

Town of Drumheller COUNCIL MEETING AGENDA

Monday, September 30, 2019 at 4:30 PM
Council Chamber, Town Hall
224 Centre Street, Drumheller, Alberta



Page

1. **CALL TO ORDER**
2. **MAYOR'S OPENING REMARK**
- 3 2.1. Proclamation - Celebrate International Day of Older Persons in your Community October 1, 2019
[Proclamation - International Day of Older Persons](#)
- 4 2.2. Proclamation - Wrongful Conviction Day October 2, 2019
[Proclamation - Wrongful Conviction Day](#)
- 5 2.3. Proclamation - End Poverty Month
[Proclamation - End Poverty Month](#)
- 6 2.4. Proclamation - World Cerebral Palsy Day October 6, 2019
[Proclamation - World Cerebral Palsy Day](#)
3. **ADOPTION OF AGENDA**
4. **MINUTES**
- 4.1. **ADOPTION OF REGULAR COUNCIL MEETING MINUTES**
- 7 - 13 4.1.1. Regular Council Meeting Minutes September 16, 2019
[Regular Council Minutes - 16 Sep 2019](#)
- 4.2. **MINUTES OF MEETING PRESENTED FOR INFORMATION**
- 4.3. **BUSINESS ARISING FROM THE MINUTES**
5. **DELEGATIONS**
- 14 - 23 5.1. Drumheller District Shooters Association/ Update/Discussion - Jason Phillip
5.2. Logo ideas from the Branding Committee - Ryan Semchuk
[Drumheller Brand Report 2019](#)
6. **REQUEST FOR DECISION REPORTS**
- 6.1. **CAO**
- 24 - 25 6.1.1. Request For Decision - For Award of Contract for Flood Mitigation Officer
[RFD - Award of Contract for Flood Mitigation Officer](#)
- 6.2. **DEPUTY CAO / DIRECTOR OF CORPORATE SERVICES**
- 26 - 33 6.2.1. Request For Decision for Audit Services
[RFD - Audit Services](#)
- 6.3. **DIRECTOR OF INFRASTRUCTURE SERVICES**
- 6.4. **DIRECTOR OF EMERGENCY / PROTECTIVE SERVICES**

6.5. MANAGER OF ECONOMIC DEVELOPMENT

6.6. COMMUNICATIONS OFFICER

6.7. MANAGER ARTS CULTURE & RECREATION

6.8.

REVIEW OF STRATEGIC PRIORITIES

- 6.8.1. ICFs Meeting Update - Darryl Drohomerski
- 6.8.2. Employee Innovation Options Update - Barb Miller
- 6.8.3. Infrastructure Master Plan TCAsset - Update - Barb Miller
- 6.8.4. Staff Vacancies Update - Barb Miller
- 6.8.5. Trail Gaps Update - Dave Brett
[Trail System Gaps Report Update](#)
- 6.8.6. Parks and Recreation Master Plan Update - Darren Goldthorpe/Dave Brett
- 6.8.7. Downtown Revitalization Update - Sean Wallace
- 6.8.8. CommProfile / Promo Piece Update - Sean Wallace
- 6.8.9. Emergency Plan Flood Component Update - Greg Peters
- 6.8.10. Dyke Design Update - Darwin Durnie
- 6.8.11. Fountain Update - Darwin Durnie
- 6.8.12. Downtown Plaza II Update - Dave Brett/April Harrison/Lucas Duston

34 - 43

7. PRESENTATION OF QUARTERLY REPORTS BY ADMINISTRATION

8. PUBLIC HEARING TO COMMENCE AT 5:30 PM

9. PUBLIC HEARING DECISIONS

10. UNFINISHED BUSINESS

11. NOTICE OF MOTION

12. COUNCILLOR REPORTS

13. IN-CAMERA MATTERS

- 13.1. Land Matter: Legal Description 4;19;29;6;SW (*FOIPP Act Section 23 Local Public Body Confidences*)

14. ADJOURNMENT



PROCLAMATION

International Day of Older Persons

WHEREAS, The theme of the 2019 commemoration is “The Journey to Age Equality”

WHEREAS, Almost 700 million people are now over the age of 60. By 2050, two billion people, over 20 per cent of the world’s population, will be 60 or older. With this in mind, enhanced attention to the particular needs and challenges faced by many older people is clearly required. Just as important, however, is the essential contribution the majority of older men and women can continue to make to the functioning of society if adequate guarantees are in place.

WHEREAS, The guiding principle of “Leaving No-One Behind” necessitates the understanding that demography matters for sustainable development and that population dynamics will shape the key developmental challenges that the world is confronting in the 21st century.

THEREFORE, I, Mayor Heather Colberg, do hereby proclaim the 1st day of October 2019 as: **International Day of Older Persons**

In the Town of Drumheller



PROCLAMATION

Wrongful Conviction Day

WHEREAS, marks the fifth annual Wrongful Conviction Day, an international day to raise awareness of the causes and remedies of wrongful conviction and to recognize the tremendous personal, social and emotional costs of wrongful conviction for innocent people and their families.

WHEREAS, began as an effort of the Innocence Network, an affiliation of organizations dedicated to providing pro bono legal and investigative services to individuals seeking to prove innocence of crimes for which they have been convicted, working to redress the causes of wrongful convictions and supporting the exonerated after they are freed.

WHEREAS, Sixty-three percent of the 513 people exonerated by members of the Innocence Network are people of color. This Wrongful Conviction Day, the Innocence Network is aiming to raise awareness about the role racial bias plays in wrongful convictions.

THEREFORE,

I, Mayor Heather Colberg, do hereby proclaim

the 2nd day of October 2019 as:

Wrongful Conviction Day

In the Town of Drumheller



PROCLAMATION

End Poverty Month was initiated to raise awareness of the serious social issue of poverty and to serve as a platform for the Town of Drumheller to realize their contribution to poverty reduction. It is centered around the United Nation's International Day for the Eradication of Poverty.

Whereas: The Town of Drumheller has established the Drumheller Poverty Reduction Alliance which is develop a Municipal Poverty Reduction Strategy.

Whereas: Low income is the greatest determinant of poverty, leading to social isolation, poor physical and mental health, homelessness, negative early childhood development and lack of dignity, opportunity and choice;

Whereas: A social media campaign is taking place throughout the month to raise awareness of poverty and to highlight the work that is being done and ways people can get involved in helping to reduce poverty in our community.

Therefore:

I Mayor Heather Colberg Proclaim, without end, October as

“End Poverty Month ”

in the Town of Drumheller, this 30th day of September, 2019.

Mayor Heather Colberg



PROCLAMATION

“World Cerebral Palsy Day”

WHEREAS: Cerebral palsy is a neuromotor disability that affects approximately 3.3 people in every thousand. Cerebral palsy is a term used to describe a group of conditions affecting body movement and muscle coordination. It is not a disease.

In Alberta, it is estimated that over 9,000 individuals are affected by cerebral palsy. There is more than one diagnosis of cerebral palsy for every 500 children born each year in Alberta and the number of new cases per year has increased by 25 percent over the past decade. On a worldwide scale, over 17 million people have cerebral palsy.

WHEREAS: Cerebral palsy affects all levels of society and all levels of socioeconomic status;

WHEREAS: Cerebral palsy affects an estimated 17 million people worldwide;

WHEREAS: The Cerebral Palsy Association in Alberta (CPAA) is a leader in advocating for persons with disabilities and is the primary center for providing programs, services and information on treatments, resources and services relating to cerebral palsy.

THEREFORE,

I, Mayor Heather Colberg, do hereby proclaim

the 6th day of October 2019 as:

“World Cerebral Palsy Day”

In the Town of Drumheller

**Town of Drumheller
COUNCIL MEETING
MINUTES**

September 16, 2019, at 4:30 PM
Council Chamber, Town Hall
224 Centre Street, Drumheller, AB, T0J 0Y4



PRESENT:

MAYOR:

Heather Colberg

COUNCIL:

Kristyne DeMott

Lisa Hansen-Zacharuk

Tony Lacher

Tom Zariski

CHIEF ADMINISTRATIVE OFFICER:

Darryl Drohomerski

DEPTUY CHIEF ADMINISTRATIVE OFFICER/ DIRECTOR OF CORPORATE SERVICES:

Barb Miller

DIRECTOR OF INFRASTRUCTURE SERVICES:

Dave Brett

COMMUNICATION OFFICER:

Julia Fielding

RECORDING SECRETARY:

Dori Appleton

ABSENT:

MANAGER OF ECONOMIC SERVICES:

Sean Wallace

DIRECTOR OF PROTECTIVE SERVICES:

Greg Peters

COUNCILLOR

Jay Garbutt

Fred Makowecki

1. CALL TO ORDER

Mayor Colberg call the meeting to order at 4.29 pm

2. MAYOR'S OPENING REMARK

Masquerade Ball on Oct 26th

Fire Department is celebrating 100th years

Citizens on patrol 2019 AGM and Workshop in Drumheller September 20, 21 and 22 2019

East Coulee is hosting pancake breakfast - Sunday, Sep 23, 2018 at 9:00 AM
The Badlands Amphitheatre held a Blues and Barbeque on Saturday, September 14 2019 – which was great
Flat Track Racing Drumheller - September 14 & 15 2019, at the Drumheller Agricultural Society and Drumheller Speedway

Deputy Mayor Swearing In - Councillor Kristyne DeMott for September and October 2019

Proclamation - Prostate Cancer Awareness Month

3. ADOPTION OF AGENDA

M2019.154 – moved by L. Hansen-Zacharuk, T. Lacher to adopt the agenda as present.

