



AGENDA

Committee of the Whole

Time and Date: 4:30 PM – Monday January 17, 2021

Location: ZOOM Platform & Live Stream on Drumheller Valley YouTube Channel

-
1. CALL TO ORDER
 2. OPENING REMARK
 3. ADDITIONS TO THE AGENDA
 4. ADOPTION OF AGENDA
 - 4.1 Agenda for January 17, 2022 Committee of the Whole Meeting

Proposed Motion: That Council adopt the agenda for the January 17, 2022 Committee of the Whole meeting as presented.
 5. BOARDS AND COMMITTEES MEETING INFORMATION
 - 5.1 Mariqold Library System – Report
 - 5.2 Municipal Planning Commission Minutes – June 17 & July 15th, 2021

Proposed Motion: That Council accept as information the Municipal Planning Commission meeting minutes for June 17 and July 15, 2021.
 6. DELEGATIONS
 7. COUNCIL INQUIRIES
 8. ADMINISTRATION REPORTS
 - 8.1 CHIEF ADMINISTRATIVE OFFICER
 - 8.1.1 2022 Strategic Priorities Workbook
 - 8.2 DIRECTOR OF PROTECTIVE AND EMERGENCY SERVICES
 - 8.2.1 Covid Update

8.3. DIRECTOR OF CORPORATE SERVICES
DIRECTOR OF INFRASTRUCTURE

8.3.1 Request for Direction - 2022 Capital Budget – Draft

Appendix 1 – Capital Budget Chart

Appendix 2 – 10 Year Capital Plan

Appendix 3 – 5 - Graphs

9. CLOSED MEETING

- 9.1 Property Management – FOIP 16 – Disclosure harmful to business interests of a third party
Town Owned Facility - FOIP 23 – Local public body confidence
Labour - Emergency Services – FOIP 24 – Advice from Officials

Proposed Motion: That Council close the meeting to the public to discuss labour as per FOIP 23 and 24 – Advice from Officials.

10. ADJOURNMENT

Proposed Motion: That Council adjourn the meeting.

MARIGOLD REPORT



To Councils and
Special Areas Board

MARIGOLD BOARD MEETING

Marigold Library System held its regular Board meeting on Saturday, **November 27** via Zoom with 40 Board members in attendance.

Board Chair Lynda Lyster recognized new Board members:

Luke Brennan—Town of Crossfield
Melody Christopherson—Village of Delia
Sandra Murphy—Town of Hanna
Faye McGhee—Kneehill County
Nicholas Wiebe—Rocky View County
Melissa Langmaid—Town of Strathmore
Jenny Lever—Town of Trochu

FINANCIAL STATEMENTS

Marigold unaudited Financial Statements to October 31, 2021 were accepted as presented.

- Marigold has received 100% of its budgeted income for 2021. Municipal and library board levies were paid, and 100% of the provincial grants have been received.
- Marigold spent 78% of budgeted expenditures. Materials and staff expenses are on track.
- Marigold operations are continuing full tilt just as they have been in previous non-COVID years. Because of COVID some budgeted accounts are not being spent as quickly: travel, in-person conferences and training.

DRAFT OPERATING AND CAPITAL/PROJECTS BUDGETS 2022-2023

The **Draft Operating Budget and the 2022 Capital and Projects Budget** were presented and approved for information.

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The 2022 budget will be completed and presented to the Board for final approval on January 29, 2022.

Marigold's Draft Operating Budget for 2022 is \$5,628,486 which is a 4.76% increase from the Board-approved 2021 budget amount of \$5,372,597. This is largely due to an increase in per capita revenue from larger municipal populations. Budget pressures include inflation, new HQ costs, old HQ costs until the building and property sells, and a 5% annual increase in contract costs.

Marigold is optimistic that provincial grants will remain stable. These grants are based on 2016 population.

Contact CEO Michelle Toombs for budget estimate questions: michelle@marigold.ab.ca

MARIGOLD AGREEMENT

The Marigold Agreement has been signed by all 43 member municipalities that chose to join Marigold, starting in 1981. The agreement was last updated in 2008. Marigold Library Board members on the Executive and Governance committees have worked for the last five years to update this master agreement, including changes to ownership of collections, population calculation, commitment to collaborative sharing of resources and services, and future accommodation of other jurisdictions such as First Nations. At the November 27 Board meeting the Marigold Library Board members approved this agreement with the above changes. With the upcoming addition of the revised Schedule C amendment, the agreement will be forwarded to member municipalities for review in 2022. **60% of the member councils have to approve and sign the agreement before it will take effect.**

SCHEDULE C UPDATE

The Marigold Library Board will be issuing a new schedule of levy rates for 2023 and 2024 for Council approval in 2022. Per-capita levy rates are calculated with municipal population numbers. This population reporting was recently transferred from Municipal Affairs to Treasury with population estimates instead of Stats Canada numbers. The Board approved the use of Treasury's 2021 population numbers for budgeting and for 2022 levy requisitions.

STAFF PRESENTATIONS

Freedom to Read Week February 20-26, 2022: Board Chair Lynda Lyster proclaimed Freedom to Read week in Marigold. Marigold Deputy CEO Laura Taylor read the proclamation and provided information about Freedom to Read Week. Canadian libraries have an essential role in promoting freedom to read and intellectual freedom. Member libraries, councils and residents are encouraged to celebrate Freedom to Read Week from February 20-26, 2022. The proclamation will be sent to local library boards and councils in early January. More at: freedomtoread.ca

REDWOOD MEADOWS UPDATE:

Marigold CEO Michelle Toombs and Board Chair Lynda Lyster described Marigold's services at a recent Redwood Meadows Council meeting. Before agreeing to sign a service contract for library services, Redwood Meadows Councillors are consulting with Public Library Services Branch (PLSB) about their status on federal land leased from Tsuu T'ina.



NEW BUILDING UPDATE

- Marigold staff moved into the new facility on September 24 and participated in mechanical and electrical system training.
- Marigold kept the project costs under the \$8 million cap set by the Marigold Library Board.
- The Lyngsoe Automated Sortation System has already proven to be a much more efficient way to sort library materials for shipment.
- Marigold staff provided tours of the new facility to former Marigold employees, new Marigold Library Board members and MP Martin Shields.
- A tentative date for a Grand Opening in June has been proposed.



Read more at <https://www.marigoldwidcommunity.ca> or <https://www.marigold.ab.ca/About-Us/Publications> (New HQ document)

PRESENTATIONS

Bibliographic Services Department Update:

Bibliographic Services Manager Jessie Bach updated the Board on the inner workings of the Bibliographic Services Department and its staff. The department performs acquisitions, cataloguing and processing of library materials. Bach spoke about the many creative and sustainable ways the team maintained a high level of efficiency and customer service during the pandemic. This included migrating to a nearly paperless operation and transitioning their work by cataloguing from home when necessary. Bach praised her team for their many accomplishments, participating on HQ committees and navigating around supply chain and global shipping and transportation challenges.

Bragg Creek Library Lending Locker Grand Opening:

Marigold Board Chair Lynda Lyster, Marigold CEO Michelle Toombs and Deputy CEO Laura Taylor, as well as staff members Kristine Den Boon and Nora Ott attended the ribbon cutting ceremony for the Bragg Creek Library Lending Lockers on October 28. Use of the lockers has grown steadily since April, and the “Take One, Leave One” collection, supplied by Cochrane Public Library, is well used. This initiative is an excellent example of community collaboration combined with Marigold’s services and support.



