cm
- Stage 1 Plow and Remove
- Stage 2 Plow and Remove
- - - Stage 2 Plow to Shoulder or Windrow
- - - Stage 1 Plow to Shoulder or Windrow
- Alberta Transportation
- S Snow Deposit Locations

Note: All Stop Sign Intersections at Highway 575, Highway 838, Highway 9, and Highway 10 maintained by AT.



Projection: NAD83 3TM W114
January 2021

For Further Details Please Call (403) 823-1330 Infrastructure Services



Central Drumheller 2021 Road Network Snow Removal and Ice Control Strategy

- Accumulation Greater Than 2.5 cm
- Stage 1 Plow and Remove
- - - Stage 1 Plow to Shoulder or Windrow
- Stage 2 Plow and Remove
- - - Stage 2 Plow to Shoulder or Windrow
- Alberta Transportation

S Snow Deposit Locations

Note: All Stop Sign Intersections at Highway 575, Highway 838, Highway 9, and Highway 10 maintained by AT.

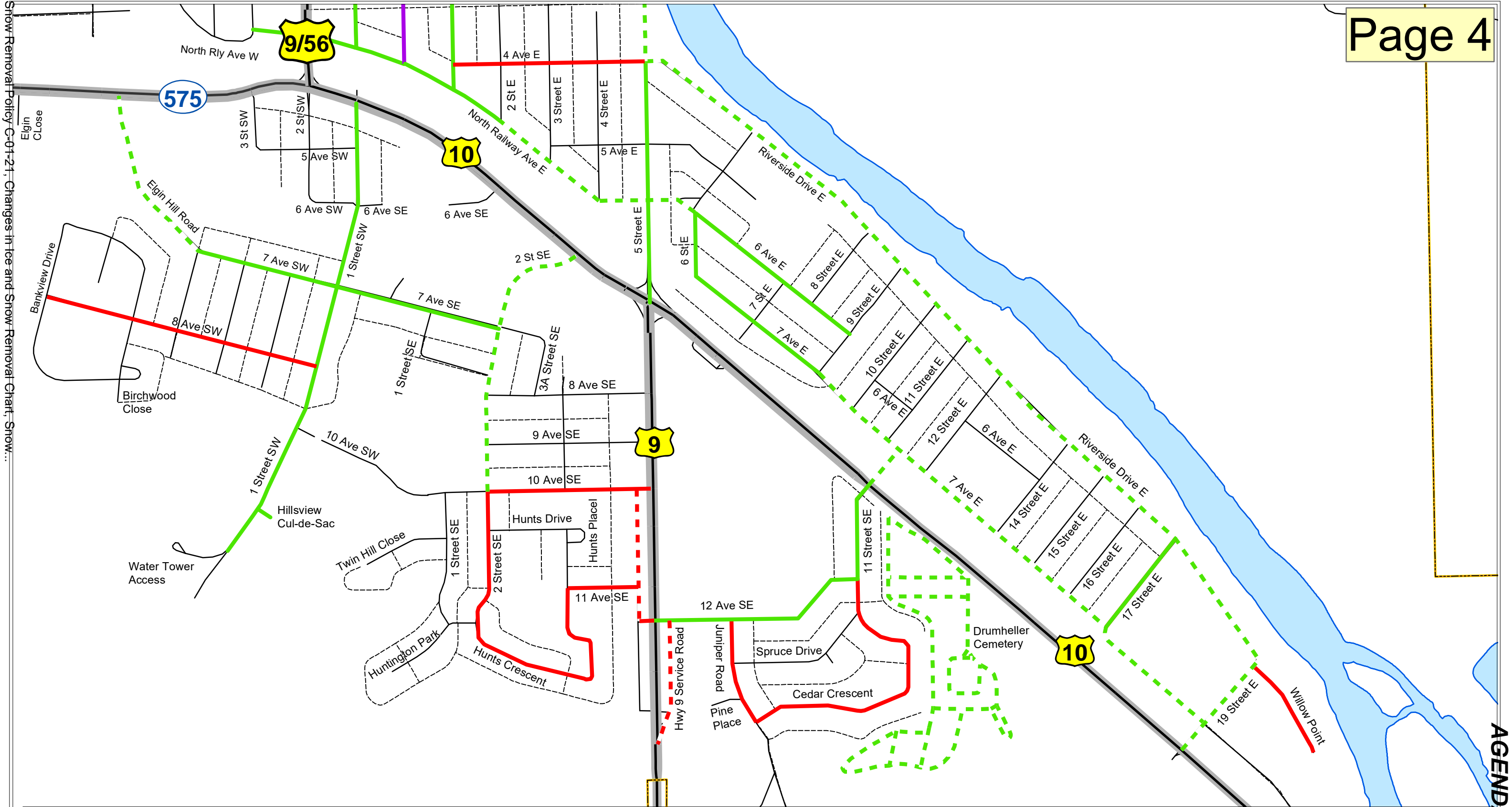


Projection: NAD83 3TM W114
January 2021
For Further Details Please Call (403) 823-1330 Infrastructure Services

Snow Removal Policy C-01-21: Changes in Ice and Snow Removal Chart: Snow...

Page 29 of 49

AGENDA ITEM #5.3.1



Snow Removal Policy C-01-21: Changes in Ice and Snow Removal Chart: Snow...

Page 30 of 49

AGENDA ITEM #5.3.1

South East Drumheller 2021 Road Network Snow Removal and Ice Control Strategy

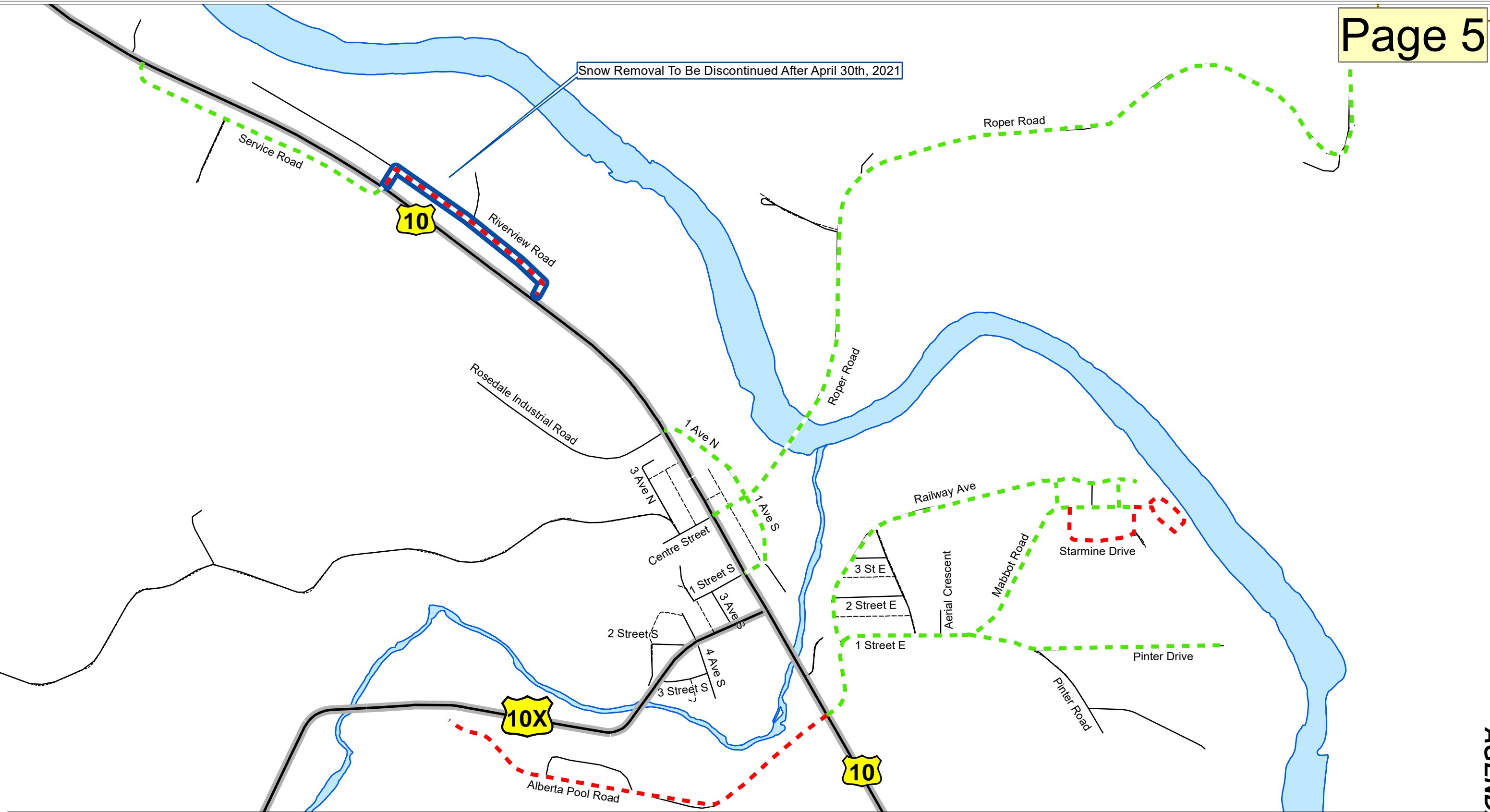
- Accumulation Greater Than 2.5 cm
- Stage 1 Plow and Remove
- - - Stage 1 Plow to Shoulder or Windrow
- Stage 2 Plow and Remove
- - - Stage 2 Plow to Shoulder or Windrow
- Alberta Transportation
- S Snow Deposit Locations

