



TOWN OF DRUMHELLER
COMMITTEE OF THE WHOLE MEETING

AGENDA

TIME & DATE: 4:30 PM – Monday January 16th , 2023

LOCATION: Council Chambers, 224 Centre St and ZOOM Platform and Live Stream on Drumheller Valley YouTube Channel

1. CALL TO ORDER

2. OPENING COMMENTS

3. ADDITIONS TO THE AGENDA

4. ADOPTION OF AGENDA

4.1 Agenda for January 16th 2023 Committee of the Whole Meeting

Proposed Motion: Move to adopt the agenda for the January 16, 2023 Committee of the Whole meeting as presented.

5. MEETING MINUTES

5.1 Minutes for December 12, 2022, Committee of the Whole meeting as presented.

[Committee of the Whole Meeting – December 12, 2022 - Minutes](#)

Proposed Motion: Move to approve the minutes for the December 12, 2022, Committee of the Whole meeting as presented.

6. COUNCIL BOARDS AND COMMITTEES

6.1 Drumheller and District Seniors Foundation Minutes – November 2022
The Drumheller Public Library Minutes – August 2022

[DDSF and Library Minutes](#)

Proposed Motion: Move to accept as information the minutes from the Drumheller and District Seniors Foundation November 2022 meeting and minutes from The Drumheller Public Library August to December meetings as presented.

7. REPORTS FROM ADMINISTRATION

CORPORATE AND COMMUNITY SERVICES DEPARTMENT

7.1 Director of Corporate and Community Services

7.1.1 BDO Canada LLP – Town of Drumheller Auditor
Presentation by Mitchell Kennedy, CPA, CA

[Presentation](#)

OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER

7.2 Manager of Economic Development

7.2.1 ISL Housing Strategy Update

[Presentation](#)

EMERGENCY AND PROTECTIVE SERVICES

INFRASTRUCTURE DEPARTMENT

8. ADJOURNMENT

Proposed Motion: That Council adjourn the meeting.



AGENDA
TOWN OF DRUMHELLER
COMMITTEE OF THE WHOLE

TIME & DATE: 4:30 PM – Monday, December 12, 2022

LOCATION: Council Chambers, 224 Centre St and ZOOM Platform and Live Stream on Drumheller Valley YouTube Channel

<https://www.youtube.com/watch?v=siHfdJmLWV0>

IN ATTENDANCE

Mayor Heather Colberg

Councillor Patrick Kolafa

Councillor Crystal Sereda

Councillor Stephanie Price

Councillor Tony Lacher

Councillor Tom Zariski

Councillor Lisa Hansen-Zacharuk

Chief Administrative Officer: Darryl Drohomerski

Director of Corporate and Community Services: Mauricio Reyes

Director of Emergency and Protective Services: Greg Peters

Director of Infrastructure: Dave Brett

Communication Officer: Bret Crowle

Legislative Services: Denise Lines

Reality Bytes IT: David Vidal

1. **CALL TO ORDER**

The Mayor called the meeting to order at 4:30pm

2. **OPENING COMMENTS**

Salvation Army – Kettle Donation Stations, Volunteers needed

Yavis Family Dinner – Christmas Day Dinner 25 11:30pm–3:30pm Volunteers needed, Financial and Food Donations accepted

3. **ADDITIONS TO THE AGENDA**

4. **ADOPTION OF AGENDA**

4.1 Agenda for December 12th, 2022 Committee of the Whole Meeting

M2022.276 Moved by Councillor Hansen-Zacharuk, Councillor Kolafa

that Council adopt the agenda for the December 12th, 2022 Committee of the Whole meeting as presented.

Carried unanimously

5. **MEETING MINUTES**

5.1 Minutes for November 14, 2022, Committee of the Whole Meeting as presented.

[Committee of the Whole Meeting – 14 November 2022 - Minutes](#)

M2022.277 Moved by Councillor, Lacher, Councillor Sereda;
that Council approve the minutes for the November 14, 2022, Committee of the
Whole Meeting as presented.

Carried unanimously

6. COUNCIL BOARDS AND COMMITTEES

- 6.1 Drumheller Housing Administration – [March and August 2022 Minutes](#)
Municipal Planning Commission – [September and October 2022 Minutes](#)

M2022.278 Moved by Councillor Kolafa, Councillor Price;
to accept as information the minutes of the March and August 2022 Drumheller
Housing Administration meeting and September and October 2022 Municipal
Planning Commission meeting as presented.

Carried unanimously

7. DELEGATION

Badlands Amphitheatre – 2022 Events and Development Report

In attendance on behalf of the Badlands Amp; Vance Neudorf, Executive Director;
Alyssa Neudorf, Artistic Director; John Bruins, Canadian Badlands Passion Play Society Board
Chair

V. Neudorf and A. Neudorf presented information about the past activities that have taken place
at the Badlands Amp and future plans.

Agenda attachment: Presentation

8. REPORTS FROM ADMINISTRATION

OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER

CORPORATE AND COMMUNITY SERVICES DEPARTMENT

- 8.1 Director of Corporate and Community Services

Time Stamp: <https://youtu.be/siHfdJmLWV0?t=1796>

- 8.1.1 Request for Direction - 2023 Operating Budget and 4 Year Financial Plan

As was explained in the Request for Decision, in 2022, the Town did not experience an
increase in its tax revenue. To meet the municipal requirements in 2023, Administration
estimates a 4.8 percent increase in tax revenue. The final Operating Budget will come to
Council for approval on December 19, 2022.

Council has asked for information about the following items:

The Drumheller Public Library: More detailed financial information in the budget and cost recovery planning.

Parks Work Plan: A detailed breakdown of the Parks and Landscaping work plan.