BOARD CHANGES AND RECOGNITION

The Municipal Election took place on October 18. There have been nine official changes to Marigold’s appointed Trustees because of election results and Council appointments. We sincerely thank these individuals for their contributions to Marigold over the years.

1 YEAR

Anne Metikosh—Town of Canmore
Bridgitte Hopkins—Town of Banff

3 YEARS

Jordan Elliott—Village of Delia

4 YEARS

Bonnie Munro—Town of Trochu
Melanie Jensen—Town of Hanna

6 YEARS

Dimitri Dimopoulos—Rocky View County

8 YEARS

Jo Tennant—Town of Crossfield
Denise Peterson—Town of Strathmore

14 YEARS

Glen Keiver—Kneehill County

IMPORTANT DATES

Upcoming Board Meetings

Saturday, January 29, 2022: Zoom Video Teleconference 9:30 a.m.

Book Draw

“Epic Drives of the World: Explore the Planet’s Most Thrilling Road Trips” — won by John Getz representing the Village of Standard.

Agenda Monday January 17, 2022



**Municipal Planning Commission
MINUTES
Meeting of Thursday June 17, 2021**

Present: Darryl Drohomerski, CAO/Development Officer
Antonia Knight, Development Officer in Training
Tom Zariski, Chair - Councillor/Member - online
Tony Lacher, Councillor/Member - online
Shelley Rymal, Member - online
Stacey Gallagher, Member – online
Art Erickson, member – online
Andrew Luger, Member
Devin Diano, Palliser Regional Municipal Services Representative – Planner - online

Absent:
Linda Taylor, Recording Secretary
Attendee(s):

1.0 CALL TO ORDER – 12:06 pm

T. Zariski presented the Agenda for the June 17, 2021 meeting.

1.1 Agenda – Additions, Deletions or Amendments

Addition - none
Deletion - none
Amendment - none

1.2 Acceptance of Agenda

Motion: - S. Rymal moved to accept the agenda for the June 17, 2021 agenda
Second: – A. Luger - Carried

2.0 MINUTES FROM PREVIOUS MEETINGS

2.1 May 20, 2021

Two typographical errors were mentioned.

2.2 Motion: A. Erickson moved to accept the minutes of May 20, 2021
Second: – S. Rymal – Carried as amended

2.3 Summary of Development Permits

Motion: A. Luger moved to accept the Summary of Development Permits for information only
Second: – A. Erickson – Carried

3.0 DEVELOPMENT PERMITS

3.1 T00075-21D Sign Placement Billboard

D. Drohomerski presented Development Permit T00075-21D submitted by Applicant for the placement of a Billboard at 705 Centre Street, Cambria Drumheller on 14-15-28-19-W4. Zoning is ND – Neighbourhood District.

D. Drohomerski advised the applicant is proposing a 11.90sqm freestanding bill board for Barney's Adventure Park, in Starland County. The location of the sign placement is on private land with the land owner's permission, rather than along the Highway right of way.

D. Drohomerski noted the application was not in conformity of the Land Use Bylaw. Section 4.1.12 states "All signs must be erected on or directly in front of the site to which they relate." In addition, Billboards are defined as a Freestanding Sign. Section 4.2.1 states "No freestanding sign shall extend beyond 6 meters above grade or be larger than 3 square meters, except in the (1) Tourism Corridor District (TCD) and the Employment District (ED), where the maximum height shall be 9 meters and the maximum area shall be 23 square meters.

Municipal Planning Commission discussed the application. It was noted that billboards may have been a topic overlooked with in the passing of Land Use Bylaw 16.20, however Section 4.1.12 is applicable to all sign placements. The Municipal Planning Commission discussed that if Billboards are something the Town will allow to occur, an amendment to the Land Use Bylaw would be required. It was mentioned that the Municipal Development Plan looks to preserve to viewshed of the Valley, and that billboards may detract from the natural beauty of the badlands.

Each member shared their opinions on billboards before approaching any Land Use Bylaw amendments. The general consensus was that billboards should be allowed in specific outlined areas, though be low density. The Municipal Planning Commission wants to be able to work with businesses to promote new attractions for the valley, however the Land Use Bylaw as written, they are unable to approve.

Motion: S. Rymal moved to approve presented Development Permit T00075-21D submitted by Applicant for the placement of a Sign Placement - Billboard at 705 Centre Street, Cambria Drumheller on 14-15-28-19-W4.

Second: T. Lacher

Vote in favor - 0

Opposed - 6

Motion defeated.

REASON FOR REFUSAL

4.1.12 All signs must be erected on or directly in front of the site to which they relate.

4.2.1 No freestanding sign shall extend beyond 6 metres above grade or be larger than 3 square metres, except in the:

(1) Tourism Corridor District (TCD) and the Employment District (ED), where the maximum height shall be 9 metres and the maximum area shall be 23 square metres.

3.2 T00081-21D – Applicant – Occupancy for Liquor sales

D. Drohomerski presented Development Permit T00081-21D submitted by Applicant for Occupancy for Liquor Sales at 338 Centre Street on Plan 3099AD; Block 18; Lot 42. Zoning is DTD – Downtown District.

D. Drohomerski advised 338 Centre Street has been recently developed into a number of small rentable spaces with the intent to develop businesses and assist them into moving into their own space. The original development permit was for Office and Retail Space.

Development Permit T00081-21D is for occupancy for a wine shop. The business will occupy a 12'x12' space for sale of wine and wine accessories. AGLC licensing has been applied for however has not yet been approved.

Municipal Planning Commission discussed the application.

Motion: A. Luger moved to approve Development Permit T00081-21D submitted by Applicant Occupancy for Liquor Sales at 338 Centre Street on Plan 3099AD; Block 18; Lot 42, subject to the following conditions;

1. Development shall conform to Town of Drumheller Land Use Bylaw 16.20
2. Development shall conform to the Town of Drumheller Community Standards Bylaw 06.19
3. All necessary permits (building, electrical, plumbing, etc) to be in place prior to any construction/installation.
4. All contractors and/or sub-trades to possess a valid Town of Drumheller Business License.
5. Development to conform and meet the requirements of the Regional Fire and Health Authority. Prior to commencement of occupancy and business activities, confirmation must be provided to the Development Officer from the Local Fire and Health Authority that the building is occupiable for such purposes.
6. Applicant to ensure authorization from the property owner is obtained prior to any renovation/modification.
7. If the holder of the permit wishes to make any change in the conduct of the business that departs from the description in the application or from any other condition or restrictions imposed, the holder of the permit must obtain prior permission of the Development Authority. An additional development application may be necessary.
8. Development application is required for signage placement and made under separate application prior to placement.
9. Development to conform to any/all Municipal, Provincial and Federal regulations and/or legislation that may apply.
10. Garbage and waste materials must be stored in weather proof and animal proof containers and screened from adjacent sites and public thoroughfares. Separate containment must be provided for the disposal and recycling of cardboard materials.
11. Development to conform to the AGLC requirements; confirmation must be provided to the Development Officer prior to commencement of business.
12. Annual Business License is required

Second: A. Erickson – Carried

4.0 PALLISER REGIONAL MUNICIPAL SERVICES

4.1 No discussion items

5.0 OTHER DISCUSSION ITEMS

6.0 NEXT MEETING DATE – Friday July 2, 2021

7.0 Adjournment – Meeting adjourned by S Gallagher at 12:50 pm.
Second by T. Lacher - Carried



Chairperson



Development Officer

Attachments:

- Agenda
- Summary of development permits

**Municipal Planning Commission
MINUTES
Meeting of Monday July 5th, 2021**

Present: Darryl Drohomerski, CAO/Development Officer
Antonia Knight, Development Officer in Training
Tony Lacher, Councillor/Member
Shelley Rymal, Member
Stacey Gallagher, Member
Art Erickson, Member
Devin Diano, Palliser Regional Municipal Services Representative

Absent:
Tom Zariski, Chair - Councillor/Member – regrets
Andrew Luger, Member - regrets

Attendee(s):

1.0 CALL TO ORDER – 12:07 pm

A. Erickson presented the Agenda for the July 5, 2021 meeting.

1.1 Agenda – Additions, Deletions or Amendments

Addition – Member applications for Municipal Planning Commission

Deletion - none

Amendment -

1.2 Acceptance of Agenda

Motion: - S. Rymal moved to accept the agenda for the July 5, 2021 meeting

Second: – T. Lacher - Carried

2.0 MINUTES FROM PREVIOUS MEETINGS

2.1 June 17, 2021

Motion: S. Rymal moved to accept the minutes of June 17, 2021

Second: – T. Lacher - Carried

2.2 Summary of Development Permits

Motion: S. Rymal moved to accept the Summary of Development Permits for information only

Second: – T. Lacher – Carried

3.0 DEVELOPMENT PERMITS

3.1 T00086-21D – Private Campground & Personal RV Storage

D. Drohomerski presented Development Permit T00086-21D submitted by Applicant for a Private Campground & Personal RV Storage located at 230 Highway 10X, Wayne, Drumheller at SE-19-28-W4. Zoning is RDD – Rural Development District and BD – Badlands District.

D. Drohomerski advised the intent of the application is primarily to allow friends and family present on site for use. The applicant has been using the site for overflow parking for events at the Last Chance Saloon through special events permits in the past. Drohomerski advised the parcel appears to be zoned as both RDD – Rural Development District and BD – Badlands District. Campgrounds are a discretionary use within the Rural Development District however not permitted within the Badlands District. It was noted that the zoning boundaries should follow land contours, though there is room for error based on this mapping. This application is considered within the Rural Development District.

Municipal Planning Commission discussed the application.

The applicant addressed concerns regarding cell service at the site. WiFi enabled phones are able to work through WiFi provided on site, as well as a landline present for use on site. The applicant mentioned potable water is brought from the Rosedale fill station.

Motion: T. Lacher moved to approve presented Development Permit T0086-21D submitted by Applicant for a Private Campground & Personal RV Storage located at 230 Highway 10X, Wayne, Drumheller on SE-19-28-W4 subject to the following conditions;

1. Shall conform to Town of Drumheller Land Use Bylaw 16.20
2. Shall conform to the Town of Drumheller Community Standards Bylaw 06.19
3. Personal RV storage limited to 5 units.
4. Shall comply with the Alberta Health Services Nuisance and General Sanitation Regulation.
5. Shall comply with the Alberta Health Services potable water and food service, should it be applicable to the use.
6. All necessary safety code permits (building, electrical, plumbing, etc.) to be in place prior to construction/installations.
7. If the holder of the permit wishes to make any change in the conduct of the business/development that departs from the description in the application or from any other condition or restrictions imposed, the holder of the permit must obtain prior permission of the Development Authority. An additional development permit may be required
8. Garbage and waste materials must be stored in closed containers and visually screened from public roads, excluding lanes.
9. Development to conform to any and all Federal, Provincial and/or Municipal regulations and/or guidelines that may apply.
10. Any and all local improvements at owner's expense including, however not limited to driveways, curb cuts, service connections, etc., and must be to the Town of Drumheller specifications.
11. Contractor's to be in possession of a valid Town of Drumheller Business License.

Second: S. Gallagher - Carried

In favour - 3 S. Rymal - Abstained

3.2 T0090-21D – Private Campground & Accessory Structures

D. Drohomerski presented Development Permit T00090-21D submitted by Applicant for a Private Campground & Accessory Structures located at 425 Excelsior Avenue, Wayne, Drumheller on Plan 8111856, Block 5, Lot 3. Zoning is CSD – Countryside District and WVO – Wayne Valley Overlay.

D. Drohomerski advised the intent of the application is a private campground to allow friends and family present on site for use. It was noted the applicant is using the site as a campsite for friends and family without an approved development permit. The application was circulated to Alberta Health Services and Drumheller Fire Department.

Drohomerski advised that letter of concern had been received regarding campsites with general concerns for the Wayne Valley. It was noted the new Land Use Law allows for multiple Dwelling Units on individual parcels in some zones.

Municipal Planning Commission discussed the application. Comments from Alberta Health Services and Drumheller Fire Department were discussed. Concerns were raised regarding access points to the parcel. The letter of concern was discussed.

The Municipal Planning Commission requested that the following condition be added to the conditions;

1. Shall submit water samples to Alberta Health Services to ensure water is potable.

Motion: S. Gallagher moved to approve Development Permit T00090-21D submitted by Applicant for a Private Campground & Accessory Structures located at 425 Excelsior Avenue, Wayne, Drumheller on Plan 8111856, Block 5, Lot 3, subject to the following conditions;

1. Shall conform to Town of Drumheller Land Use Bylaw 16.20
2. Shall conform to the Town of Drumheller Community Standards Bylaw 06.19
3. Shall comply with the Alberta Health Services Nuisance and General Sanitation Regulation.
4. Shall comply with the Alberta Health Services potable water and food service, should it be applicable to the use.
5. Shall submit water samples to Alberta Health Services to ensure water is potable.
6. All necessary safety code permits (building, electrical, plumbing, etc.) to be in place prior to construction/installations.
7. If the holder of the permit wishes to make any change in the conduct of the business/development that departs from the description in the application or from any other condition or restrictions imposed, the holder of the permit must obtain prior permission of the Development Authority. An additional development permit may be required
8. Garbage and waste materials must be stored in closed containers and visually screened from public roads, excluding lanes.
9. Development to conform to any and all Federal, Provincial and/or Municipal regulations and/or guidelines that may apply.
10. Any and all local improvements at owner's expense including, however not limited to driveways, curb cuts, service connections, etc., and must be to the Town of Drumheller specifications.
11. Contractor's to be in possession of a valid Town of Drumheller Business License.

Second: S. Rymal – Carried.

4.0 PALLISER REGIONAL MUNICIPAL SERVICES

D. Diano provided an overview for an application for subdivision and rezoning in Rosedale. Diano advised the application will be brought to the Municipal Planning Commission within the next few meetings.

5.0 OTHER DISCUSSION ITEMS

5.1 Municipal Planning Commission member applications

D. Drohomerski advised two applications have been received. Applications are brought to the Municipal Planning Commission for review and recommendation to Council to approve.

- a. D. Drohomerski advised an application has been received from Ryan Power. It was noted that the applicant does not have committee experience.

The Municipal Planning commission discussed the application. It was noted that many students may have no or little experience however with many experienced existing members of the Municipal Planning Commission, a student becoming a member would be a valuable learning opportunity.

Motion: S. Gallagher moved for the Municipal Planning Commission supports and recommends to council the application of Ryan Power as a member of the Municipal Planning Commission.

Second: S. Rymal – Carried

- b. D. Drohomerski advised an application has been received from Kirk McLean. It was noted that the applicant does not have committee experience.

The Municipal Planning commission discussed the application.