Note: All Stop Sign Intersections at Highway 575, Highway 838, Highway 9, and Highway 10 maintained by AT.



Projection: NAD83 3TM W114
January 2021
For Further Details Please Call (403) 823-1330 Infrastructure Services

Snow Removal Policy C-01-21: Changes in Ice and Snow Removal Chart: Snow...



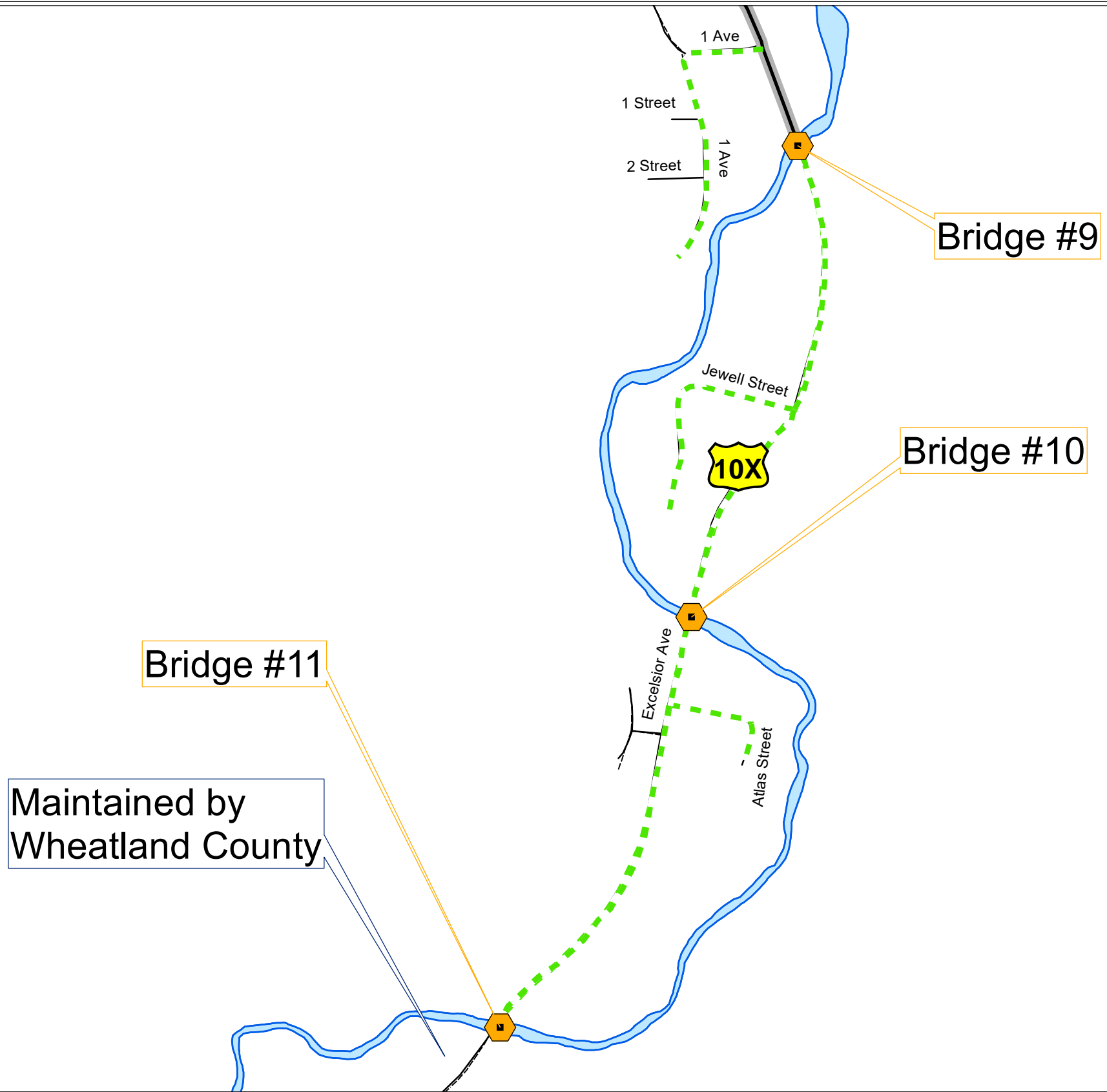
Page 31 of 49

AGENDA ITEM #5.3.1



Projection: NAD83 3TM W114
January 2021

For Further Details Please Call (403) 823-1330 Infrastructure Services



Wayne

2021 Road Network Snow Removal and Ice Control Strategy

- Accumulation Greater Than 2.5 cm
- Stage 2 Plow and Remove
- Stage 1 Plow and Remove
- - - Stage 2 Plow to Shoulder or Windrow
- - - Stage 1 Plow to Shoulder or Windrow
- Alberta Transportation
- S Snow Deposit Locations

Note: All Stop Sign Intersections at Highway 575, Highway 838, Highway 9, and Highway 10 maintained by AT.



Projection: NAD83 3TM W114
January 2021
For Further Details Please Call (403) 823-1330 Infrastructure Services

Snow Removal Policy C-01-21: Changes in Ice and Snow Removal Chart: Snow...



Cambria

2021 Road Network Snow Removal and Ice Control Strategy

- Accumulation Greater Than 2.5 cm
- Stage 1 Plow and Remove
- - - Stage 1 Plow to Shoulder or Windrow

- Stage 2 Plow and Remove
- - - Stage 2 Plow to Shoulder or Windrow
- Alberta Transportation

S Snow Deposit Locations

Note: All Stop Sign Intersections at Highway 575, Highway 838, Highway 9, and Highway 10 maintained by AT.