Carried Unanimously.

4. MINUTES

4.1. ADOPTION OF REGULAR COUNCIL MEETING MINUTES

Regular Council Meeting Minutes - September 3, 2019

M2019.155 – moved by T. Zariski, L. Hansen-Zacharuk by to adopt minutes of the regular meeting of council minutes of September 3, 2019

Carried Unanimously.

4.2. MINUTES OF MEETING PRESENTED FOR INFORMATION

Municipal Planning Commission Minutes, August 8 2019

Municipal Planning Commission Minutes, August 22 2019

4.3. BUSINESS ARISING FROM THE MINUTES

5. DELEGATIONS

Amanda Panisiak - Primary Care Network, Community Adult Day Program

Amanda – supplied a handout for Council to review, with regards to the Community adult Day Program for Seniors.

Adult Day Program is for those living at home with cognitive impairment, or diagnosis of dementia. A recreational program to promote social, leisure and physical activity.

Drumheller Geriatric Community Enhancement Coalition – are groups of people who come together around a particular issue, with the goal of being a catalyst for change in their

community. They value can benefit from diverse membership, egalitarian practices, a board focus and long-term goals. By bringing together people from different sector of society and pooling resources, coalitions can accomplish goals more effectively tan an organization working independently.

The goal of the PHC IGSI (Primary Health Care Integrated Geriatric Services Initiative) is to enhance capacity to recognize, diagnose and provide ongoing care and support to people living with dementia or other geriatric syndromes in the community.

6. REQUEST FOR DECISION REPORTS

6.1. CAO

Bylaw 18.18 being a bylaw to close a portion of an unused and undeveloped street (Newcastle Trail) - second and third reading

Presented to Council for a first reading Nov 2018 – the piece of property in west Newcastle the very Westend of New Castle the Riverside Ave, there is a plan to sell them some of the land, but we won't do anything more until a burm is built. Went to the province for signature. Part of the agreement is that they're using part of our land.

M2019.156 - for 2nd reading L. Hansen-Zacharuk, T. Zariski

Carried Unanimously.

M2019.157 - for 3rd reading T. Zariski, L. Hansen-Zacharuk

Carried Unanimously.

Request for Decision - Arena Rental Rates for Drumheller Dragons

Match the arena rate \$65.25 per hour, to help the team develop their team. And review at the end of the year. Estimate our rate was \$15.00 to \$20.00 higher then the AGHL.

No conflict with ice time.

Question was asked do we have to aline minor hokey with the Dragons – it was purposed and present by the Dragons, which is about lowering the rates at off perk times and fill the unused ice time. By lowering the fee, it gives them more ice time and helps to support the community.

M2019.158 – moved by L. Hansen-Zacharuk, K. DeMott to adopt Arena Ice Rental Rates for Drumheller Dragons with the Youth Rate for the Drumheller minor Hockey Association for the 2019/2020 season and the that rates and ice time be jointly reviewed at the end of the season.

Carried Unanimously.

6.2. DEPUTY CAO / DIRECTOR OF CORPORATE SERVICES

Request for Decision – Policy #C-01-19 Remuneration and Expense Allowance for Mayor and Council

B. Miller - The policy that provides the guidance and authority for which to compensate our elected officials, requires that Council appoint an independent committee composed of Drumheller residents within 1 year following each General Municipal Election to evaluate the current remuneration policy and present a report of findings and recommendations to Council for consideration.

This critical review by committee members is conducted to ensure fair remuneration that equitably reflects the time commitment required, the responsibilities held, and the duties carried out by elected officials of the Town of Drumheller, and includes gathering of information, conducting research and learning of “best practices”.

Although striking of the committee in 2018 fell within the regular review schedule, unique to this review was that Bill C-44 came into effect on January 1, 2019, eliminating the one-third tax exemption for elected officials in Canada. This Bill, which significantly changed the net effect of elected official’s (EO) remuneration, resulted in municipalities across the country having to revise EO remuneration policies within the last 10-12 months.

With the last general municipal election being held on October 16, 2017, a call for volunteers to serve on the remuneration review committee was issued and during the regular meeting of Council of August 20, 2018, applicants Ms. D. Lines, Ms. BJ Gallagher, Ms. E. Lefley and Mr. B. Shedy were appointed to the Committee.

During the December 17, 2018 meeting, Ms. Lines, Chair, presented the Committee’s findings report and recommendations to Council.

Since that time administration has analyzed the recommendations made and Council has identified the recommendations to be accepted resulting in Council Policy No. C-01-19 *Remuneration & Expense Allowance for Mayor and Council* which has been attached for adoption.

The next scheduled review of the policy guiding remuneration and expense allowance for Mayor and Council will be 2022.

M2019.159 – moved by T. Zariski, T. Lacher to adopt Council Policy No. C-01-19 Remuneration and Expense Allowance for Mayor and Council as presented.

Carried Unanimously.

- 6.3. DIRECTOR OF INFRASTRUCTURE SERVICES**
- 6.4. DIRECTOR OF EMERGENCY / PROTECTIVE SERVICES**
- 6.5. MANAGER OF ECONOMIC DEVELOPMENT**
- 6.6. COMMUNICATIONS OFFICER**
- 6.7. REVIEW OF STRATEGIC PRIORITIES**

Downtown Plaza II - Update, Dave Brett

High level summary – to give a partial update there will be a full update in 2 weeks
The capital budget sound equipment was rented came out of the operational budget we are getting quotes, as to see what we need and will be looking for a purchase possibly 2nd hand. 50k – there has been 30k spent there are a few things that still need to be address, the washroom was rented this year and will get quotes for building a full-time year-round washroom.

The operations budget 10 summer 5 for the fall 15 has been spent however that does included the rental of the bathroom and the sound system

25 events, the entertainment

The farmers market will remain until the end of Oct

The max attendance 320 normal attendance 100 – 150, when the weather was bad attendance was down

Survey by FCSS 196 people replied, generally the replies are positive.

Suggestion was made to go and see the Town of Dorothy's washroom, D. Brett to go and speak to the Town of Dorothy with regards to design and the cost.

Detailed report will be brought back to council Sept 30th

Dyke Design - Update, Darwin Durnie

Brief overview with the summer months, and with the large scale of this is project.

Indigenous is an ongoing discussion.

Municipal development plan to come back to council Sept 30th

EmergPlan – Darwin Durnie is working with G. Peters, exercise to happen this fall and put everything into a 5-year project.

Canadian/AB – re the grant funding the federal election will close and give us some kind of certainty.

Suggestion was made that D. Durnie, T. Lacher, D. Drohomerski to have a discussion and review with regards to the land use by-law.

There has been meetings with Palliser and Ministries to deal with the high priorities, there was a lot of discussion at MPC. There is some changes that need to be made to the land use by-law – there are things that are not written in the by-law that need to be added.

Council would like this to come back September 30th.

Poverty Reduction - Terms of Reference / Update - FCSS - April Harrison

A. Harrison – supplied a hand out for council to read and review.

There is an Alliance, representative from, Business Sector, Mental/Health, Community Members, Ministerial, Social Services Agencies, Housing, Education, Employment Services, Government and Transport.

Achieved to date:

- Significant buy-in from a cross-section of stakeholder.
- Identified 6 key priority focus areas.

- Vision: Drumheller is a community in which all people have equitable opportunity to thrive, free from poverty, living with a sense dignity and embracing opportunities to actively participate in society.
- Mission: to address root causes of poverty.
- Goals: Identify and implement innovative strategies, go beyond meeting basic need through programs, streamline information, Facilitate increased accessibility to resources, improve collaboration among governments, policies, laws and programs will ensure sufficient income.
- 6 Priority Focus Areas: Housing, Financial Literacy, Food Security, Mental Health and Addictions, Social Inclusion, Transport
- Next Steps: Require a formal Poverty Reduction Strategy, join Tamarack’s City Reducing Poverty Network \$500.00 for the first year and then \$1,000.00 each year after, Restructure the DPRA, Need to align our work with that of other communities & Provincial/National movements, Greater engagement with community members with lived experience, Greater engagement with the business sector, Increased collaboration with DHA, Suggested revision to the Recreation Fee Assistance Policy, Request the Town of Drumheller proclaims October “End Poverty Month”, include funds for Poverty Reduction work in 2020 budget.

\$12,000.00 was spent in emergency housing for families to stay in hotels.

Question was asked as to how success will be measured ? – prevention is the key to it, Example: Canmore has a \$20.03 the living wage when they brought in transit it was \$17.00 which is significant.

Question was asked with regards to the mental health and addiction issue – regarding the disposal of the needles that seem to be showing up in our community, Turning Point does have a worker that comes to the community a couple times a month to take and clean up used needles.

Suggestion was for the community to have sharps containers in the community to have safe disposal for needles.

Council would like this to come back Oct 21st

- 7. PRESENTATION OF QUARTERLY REPORTS BY ADMINISTRATION**
- 8. PUBLIC HEARING TO COMMENCE AT 5:30 PM**
- 9. PUBLIC HEARING DECISIONS**
- 10. UNFINISHED BUSINESS**
- 11. NOTICE OF MOTION**
- 12. COUNCILLOR REPORTS**
- 13. IN-CAMERA MATTERS**

M2019.160 L. Hansen-Zacharuk, K. DeMott to go in camera.