Motion: S. Gallagher moved for the Municipal Planning Commission supports and recommends to council the application of Kirk McLean as a member of the Municipal Planning Commission.

Second: S. Rymal - Carried

NEXT MEETING DATE – July 15, 2021

7.0 Adjournment – Meeting adjourned by T. Lacher at 12:47 pm.
Second by S. Rymal - Carried



Chairperson

Development Officer

Attachments:

- Agenda
- Summary of development permits

STRATEGIC PRIORITIES CHART

DECEMBER 2021

CORPORATE PRIORITIES (Council/CAO)

NOW

1. FLOOD MITIGATION: LUB/MDP/DARP Amendments: – Apr.
2. FLOOD MITIGATION: Property Acquisition Policy – Jan.
3. COMMUNITY REQUEST: Policy – May
4. SERVICE CAPACITY REVIEW: Staffing – Mar.
5. HOUSING STRATEGY: Terms of Reference – Feb.

NEXT/LATER

- OLD HOSPITAL: Future Use
- TRAIL SYSTEM: CN Trail Development
- SHORT TERM RENTAL POLICY: Scope
- LONG TERM FINANCIAL PLAN: Draft
- LONG TERM CACPTIAL STRATEGY: Draft
- PARKS & RECREATION MASTER PLAN: ToR
- SOCIAL EQUITY STRATEGY: Draft
- PUBLIC TRANSIT MODEL: Options
- ASSET MANAGEMENT PLAN

ADVOCACY / PARTNERSHIPS

- *CN Rail Lease*
- *Home Energy Grant Program/Funds (Prov.)*
- *Mutual Aid Agreement*
- *Brownfield Remediation Funding (FCM)*
- *EMS Model Revision (AM)*

OPERATIONAL STRATEGIES (CAO/Staff)

CHIEF ADMINISTRATIVE OFFICER

1. CN RAIL: Lease – Mar.
2. SERVICE CAPACITY REVIEW: Staffing – Mar
3. Garbage Disposal: Billing – Feb.
 - FLOOD MIT: LUB/MDP/DARP Amendements
 - Records management: RFP out

CORPORATE SERVICES

1. Utilities Rate Review: Terms of Ref.– Feb.
2. Council Financial Reports: Improvements – Apr.
3. Cost Sharing Negotiation: Recommendation – June
 - Long Term Tax Strategy; Draft
 - Financial Process: Improvements Implementation

HUMAN RESOURCES

1. Salary Review: Scope – Feb.
2. Recruitment Strategy: Review – Mar.
3. Employee Engagement: Dialogue & Survey – Mar.
 - Collective Bargaining: Preparation
 - Job Description Review: Inventory

RECREATION

1. Recreation Membership Program: Launch – Jan.
2. Banquet Hall Campaign: Launch – Feb.
3. COMMUNITY REQUEST: Policy – May
 - Member/User Fees: Analysis
 - PARKS & REC. MASTER PLAN: Terms of Ref – May

PROTECTIVE / EMERGENCY

1. Spring Emergency Management Readiness: EOC – Mar.
2. Remedial Properties Policy: Draft– Jan.
3. Traffic Bylaw: Draft – Apr.
 - Mutual Aid Agreements: Amendments
 - Fire Chief Position: Proposal

INFRASTRUCTURE

1. Bridge 11: Community Engagement – Feb.
2. Nacmine Force Main: Design – Jan
3. Beautification: 2022 Targets – Feb.
 - ASSET MANAGEMENT PLAN: Inventory
 - TRAIL SYSTEM: 2022 CN Trail projects

COMMUNICATIONS

1. Internal Communications: Policy – Feb.
2. Public Participation : Survey Draft – Mar.
3. Strategic Communication Plan: TOR - June
 - Housing Incentives: Promotion
 - Community Beautification initiatives: Research

FLOOD MITIGATION

1. FLOOD MITIGATION: 2022 Dike Tenders
2. FLOOD MITIGATION: 4 Year Work Plan
3. FLOOD MITIGATION: 2023 Dike Consultation
 -
 -

COMMUNITY DEVELOPMENT & SOCIAL PLANNING

1. Needs Assessment /Service Plan: ToR – Jan.
2. SOCIAL EQUITY STRATEGY: Draft – Feb.
3. Wellness Education Plan: Pilot – Jan.
 - Inclusive Community Programming Framework
 - Drumheller Valley Outreach: Program

ECONOMIC DEVELOPMENT

1. HOUSING STRATEGY: Terms of Ref. – Jan.
2. Downtown Plaza: Concept to Construction – Jan
3. OLD HOSPITAL: Future Use Options
 - PUBLIC TRANSIT MODEL: Options
 - Economic Development: Policy Review



REQUEST FOR DIRECTION

TITLE:	2022 Capital Budget and 10 Year Capital Plan
DATE:	January 17, 2022
PRESENTED BY:	Mauricio Reyes, CPA, CMA, CAMP Director of Corporate and Community Services
ATTACHMENT:	Appendix 1 - 2022 Capital Budget – Proposed Appendix 2 – 10 Year Capital Plan Appendix 3 - Investments in Capital Assets – Historical and Projected Appendix 4 – Municipal Reserves – Historical and Projected Appendix 5 – Net Reserve Contributions – Historical and Projected

SUMMARY:

Administration is seeking Council direction regarding the 2022 Capital Budget.

RECOMMENDATION:

Administration requests that Council direct any desired amendments to the proposed 2022 Capital Budget.

DISCUSSION:

Section 245 of the MGA states that *"Each council must adopt a capital budget for each calendar year."*

The proposed 2022 capital budget comprises 43 capital projects totaling approximately \$10.74 million. The presented projects have been identified as priorities to either deliver current levels of service or enhance current levels.

The budget, as presented, also sets out the method of funding for each of the capital projects. Once, Council has reviewed and provided direction, Administration will be in a position to bring the proposed 2022 capital budget for adoption.

FLOOD MITIGATION PROJECT

The proposed 2022 capital budget does not include the Flood Mitigation project approved by Council in 2020. However, several projects added to the proposed 2022 capital budget are either due to the Flood Mitigation project or need to be done in conjunction with the Flood Mitigation project.

The following is a list of projects of this nature:

- Michichi Creek Sanitary Crossing \$1,500,000
- DARP – Centennial Park Upgrades \$ 500,000
- Newcastle Recreation Improvements \$ 100,000
- Aquaplex NW Exit Door Relocation \$ 45,000
- Culvert Bridget Program \$ 20,000

CAPITAL INVESTMENTS

Since 2019, the Town has made \$61.7 million in capital investments, as seen in graph 1. This represents an average of about \$6.2 million per year. However, in the five years preceding 2020, the Town invested approximately \$4 million per year. Not including the Flood Mitigation Project, this amount is expected to more than double to \$10.3 million per year from 2022 to 2024. To fund capital investments in the next three years, the Town will need to rely significantly on its reserves and borrowing capacity and maximize grant funding.

MUNICIPAL RESERVES

For municipalities, reserves are significant and represent one of the best ways to measure the organization's financial health. As shown in appendix 3, since 2011, the Town has been growing its reserves at an annual rate of approximately 14%. This has been achieved due to most years' positive net contributions to reserves.

At the end of 2020, the total reserve balance stands at approximately \$28.6 million, and it is expected to be higher at the end of 2021. The total municipal reserves balance is primarily affected by operations during the year.

In the foreseeable future, the annual growth in municipal reserves is expected to be significantly lower than in previous years, as seen in appendix 4 & 5, as reserves are expected to fund significant capital investments required to maintain current infrastructure.