Projection: NAD83 3TM W114
January 2021

For Further Details Please Call (403) 823-1330 Infrastructure Services

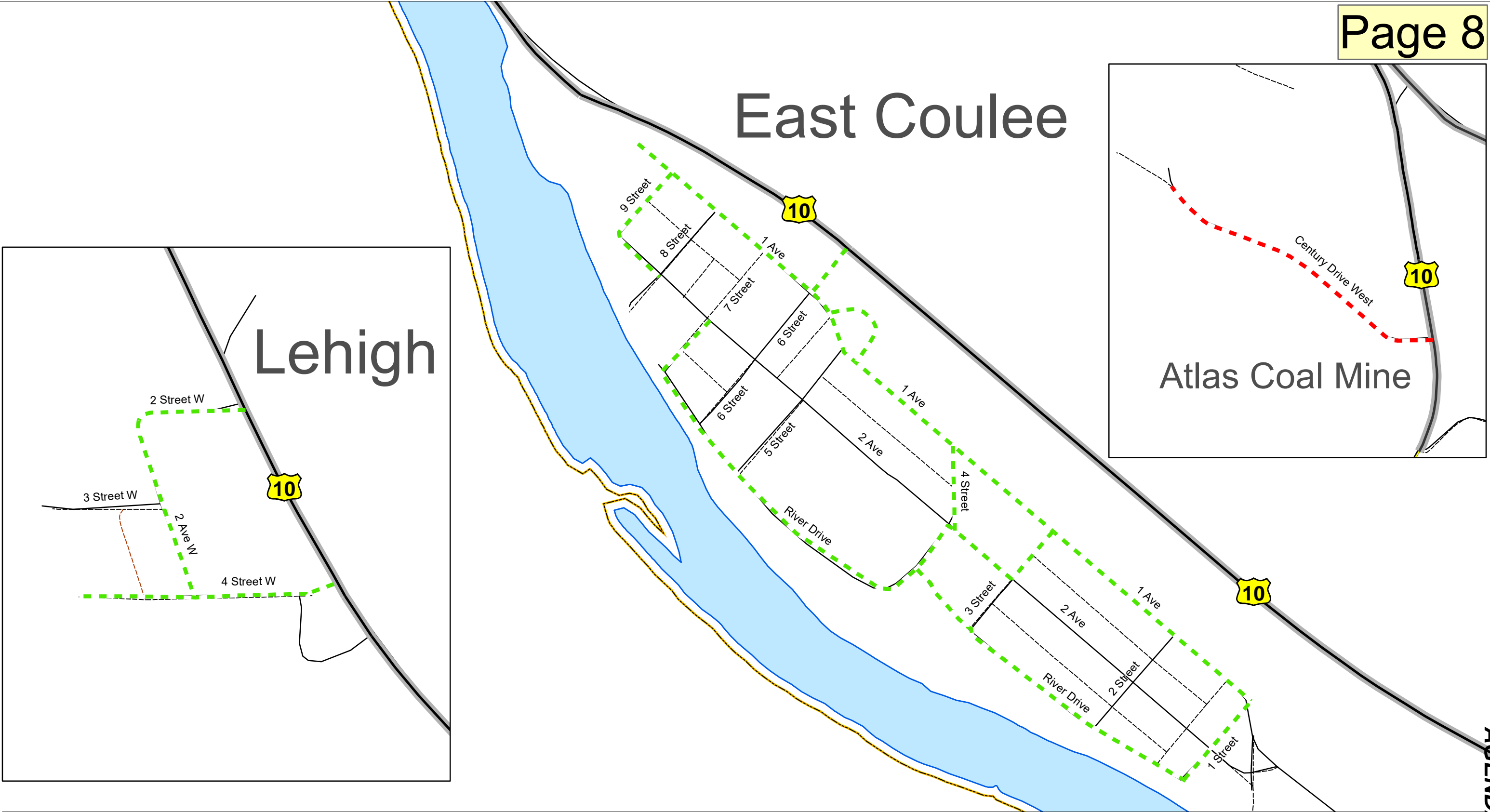
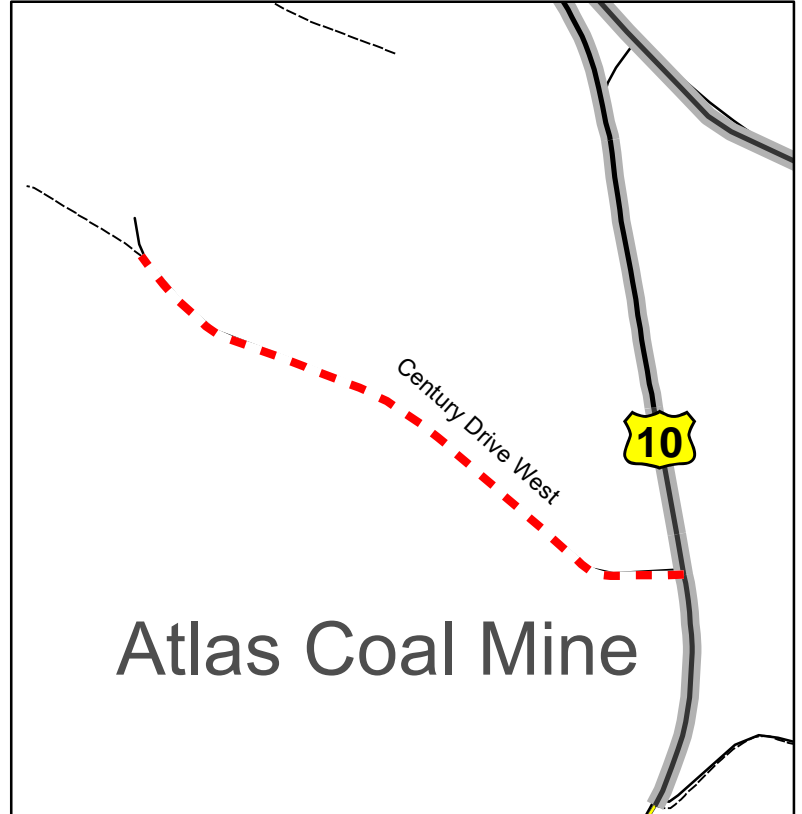
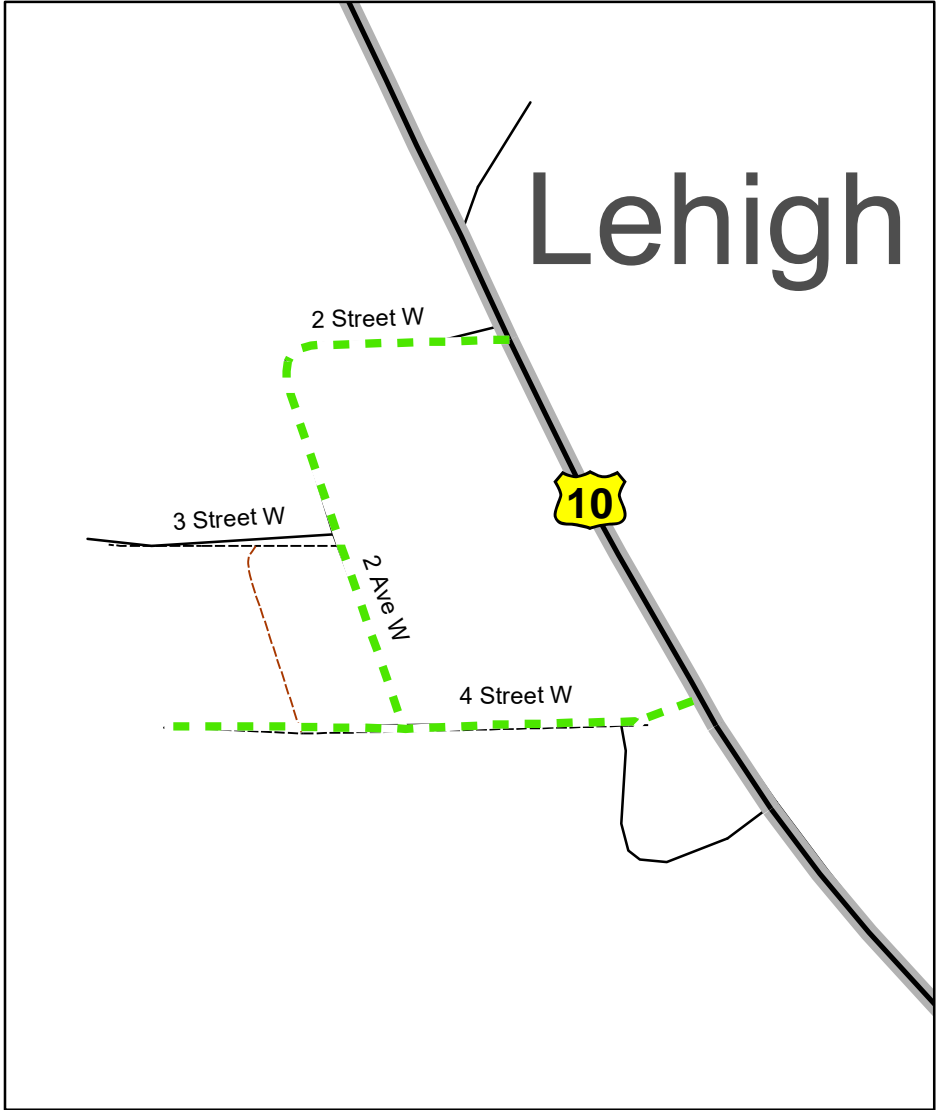
Page 33 of 49

AGENDA ITEM #5.3.1

East Coulee

Lehigh

Atlas Coal Mine



Lehigh & East Coulee 2021 Road Network Snow Removal and Ice Control Strategy

- Accumulation Greater Than 2.5 cm
- Stage 1 Plow and Remove
- - - Stage 1 Plow to Shoulder or Windrow
- Stage 2 Plow and Remove
- - - Stage 2 Plow to Shoulder or Windrow
- Alberta Transportation

S Snow Deposit Locations

Note: All Stop Sign Intersections at Highway 575, Highway 838, Highway 9, and Highway 10 maintained by AT.