Labour Matter (*FOIP Section 17 Personal Privacy*)

M2019.161 L. Hansen-Zacharuk, T. Lacher moved to revert back to open meeting at 7:13 pm

Carried Unanimously

M2019.162 L. Hansen-Zacharuk, T. Lacher moved to approve a 1.5% increase to the Out of Scope salary range effective January 1, 2019 with 2020-2022 annual increases to follow the percentages ratified with CUPE Local 135.

Carried Unanimously

14. ADJOURNMENT

M2019.163 – T. Zariski, T. Lacher moved to Adjourn the meeting at 7.15 pm

Chief Administrative Officer

Mayor

It's not about Drumheller – Think “Drumheller Valley”
Final Report – Sept 2019
Prepared by Ryan Semchuk & Julia Fielding

Acknowledgments / Team:

The 2019 Brand Re-positioning project for the Town of Drumheller was community led by our volunteer brand committee. This leadership team was made up of hand selected members that work and represent different stakeholders and industries around the Drumheller valley. The data sets from both residents and the community have provided instrumental quantitative and qualitative insights that helped inform and confirm/authenticate our direction and recommendations.

Thank you to Town Council, Branding Committee, Travel Drumheller and Economic Development for their support.

Thank you to all of our survey respondents, focus group participants, community leaders and volunteers who helped and participated in this exercise.

Brand Project Summary:

The Drumheller Valley is a TRULY Amazing place to visit, work and live in.

The Town of Drumheller may not be a large booming metropolis but it sure has a LOT to offer. The community has its own unique history of evolution from dinosaurs, agriculture, coal mines, oil & gas and now tourism which shows how resilient this one of a kind destination truly is.

The Drumheller Valley has an ambitious and youth led vision for the future. We aim to ensure youth/young families flourish, seniors thrive, cultural growth is encouraged, environmentally conscious living is promoted, and we elevate our strong sense of community.

The Drumheller Valley is resilient, but that doesn't mean change is easy and we want our community to continue to grow and transform in new ways. Existing perceptions and the existing NIMB (Not In My Backyard) or CAVE (Citizens Against Virtually Everything) type people can lag behind reality and can be very difficult to change. Many people continue to believe that we are not and will not be a tourism destination. It's not true and this report will allow full validation of the positive mindset that the majority of our community believes in.

The community needs to refresh its brand story so that we can share it with local, national and international audiences to answer the question of WHY the Drumheller Valley is a TRULY AMAZING place to visit, work and live in!

Why Now?

Drumheller has evolved in many different directions since our incorporation as a village on May 15, 1923, and officially as a town on April 3, 1916. Over a 15-year period, Drumheller's population increased 857% from 312 in 1916 to 2,987 in 1931 shortly after becoming a city.

This era included the discovery of dinosaur fossils and the start of palaeontology in the region, agriculture growth and of course the massive coal boom.

The City of Drumheller amalgamated with the [Municipal District \(MD\) of Badlands No. 7](#) on January 1, 1998 to form the current Town of Drumheller. Some of the reasons the two municipalities amalgamated were the MD of Badlands No. 7 had more in common with Drumheller than other surrounding rural municipalities and both were experiencing similar planning and development issues due to their locations within the Red Deer River valley.

The amalgamated municipality opted for town status rather than city status so highways within would remain the responsibility of the Province of Alberta. As a result of the amalgamation, Drumheller became **Alberta's largest town** in terms of land area at 107.93 square kilometres (41.67 sq mi).

The 1998 amalgamation resulted in Drumheller absorbing six hamlets that were previously under the jurisdiction of the MD of Badlands No. 7 which included [Cambria](#), [East Coulee](#), [Lehigh](#), [Nacmine](#), [Rosedale](#) and [Wayne](#). Drumheller also previously absorbed the hamlets of [Bankview](#), [Midlandvale \(Midland\)](#), [Newcastle](#) and [North Drumheller](#) during annexations while under city status. Bankview and Midland were annexed in 1964 and 1972 respectively, while Newcastle and North Drumheller were both annexed in 1967.

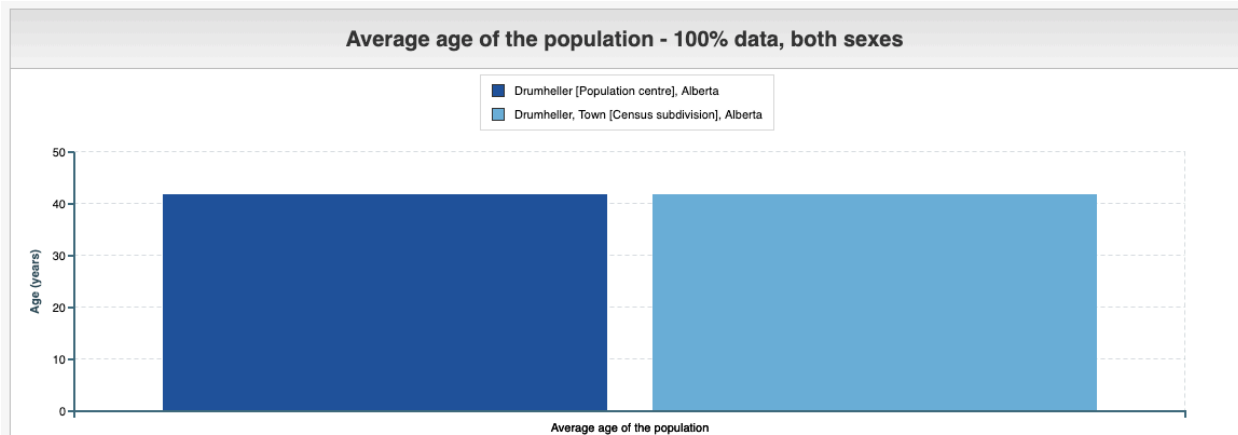
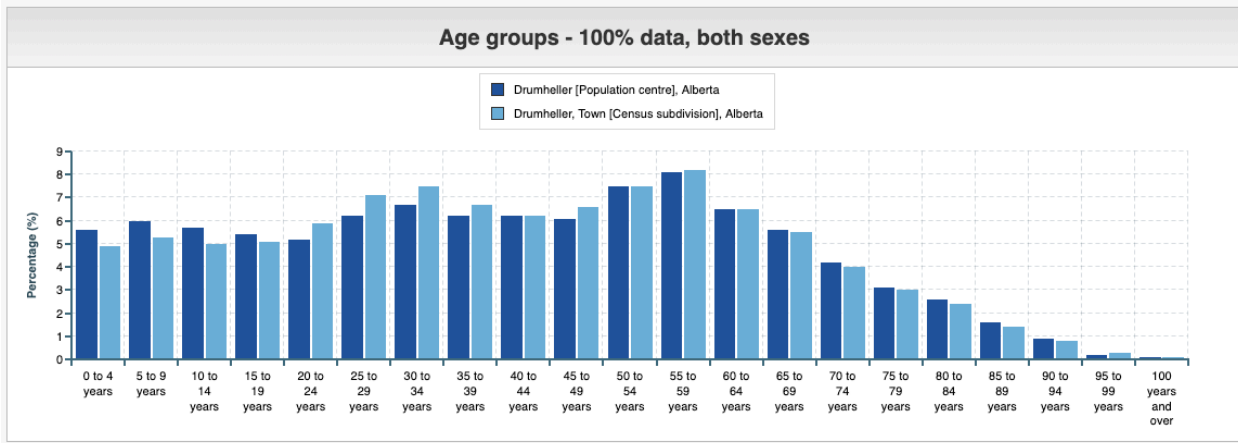
Other localities within Drumheller, either absorbed through past annexations or its eventual amalgamation with the MD of Badlands No. 7, include **Aerial**, **Eladesor**, **Kneehill**, **Rosedale Station**, **Western Monarch (Atlas)** and **Willow Creek**.