GRANT FUNDING

From 2011 to 2020, the Town funded nearly \$41 million of its capital additions using grant funds from other levels of government. This figure included Flood Mitigation funding in 2020. This represents an annual amount of approximately \$4.1 million.

However, a closer review reveals that in the absence of any significant grants, such as Flood Mitigation, capital grants vary between \$2 million and \$3 million annually. Although capital grants are uncertain, in the future, it is reasonable to expect that the Town would receive on average \$2.5 million annually (not including any major grants).

In 2019, the Provincial government announced changes to the Municipal Sustainability Initiative (MSI) grant. One of the changes included replacing the program with the Local Government Fiscal Framework Initiative, which will begin in 2024. According to Municipal Affairs' estimates, the Town is expected to receive approximately \$825,000 in 2022 and 2023.

In 2021, the Town received approximately \$935,000 in Canada Community-Building Fund (formerly known as Gas Tax Fund), which included a top-up of approximately \$457,000. In the near future, the Town expects to receive approximately \$500,000 each year, not including any top-ups.

BORROWING CAPACITY

As of December 31, 2020, the Town's total debt limit is \$30.9 million. The Town's actual debt at the end of 2020 is \$7.8 million. Therefore, the Town has a capacity of \$23 million for future borrowing. This capacity increases every year as the Town makes principal repayments on its debt. At the end of 2021, the Town's debt limit is expected to be approximately \$24 million.

In recent years, the Town's borrowing activity has been minimal. The Town has borrowed \$1.7 million from 2011 to 2021. The Town made debt repayments totaling \$7.1 million during the same period. This trend is expected to reserve in the next 3 to 5 years as the Town plans to invest significantly in its infrastructure.

10 YEAR CAPITAL PLAN

Administration has prepared the 10 Year Capital Plan ("the Capital Plan") for years starting 2022 and ending in 2031. The Capital Plan provides Council with a forecast of capital expenditures coming up in the next ten years, including 2022, based on the current and future needs of the organization and the community as a whole. By looking at the Capital Plan, Council can take a long-term view before the decision to the 2022 Capital Budget is approved.

It is essential to know that the Capital Plan does not provide a complete picture of the capital needs of the community and the organization as certain capital expenditures are added when they become known by Administration. In addition, certain capital expenditures are a by-product of other capital expenditures (as explained in the Flood Mitigation Project section) and are added to the Capital Plan or capital budget when they become known.

FINANCIAL IMPACT:

Capital Funding

Sources of funding for the proposed capital expenses include:

Grant funding – Ongoing	\$1.10M
Grant Funding – One-time	\$1.37M
Borrowing – Tax Supported	\$0.75M
Borrowing – Utility Supported	\$3.40M
Municipal Reserves – Tax Supported	\$2.86M
Municipal Reserves – Utility Supported	<u>\$1.26M</u>
Total	\$10.74M

Capital Expenses

The proposed 2022 Capital Budget will consist of the following:

Infrastructure Replacements	\$ 7.64M
Asset Assets	\$ 1.14M
Machine and Equipment Replacements	\$ 0.95M
Facility Upgrades/Renovations	\$ 0.88M
Other	<u>\$ 0.13M</u>
Total	\$10.74M

The proposed 2022 Capital Budget will be invested in the following service areas:

Utilities - Wastewater	\$ 2.40M
Utilities - Water	\$ 2.26M
Community Services	\$ 1.82M
Airport	\$ 1.54M
Road Transportation	\$ 1.49M
Common Services	\$ 0.48M
Fire Services	\$ 0.46M
Administration	<u>\$ 0.29M</u>
Total	\$10.74M

STRATEGIC POLICY ALIGNMENT:

Once adopted, the 2022 capital budget will ensure fiscal accountability and provide Administration with the legal authority to carry out the capital work identified for 2022.

COMMUNICATION STRATEGY:

Communication of the adopted budget will include a media release, distribution on social media platforms, and a copy will be uploaded to the Town website at www.drumheller.ca.

Mauricio Reyes

Prepared by:
Mauricio Reyes, CPA, CMA, CAMP
Director of Corporate & Community Services



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



2022 Capital Budget - Draft

New Assets	Departments	Risk	Amount
DARP - Centennial Park Upgrades	Recreation and Parks	L	\$ 500,000
Town Hall Building Management System	Administration	M	\$ 150,000
Network/Server Upgrades	Administration	H	\$ 125,000
Newcastle Recreation Improvements	Recreation and Parks	L	\$ 100,000
Cemetery Expansion Perimeter Fencing	Cemetery	M	\$ 80,000
Hoodoos parking area improvements - Conceptual Plan	Recreation and Parks	L	\$ 50,000
Riding Mower	Airport	M	\$ 30,000
New Off-Leash Dog Park	Recreation and Parks	L	\$ 30,000
BCF Perimeter security Cameras	BCF	M	\$ 29,000
New Trail Development	Recreation and Parks	L	\$ 25,000
Traffic Counters - Monitors	Transportation	L	\$ 20,000
Total New Assets			\$ 1,139,000

Infrastructure Replacements	Departments	Risk	Amount
Airport Runway	Airport	H	\$ 1,507,000
Nacmine Forcemain Replacement	Wastewater	M	\$ 700,000
Michichi Creek - Sanitary Crossing	Wastewater	M	\$ 1,500,000
Pen Booster Station -New building and equipment	Water Department	H	\$ 1,200,000
Downtown Cast Iron Replacement/Fire Flow Looping	Water Department	M	\$ 460,000
Raymond Hill Road - Repair slide area	Transportation	H	\$ 250,000
River Crossing - North Drum Water Main	Water Department	M	\$ 205,000
North Drum River Crossing Forcemain	Wastewater	M	\$ 200,000
Phase VII - Low Lift pump Upgrades	Water Department	M	\$ 120,000
Water Treatment Plan Make Up Air Handling	Water Department	M	\$ 70,000
Street Rehabilitation Program	Transportation	H	\$ 850,000
Sidewalk Rehabilitation Program	Transportation	H	\$ 350,000
Water Reservoirs Program - Engineering Review	Water Department	H	\$ 85,000
High Lift Pump Program Development	Water Department	M	\$ 65,000
THM Control Program - Engineering Review	Water Department	M	\$ 55,000
Culvert Bridge Program Development	Transportation	H	\$ 20,000
Total Infrastructure Replacements			\$ 7,637,000



2022 Capital Budget - Draft

Facility Upgrades/Renovations	Departments	Risk	Amount
Arena Energy Conservation Upgrades	Recreation and Parks	L	\$ 170,000
Aquaplex Grounds improvement	Recreation and Parks	L	\$ 180,000
Energy Conservation - Aquaplex Phase 3	Recreation and Parks	L	\$ 110,000
Arena Compressor Replacement	Recreation and Parks	L	\$ 135,000
BCF Boiler Replacement	BCF	L	\$ 95,000
Aquaplex Flooring	Recreation and Parks	M	\$ 85,000
Aquaplex NW Exit Door Relocation	Recreation and Parks	M	\$ 45,000
Drumheller firehall - renos	Fire Department	M	\$ 40,000
East Coulee Fire Hall Renos	Fire Department	L	\$ 10,000
Rosedale firehall renos	Fire Department	M	\$ 10,000
Total Facility Upgrades/Renovations			\$ 880,000