Council Honorarium: Change to line item 2171, Council receives an honorarium, not wages

911 Dispatch Call Centre: final contract information.

Correction: CDSP grants are distributed through and application process; they are not allocated.

Agenda attachments:

RFD

Appendix 1 - 2023 Operating Budget – Condensed

Appendix 2 - Summary of Significant Cost Increases

Appendix 3 – 2023 Tax Increases in Comparable Municipalities

Appendix 4 – 4 Year Financial Plan Summary

Appendix 5 – Detailed Budget and Plan

Appendix 6 – Grants to Organizations & Individuals

Appendix 7 – Contracted Services Breakdown

Appendix 8 – Library Budget Cost Recovery

EMERGENCY AND PROTECTIVE SERVICES

INFRASTRUCTURE DEPARTMENT

9. CLOSED SESSION

9.1 Personnel Planning, Personnel Evaluation, Land Development

FOIP 16 – Disclosure harmful to business interests of a third party

FOIP 19 – Confidential evaluations

FOIP 23 – Local public body confidences

M2022.279 Moved by Councillor Sereda, Councillor Hansen-Zacharuk; that Council close the meeting to the public for discussions related to personnel planning, personnel evaluation, and land development and as per FOIP 19 – Confidential evaluations, FOIP 23 – Local public body confidences and FOIP 16 – Disclosure harmful to business interests of a third party. Time 5:43pm

Carried unanimously

M2022.280 Moved by Councillor Kolafa, Councillor Sereda; that Council open the meeting to the public. Time 6:30pm

Carried unanimously

10. ADJOURNMENT

M2022.281 Moved by Councillor Lacher, Councillor Price;
that Council adjourn the meeting. Time 6:30pm

Carried unanimously

MAYOR

CHIEF ADMINISTRATIVE OFFICER

DRUMHELLER AND DISTRICT SENIORS FOUNDATION

REGULAR BOARD MEETING NOVEMBER 24, 2022

PRESENT: TOM ZARISKI, DAVID SISLEY (call in), M'LISS EDWARDS, MARY TAYLOR, GLENDA YOUNGBERG

1.0 CALL TO ORDER

Meeting called to order at 3:05PM by Tom Zariski.

2.0 APPROVAL OF AMENDED AGENDA

**Motion by M'Liss Edwards to approve the agenda.
Seconded by David Sisley**

CARRIED

3.0 MINUTES

**3.01 Motion by Mary Taylor to approve the October minutes.
Seconded by M'Liss Edwards**

CARRIED

4.0 REPORTS

4.01 Administrator Report on file

4.02 Manager reports on file.

4.03 Financial Reports

**Motion by David Sisley to accept the financial reports for October 2022
Seconded by Mary Taylor**

CARRIED

5.0 CORRESPONDENCE

5.01 None

6.0 UNFINISHED BUSINESS

6.01 None

7.0 NEW BUSINESS

**7.01 Motion by M'Liss Edward to approve \$570 from donated fund to activities.
Seconded by Mary Taylor**

CARRIED

7.02 Union negotiations have not been confirmed. The Foundation is meeting with CUPE representatives on Friday, November 25, 2022, for preparation requirements for negotiations. Due to the inflated cost of living the Foundation may have to increase the requisitioning for 2023. The Drumheller area average living wage is \$21.20, presently.


7.03 Cameras have been installed at both Hillview and Sunshine Lodges. We have 6 cameras in various locations. Cameras are monitored by the CAO, Finance manager and Maintenance Manager.

**7.04 Motion by M'Liss Edwards to go in camera at 3:55pm
Motion by Mary Taylor to return to regular meeting at 4:06pm** CARRIED
The Board requested that Glenda work on a procedure and an application for person/s applying for the new units.

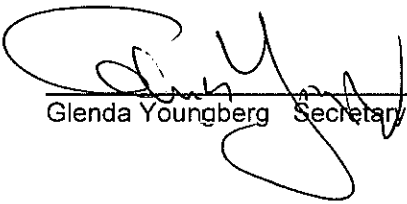
8.00 **Motion to adjourn by Mary Taylor**
Seconded by M'Liss Edwards

CARRIED

NEXT MEETING December 15, 2022, at 4:00pm



Tom Zariski Chairman



Glenda Youngberg Secretary

**Town of Drumheller Public Library Board
Meeting Minutes**

Date: Wednesday Aug 10, 2022
Time: 6pm
Location: Online - ZOOM Meeting
Chair: Samantha Haddon
Secretary: Tracy Abildgaard
Regrets: Margret Nielson, Mitchell Barry
Trustees: Caleb Brown, Lynn Fabrick, Stephanie Price, James Foster, Jade Scott, Cheryl McNeil
Marigold Rep: Margaret Nielsen
Guests: Margaret Nielsen