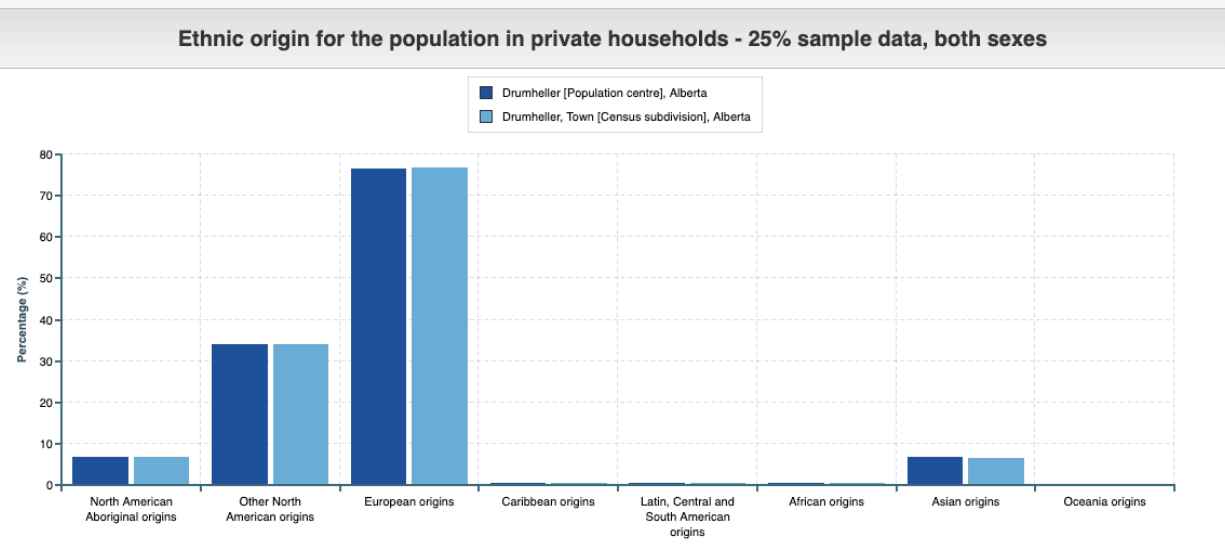
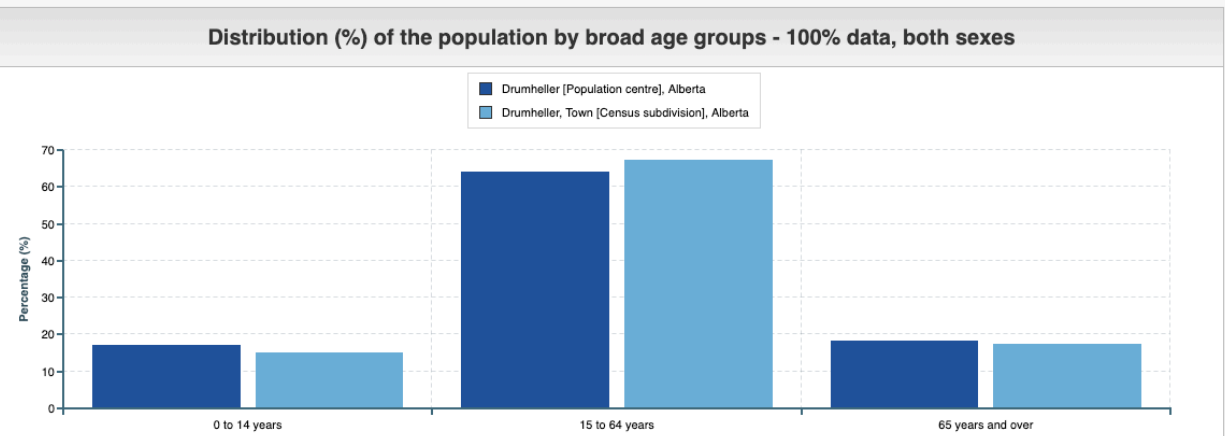
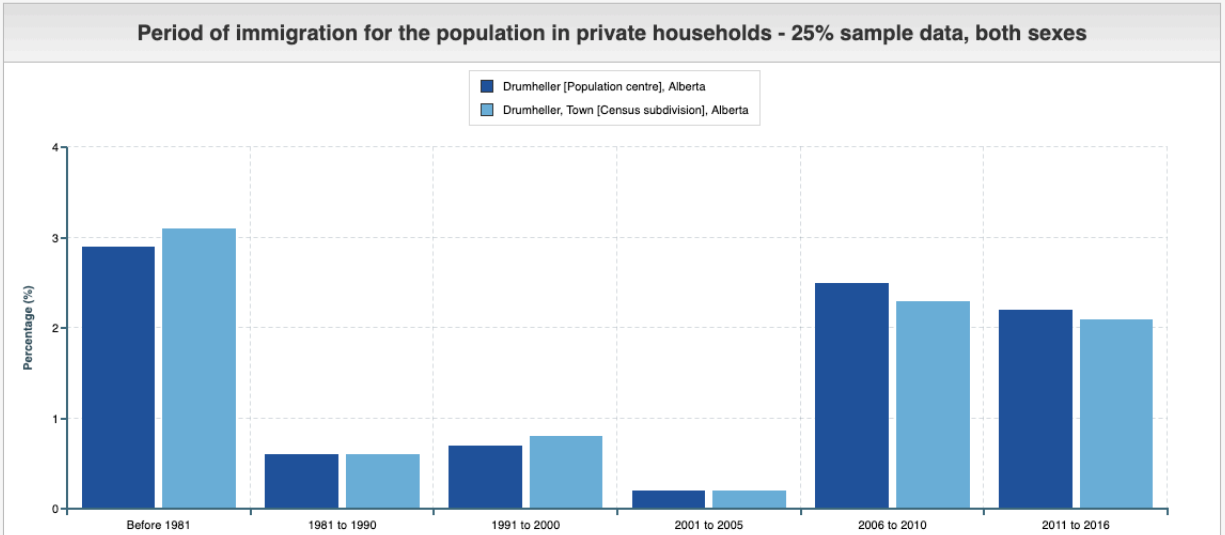
In total, Drumheller has absorbed at least 13 other communities in its history, some of which are now recognized as neighbourhoods or districts within the town.

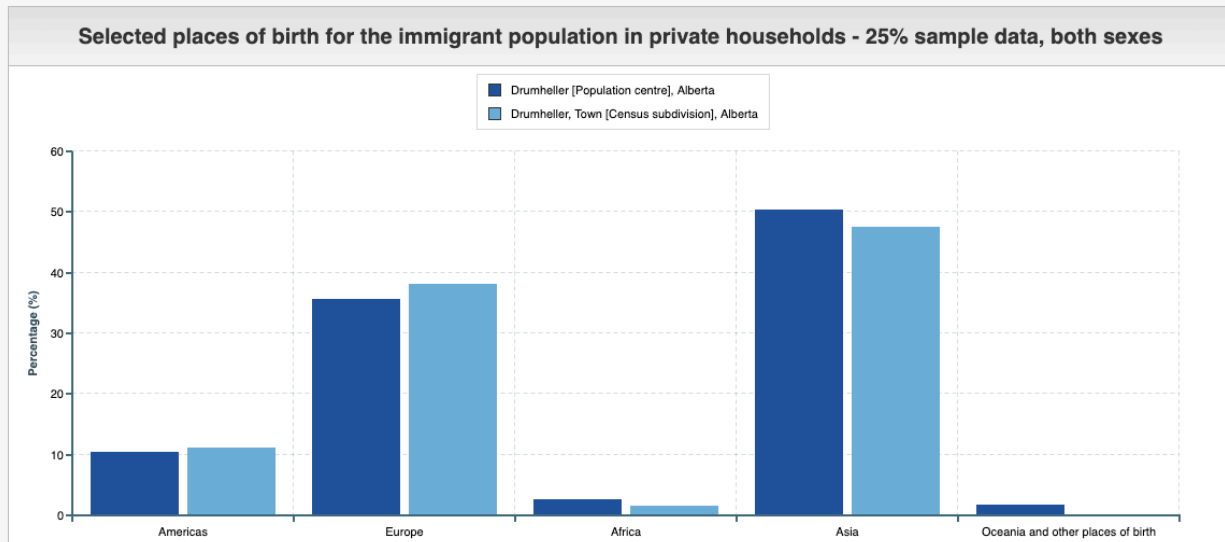
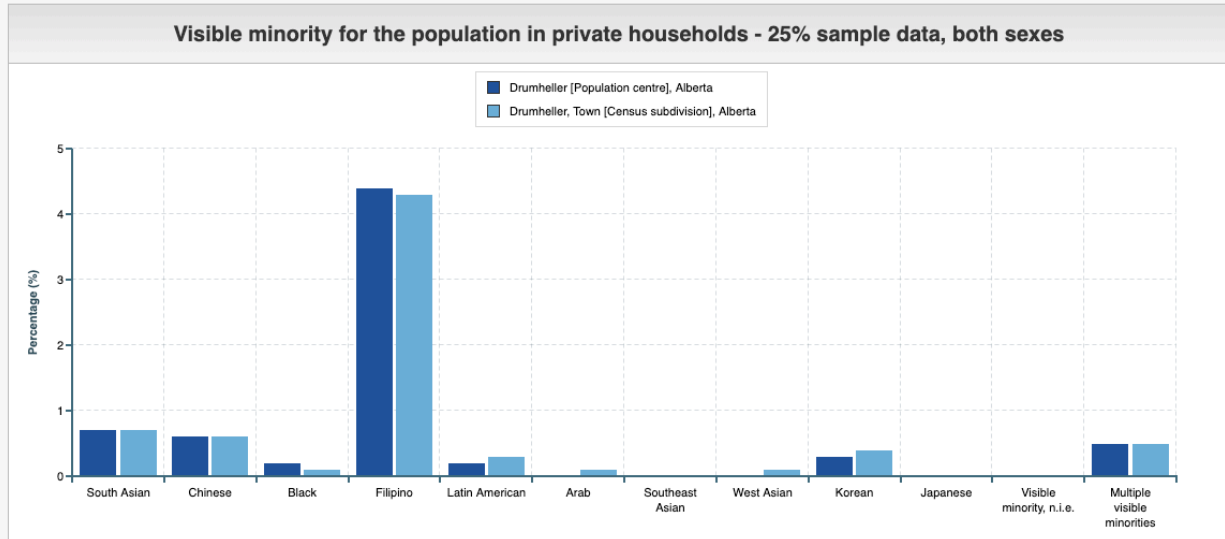
The uniqueness of this scenario really shows some of the underlying history on why Drumheller hasn't had a true sense of community pride. We know it exists as we have seen amazing things happen when our community is in danger (flood, fires, families in need) and when our community puts on world class events (July 1st, Spring Fest, WayneStock), but it doesn't seem to exist across the full extent of the valley every day.