Equipment and Vehicle Replacements	Departments	Risk	Amount
Lifecycle vehicle replacements - Fire Department	Fire Department	M	\$ 365,000
Lifecycle Heavy Equipment and Machinery Replacements	Public Works	M	\$ 435,000
Lifecycle Light vehicle Replacements	All Departments	M	\$ 103,000
Lifecycle Equipment Replacement	All Departments	M	\$ 50,000
Total Equipment and Vehicle Replacements			\$ 953,000

Other	Departments	Risk	Amount
Recreation Master Plan	Recreation	L	\$ 100,000
Drumheller Fire Hall - Offsite Building Clean up for Dept Training	Fire Department	M	\$ 30,000
Total Other			\$ 130,000

Grand Total

\$ 10,739,000



2022 - 2031 Capital Plan

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
General Administration										
Network/Server Upgrades	\$ 125,000	\$ 10,000	\$ 10,200	\$ 50,000	\$ 11,000	\$ 66,000	\$ 11,000	\$ 11,000	\$ 54,000	\$ 12,000
Photocopier	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ 18,000	\$ -	\$ -	\$ -	\$ 12,000
Town Hall Building Management System	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Plotter Replacement	\$ -	\$ -	\$ -	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total General Administration	\$ 285,000	\$ 10,000	\$ 10,200	\$ 70,000	\$ 11,000	\$ 84,000	\$ 11,000	\$ 11,000	\$ 54,000	\$ 24,000
Enforcement Services										
new truck mun enf 1/2 ton 4x4	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 57,000	\$ -	\$ -	\$ -	\$ -
Operational Drone	\$ -	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Enforcement Services	\$ -	\$ 20,000	\$ -	\$ -	\$ -	\$ 57,000	\$ -	\$ -	\$ -	\$ -
Fire Protection Services										
Drumheller Fire Hall - new Hd rescue unit	\$ 350,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Convert old rescue unit #4 to bush buggy	\$ 15,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Rosedale Fire Hall Renos	\$ 10,000	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Drumheller Fire Hall Renos	\$ 40,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
East Coulee Fire Hall Renos	\$ 10,000	\$ 130,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Drumheller Fire Hall - Offsite Building Clean up for Dept Training	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Drumheller Fire Hall pumper unit	\$ -	\$ -	\$ 375,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
East Coulee Fire Hall pumper unit	\$ -	\$ -	\$ -	\$ -	\$ 375,000	\$ -	\$ -	\$ -	\$ -	\$ -
Drumheller Fire Hall -fire chief truck replace	\$ -	\$ -	\$ -	\$ -	\$ 60,000	\$ -	\$ -	\$ -	\$ -	\$ -
East Coulee and Rosedale halls windows replacement	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Drumheller Fire Hall SCBA replacement 30 x \$1000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 30,000	\$ -	\$ -	\$ -	\$ -
Total Fire Protection Services	\$ 455,000	\$ 180,000	\$ 375,000	\$ -	\$ 435,000	\$ 30,000	\$ -	\$ -	\$ -	\$ -
Common Services										
Light Fleet Vehicles - Program	\$ 103,000	\$ 232,000	\$ 55,000	\$ 52,000	\$ 299,000	\$ -	\$ 72,000	\$ 187,000	\$ 72,000	\$ 58,000
Heavy Equipment - Program	\$ 380,000	\$ 485,500	\$ 250,000	\$ 572,500	\$ 325,000	\$ 192,500	\$ 395,000	\$ 647,500	\$ -	\$ -
PW Building LED Upgrade	\$ -	\$ 38,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
PW Building - Fabric Building 2 - Clay liner and convert for salt	\$ -	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
PW Building - EOC Upgrade	\$ -	\$ -	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Valley Bus Society - Grant to Purchase Bus	\$ -	\$ -	\$ 80,000	\$ -	\$ -	\$ 120,000	\$ -	\$ -	\$ 80,000	\$ -
Photocopier Public Works	\$ -	\$ -	\$ -	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
PW Building - Women's Locker	\$ -	\$ -	\$ -	\$ -	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -
PW Building - Shop B - Office Space for Facility Staff	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 50,000	\$ -	\$ -	\$ -	\$ -
PW Building - Shop B - Cold Storage (3000sqft)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 200,000	\$ -	\$ -	\$ -
PW Building - Shop A - Roof Repair/Replacement	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 250,000	\$ -	\$ -
PW Building - Shop B - Roof Repair/Replacement	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 250,000	\$ -
PW Building - Fabric Building 1	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 100,000
PW Building - Fabric Building 2	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 100,000
Total Common Services	\$ 483,000	\$ 855,500	\$ 485,000	\$ 634,500	\$ 724,000	\$ 362,500	\$ 667,000	\$ 1,084,500	\$ 402,000	\$ 258,000



2022 - 2031 Capital Plan

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Road Transport										
Street Rehabilitation Program	\$ 850,000	\$ 850,000	\$ 850,000	\$ 850,000	\$ 850,000	\$ 850,000	\$ 850,000	\$ 850,000	\$ 850,000	\$ 850,000
Sidewalk Rehabilitation Program	\$ 350,000	\$ 350,000	\$ 350,000	\$ 350,000	\$ 350,000	\$ 350,000	\$ 350,000	\$ 350,000	\$ 350,000	\$ 350,000
Culvert Bridge Program	\$ 20,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 150,000	\$ 150,000	\$ 150,000
Raymond Hill Road - Repair slide area	\$ 250,000	\$ 750,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Traffic Counters - Monitors	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Bridge Rehab Program	\$ -	\$ -	\$ 486,000	\$ 4,000,000	\$ -	\$ 86,500	\$ 77,000	\$ -	\$ 87,000	\$ 77,500
Replacement of Decorative Street Lights	\$ -	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
DARP - Downtown Vehicle Access	\$ -	\$ 1,000,000	\$ 1,150,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
DARP - Street Beautification Program	\$ -	\$ -	\$ -	\$ 600,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ -	\$ -	\$ -
Road Transport	\$ 1,490,000	\$ 3,060,000	\$ 2,936,000	\$ 5,900,000	\$ 1,800,000	\$ 1,886,500	\$ 1,877,000	\$ 1,350,000	\$ 1,437,000	\$ 1,427,500
Air Transportation										
Airport Runway	\$ 1,507,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Riding Mower	\$ 30,000	\$ -	\$ -	\$ -	\$ 30,000	\$ -	\$ -	\$ -	\$ 30,000	\$ -
Fuel Tank Farm	\$ -	\$ 1,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Fuel POS System Upgrade In conjunction with EC Bulk Water B	\$ -	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Hangars	\$ -	\$ -	\$ -	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Taxiway - Lengthen - Grant Dependent	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 750,000	\$ -	\$ -	\$ -
Total Air Transportation	\$ 1,537,000	\$ 1,010,000	\$ -	\$ 50,000	\$ 30,000	\$ -	\$ 750,000	\$ -	\$ 30,000	\$ -
Water Supply & Distribution										
Pen Booster Station -New building and equipment	\$ 1,200,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
THM Control	\$ 55,000	\$ 55,000	\$ 55,000	\$ 55,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
High Lift Pump Program	\$ 65,000	\$ -	\$ 65,000	\$ -	\$ 65,000	\$ -	\$ 65,000	\$ -	\$ 65,000	\$ -
Phase VII - Low Lift pump Upgrades	\$ 120,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Water Treatment Plan Make Up Air Handling	\$ 70,000	\$ 75,000	\$ 80,000	\$ 85,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
River Crossing - North Drum Water Main	\$ 205,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Downtown Cast Iron Replacement/Fire Flow Looping	\$ 460,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Engineering Review - All Towers	\$ 85,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Waterline Extension to Golf Course	\$ -	\$ 885,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
WTP Dechlorination Upgrade	\$ -	\$ -	\$ 4,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Disinfection Byproducts Management Plan	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
River Crossing - Midland Water Main	\$ -	\$ -	\$ 230,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Water Tower Program	\$ -	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ -	\$ -	\$ 100,000	\$ -
WTP Master Plan	\$ -	\$ -	\$ -	\$ 90,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
EC Bulk Water Station - Billing System Update	\$ -	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Pen Watermain	\$ -	\$ -	\$ -	\$ 100,000	\$ 1,000,000	\$ -	\$ -	\$ -	\$ -	\$ -
Raw Water Reservoir Cleaning Program	\$ -	\$ -	\$ -	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 100,000
SCADA Upgrade	\$ -	\$ -	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Rosedale Pump Building Demolition	\$ -	\$ -	\$ 75,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Water Tower - Security Improvements	\$ -	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
RWR - Security Upgrades	\$ -	\$ -	\$ -	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Water Tower Bankview - Slope Protection	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,000,000
Total Water Supply & Distribution	\$ 2,260,000	\$ 1,225,000	\$ 5,105,000	\$ 630,000	\$ 1,165,000	\$ 100,000	\$ 65,000	\$ -	\$ 165,000	\$ 1,100,000