Projection: NAD83 3TM W114
January 2021



For Further Details Please Call (403) 823-1330 Infrastructure Services

Snow Removal Policy C-01-21 - Changes in Ice and Snow Removal Chart, Snow...



Central Drumheller

2021 Parking Lot Snow Removal and Ice Control Strategy

-  Stage 1
-  Stage 2

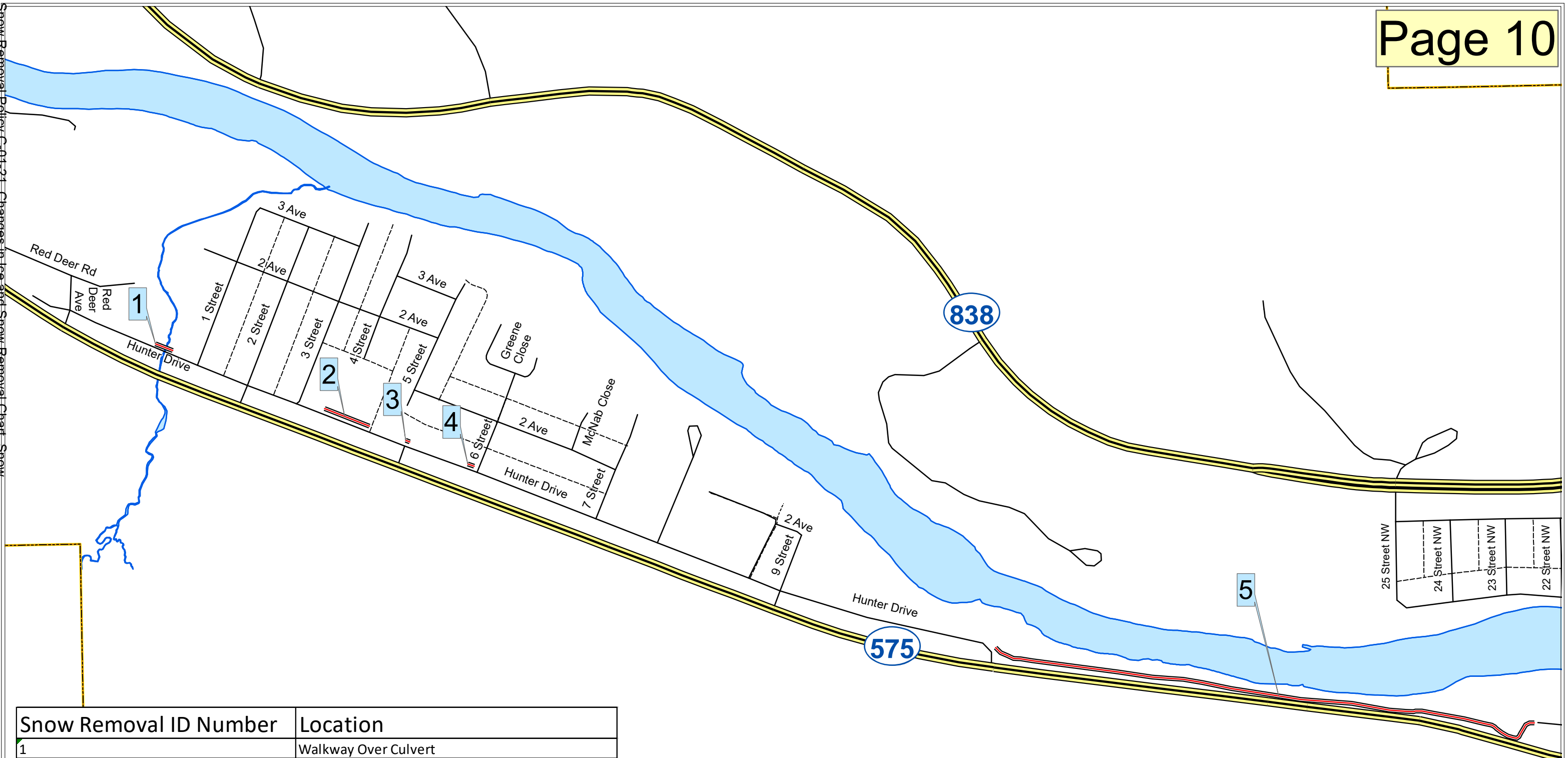


Projection: NAD83 3TM W114
 January 2021
 For Further Details Please Call (403) 823-1330 Infrastructure Services

Page 35 of 49

AGENDA ITEM #5.3.1

Snow Removal Policy C-01-21: Changes in Ice and Snow Removal Chart: Snow...



| Snow Removal ID Number | Location |
|------------------------|--|
| 1 | Walkway Over Culvert |
| 2 | 336 - Hunter Drive |
| 3 | Utility Lot Between 478 & 502 Hunter Drive |
| 4 | 586 Hunter Drive - East of Nacmine Hotel |
| 5 | Nacmine Walking Trail |

Nacmine

2021 Sidewalk Snow Removal and Ice Control Strategy

- Sidewalk Snow Removal
- To Be Discontinued After April 30th 2021

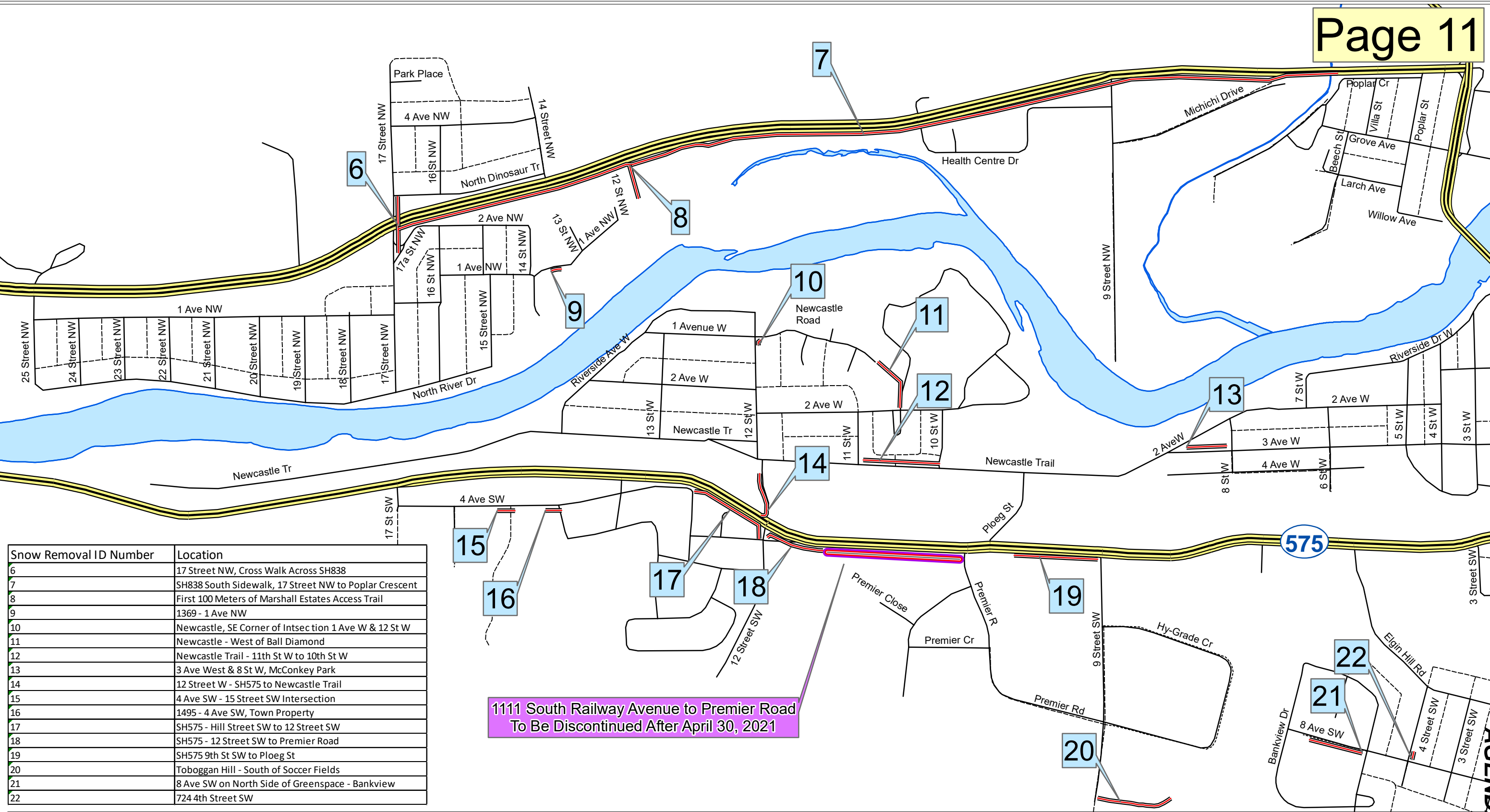


Projection: NAD83 3TM W114
 Scale: 1:8000
 January 2021
 For Further Details Please Call (403) 823-1330 Infrastructure Services

Page 36 of 49

AGENDA ITEM #5.3.1

Snow Removal Policy C-01-21: Changes in Ice and Snow Removal Chart: Snow...