Now more than ever we need an all-inclusive story that the Drumheller Valley can be proud to share regardless of where you live or what your cultural background is!

Population and dwellings	
Population, 2016 ¹	7,982
Population, 2011 ¹	8,029
Population percentage change, 2011 to 2016	-0.6
Total private dwellings ²	3,471
Private dwellings occupied by usual residents ³	3,164
Population density per square kilometre	73.9
Land area in square kilometres	108.03







What will this project achieve?

The objective of this project was to review and revitalize the Drumheller Valley brand story to ensure it reflects our community today and our vision for the future. The second was to re-design the current Town of Drumheller logo so that it aligns with our brand story.

Travel Drumheller (Destination Marketing Organization) and Drumheller Advantage Economic Development (Business Attraction) are complementary brands that are necessary ingredients in the 3 pillars that will align with the overall brand story as a community.

Downtown Drumheller will also be another key piece to consider once the final assessment and revitalization plan is finally approved and executed.

This is the first time that Drumheller valley has completed a full review of our brand and reputation in over 20 years and will be the first time the whole community has a visual identity program and guide in place to access and use freely.

How other cities tell their story.

The branding team conducted community led analysis and research, reviewed multiple municipal case studies, and reviewed industry best practises and cult brand standards.

What are the CULT brand standards?

1. Remarkability – Cult Brands deliver extraordinary products and services
2. Higher Purpose – Cult Brands are driven by a powerful ethos
3. Inspirational – Cult Brands are built from the inside out
4. Relatability – Cult brands personify human attributes
5. Involvement – Cult brands co create with customers
6. Pervasiveness – Cult brands envelop consumers lives

Through this exercise it was clear that the most successful cities:

1. Start with a clear and compelling story/idea
2. Only focus on key factors that differentiate them from others
3. Highlight key sales hooks
4. Target key audiences and stay authentic
5. Encourage ALL residents to be proud and share their brand story
6. Keep it simple
7. Ensure a proper rollout and communication plan

Ask the Experts.

This project was community led and community fed, roots up. Residents were also engaged to ensure the story would be authentic and meaningful and were instrumental in providing some of the key insights and affirmation that this project needed.

- 497 Digital Survey Responses
- 5 Focus Groups

It's about time.

There was a general consensus that the current brand, logo and visual identity for the Drumheller Valley is outdated, generic, and not reflective of the community today. The current logo is old, the color scheme doesn't make sense, and doesn't provide the feeling our residents have for our community. The direction from town council was to introduce a new brand and logo that helps promote all the exciting changes and possibilities for our future.

What People Think of Drumheller.

The overall perceptions of the Drumheller valley were positive from both residents and visitors.

1. The people are amazing here – open, welcoming, and full of unique stories
2. Surrounded by amazing scenery and natural beauty
3. Great place to raise a family (healthcare, education, recreation & family programs)
4. Drumheller is the heart of the Canadian Badlands
5. Affordable place to live and raise family
6. Dinosaur Capital of the World

There were also areas mentioned that the community could focus and try to improve on in the future. These included the revitalization of dead downtown, more diverse housing options (seniors and young families), updating our hiking and walking trails, and improving nightlife and cultural experiences in the community.

The Drumheller Valley Brand Story Ingredients:

1. Dinosaurs
2. Natural Beauty
3. Endless Opportunity

These are the 3 core elements that when brought together allow us to create a compelling and concise story that truly represents the complete Drumheller Valley!

Drumheller's Brand Attributes and Assets:

During the brand discovery we explored and heard about the many advantages and defining attributes that make up our community.

1. Alberta's Largest Town (Sq Meters)
2. Dinosaur Capital of the World & The Royal Tyrell Museum of Palaeontology
3. Is the heart of the Canadian Badlands
4. Badlands Amp + Passion Play
5. Coal Mining History + Atlas Coal Mine National Historic Site
6. Amount of available Riverfront/Riverbanks + Natural Beauty of the River Valley
7. Great community facilities (Pool, BCF, Skate Park, Arena)

Remember that Drumheller is made up of about 16 mini communities that all have their own history, stories and perceptions.

Best Practise Insights.

After reviewing multiple best practise factors from other municipal branding exercises, top world brand case studies, and cult marketing scorecards. This is what they all have in common.

1. A clear and compelling idea

All successful brand strategies are driven by a compelling and clear idea. These simple and singular ideas help re-enforce the community identity and reputation while still differentiating them from other areas.

2. Focus on the facts.

The community brand requires us to start with the known facts and then focusing on a number of secondary assets and attributes that in combination help truly differentiate it from any other location. Choosing too many is a common pitfall, easy to do but always results in a complicated, cloudy brand that is not easily communicated.

3. Highlight our Sales Hook!

In some locations this is waterfront, some locations it's a unique landmark, or maybe a specific culture. Choose your top "sales hook" and ensure it isn't something that's easily replicated by another community. It's doesn't mean it's the only thing you have, but it's what's going to sell your community.

4. Target your message – Be Authentic

Ensure that when you're telling your brand story, you always keep in mind who the target audience is going to be. Authentic messages will be easily communicated and can be adapted to ensure they are relevant and provide value to the end user. It allows for multiple versions to be shared depending on the type of person we are trying to communicate to.

5. Community Pride and Buy in.

You have to include the community and ensure they participate in the rollout and brand infection that is required to move your message in a positive way. We've included them in our research, and we want to ensure they feel the same pride we all believe in. Roots up.

6. Keep It Simple.

Ownership is key and you want to ensure that the community, the destination marketing organization, chamber of commerce and economic development are all providing the same message and ownership of the brand and story. This does not mean they all need to adapt and change their own branding; it means they need to share the same story and message as the rest of the community when promoting or talking about the Drumheller Valley.

7. Ensure a roll out.

This is a big deal, so don't just swap out some logos and colors and call it done. Ensure a proper full implementation & communication plan. This doesn't happen overnight. Expect this to take 12-24 months (min) to complete and have it fully embedded in all facets of the community. This is a roots up approach and we need to recognize that you will need to spend some money, resources, and time doing it correctly.

Drumheller's Brand Story:

As mentioned earlier the brand story is made up three foundational ingredients that will allow us to create a compelling message to communicate to the audience.

The Drumheller Valley Brand Ingredients:

1. Dinosaurs.

This was one fact that came up locally, regionally and is also the international perception that our community has – Drumheller is the Dinosaur capital of the world. It's also home to the World's Largest Dinosaur and the World Class Royal Tyrell Museum. We can't deny that dinosaurs are in our DNA and we would be foolish not to continue to embrace this ingredient into our brand. We need to capitalize on the opportunity and fact of massive international investment in youth education and paleontology. Hollywood movie studios are releasing new productions every few years and continue to fuel the buzz around dinosaurs. This does not mean that our other amazing attractions and pillars within our community aren't important, but this is the one thing that no one else has and can't be easily replicated. The other secondary attributes and attractions allow us to keep people here longer.

2. Natural Beauty/Badlands Adventure

Another fact is the amazing natural wonder that can be discovered along the 107 square kilometers that make up the Drumheller Valley. It's the river valley, the hoodoos, hiking, biking, kayaking, fishing and the sensation you get while exploring the Canadian Badlands. There is no better feeling than that tingling spine and euphoria you get when you first enter and drive down into the Drumheller Valley, it's the closest thing to magic around here. Every step can take you back 100 to 100 million years as you discover more and more wonder.

3. Endless Opportunity.

Our last fact is that the Drumheller Valley is truly full of endless opportunity. This valley has at least 500,000 visitors each year that are looking for new experiences and the community is just scraping the surface on monetizing these visits. It doesn't matter if you're looking to start a family here, trying to open a business, or simply just looking for a great destination to get away and relax – this community is full of amazing resources, people and community services. We want to connect, support and market new ideas in the community.

Drumheller is also perfectly setup to allow our pre-existing and underlying brands to exist and help tailor the message to specific audiences.

- 1. The Town of Drumheller (Dinosaurs)**
- 2. Travel Drumheller (Natural Beauty/Badlands Adventure)**
- 3. Economic Development (Endless Opportunity)**

Drumheller Valley Manifesto

The purpose of a Common Narrative is to present a unified image at home and abroad.

The Drumheller Valley is TRULY the Heart of the Canadian Badlands. It is a grateful heart that longs for an abundant future. The Drumheller valley is a community of confident skills and varied interests. It is a safe place for its citizens. It offers quality services found in urban settings but is rural in its embrace. It is enterprising and resilient. It is committed to be a welcoming home for all residents and visitors alike.

Drumheller is a valley full of stories and longings: stories taking us back hundreds of millions of years, stories of nomadic people living here since the last Great Ice Age, stories of men who changed the course of human history, stories of an expanding universe, stories of vast migrations luring miners to their fortunes and their deaths, stories of settlers who came to start new lives, stories of ever eroding hills and adaptive flora and fauna, stories of overcoming the bad in the Badlands.

The Drumheller valley is not just a home but a sought-after destination. The community has attracted scientists and artists, families and lone travellers. In winter it waits with snow covered slopes and canyon walls shrouded in shadows for the summer's blaze of glory and shimmering mirages.

Today the Drumheller valley's heart is citizens who tell these stories, who travel the globe researching evidences of the stories told in this Valley, or who stay at home to enjoy the friendship of neighbours, and to welcome you. Come celebrate with us in festivals and country living. The Drumheller valley invites the world to hear its stories, see its beauty and share in its community values. It invites you to be a citizen for a day, or even a lifetime.