2022 - 2031 Capital Plan

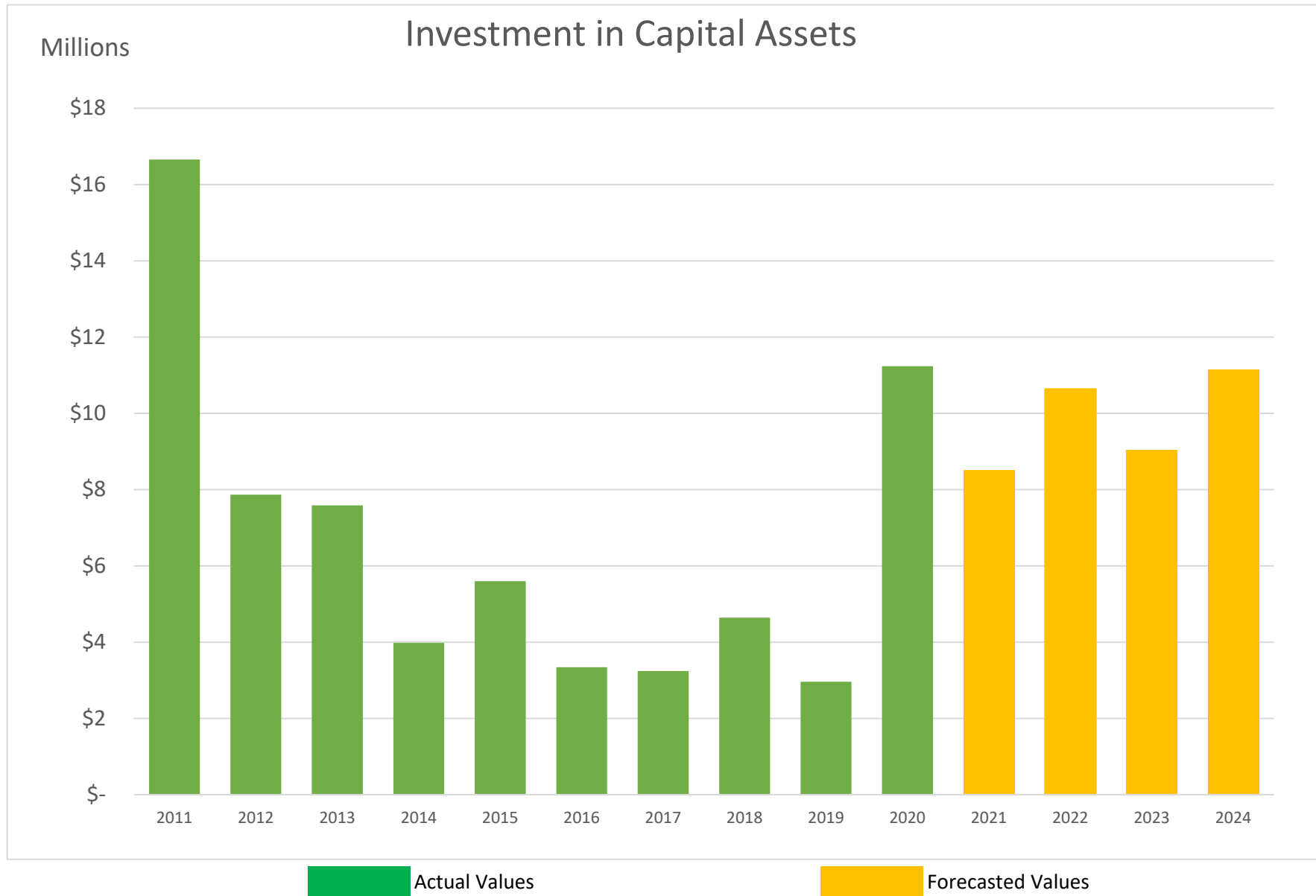
	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Wastewater										
Nacmine Forcemain Replacement	\$ 700,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Michichi Creek - Sanitary Crossing	\$ 1,500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
North Drum River Crossing Forcemain	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
5th Street Lift Station assessment/rebuild/replace	\$ -	\$ 40,000	\$ -	\$ 750,000	\$ 6,000,000	\$ -	\$ -	\$ -	\$ -	\$ -
WWTP Master Plan	\$ -	\$ 80,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Lagoons Cleaning Program	\$ -	\$ 25,000	\$ -	\$ 25,000	\$ -	\$ 25,000	\$ -	\$ 25,000	\$ -	\$ 25,000
Midland River Crossing - Forcemain	\$ -	\$ -	\$ 190,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Lift Station; North Drum/Forecmain Connection	\$ -	\$ -	\$ 600,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Drumheller WWTP - Pen Lift Station	\$ -	\$ -	\$ 40,000	\$ -	\$ 700,000	\$ 600,000	\$ -	\$ -	\$ -	\$ -
Drumheller WWTP - Site Improvements	\$ -	\$ -	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Drumheller WWTP - MAU Replacement	\$ -	\$ -	\$ -	\$ -	\$ 85,000	\$ 85,000	\$ -	\$ -	\$ -	\$ -
Drumheller WWTP - Septic Receiving Station	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 750,000	\$ -	\$ -	\$ -
Drumheller WWTP - Centrifuge Upgrade	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 500,000	\$ -	\$ -
Total Wastewater	\$ 2,400,000	\$ 145,000	\$ 930,000	\$ 775,000	\$ 6,785,000	\$ 710,000	\$ 750,000	\$ 525,000	\$ -	\$ 25,000
Stormwater										
Dry Pond Cleaning Program	\$ -	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ -	\$ -	\$ 50,000	\$ 50,000	\$ 50,000
Stirling Ditch - Nacmineln conjunction with Flood Project	\$ -	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Stormwater	\$ -	\$ 550,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ -	\$ -	\$ 50,000	\$ 50,000	\$ 50,000
Cemeteries										
Cemetery Expansion Perimeter Fencing	\$ 80,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Purchase of new columbarium (Full cost recovery)	\$ -	\$ 45,000	\$ -	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Cemetery Expansion	\$ -	\$ -	\$ -	\$ -	\$ 150,000	\$ -	\$ -	\$ -	\$ 150,000	\$ -
Total Cemeteries and Columbariums	\$ 80,000	\$ 45,000	\$ -	\$ 50,000	\$ 150,000	\$ -	\$ -	\$ -	\$ 150,000	\$ -
Recreation and Parks										
Arena Improvements - Flooring - Lobby	\$ -	\$ -	\$ -	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Recreation and Parks Master Plan	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Parks - Ride On mowers	\$ 55,000	\$ -	\$ 56,000	\$ -	\$ 56,500	\$ -	\$ 57,000	\$ -	\$ 58,000	\$ -
Parks - Wide angle mowers	\$ -	\$ 74,000	\$ -	\$ -	\$ -	\$ 75,000	\$ -	\$ -	\$ 76,000	\$ -
Hoodoos Parking Improvements	\$ 50,000	\$ 600,000	\$ 550,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Parks - Washrooms Upgrades Program	\$ -	\$ -	\$ -	\$ 275,000	\$ -	\$ 275,000	\$ -	\$ 275,000	\$ -	\$ 275,000
New Trail Development	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000
New Off-Leash Dog Park	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Energy Conservation - Aquaplex Phase 3	\$ 110,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
DARP - Centennial Park Upgrades	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
DARP Park Improvements	\$ -	\$ 50,000	\$ 500,000	\$ -	\$ 200,000	\$ -	\$ -	\$ -	\$ 200,000	\$ -
Angel Park - Landscape Upgrades	\$ -	\$ -	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Newcastle Recreation Improvements	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Baseball Diamond - New Construction	\$ -	\$ 1,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Aquaplex Grounds improvement	\$ 180,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Arena Compressor Replacement	\$ 135,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Aquaplex Flooring	\$ 85,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Aquaplex Retaining Wall	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Aquaplex NW Exit Door Relocation	\$ 45,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Arena Energy Conservation Upgrades	\$ 170,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Arena - Ice Plant Upgrades	\$ -	\$ -	\$ -	\$ 500,000	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ -
Arena - Zamboni	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 120,000
Total Recreation and Parks	\$ 1,585,000	\$ 1,749,000	\$ 1,181,000	\$ 900,000	\$ 781,500	\$ 375,000	\$ 82,000	\$ 300,000	\$ 359,000	\$ 420,000
Badlands Community Facility										