1. Call to Order – S. Haddon called meeting to order at 6:01pm
2. Meeting Processes
 - a. Land Acknowledgement (L. Fabrick)
 - b. Confirmation of quorum (5/9)
 - c. Accepting of regrets – J. Foster moved to accept regrets. L. Fabrick seconded.
 - d. Additions to the Agenda / Approval of agenda – C. McNeil Moved to accept Agenda. C. Brown seconded.
 - e. Review/Approval of the minutes of May 11, 2022, June 22, 2022 – J. Foster moved to approve the meeting minutes for May 11 and June 22, 2022. S. Price seconded. Motion carried.
 - f. Declaration of conflicts of interest - None
 - g. Welcome guests: None
3. Reports
 - a. Financials:
 - i. Financials: C. Brown –No questions were raised regarding the May June and July financial statements - C. Brown motioned to approve the financial statements as presented for May June and July 2022, S. Price seconded. Motion carried.
 - ii. Director: Take Questions for E. Hollingshead – Library core staff are scheduled to participate in The Gender Diversity and Inclusion Workshop. Received \$12,000 from the S.M. Blair Foundation to purchase indigenous books for local schools. S. Haddon asked for the total fundraising from Freson Bros. BBQ L. Fabrick responded – \$461.70, Next Freson Brothers BBQ Fundraiser will be September the 10th from 11-2.
 - b. Marigold: M. Nielsen – no report provided
 - c. Society: S. Haddon, Next meeting will be held on Monday, Sept 12, 2022 at 7pm, in-person
 - d. Other:
 - i. Special Project Committee: Report – meeting was July 21st 2022, Imagination Library movie will be 'Steel Magnolias a matinee on September 11th 2022. Purchase Dolly Parton stand up display, S. Haddon sent out an e-mail with a list of potential corporate sponsors. Memorial for Gay Ross, a reading space Emily talking to town about a spot. Participating in the Canada Day parade in 2023. Display board for archival items - Next meeting will be August 22nd at 5pm
 - ii. Policy Committee: No Updates – Next meeting will be September 15th at 6pm.
4. New Business
 - a. For Discussion
 - i. Masking Policy Review Discussion – will discuss in September
 - ii. Review Draft Bylaws – C. McNeil put forward a motion to approve the second reading for the Drumheller Public Library Bylaws, motion was seconded by L. Fabrick, all in favor, motion carried. Moved into the 3rd and final reading of the Draft By-Laws, C.

Brown motioned to adopt the revised By-laws as part of the third reading. J. Foster seconded, all in favor. Motion carried.

- iii. Next Meeting Schedule Conflict – Date changed to September 15th at 6pm
- b. Decision
 - i. Special Projects Committee Purchases from Reserves: Marketing, Programming & Events – L. Fabrick motioned that the Dolly Parton stand-up and the Carr McLean bulletin board are purchased for marketing using reserved funds. C. McNeil amended motion stating cost of up \$1200 should be included in motion. Amended motion was approved by L. Fabrick. A. C. McNeil seconded. All in favour. Motion carried.
- c. For Information/Reminders
 - i. Board Calendar:
 - 1. HR Committee Performance Plan Check In (Sept)
 - 2. New Board member orientation (Ongoing)
 - 3. Schedule Policy Committee Meeting (Sept)
 - 4. Council Meeting Attendance (rotating schedule)
 - 5. Town Council Presentation (Fall)
 - 6. Budget Draft Approval (Fall)
 - 7. HR Committee ED Review and Performance Planning (Nov-Dec)

5. Ongoing/Unfinished Business

- a. Plaques - Instruments
- b. Little Free Libraries - One left to place
- c. T. Abildgaard will make lanyards to identify Library volunteers
- d. In the 2022-2023 putting funds aside for swag purchases to bring in revenue

6. Adjournment – L. Fabrick Moved to adjourn the meeting at 7:10pm

Next Meeting: September 15, 6 pm

S. Hedderson Samantha Hedderson
Board Chair

[Signature]
Secretary

Dec 30, 2022.
Date

Jan 10, 2023
Date

**Town of Drumheller Public Library Board
Meeting Minutes**

Date: Thursday September 15, 2022
Time: 6pm
Location: Online - ZOOM Meeting
Chair: Samantha Haddon
Secretary: Samantha Haddon
Regrets: Lynn Fabrick, Cheryl McNeil
Trustees: Caleb Brown, Mitchell Barry, Lynn Fabrick, Stephanie Price, James Foster, Jade Scott, Cheryl McNeil, Tracy Abildgaard
Marigold Rep: Margaret Nielsen
Guests: Margaret Nielsen

1. Call to Order - 6:00
2. Meeting Processes
 - a. Land Acknowledgement (S. Haddon)
 - b. Confirmation of quorum (6/9)
 - c. Accepting of regrets - JF moves to accept regrets, MB seconds
 - d. Additions to the Agenda / Approval of agenda - SP wants to add a place for feedback from Council on our Bylaws (4.a.i) - **JS Motion to approve the agenda as amended, seconded SP**
 - e. Review/Approval of the minutes of Aug 10, 2022 - EH notes that there is a correction to the spelling of Gaye Ross. **CB motion to approve the Aug 10 minutes as amended, seconded by SP**
 - f. Declaration of conflicts of interest
 - g. Welcome guests: Welcome to Margaret Nielsen
3. Reports
 - a. Financials:
 - i. Financials: C. Brown - CB reports a few changes in revenue from the DPIL donations being up as well as a large increase in other grants (\$12K for Indigenous books \$4K Town grant for Culture Days). Marketing expenses are up from contributing to the CN Rail Trail map and the purchase of the display cabinet. Current total revenues are sitting at 258,198.10 and current total expenses are at 215,605.44 . SH asks about Staff Development opportunities to spend the full \$2K from the budget. Emily says there are a few expenses upcoming to be recorded and potentially the purchase of the librarians guide to homelessness. **CB Motions to accept the statement of revenue and expenses for Aug 2022. Seconded by JF.**
 - b. Director: Director's Report - E. Hollingshead - Summer programming trends tend to be shifting, which we noticed again this year. Robin's Senior's Tech course has 12 participants. New staff are contributing great new ideas for programming. Emily notes that we have a Gender Diversity workshop with two sessions upcoming (Sept 20, Sept 21). Emily updated the Board on two small incidents in the Library, one involving a patron who would not mask, but also not leave the Library and the discovery of an unidentified white-powder substance by a computer stall that necessitated a call to the RCMP. Library staff have been in contact with Turning Points and have information to help the Board create a policy to manage future situations like this. There have been some shifts in staffing roles that will improve services. SP wishes Janet a speedy recovery from her broken leg. One cheque from the Have you Seen My Human Book has been collected. SP asks if the Library has a Naloxone kit and staff training. Emily confirms that the Library does and two staff members are trained. There are opportunities for more training from a Turning Point local staff member. SP asks if the Library is volunteering at the wood carving event this Saturday. Emily confirms that we will have a booth set up with wood decorating activities. SP is available to help out at the table.