Come away for a little while from the stress of urban pressures, or the sadness of faltering communities. Let us become part of your story, and you part of ours. Bring your children, who with wide-eyed wonder will travel to times only imagined. Spend hours floating down our lazy river or exploring the historic walls of the valley. Enter into the travails of coal miners or visit our sacred places rich with stories and fossils.

Why visit any other place when we long to have you here?

Why live anywhere else when we have premier services to enrich your family?

Why establish your business anywhere else when we are connected to the rest of the world?

The Drumheller valley is a quaint and distant place, but we are a global centre attracting talent and visitors from around the world.



**Town of Drumheller
REQUEST FOR DECISION**

TITLE:	Award of Contract for Flood Mitigation Officer
DATE:	September 27, 2019
PRESENTED BY:	Darryl E. Drohomerski, C.E.T.
ATTACHMENT:	n/a

SUMMARY

The Town of Drumheller was recently awarded Provincial and Federal grants for the “Drumheller Flood Mitigation and Climate Adaptation” project, a significant multi-year investment in our community that will change how we mitigate and respond to flooding events in the future.

Due to the significance of this work, the Town has elected to engage a Flood Mitigation and Climate Change Program Officer, dedicated to this project.

Under the terms and conditions of the Federal grant program direct employee costs are deemed ineligible. As a result, to ensure eligibility for cost sharing with our other levels of government partners, this position is to be filled by way of a contracted service, on a term basis, for the period of October 2019 to December 2024 with an option to alter the length of the term depending on project completion.

A Request for Proposal for a *Flood Mitigation and Climate Change Program Officer* was advertised on the Towns website and on Alberta Purchasing Connection on August 30th and closed September 17th. The criteria for elevation included not only price, but knowledge of the valley and Red Deer River Basin, emergency management preparedness, experience and qualifications.

Although there was interest from various proponents while the process was open, in the end there was only one submission:

Darwin Durnie Consulting Corporation – estimated five year contract value \$1,680,000

Notwithstanding the single submission, the proponent is well qualified in all areas identified in the RFP and has submitted a fee schedule in line with projects of this scale and scope. The proponent has included a team of resources as part of the submission that will be utilized through the life of the project.

RECOMMENDATION:

That Council awards the contract for Flood Mitigation and Climate Change Program Officer to Darwin Durnie Consulting Corporation for the period of October 2019 to December 2024.

FINANCIAL IMPACT:

The funding for this service is cost-shareable with both the Provincial and Federal governments, with the Town being responsible for a maximum of 10% of the overall costs, which has been accounted for in the Capital budget over the life of this project.

STRATEGIC POLICY ALIGNMENT:

Flood Mitigation is a key strategic priority of Council and this contract allows the Town to carry out this priority through proper management of this significant project.

MOTION:

Move to authorize the CAO to enter into a contract with Darwin Durnie Consulting Corporation for the provision of Flood Mitigation and Climate Change Program Officer Services as outlined within the terms and conditions of the proposal submission, for the period of October 2019 to December 2024 to a maximum value of \$1,680,000.

Prepared By: Darryl Drohomerski

Reviewed By: B.Miller

Approved By: Darryl Drohomerski
Chief Administrative Officer



**Town of Drumheller
REQUEST FOR DECISION**

TITLE:	Audit Services
DATE:	September 11, 2019
PRESENTED BY:	Barbara Miller, CPA, CGA, CLGM
ATTACHMENT:	Schedule A - Summary of Evaluation Highlights Unevaluated Summary of Results

SUMMARY

Administration is seeking award of a 3-year contract for professional audit services to RSM Canada and formal appointment as auditor on record for 2019-2021.

BACKGROUND

Appointment of RSM as auditors for the Town of Drumheller expired on the completion of the 2018 Audited Financial Statements.

Subsequently, a Request for Proposal (RFP) for the Provision of Audit Services was issued July 8th on Alberta’s Purchasing Connection and the Town’s website as per our purchasing policy. The term of the proposal issued is for a 3 year term with the option of 2-1yr extensions.

In addition to the Town of Drumheller, to benefit from economies of scale, the RFP included the provision of audit services for the following organizations that the Town is either responsible for or provides bookkeeping services to

- ✓ Drumheller and District Solid Waste Management Association
- ✓ LAPP (tri-annual)
- ✓ Drumheller Public Library
- ✓ Red Deer River Municipal Users Group (tri-annual)

The RFP closed on August 1, 2019. At the time of closing, 7 proposals were received ranging in price from \$91,650 to \$183,100 over the 3yr term. A copy of the unevaluated summary of results is attached.

Unlike a tender, request for proposals are not awarded on price alone rather they are evaluated against other additional criteria as outlined within the proposal document. Following is the evaluation table included in the RFP

Corporate Information and Experience	25 %
Qualifications of Team	5 %
Client Relations and References	15%
Engagement - Timing and Approach	15%
Price	40%

Given the significant range in pricing between proposals received, further evaluation against the remaining criteria was limited to the 3 lowest priced submissions. The evaluation team which included the CAO, Finance Manager and Deputy CAO/Director Corporate Services each completed independent evaluations.

Request for Decision

Of the 3 submissions fully evaluated, the proposal ranked the highest was unanimous amongst the evaluation panel.

RECOMMENDATION:

Administration recommends awarding the contract for the provision of auditing services to RSM Alberta LLP.

DISCUSSION (OPTIONS / BENEFITS / DISADVANTAGES):

BENEFITS

RSM has demonstrated expertise in municipal audits and has the organizational resources to ensure that the services will be provided within the timelines required.

As auditor of record for the past 5 years, the partner responsible has a good understanding of the Town of Drumheller's various operations.

Over the past term, working relationships have been limited to the annual audit period ensuring that auditor independence and objectivity has been maintained.

No additional fees - RSM has demonstrated scheduling flexibility in order to accommodate unplanned circumstances (Wayne flood) with no additional fees charged. Throughout the term of the last contract, RSM stayed true to their commitment of NO additional fees or surprises.

Quoted rates include 5 hours of consulting services. Given the volume of transactions anticipated and the total project costs, this free service will be most beneficial as we move forward on the flood mitigation work, to ensure the auditors are onside with the methods to be used tracking and reporting grant revenues.

DISADVANTAGES

There are no known disadvantages to awarding the contract to RSM.

ALTERNATIVES:

- Alternatives to the recommendation are to award the contract to a proponent other than RSM.
- The legal requirement to submit audited financial statements eliminates doing nothing as an option

BENEFITS

Benefits of awarding to an alternate proponent include

- potential cost savings
- elimination of any bias that may have developed over the past 5 years. This can be a concern should the auditors on record provide regular and ongoing support/advice which may result in personal relationships being developed.

DISADVANTAGES

Disadvantages of awarding to an alternate proponent include

- potential cost overruns and/or lower quality of work. Based on the firms historical experience, a review of the Towns past audited statements and the transactional data/history provided in the RFP, bidding firms do their best to anticipate the number of hours required to complete the audit(s). This can often result in an insufficient number of hours being anticipated, which then leads to lower bid costs that cannot be sustained by the successful proponent resulting in either a lower quality of work or less qualified staff working on the file in order to fit within the allocated hours or, increased fees. Most proponents fees include a caveat such as or similar to "notwithstanding changes beyond our assumptions"

Request for Decision

Of the 3 submissions fully evaluated, the proposal ranked the highest was unanimous amongst the evaluation panel.

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- increased staff time required. New engagements require additional staff time to inform, educate, advise the new auditors of processes, controls etc.
- increased timing of audit. Engagement of new auditors results in the loss of corporate memory, which then results in additional questions and explaining of variances, carried unearned revenues, reserves etc.
- increased annual fees to all other organizations. With the exception of RSM, all other awards will result in increased annual fees for the smaller organizations (Library, etc), which cannot afford to bear the burden of additional cost unnecessarily.

FINANCIAL IMPACT:

Annual audit fees are factored into the operating budget. The recommended proponent's fees will result in a slight decrease to the Town and no change in fees for the other organizations (Library, DDSWMA, RDRMUG) over the 3 year term.

STRATEGIC POLICY ALIGNMENT:

Audited financial statements support good governance.

COMMUNICATION PLAN:

The successful and other proponents will be notified of the contract award by way of formal response. Notice of award will also be posted on the Town's website along with Unevaluated Tender Total Summary.

MOTION: Councillor _____

Move to appoint RSM Alberta LLP as auditors of record for the Town of Drumheller, Drumheller Public Library, Drumheller and District Solid Waste Management Association and Red Deer River Municipal Users Group for the years 2019-2021 with the option of extending the appointment for 2-1year terms.

Seconder: _____

Barbara Miller

Prepared By: Barbara Miller
Deputy CAO/Director, Corporate Services

Reviewed By:

Approved By: Darryl Drohomerski
Chief Administrative Officer

Request for Decision

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Seconder: _____

Barbara Miller

Prepared By: Barbara Miller
Deputy CAO/Director, Corporate Services

Reviewed By:

Approved By: Darryl Drohomerski
Chief Administrative Officer

Request for Decision

Schedule “A” - Summary of Evaluations

Following are the evaluated results by Proponent

	Weight	Metrix	RSM	Ascend
Corporate Information and Experience	25%	20%	25%	10%
Qualifications of Team	5%	5%	5%	5%
Client Relations and References	15%			
Engagement - Timing and Approach	15%	15%	15%	10%
Price	40%	33%	34%	40%
Total	100%	73%	79%	65%

At this point, with RSM scoring the highest client relations & references were not evaluated. Based on our client experience, RSM would be assigned total marks available (15%) resulting in no change to overall ranking of no. 1.