1111 South Railway Avenue to Premier Road
To Be Discontinued After April 30, 2021

| Snow Removal ID Number | Location |
|------------------------|---|
| 6 | 17 Street NW, Cross Walk Across SH838 |
| 7 | SH838 South Sidewalk, 17 Street NW to Poplar Crescent |
| 8 | First 100 Meters of Marshall Estates Access Trail |
| 9 | 1369 - 1 Ave NW |
| 10 | Newcastle, SE Corner of Intsec tion 1 Ave W & 12 St W |
| 11 | Newcastle - West of Ball Diamond |
| 12 | Newcastle Trail - 11th St W to 10th St W |
| 13 | 3 Ave West & 8 St W, McConkey Park |
| 14 | 12 Street W - SH575 to Newcastle Trail |
| 15 | 4 Ave SW - 15 Street SW Intersection |
| 16 | 1495 - 4 Ave SW, Town Property |
| 17 | SH575 - Hill Street SW to 12 Street SW |
| 18 | SH575 - 12 Street SW to Premier Road |
| 19 | SH575 9th St SW to Ploeg St |
| 20 | Toboggan Hill - South of Soccer Fields |
| 21 | 8 Ave SW on North Side of Greenspace - Bankview |
| 22 | 724 4th Street SW |

Midland & Newcastle 2021 Sidewalk Snow Removal and Ice Control Strategy

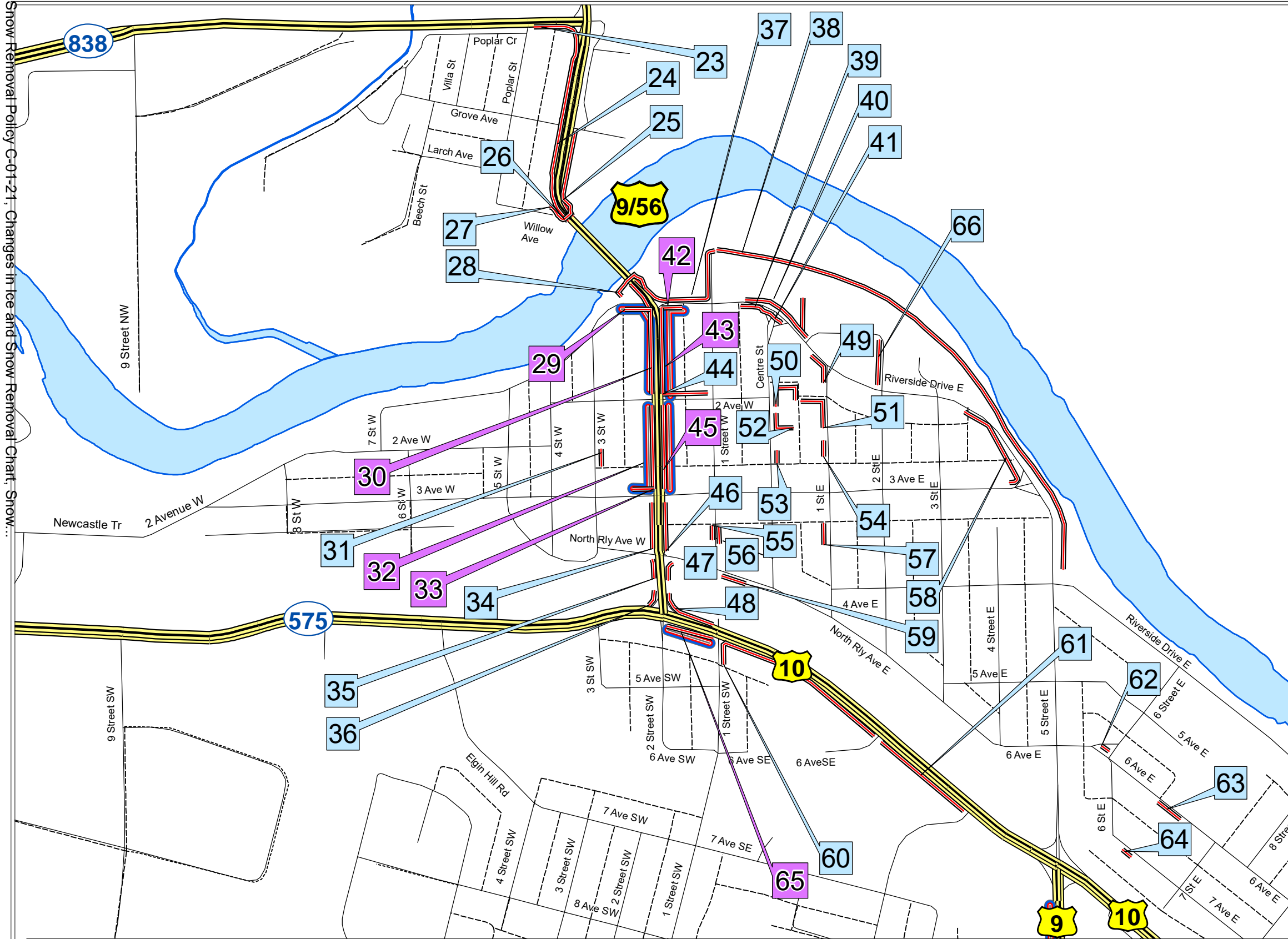
- Sidewalk Snow Removal
- To Be Discontinued After April 30th 2021



Projection: NAD83 3TM W114
January 2021
For Further Details Please Call (403) 823-1330 Infrastructure Services

Page 37 of 49

AGENDA ITEM #5.3.1



| Snow Removal ID Number | Location |
|------------------------|--|
| 23 | Walking Path - Poplar Street to Hwy 9/56 |
| 24 | Hwy9/56, West Sidewalk SH838 to Bridge |
| 25 | Hwy9/56, East Sidewalk Grove Place to Bridge |
| 26 | Bridge - North Side Underpass |
| 27 | Bridge - North Side Underpass |
| 28 | Bridge - South Side Underpass |
| 29 | 20 - 1 Ave West, Old Dino Site |
| 30 | Hwy9/56 - West sidewalk 2 Ave to Bridge |
| 31 | Central Water Tower, 282 - 3 Street West |
| 32 | Hwy9/56 - West sidewalk 3 Ave to 2 Ave West |
| 33 | Petro-Canada Park 218 - 3 Ave West |
| 34 | Hwy9/56 - West Sidewalk North Rly Ave to 3 Ave W |
| 35 | East Side 201 North Rly Ave |
| 36 | Hwy9/56 - West sidewalk SH575 to CNR Line |
| 37 | Aquaplex & Splash Rotary Park Sidewalk |
| 38 | Riverside Walking Path |
| 39 | Sidewalk on West Side of BCF Parking Lot |
| 40 | Veterans Way Sidewalks |
| 41 | Arena, Centre Street Islands & Ramps |
| 42 | Overflow Dino Parking 104 - 1 Ave West |
| 43 | Hwy9/56 - East Sidewalk 1 Ave to 2 Ave West |
| 44 | Town Parking Lots, 196 & 199 - 2 Ave West |
| 45 | Hwy9/56 - East sidewalk 2 Ave to 3 Ave West |
| 46 | Hwy9/56 - East sidewalk 3 Ave to North Rly Ave |
| 47 | Hwy9/56 - East sidewalk North Rly Ave to CNR Line |
| 48 | SH575 North sidewalk from ATCO to CNR Line |
| 49 | RCMP Bldg. - 75 & 96 - Riverside Dr E |
| 50 | Fire Hall 200 - Centre Street |
| 51 | Sidewalk on East Side of Town Hall Parking Lot |
| 52 | Civic Centre - Centre Street |
| 53 | 298 Centre Street - Drumheller Plaza |
| 54 | 237 - 1 Street East, Town property |
| 55 | Sidewalk in Front of 349 1st St W - Public Parking |
| 56 | Sidewalk in Front of 340 1st St W - Public Parking |
| 57 | 301, 309 & 335 - 1 Street E, Interpretive Centre |
| 58 | Ball Diamond - Riverside Drive East |
| 59 | West of Shoppers Drug Mart - Town Parking |
| 60 | Hwy9/56 South Sidewalk - 1 St SW to 6 Ave SE |
| 61 | Hwy9/56 South Sidewalk - 6 Ave SE to 2 Street SE |
| 62 | Jonhson Island Walk - 6 Ave E & 6 St East |
| 63 | 7 Ave East - Sunshine Lodge |
| 64 | 667 - 7 Ave East |
| 65 | Hwy9/56 South Sidewalk - 2 St SW to 1 St SW |
| 66 | Veterans Way Sidewalks |