version: Sept 15, 2022

- c. Marigold: M. Nielsen - Marigold had a meeting on Aug 27 in the new Marigold building which has a new room that can accommodate the large group and has the appropriate AV needed to run an efficient meeting. There were many new faces around the table with a new chair and CEO.
- d. Society: M. Nielsen - A Society meeting was held on Monday Sept 12 with four members. Discussion for the Real Alternative took place and they will not be renewing their membership with TIFF. They will continue the positive relationship with the new owners of the Napier Theatre to help find new, available films. A donation to Marigold of \$2500 from the casino fund for e-resources was discussed. It was discussed whether the Society should donate to the three school libraries in town to promote literacy. MN notes that we need more Society members if Board folks know of anyone interested. SP asked if there was an info package. MN says her and Chair, Linda Traquair are available to meet any potential new members.
- e. Other:
 - i. Special Project Committee: The Special Projects Committee met on Sept 6 to make final preparations for the Silent Auction and Steel Magnolias movie matinee. The movie was attended by approx 40 people. The Silent Auction drew in over \$1900 in bids. Thanks to Lynn, Tracy, and Emily for bid coordination between Facebook and in person bidding. TA - Theatre was interested in having a Dolly Impersonator. JS mentions that we would need to confirm rights to that performance. TA adds that a karaoke night could be fun too. CB talked to Patty Ralrick at the RTMP Cooperating Society about support for the DPIL project and noted that the Drumheller Fund would be a good match for this project.
 - ii. Policy Committee: No Updates - Meeting in October

4. New Business

a. For Discussion/Decision

- i. Feedback from Council in regards to new Bylaws - Council would like a presentation on the Bylaws to help answer questions about changes and fee schedules. Council has wording suggestions on rules involving admittance and conduct involving health and safety in library space (D and E). Questions masking and notes that AHS is not enforcing masking in public places and Council feels it doesn't address public concerns they are receiving around this policy. Looking for rewording on health and safety. MN notes that we may be too specific in wording of the Bylaws and that Strathmore Library is a good example. There could be some confusion between Libraries Regulation, Town Library establishment bylaws, and our new bylaws.
- ii. Masking Policy - The Family Literacy group provided feedback on the masking requirement being a barrier to their programs taking place in Library spaces. SH notes that she hopes we can find a compromise for this group. At this point, we don't have a way to measure people using the library to take advantage of masking time. SP notes that Council feels this is making the Library a non-inclusive space and how important these programs are to families. MB notes that us, the hospital, and clinic are the only places in town that are requiring masking and it is becoming increasingly hard to justify. JS identifies as a member of the disability community and feels masking is part of being accommodating for this community. TA notes that masked spaces were important to her as a new mom with an immunocompromised child during the pandemic and is advocating for some hours devoted to masking. SP wonders if there are certain days that are best for masking requirements. Emily worries that different rules on different days will be confusing to patrons. SP notes that several other community members have approached her at different events to voice their concerns. Emily believes it will send the wrong message about safety to vulnerable groups to drop the masking policy. SH notes that we should be compromising to accommodate this group as opposed to asking them to change their schedule. CB asks SP on the view of Town Council and what would satisfy their concerns. SP says that having less masked time or shifting days. Emily suggests we shift to masking for one hour each morning. SH asks would that accommodate the

Thursday play group. SP suggests we drop the masking suggestion for the playgroup on Thursday or only run it until 9:30am. SP notes that she is getting other complaints from community members not involved in the playgroup. TA asks Emily if she thinks one hour of masking is enough to accommodate. SH mentions that more direct signage might help. SP asks if we could review masking each month. SH agrees that we can. SP notes that we could further reduce the masking times. JS and TA mention that we have already reduced masking time by 12 hours and do not feel like only 2-3 hours is sufficient. **JS motion for the Board to direct the Director of Library Services to adjust masking times to accommodate community partners using the Library and continue to reserve times where masking is required; the Board will review this requirement once a month. Seconded by JF. Six in Favour. SP opposed. Motion carried.**

- iii. Budget 2023 - Emily has presented several staffing scenarios that incorporate increases that adjust staff wages to the Living Wage of \$19.70 for the Drumheller area. SH says that many entry-level jobs are being posted at \$16-17 and we may have difficulty attracting staff offering minimum wage. SP notes that the Town's budgets are strained because of ongoing RCMP backpay issues. CB mentions that he would be in favour of asking for the full budget increase to accommodate a living wage and adjusting if necessary. Emily notes that we will need to purchase liability insurance after discussions with Town Insurance providers revealing that we are not covered under Town liability insurance. We do not yet have an estimate from insurance providers on costs, but we may be able to bundle Director's insurance with our future new insurance contract. SP will check with the Mayor, Council, and the ToD CAO. **CB motions to approve the 2023 Draft Budget, pending information on insurance needs and costs. Seconded by Mitch. All in Favour. Motion Carried.**
- iv. National Day of Mourning Holiday - The Board favours continuing Library services as scheduled on this day, in keeping with the BCF remaining open.
- v. Long term investment renewal - Emily suggests reinvesting for one year and revisiting this investment in September 2023. CB notes that interest rates are low and there are no strong incentives for longer term investments. SH mentions synchronizing long term investment renewals could be advantageous for future decision making. **CB motions to reinvest the matured term account for one year, non-redeemable, for 4% interest. Seconded by JF. All in favour. Motion carried.**

b. For Information/Reminders

i. Board Calendar:

1. HR Committee Performance Plan Check In (Sept)
2. New Board member orientation (Ongoing)
3. Schedule Policy Committee Meeting (Oct)
4. Town Council Presentation (Fall)
5. Budget Draft Approval (Sept)
6. HR Committee ED Review and Performance Planning (Nov-Dec)

5. Ongoing/Unfinished Business

- a. Plaques - Instruments
- b. Little Free Libraries - One left to place

6. Adjournment - **JS motions to adjourn at 8:09pm**

Next Meeting: Wednesday October 12, at 6pm

S. Haddon Samantha Haddon
Board Chair

S. Haddon Samantha Haddon
Secretary

version: Sept 15, 2022

Dec 30, 2022

Date

Dec 30, 2022.