Some of the notable differences between firms in relation to the evaluation criterion are outlined below

Corporate Information & Experience

RSM

- ✓ International organization with access to staffing, resources and expertise readily available
- ✓ Has a number of municipal clients
- ✓ Current auditors of record, has familiarity with Town and other operations

Metrix

- ✓ Western Canada firm with practices in AB, BC, SASK, YK, NWT
- ✓ 40 current municipal clients
- ✓ Extensive public sector experience

Ascend

- ✓ Member of Porter Hetu International (unsure if this provides same access to resources and expertise as RSM has being a member of vs. under the organizational umbrella
- ✓ Little to no public sector experience - municipal experience included in proposal limited to New Brunswick
- ✓ Engagement partner assigned, located in New Brunswick

Request for Decision

Engagement and Timing

RSM

- ✓ Proposed schedule is as required and outlined within RFD

Metrix

- ✓ Proposed schedule is as required and outlined within RFD

Ascend

- ✓ Proposed schedule does not meet the requirements as outlined within the RFD

Price

The lowest priced proposal would see significant savings to the Town, while significantly increasing costs to the other organizations.

Analysis of the lowest priced proposal (Ascend) in comparison to all other proposals received, identified that the pricing disparity is due to budgeted hours, in particular, those assigned to the Town's audit (46.5hrs less/yr).

Of the 3 proposals evaluated in detail, RSM's proposal includes the greatest number of hours (334.5). As incumbents, their proposal would best reflect time required to conduct the audits. This number of hours is in line with those proposed by Metrix as well as MNP (328hrs) and PFC (352hrs), further demonstrating that the lowest priced proposal has underestimated the time required.

The lowest priced proposal includes 37.5 less hours than RSM and 26 less total hours than Metrix.

In addition to RSM's proposal including the greatest number of anticipated hours, RSM's proposal includes the highest no. of hours contributed by the Partner, Technical review, Quality Control review and senior vs. junior auditor work. This allocation is important since the more time spent on Partner review and by senior auditors means less questions, greater efficiency, time better spent on/during the audit.

Following is a table of the hours included in the 3 proposals evaluated in detail.

	Metrix	Ascend	RSM Hours
Tech			5
Partner	25	33	40
Quality Review	8	0	13.5
Lead	80	40	65
Senior 1	100	63	156
Junior	110	161	55
Total Hours	323	297	334.5

REVISED UNEVALUATED SUMMARY**PUBLIC OPENING
REQUEST FOR PROPOSAL
AUDITING SERVICES****AUGUST 1, 2019 AT 2:00 PM, TOWN HALL ROOM 106**

COMPANY NAME	TOTAL TENDER AMOUNT BASED ON 3 YEAR TOTAL
BDO CANADA LLP	\$143,900.00
GREGORY, HARRIMAN & ASSOCIATES LLP	\$133,425.00
METRIX GROUP LLP	\$110,000.00
MNP LLP	\$183,100.00
PFC ACCOUNTING TAX CONSULTING	\$180,050.00
RSM ALBERTA LLP	\$107,000.00
ASCEND FINANCIAL	\$91,650.00



DRUMHELLER

INFRASTRUCTURE SERVICES



Infrastructure Services Report on Trail System Gaps September 24, 2019

1. Purpose

Update to Council regarding the Strategic Priority – Trail System Gaps.

2. Overview

During planning for the 2019 year Council identified for administration a strategic priority regarding Trail Gaps. Administration has taken this to mean identifying gaps in the existing trail system; as part of this process creation of Trail Policy to provide guidance on operation, maintenance and construction of trail system has been included.

3. Project Goal

The goals of this work are:

- 1) Identify existing condition and extent of the Town of Drumheller’s trail system;
- 2) Develop plan to join any disconnected trail elements;
- 3) Set base line Level of Service requirements for the Trail system.

4. Budget

a) Capital

No capital budget funds were allocated to this project.

b) Operating

No operations budget funds specifically allocated. Work to date carried out by Director of Infrastructure Services and the GIS Technician.

5. Investigation to Date

a) Records

Town staffs have performed a record search of our hard copy and electronic files, and continue to do so to find information on our current trail system. With only minimal information found we have begun re-mapping the system into our GIS data base and record system. This has included examination of data files, field visits and discussion with long term staff. Each of these steps will remain ongoing as we can to find new information.

- 1) Data search (hard copy and electronic records) – *Ongoing*;
- 2) Field visits – *Ongoing*;
- 3) Development of map layer in GIS – *Ongoing*;

b) Policy and Procedures

Given the potential impact of this on public use of the trail system, involvement of the flood mitigation project on riverside pathways, and setting “Level Of Service” objectives, creation of the policy will include the following steps.

- 1) Review of records discovered during search – *Complete*;
- 2) Initial pass of policy by project lead (Director of Infrastructure) - *Complete*;
- 3) Contribution to policy by internal Town departments (Infrastructure, Recreation, Flood Mitigation, Communication, Economic Development, FCSS) - *Ongoing*;
- 4) Cost estimate policy implications for maintenance (Operating Budget) and construction (continuous expansion) of the system, including identification of resource impacts;
- 5) Develop Communication plan and Public Participation Plan;

- 6) Submit Package (policy, cost implications and communication plans) to Council for initial review;
- 7) Implement Public Consultation;
- 8) Revise Policy following public participation;
- 9) Revise cost estimate to implement policy;
- 10) Submit to Council for approval.

The records search and map creation process will now be an on-going process to develop and maintain accurate records. In regards to Policy and Procedure an initial draft of a policy has been created as basis for development and has been circulated to appropriate Town staff for input. This draft policy has been included for information purposes only in appendix 2 as it is not yet ready for council input or review.

6. Policy

a) Overview

The purpose of the policy is the following:

- Set design standards for trails;
- Set operation and maintenance standards for the trails (snow clearing, grading, repainting, etc)
- Set guidelines for expansion of the network.

7. Next Steps

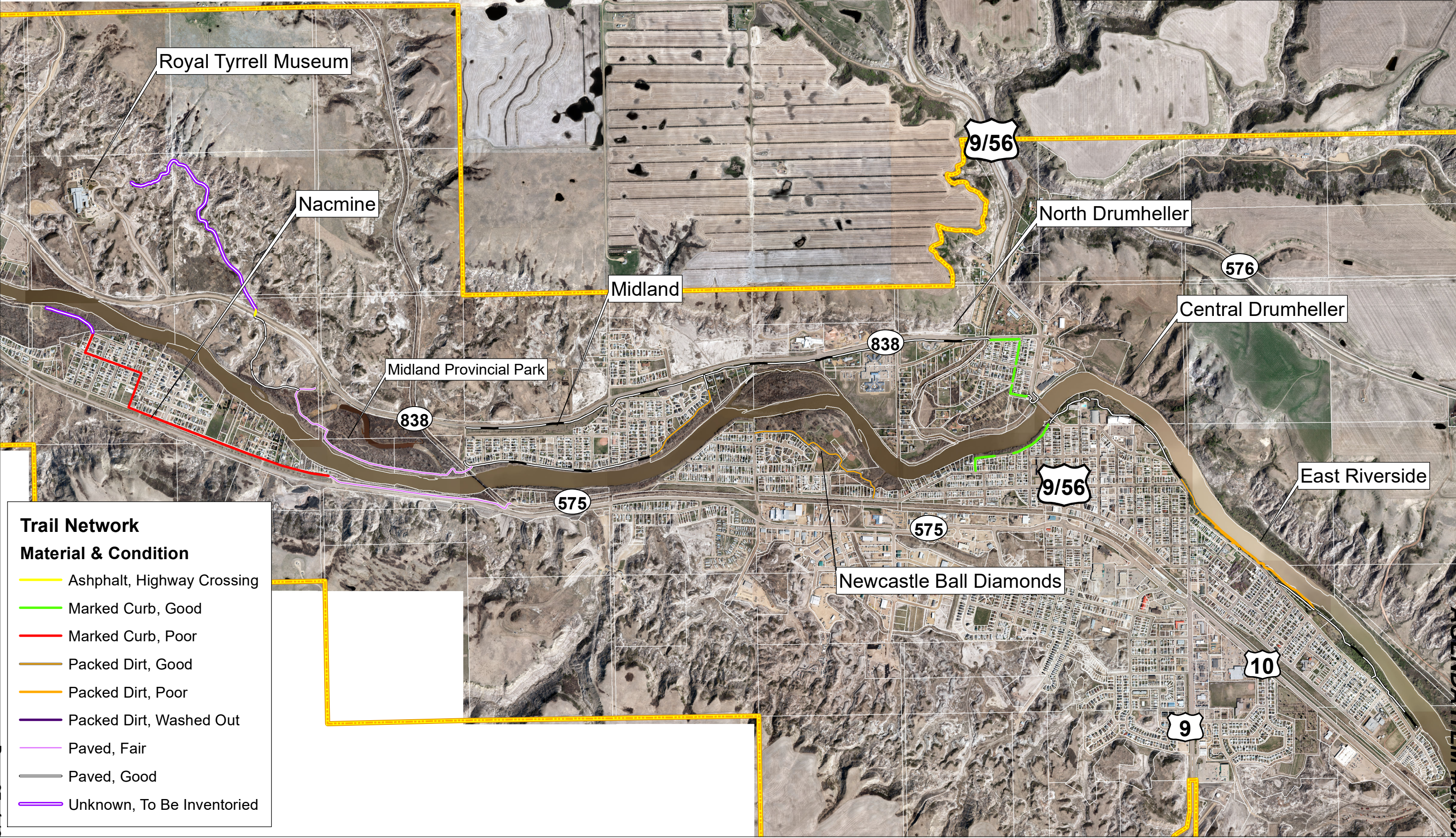
b) Policy Development

- i) Get input from internal Town stakeholders on the policy (Fall 2019)
- ii) Develop agreed policy (Fall 2019);
- iii) Generate cost estimates for budget impacts (Winter 2020).