Central Drumheller 2021 Sidewalk Snow Removal and Ice Control Strategy

- Sidewalk Snow Removal
- To Be Discontinued After April 30th 2021



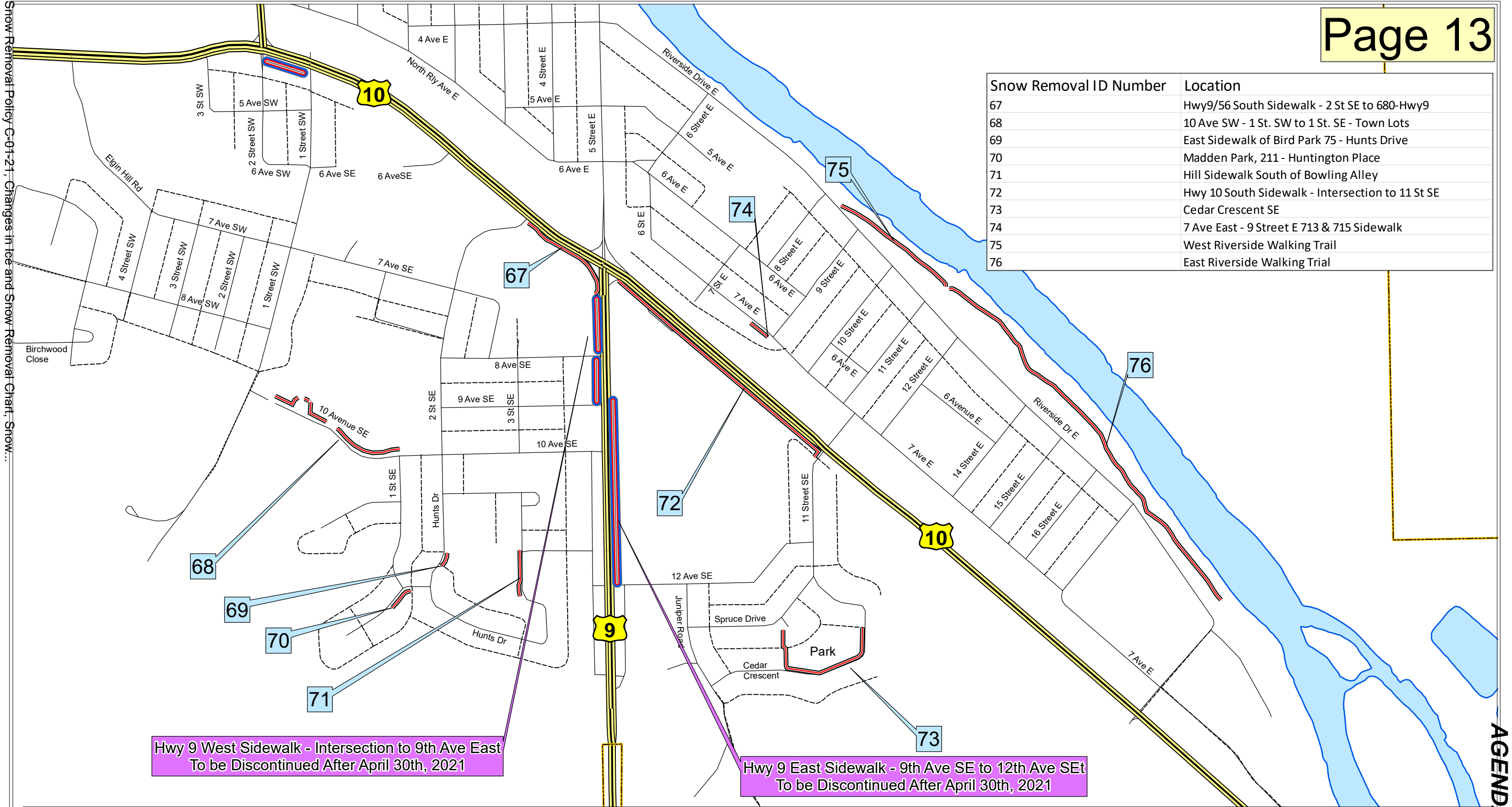
Projection: NAD83 3TM W114
January 2021
For Further Details Please Call (403) 823-1330 Infrastructure Services

Snow Removal Policy C-01-21: Changes in Ice and Snow Removal Chart, Snow...

Page 38 of 49

AGENDA ITEM #5.3.1

| Snow Removal ID Number | Location |
|------------------------|--|
| 67 | Hwy9/56 South Sidewalk - 2 St SE to 680-Hwy9 |
| 68 | 10 Ave SW - 1 St. SW to 1 St. SE - Town Lots |
| 69 | East Sidewalk of Bird Park 75 - Hunts Drive |
| 70 | Madden Park, 211 - Huntington Place |
| 71 | Hill Sidewalk South of Bowling Alley |
| 72 | Hwy 10 South Sidewalk - Intersection to 11 St SE |
| 73 | Cedar Crescent SE |
| 74 | 7 Ave East - 9 Street E 713 & 715 Sidewalk |
| 75 | West Riverside Walking Trail |
| 76 | East Riverside Walking Trial |



Hwy 9 West Sidewalk - Intersection to 9th Ave East
To be Discontinued After April 30th, 2021

Hwy 9 East Sidewalk - 9th Ave SE to 12th Ave SE
To be Discontinued After April 30th, 2021