Date

**Town of Drumheller Public Library Board
Meeting Minutes**

Date: Wednesday October 12, 2022
Time: 6pm
Location: Online - ZOOM Meeting
Chair: Samantha Haddon
Secretary: Samantha Haddon
Regrets: Tracy Abildgaard, Caleb Brown
Absent: Jade Scott
Trustees: Mitchell Barry, Lynn Fabrick, Stephanie Price, James Foster (6:45), Jade Scott, Cheryl McNeil,
Marigold Rep: Margaret Nielsen
Guests:

1. Call to Order - 6:03pm
2. Meeting Processes
 - a. Land Acknowledgement (L. Fabrick)
 - b. Confirmation of quorum (6/9)
 - c. Accepting of regrets - JF Motions to accept regrets, CM seconds
 - d. Additions to the Agenda / Approval of agenda - **LF motions to approve the agenda, MB seconds**
 - e. Review/Approval of the minutes of Sept 15, 2022 - Board members note several typos that need correction. **LF motions to approve the minutes as amended, SP seconds**
 - f. Declaration of conflicts of interest
 - g. Welcome guests:
3. Reports
 - a. Financials:
 - i. Financials: C. Brown - EH reviewed the financials and mentioned that things are on track as budgeted, except for a slight overage in staff sick time. Revenues are sitting at \$263,671.45 and expenses are at 241,838.40, leaving us with a current surplus of \$21,833.05; Town of Drumheller and Marigold grants are incoming, as well as grants from the Indigenous Books grant and fundraising from the Dolly Parton Imagination Library (DPIL). **LF motions to accept the September financials as presented. MB seconds. All in favour. Motion carried.**
 - ii. Director: Take Questions for E. Hollingshead - In-person programming has started with well-attended classes. Emily notes that a patron withdrew from their Library membership due to the reduction in masking hours. Emily has applied for one additional grant to add to the DPIL fundraising. Emily is finishing the application for the Book Bash host grant and has found several community partners who would be willing to collaborate if successful. Emily's conference presentation went well and has been accepted to the Southern Alberta Library Conference for presentation as well. SH asks how patrons are responding to the new masking hours. Emily responds that responses have been unremarkable with no confusion.
 - b. Marigold: M. Nielsen- No report
 - c. Society: CM reports there has been excellent Reel Alternative attendance in September. The director of the film Brotherhood was in attendance and answered questions after the film. The next film will be on Oct 24 and is Mrs. Harris Goes to Paris. Emily can add Reel Alternative films to the Library collections in January.
 - d. Other:
 - i. Special Project Committee: Report, Next meeting
 - ii. Policy Committee: No Updates

4. New Business

version: Nov 12, 2022

a. For Discussion/Decision

- i. **Masking Requirement** - As noted above, one patron withdrew his membership because of the reduction of masking hours. LF asked why the hours were cut from 12 to 5 hours. SH explained that it was a compromise between keeping some time and reducing the total number of masking hours. SP asks if we can keep track of patrons using those hours that we can compare to overall totals. JF wonders if we've struck the right balance at this point. CM mentions increasing messaging around patrons not using the Library space if they are feeling unwell. **CM motions to continue with the current masking requirements with data tracking on patrons during masking times, adding additional signage, and revisiting on a monthly basis. JF seconds. Four members in favour. SP opposes. Motion carried.**
- ii. **By-Law presentation to Council** - CM has offered to present to Council on our revised by-laws. SH asks SP to review the questions from Mayor and Council about the revised by-laws. SP will send confirmation to Denise. CM notes that this can be complicated because the Libraries Act falls under provincial jurisdiction.
- iii. **Chair Role - Update** - SH notes that due to an increasingly busy fall schedule, she can only commit to chairing regular board meetings and cannot facilitate other committee meetings or Council presentations until the new year. Other Board members are supportive.
- iv. **Secretary Role** - SH puts out an invitation for anyone interested in the secretary role. CM offers to file in the secretary on an informal basis for two next months.
- v. **Marigold Strategic Planning Survey** - SH invites board members to provide feedback for the Marigold Survey
- vi. **Doug Griffiths Event** - Emily would still like to do a reading group of his book. Would board members be interested in attending through board development funds? We would need to submit numbers to Emily by Friday Oct 14. **LF motion to dedicate up to \$100 for purchasing tickets for board members to attend this event, CM seconds. Motion carried.**

b. For Information/Reminders

- i. Board Calendar:
 1. HR Committee Performance Plan Check In (Oct)
 2. New Board member orientation (Ongoing)
 3. Schedule Policy Committee Meeting
 4. Town Council Presentation - By-laws
 5. HR Committee ED Review and Performance Planning (Dec)

5. Ongoing/Unfinished Business

- a. Stickers - Instruments
- b. Little Free Libraries - Potentially a private citizen interested in hosting the LFL on their property. Hopefully arrangements can be made before winter.