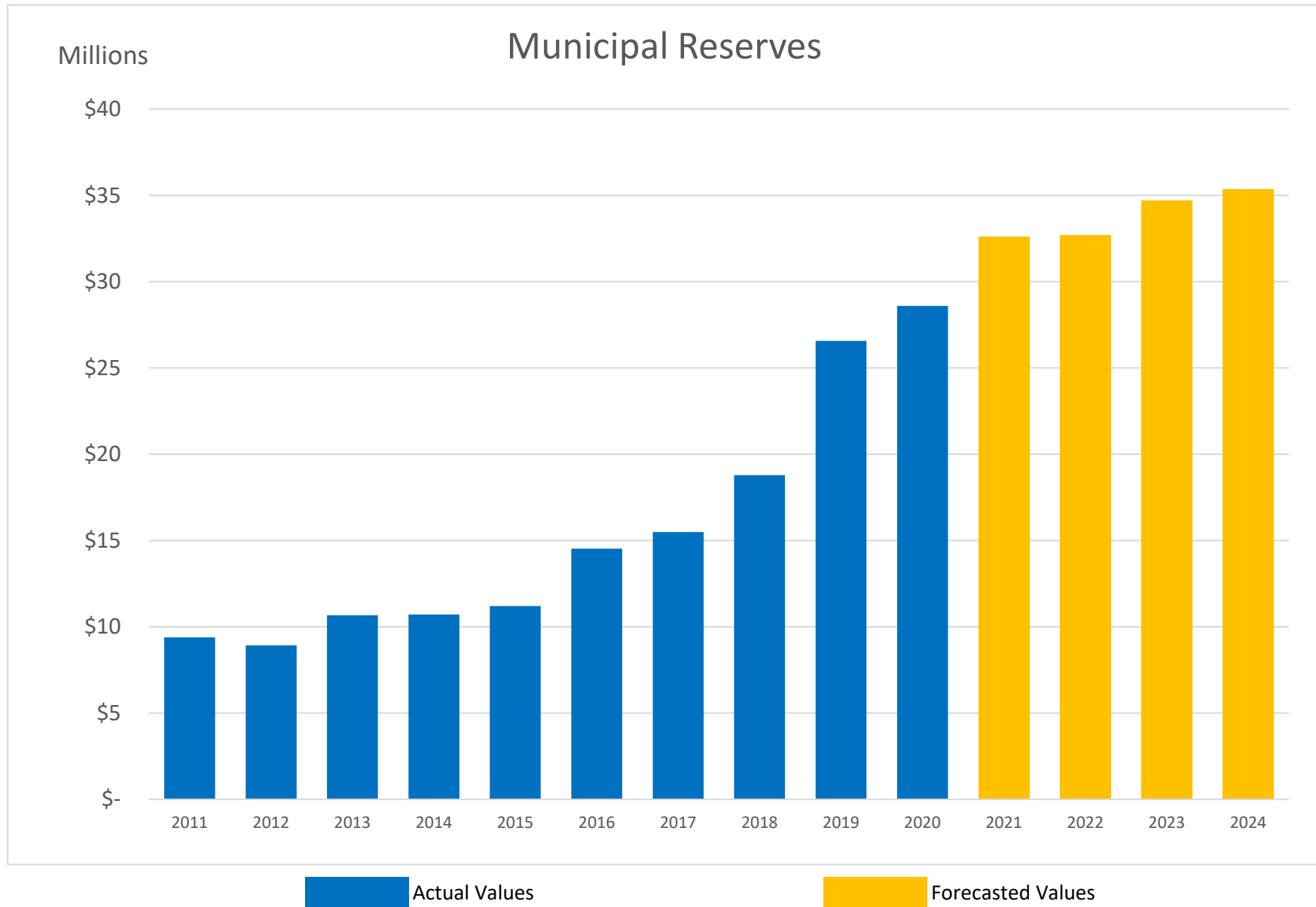
2022 - 2031 Capital Plan

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Lifecycle Equipment Replacement	\$ 40,000	\$ 52,000	\$ 20,000	\$ 30,000	\$ 20,000	\$ 30,000	\$ 20,000	\$ 48,000	\$ 20,000	\$ 30,000
BCF Boiler Replacement	\$ 95,000	\$ 95,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
BCF Perimeter security Cameras	\$ 29,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Office Space	\$ -	\$ 9,000	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
BCF Maintenance Program	\$ -	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000
Arena (BCF Phase 2 - GRANT DEPENDANT)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,000,000	\$ -
Curling Rink (BCF Phase 2 - GRANT DEPENDANT)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 7,500,000	\$ -
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Badlands Community Facility	\$ 164,000	\$ 181,000	\$ 75,000	\$ 55,000	\$ 45,000	\$ 55,000	\$ 45,000	\$ 73,000	\$ 17,545,000	\$ 55,000
Grand Total	\$ 10,739,000	\$ 9,030,500	\$ 11,147,200	\$ 9,114,500	\$ 11,976,500	\$ 3,660,000	\$ 4,247,000	\$ 3,393,500	\$ 20,192,000	\$ 3,359,500

Appendix 3



Appendix 4



Appendix 5