South East Drumheller 2021 Sidewalk Snow Removal and Ice Control Strategy

- Sidewalk Snow Removal
- To Be Discontinued After April 30th 2021



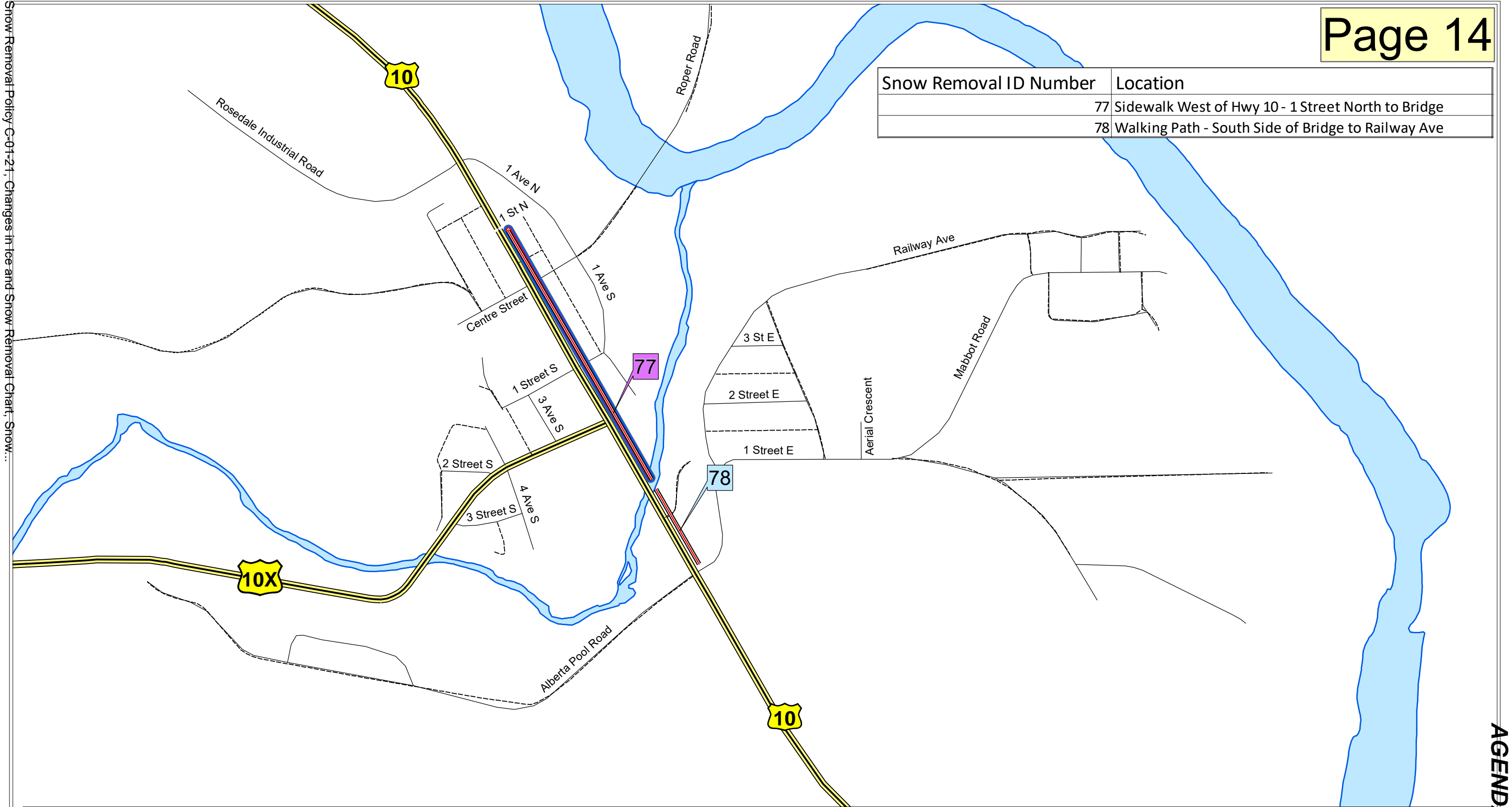
Projection: NAD83 3TM W114
January 2021
For Further Details Please Call (403) 823-1330 Infrastructure Services

Snow Removal Policy C-01-21: Changes in Ice and Snow Removal Chart: Snow...



Page 39 of 49

AGENDA ITEM #5.3.1

| Snow Removal ID Number | Location |
|------------------------|--|
| 77 | Sidewalk West of Hwy 10 - 1 Street North to Bridge |
| 78 | Walking Path - South Side of Bridge to Railway Ave |



Rosedale Sidewalks 2021 Sidewalk Snow Removal and Ice Control Strategy

-  Sidewalk Snow Removal
-  To Be Discontinued After April 30th 2021



Projection: NAD83 3TM W114
 January 2021
 For Further Details Please Call (403) 823-1330 Infrastructure Services

Snow Removal Policy C-01-21: Changes in Ice and Snow Removal Chart: Snow...

Page 40 of 49

AGENDA ITEM #5.3.1

Section 3 Pay and Performance Policy
No.3.02.10.11 Innovation Incentive Program

| | | | | | |
|------------|------------------------------|------------|--------------|-----------|--------|
| | | | | Page: | 1 of 9 |
| Issued to: | All Town of Drumheller Staff | Issued: | Jan 25, 2021 | Replaces: | New |
| Issued by: | Human Resources | Effective: | Feb 1, 2021 | Dated: | |

1.01 POLICY

The Town of Drumheller believes in the engagement of all employees to drive continuous change and innovation for our community and workplace. Our goal is to ensure we continue to be one of the best communities to live and are recognized as a best employer in part due to our workplace innovation and recognition programs. The Innovation Program has been developed to unleash the power of innovation in ALL Town of Drumheller employees and volunteers, and to ensure recognition of employees that contribute to its successes. The Innovation Program offers peer coaching, recognition and tools to empower employees to collaborate for positive change the Town of Drumheller.

2.01 PURPOSE

The Purpose of this policy is to provide clear and consistent guidelines to ensure successes and fairness across the organization.

3.01 SCOPE

This Program applies to all employees and volunteers of the Town of Drumheller.

4.01 RESPONSIBILITY

All employees are responsible for the success of the program and for adhering to its guidelines. Manager’s are responsible for setting the standards of innovation with their Team and building a culture that is open to change.

5.01 PROCEDURE

Team Innovation: Teams will be tasked with identifying areas of opportunity under 5 pillars during quarterly Team planning sessions. Opportunities are to be documented in the Innovation Team Planning Form. The 5 Pillars are:

Team Development: What are the areas of opportunity within the Team and skill gaps to work on improving that will help us feel more confident in our roles and succeed in providing exceptional service to our community.

Service Innovation: What are the areas of opportunity to improve existing services, create new services similar to our core and offer new service lines of business. How can we streamline how provide our services?

Technology Innovation: What are the areas of opportunity to increase technology use, create more efficient technology, expand technology across working groups and leverage new technology in the market.

Section 3 Pay and Performance
No.3.02.10.11 Innovation Incentive Program

Process Innovation: What are the opportunities to redesign our traditional work practices and process to run faster and more efficiently.

Market / Customer Base Innovation: What are the opportunities available to grow our market base or reach new markets/customers.

- 5.02 Opportunities will then be prioritized, a timeframe for completion established and a prime identified for each opportunity using the second part of the Team Innovation Form.
- 5.03 Manager's will bring the completed Team Innovation Form to the Manager's meeting and discuss the opportunities and priorities they are working on. If opportunities are identified that cross departments, those opportunities need to be reviewed with the other Department Manager to ensure alignment and resources are available. Any changes to the proposed will be review with the originating team by their Manager.
- 5.04 Employees will be asked to use the following as a guide when working through their initiative. The PACE form can be used as a guide.
 - P – Prepare: research/review the current situation
 - A – Assess: based on leading best practices, what are options to improve
 - C – Collaborate: using the diversity of knowledge, experience and passion work with others in the organization to develop the solution
 - E – Experiment: Use it, try it out, is it a success, does it need to be adjusted, or go in a whole new direction and head back to the drawing board.
- 5.05 Employees are encouraged to reach out for support from their Manager, other leaders, knowledge experts and/or the Innovation Team leads (See 9.01 below).
- 5.06 Manager's will be asked to bring the Team's Innovation plan to the bi-weekly Management meetings and provide a status report. Upon completion of the initiative a broader report, outlining the outcome and how it improved how we work, our business or our community through increasing the value of the service provided or lowering the cost will be presented to the Management team.
- 6.01 Suggestion Box Procedure: A second route of bringing forward great innovative ideas is through suggestion boxes placed throughout the organization. Suggestions received via this route will be reviewed at the Manager's meetings and assigned to specific departments to review further.
- 7.01 Innovation Team: An Innovation Team; consisting of a Manager or Senior Leader and 3 employees – one from Public Works, Recreation and Townhall will be created and serve for a minimum of a one year time period. The responsibilities would be in addition to their current role and offer the opportunity for career development. This Team would be responsible to support larger initiatives and act as coaching support for individuals working on researching, developing and implementing new initiatives. In addition to the above, they would help develop and evolve the initial Innovation Program to ensure continued engagement and success.

Section 3 Pay and Performance
No.3.02.10.11 **Innovation Incentive Program**

The members would have the opportunity to take additional learning to support them in this role; IE: LEAN Management; Change Management; etc. Learning would be funded by the employer. If a staff member leaves in the midst of their learning program, they will be required to refund the employer the full cost of the program from their last pay.

Employees interested in this opportunity, must discuss it with their Manager's and include it in their learning plan for the year. To be eligible employees must successfully complete their probation, must be in good performance standing, and be a permanent employee. As there is a time commitment, participation does require authorization by their Manager. Manager's will then review the interest with Human Resources.