6. Adjournment - LF motions to adjourn at 7:09pm

Next Meeting: Wednesday November 9, 2022, 6pm

Shaddon
Samantha Haddon
Chair, Drumheller Public Library Board
Dec 30, 2022

Shaddon
Samantha Haddon
Secretary, Drumheller Public
Library Board
Dec 30, 2022

**Town of Drumheller Public Library Board
Meeting Minutes**

Date: Wednesday November 9, 2022
Time: 6 pm
Location: Online - ZOOM Meeting
Chair: Samantha Haddon
Secretary: Cheryl McNeil (temporary)
Regrets: Stephanie Price
Trustees: Mitchell Barry, Lynn Fabrick, James Foster, Jade Scott, Tracy Abildgaard, Caleb Brown
Marigold Rep: Margaret Nielsen
Guests: Margaret Nielsen
Library Director: Emily Hollingshead

1. Call to Order – S. Haddon called the meeting to order at 6:01 pm

2. Meeting Processes

- a. Land Acknowledgement (L. Fabrick)
- b. Confirmation of quorum (5/9) – achieved, 8 of 9 present
- c. Accepting of regrets – J. Foster moved to accept regrets. L. Fabrick seconded. All in favour.
- d. Additions to the Agenda / Approval of agenda – M. Barry moved to approve the agenda. C. Brown seconded. All in favour.
- e. Review/Approval of the minutes of Oct 12, 2022 – these will be reviewed at the next meeting
- f. Declaration of conflicts of interest – none declared
- g. Welcome guests: Welcome to M. Nielsen

3. Reports

a. Financials:

- i. Financials: C. Brown – the Board reviewed both the September and October 2022 financials statements. C. Brown moved to approve the September 2022 financial statements as presented. J. Scott seconded the motion. All in favour. Carried. C. Brown moved to approve the October 2022 financial statements as presented. J. Scott seconded the motion. All in favour. Carried.

- b. Director: E. Hollingshead – with the settling in of in-person children’s programming and technology for seniors, the library is turning its attention to adult programming. National Novel Writing Month will take place in November and recruiting of travel presenters for 2023 is underway. To keep the library as welcoming for visitors from all backgrounds during the Christmas season, the library will continue to move away from traditional western holidays. The winter theme for 2022 will be “cozy/hygge” (a Danish concept). The annual weeding has run into a bit of a bottleneck as storage for books awaiting their turn on the book sale shelves is limited. The library is considering the possibility of a larger-scale book sale to ease the pressure. There has been a good start to the fundraising for the Dolly Parton Imagination Library with 41 children registered as of November 8th.

Ascend has informed the library that the bookkeeping costs will increase. Thus far they’ve been charging us for an assumed number of hours each month, but the assigned bookkeeper has been working about double that to fulfill current requirements. The cost increase will still fit within our originally approved \$6,000/year but transferring accounts receivable responsibilities will take some creativity. E. Hollingshead is hoping to meet with the bookkeeper to discuss possible efficiencies that may create time for those additional tasks.

There was discussion about the masking requirement and about the number of visitors coming into the library during the first hour. E. Hollingshead stated that two to three people

are coming into the library during the first hour. There was discussion about the unfavourable review published on Google that leaves a negative impression that the library is not a safe space for queer people.

- c. Marigold: M. Nielsen shared that seven library systems are lobbying the Alberta Government for increased funding – the first time in seven years. Margaret shared a CBC article about this issue with Board members. The next Marigold Library Board meeting is scheduled for Nov. 26.
- d. Society: the next meeting is scheduled for Mon. Nov. 14th; the November movie for Reel Alternative is scheduled to be Peanut Butter Falcon.
- e. Other:
 - i. Special Project Committee: No Report
 - ii. Policy Committee: members of the Policy Committee shared information regarding the discussion with Town Council on the proposed new library bylaws. Council suggested that the bylaws be more general with the omission of the masking procedure. The proposed bylaws were officially denied by Council. The Policy Committee will review the bylaws and work to make them more general. The next Policy Committee meeting will be Thursday, Dec. 8 at 7 pm.

4. New Business

- a. For Discussion/Decision
 - i. Masking Requirement – there was discussion about the masking requirement and to confirm that the reduction of the masking requirement is working to accommodate the play group. The library board will continue to revisit the masking requirement. J. Foster moved to continue with the current masking requirement as is. M. Barry seconded. 7 in favour, 1 opposed. Motion carried.
 - ii. Secretary Role – there was discussion that a secretary is required for the library board. C. Brown confirmed that there is a vacant board position and potentially the new person could take on this role. C. McNeil will continue in this role on a temporary basis until the new year. She shared M. Nielsen’s idea that perhaps a staff person would be interested taking this on. E. Hollingshead will consider this possibility and consider the cost for this in preparing a revised 2023 budget.
 - iii. Budget Revision – there was discussion about the need to revise the 2023 budget; E. Hollingshead will send through the revised budget figures to Board members tomorrow morning requesting an email vote.
 - iv. Insurance Quote – C. McNeil moved to accept the insurance quote provided through the Alberta Municipalities Association. C. Brown seconded. All in favour. Motion carried.
 - v. Signing Authority – Secretary role remains vacant; existing three executive fulfil this requirement, but it is not efficient. T. Abildgaard (previous secretary with signing authority) is willing to take on signing authority to ensure cheques are signed in a more efficient manner.
- b. For Information/Reminders
 - i. Board Calendar:
 - 1. New Board member orientation (Ongoing)
 - 2. Schedule Policy Committee Meeting - Bylaws (Nov)
 - 3. Town Council Presentation (Dec)
 - 4. Budget Draft Approval
 - 5. HR Committee ED Review and Performance Planning (Dec)
 - 6. Volunteer Hours Reporting (Dec) – board members are reminded to complete this document and send it through before the end of the year.

5. Ongoing/Unfinished Business

- a. Stickers - Instruments
- b. Little Free Libraries – this is complete and is situated in Midland.

version: Nov 9, 2022

6. Adjournment – C. Brown moved to adjourn the meeting at 7:20 pm. L. Fabrick seconded. Motion carried.

Next Meeting: Wednesday December 14, 2022, 6 pm – we will keep our standing meeting in December.