8. Conclusion

The work is underway and the base data has been created; this information is being used to create a draft policy. The issue of identifying the trail system gaps has given the Town of Drumheller an opportunity to review our trail system (infrastructure and management) and perform an update to its underlying assumptions.

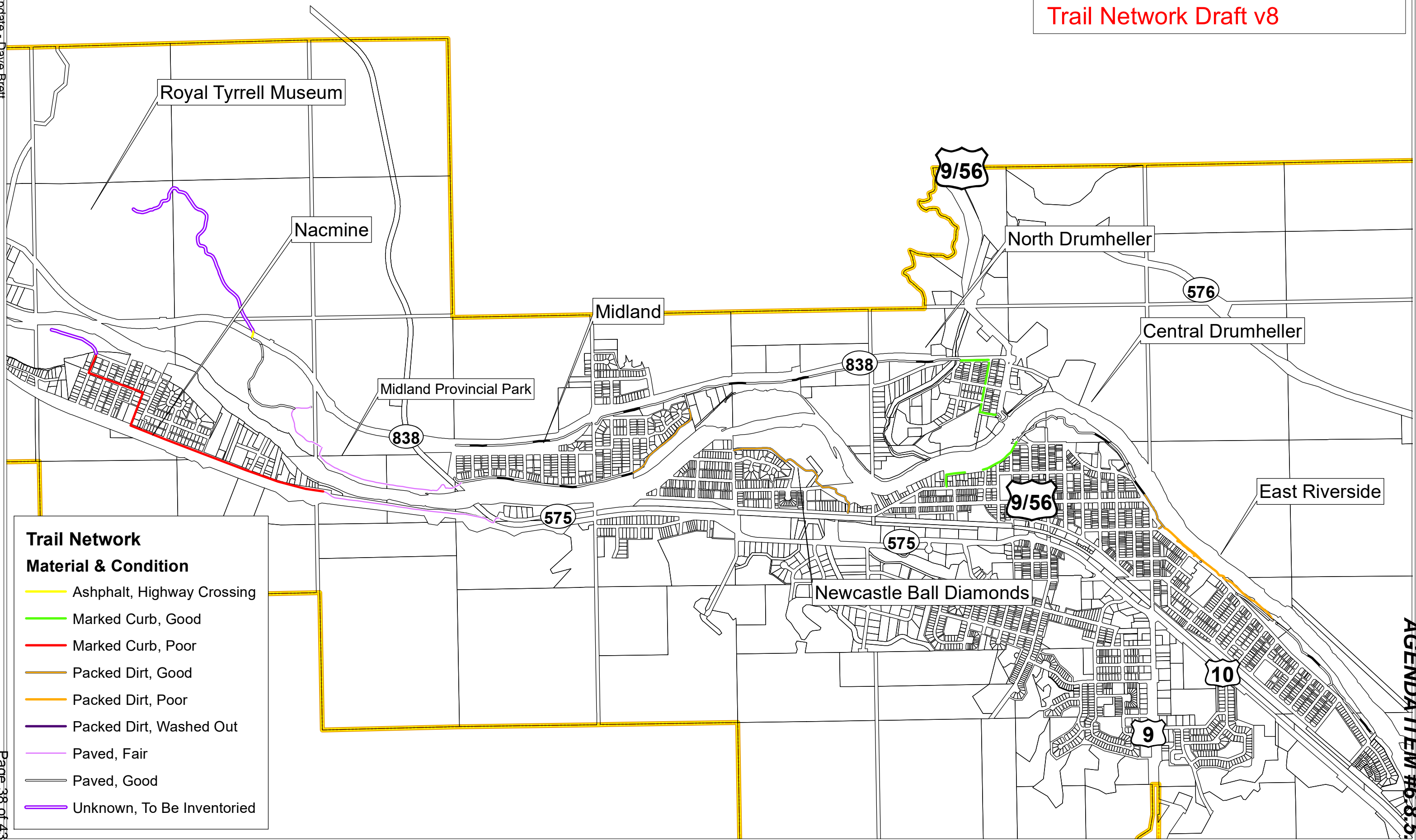
Appendix 1 – Trail Network Maps



Trail Network

Material & Condition

- Asphalt, Highway Crossing
- Marked Curb, Good
- Marked Curb, Poor
- Packed Dirt, Good
- Packed Dirt, Poor
- Packed Dirt, Washed Out
- Paved, Fair
- Paved, Good
- Unknown, To Be Inventoried



Trail Network

Material & Condition

- Asphalt, Highway Crossing
- Marked Curb, Good
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- Packed Dirt, Good
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- Paved, Fair
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Appendix 2 – A-XX-YY Trail System –DRAFT

This is the initial working copy of the draft policy. For Discussion and Information purposes only.



DRUMHELLER

ADMINISTRATION POLICY

AGENDA ITEM #6.8.5.



ADMIN POLICY A.XX.YY

TRAIL SYSTEM

THE PURPOSE OF THIS POLICY IS TO:

Set forth guidelines for the operations and maintenance of the Town of Drumheller Trail System.

POLICY STATEMENT:

The provision of trail system for use by the public encourages healthy lifestyles, environmental stewardship and alternative transit options. By providing a pathway system the Town of Drumheller is providing these the general public; both local and temporary (tourists). The trail system shall provide for interconnection of residential and business areas, as well as connection to shopping and

DEFINITIONS:

Trail: a prepared pedestrian, bicycle or no motorized vehicle route. (also referred to as pedestrian or bicycle pathway).

Park: A public space controlled by the Town and set aside as a place to be used by the public for rest, recreation, exercise, pleasure, amusement and enjoyment and includes: playgrounds, sports fields, natural areas, pathways, park roadways, and trails but does not include golf courses or cemeteries.

Signs: Trail system signage indicating that it is part of the maintained trail system.

Wayfinding Signs: signage providing direction to a specific location or area.

Trail Marker: signage to mark interconnectivity of trail system and identify trail an individual is currently on

Hours of Operation:

1. The hours of operation of the trail system shall be all day accessible. There shall be no restriction on seasons of use

Trail Categories:

1. Type A – Paved
 - a. Separated or joined with road paved pathway, suitable for pedestrian, bicycle, scooter, wheel chair or reduced mobility conveyance, with shoulders.
 - b. Kept clear of snow, debris and vegetation year round.
 - c. Dimensions: ?????
 - d.
2. Type B – Gravel/Shale:
 - a. B1 – Year round pedestrian
 - i. Separated packed gravel pathway, suitable for pedestrian, bicycle, scooter, wheel chair with no shoulder space.
 - ii. Kept clear of snow, debris and vegetation year round
 - iii. Dimensions: ?????
 - iv.
 - b. B2 – Winter Activity
 - i. Separated packed gravel pathway, suitable for pedestrian, bicycle, scooter, wheel chair with shoulder space.
 - ii. Suitable for use for winter activities’ such as snowshoeing, cross country skiing, etc.
 - iii. Kept debris and vegetation year round.
 - iv. Dimensions: ????
 - v.
3. Type C – Dirt
 - a. Separated packed dirt pathway, suitable for pedestrian, mountain bicycle with no shoulder space.
 - b. Major obstructions removed, surface is rough, with minimal preparation and maintenance, specific hazards removed but trip hazards will remain.
 - c. Dimensions: ????

Design:

1. Trail system signage shall be posted at all trail heads
2. Wayfinder signs shall be located at all trail system intersections.
3. Distance markers indicating distance from **????** shall be located every 500m.
4. Sufficient lighting to ensure safe walking and use of the Off-Leash Dog Park.
5. Benches shall be **located ????**
 - a. Memorial benches shall be located on the trail system as **per ????**
6. A garbage can shall be located **at ??????**
- 7.

Operations and Maintenance:

1. The Type A and B1 pathways will be cleared during winter after end of snow falls or as a required.
2. The Type A, B1 and B2 pathways will be actively cleared of branches, debris, and other obstacles, within the travel area.
3. The Type A pathways will have the shoulders of the pathway grass cut as part of the landscape maintenance cycle throughout the summer months.

GUIDELINES:

The Guidelines for use of the Trail system shall be as indicated in Appendix A: Rules and Etiquette.

PROHIBITED USES:

1. Use of vehicles as defined by the Alberta ?????

DISCLAIMER:

1. Nothing in this policy is intended to over rule or modify Town of Drumheller Bylaw No. ???? Community Standards.

Adopted by Chief Administrative Officer

Date: _____

Darryl Drohomerski

Appendix 1: Drawings

DRAFT