8.01 Recognition: Employees would be recognized for their exceptional work on innovation through the Dino Innovation Award Program outlined below:

Eligibility requirements: All active employees of the Town of Drumheller team, including employees, and volunteers that have completed at least 6 months of service are eligible to be nominated. To nominate an employee for the Dino Innovation Award, you will be asked to share examples of how the nominee demonstrated the following areas:

- Communication and collaboration – communicates new ideas and fosters engagement and a great working relationship with team members
- Forward thinking – introduces new opportunities including innovative solutions, thinking, programming, technologies, efficiencies or policies that enhance the organization and/or patient experience
- Financial Savings – through the introduction of the new process or innovation what was the cost saving to the organization (i.e.: labour cost savings, improved ability to process more accounts on a daily basis, less gas spent picking up supplies)
- Income Generated – did the new service or innovation increase income generated by the Town and to what amount.

Dino Innovation Awards are awarded twice a year. Nominations are accepted December to May and June to November. Nomination Deadlines are May 31st and November 30th and awards will be presented in June and December each year.

Recognition:

- All nominees will receive a certificate recognizing their contributions
- The Winning Nominee will receive \$250.00, and a framed certificate
- ***An innovation initiative that results in in-year cost savings of over \$10,000 or generates revenues in-year of over \$10,000 will be eligible for a separate award of \$1000.00. If the initiative was brought forward by a group of employees the award would be distributed throughout the group.

Section 3 Pay and Performance

No.3.02.10.11 Innovation Incentive Program

*** Nominees and award winners must be actively employed with the Town of Drumheller at the time of presentation of the awards in order to receive the award.

How are winners selected for a Dino Innovation Award?

When you submit the nomination form, the Awards Committee (made up of 1 Council member, 1 member from local 4604, 1 member from local 135, a senior manager and a supervisor) will review and vote on all nominations. We want it to be fair, so a blind voting system where committee members are unable to see the nominee's name, department or other personal information.

9 ATTACHMENTS

- Attachment A: Team Innovation Plan Form
- Attachment B: P.A.C.E Planning Form
- Attachment C: Innovation Suggestion Box Form
- Attachment D: Innovation Award Nomination Form

Adopted by Council

Date:

Mayor of Drumheller:

Chief Administrative Officer

TEAM INNOVATION PROGRAM PLAN

| Opportunities Brainstorm | | | | |
|---------------------------------|--------------------|-----------------------|--------------------|----------------------------|
| Team Development | Service Innovation | Technology Innovation | Process Innovation | Market/Customer Innovation |
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |

Identified Priorities for Quarter (3-5)

| Pillar | Opportunity | Initiative Lead | Measures | Timeline | Anticipated Impact/Outcome |
|--------------------|--|-----------------|---|--|---|
| Tech innovation | Find an online option to submit timesheets | JJ | Research Complete Review of Options Submitted RFD Roll Out | Jan 30 th Feb 14 th Mar 1 st Apr 1st | Cost Savings/Reduced Environmental Impact/Increased employee engagement |
| Process Innovation | Update/Review booking policies | CC | Review of current policy and identify gaps Review of options Identify new policy Submit Policy for Review Rollout | | |
| | | | | | |
| | | | | | |
| | | | | | |
| | | | | | |
| | | | | | |

P.A.C.E. PLAN

P – Prepare: research/review the current situation

A – Assess: based on leading best practices, what are options to improve

C – Collaborate: using the diversity of knowledge, experience and passion work with others in the organization to develop the solution

E – Experiment: Use it, try it out, is it a success, does it need to be adjusted, or go in a whole new direction and head back to the drawing board.

What are the gaps/opportunities?

What are the best practices/options for improvement?

Who needs to be involved or might have valuable input in reviewing this opportunity?

What will roll-out look like? Who needs to be involved? What communication or training is needed? Funding?

Outcomes Report:

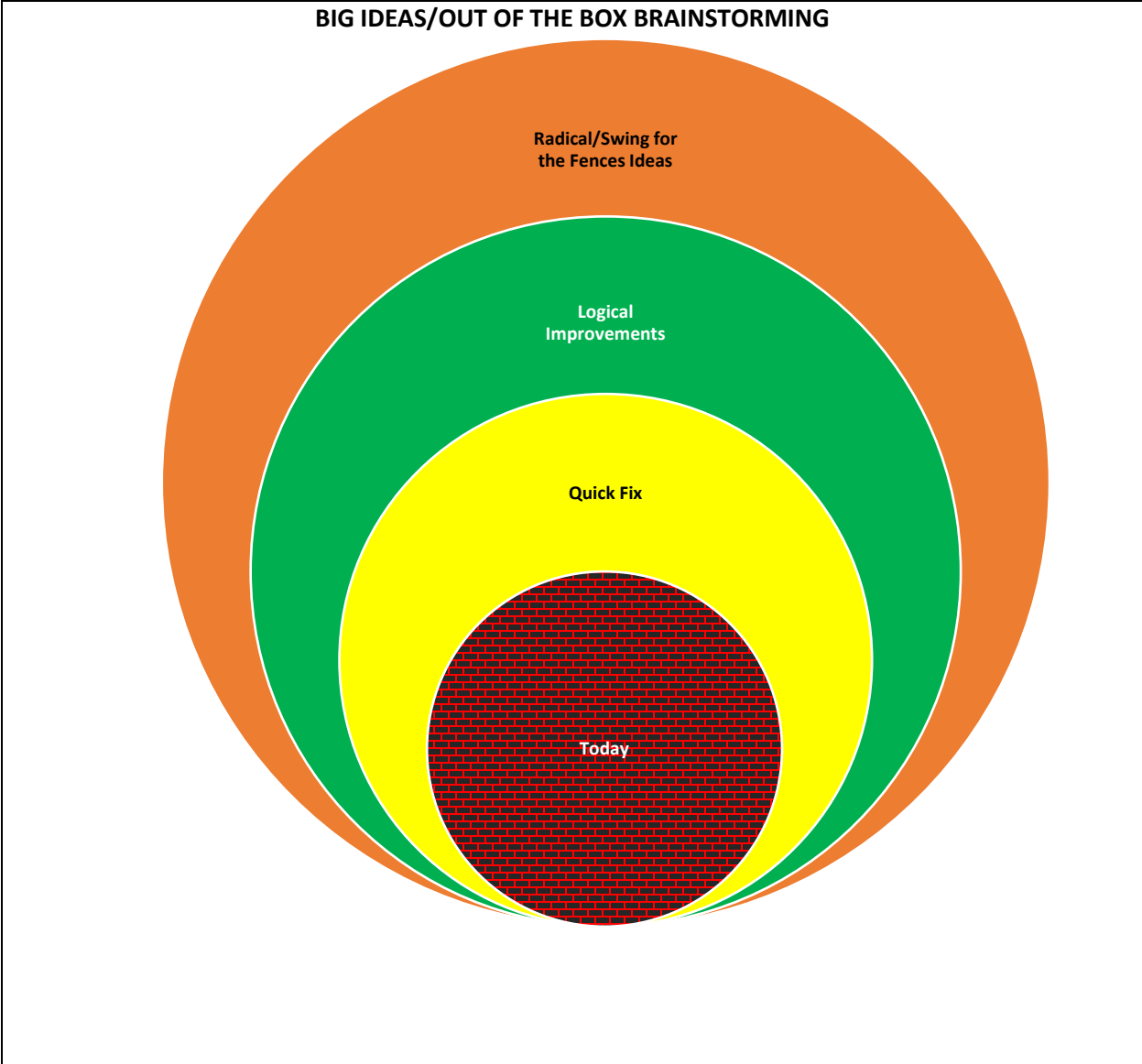
Initiative Name: _____

Initiative Lead: _____

Date Started: _____

Date Completed: _____

Was initiative successful, was the outcome as expected, what benefits were achieved, what learnings were achieved?



**Innovation
Suggestion Box
Submission Form**

My Suggestion: _____

What benefit or positive impact would be the desired result from this suggestion. Please check all that apply and provide additional information in the space below:

- Team Development: identify opportunities for improving efficiency, confidence and success in our roles and ability to provide exceptional service to our community.
- Service Innovation: identify opportunities to improve existing services, create new services or offer new service lines of business.
- Technology Innovation: identify opportunities to increase technology use, create more efficient technology, expand technology across working groups and leverage new technology in the market.
- Process Innovation: identify opportunities to redesign our traditional work practices and process to run faster and more efficiently.
- Market / Customer Base Innovation: identify opportunities to grow our market base or reach new markets/customers.

Additional Comments: _____

Name (Optional): _____

Date of Submission: _____