S. Hadden
Samantha Hadden
Chair, ^{Drumheller} Public Library Board
Dec 30, 2022.

Kimberly McNeil
Temporary Secretary
Drumheller Public Library Board
Jan. 6 / 2023



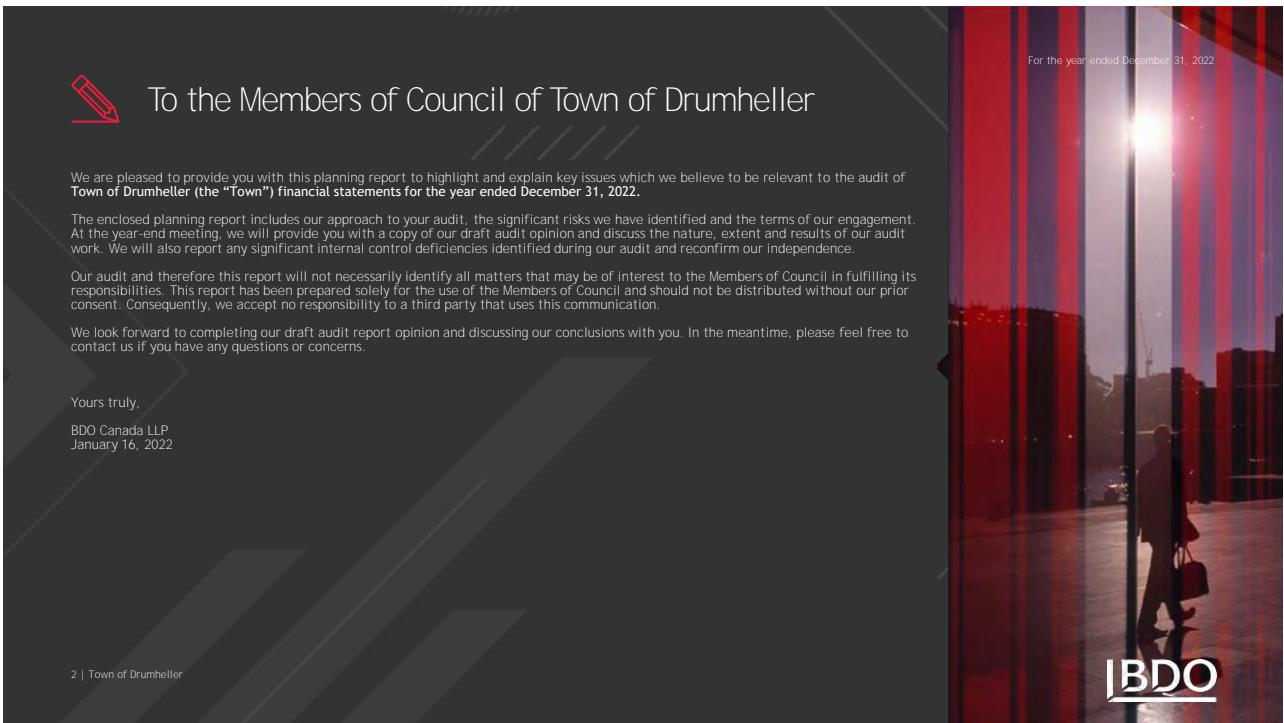
Town of Drumheller

Audit planning report to the Members of Council for the year ended December 31, 2022

START

BDO

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To the Members of Council of Town of Drumheller

We are pleased to provide you with this planning report to highlight and explain key issues which we believe to be relevant to the audit of **Town of Drumheller (the "Town") financial statements for the year ended December 31, 2022.**

The enclosed planning report includes our approach to your audit, the significant risks we have identified and the terms of our engagement. At the year-end meeting, we will provide you with a copy of our draft audit opinion and discuss the nature, extent and results of our audit work. We will also report any significant internal control deficiencies identified during our audit and reconfirm our independence.

Our audit and therefore this report will not necessarily identify all matters that may be of interest to the Members of Council in fulfilling its responsibilities. This report has been prepared solely for the use of the Members of Council and should not be distributed without our prior consent. Consequently, we accept no responsibility to a third party that uses this communication.

We look forward to completing our draft audit report opinion and discussing our conclusions with you. In the meantime, please feel free to contact us if you have any questions or concerns.

Yours truly,
BDO Canada LLP
January 16, 2022

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For the year ended December 31, 2022

BDO

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For the year ended December 31, 2022

Table of Contents

1	Your dedicated BDO audit team	4
2	Audit timeline	5
3	Auditor's responsibilities	6
4	Significant risks and planned responses	9
5	Planned scope	10
6	How we audit financial statements	11
7	Our audit approach	13
8	BDO's digital audit suite	14
9	Recommended resources	16

Audit at a glance

LEAD PARTNER ON YOUR AUDIT

Alan Litster
CPA, CA

E: alitster@bdo.ca
T: (403) 309-1607

START DATE

November, 2022

END DATE

April, 2022


BDO

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For the year ended December 31, 2022

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Your dedicated BDO audit team




Alan Litster, CPA, CA

T: (403) 309-1607
E: alitster@bdo.ca

Alan Litster is an assurance partner with over 20 years audit experience in both public and private sector audits. He serves a client base comprised of not-for-profit organizations that include education clients, as well as the public sector and owner-managed businesses.

Alan Litster will be the Engagement Partner for your assurance services. He will assume responsibility for the provision of all services, monitoring and controlling costs to ensure you receive quality, effective and value-added service.




Mitchell Kennedy, CPA, CA

T: (403) 342-8078
E: mikennedy@bdo.ca

Mitchell Kennedy is a senior manager with 10 years of experience providing audit and accounting services to many public sector and educational organizations, not-for-profit organizations, as well as a range of private sector companies. This experience allows him to address the unique audit and operating needs his clients have.

Mitchell Kennedy will be the Engagement Manager for your assurance service and take a lead role in coordinating the in-field engagement team.

Our independence




We have complied with relevant ethical requirements and are not aware of any relationships between Town of Drumheller and our Firm that may reasonably be thought to bear on our independence.

BDO

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Audit timeline



```

graph TD
    A[Planning and Interim audit work  
November 2022] --> B[Present audit planning report  
January 2023]
    B --> C[Final audit fieldwork  
March 2023]
    C --> D[Present final report to Members of Council  
April 2023]
    C --> E[Release of audit report  
April 2023]
            
```

For the year ended December 31, 2022




BDO'S DIGITAL AUDIT SUITE
APT Next Gen

We use our APT Next Gen software and documentation tool to save time, streamline processes, and go paperless with your audit.

[LEARN MORE](#)

DISCOVER THE DIGITAL DIFFERENCE



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Auditor's responsibilities: financial statements

We are responsible for forming and expressing an opinion on the financial statements that have been prepared by management, with oversight by those charged with governance. The audit of the financial statements does not relieve management or those charged with governance of their responsibilities. The scope of our work, as confirmed in our engagement letter attached as Appendix A to this letter, is set out below:

Year-End Audit Work

- ▶ Work with management towards the timely issuance of the financial statements, tax returns and consents for offering documents.
- ▶ Provide timely and constructive management letters. This will include deficiencies in internal control identified during our audit.
- ▶ Present significant findings to the Members of Council including key audit and accounting issues, any significant deficiencies in internal control and any other significant matters arising from our work.

For the year ended December 31, 2022



We are required to obtain an understanding of the system of internal control in place in order to consider the adequacy of these controls as a basis for the preparation of the financial statements, to determine whether adequate accounting records have been maintained and to assess the adequacy of these controls and records as a basis upon which to design and undertake our audit testing.

We are required to report to you in writing about any significant deficiencies in internal control that we have identified during the audit.

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Auditor's responsibilities: fraud

We are responsible for planning and performing the audit to obtain reasonable assurance that the financial statements are free of material misstatements, whether caused by error or fraud, by:

- ▶ Identifying and assessing the risks of material misstatement due to fraud;
- ▶ Obtaining sufficient and appropriate audit evidence regarding the assessed risks of material misstatement due to fraud, through designing and implementing appropriate responses; and
- ▶ Responding appropriately to fraud or suspected fraud identified during the audit.

The likelihood of not detecting a material misstatement resulting from fraud is higher than the likelihood of not detecting a material misstatement resulting from error because fraud may involve collusion as well as sophisticated and carefully organized schemes designed to conceal it.

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For the year ended December 31, 2022

Behind the audit report



Learn how we audit your financial statements

[SEE OUR PROCESS](#)



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Auditor's responsibilities: fraud

Throughout our planning process, we performed risk assessment procedures and related activities to obtain an understanding of the entity and its environment, including the Town's internal control, to obtain information for use in identifying the risks of material misstatement due to fraud and made inquiries of management regarding:

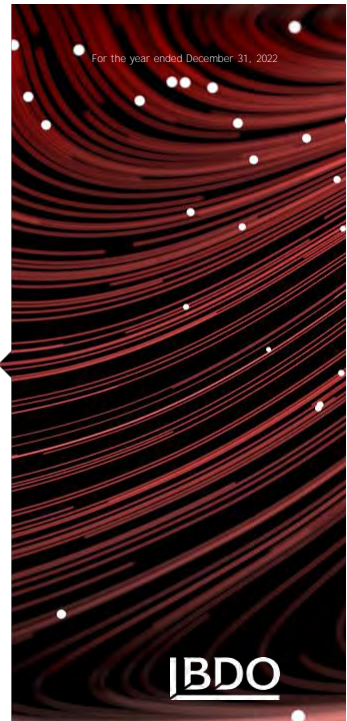
- ▶ Management's assessment of the risk that the financial statements may be materially misstated due to fraud, including the nature, extent and frequency of such assessments;
- ▶ Management's process for identifying and responding to the risks of fraud in the Town, including any specific risks of fraud that management has identified or that have been brought to its attention, or classes of transactions, account balances, or disclosures for which a risk of fraud is likely to exist;
- ▶ Management's communication, if any, to those charged with governance regarding its processes for identifying and responding to the risks of fraud in Town of Drumheller; and
- ▶ Management's communication, if any, to employees regarding its view on business practices and ethical behavior.

We are not currently aware of any fraud affecting the Town. If you are aware of any instances of actual, suspected, or alleged fraud, please let us know.

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For the year ended December 31, 2022



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For the year ended December 31, 2022



Significant risks and planned responses

We have identified the following significant risks that require special audit consideration. These risks were identified based on our knowledge of the Town, our past experience, and input from management and the Members of Council. Please review these significant risks and let us know your thoughts on these or any other areas of concern.

Financial statement areas	Risks noted	Audit approach
Revenue Recognition	There is an inherent risk related to revenue recognition and ensuring it is recorded in the correct period.	<ul style="list-style-type: none"> Review revenue recognition policy for consistency with the professional standards. For a sample of grants and other revenues agreed to source documentation and ensured they were reported in line with PSAS. Review the design and implementation of controls around revenue recognition.
Management Override of Controls	Management is in a unique position to override or circumvent the controls in place.	<ul style="list-style-type: none"> Manual journal entries will be reviewed using analytical procedures and vouching to supporting documentation as required. Review the design and implementation of controls surrounding the posting of adjusting entries.

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For the year ended December 31, 2022



Materiality

We determined preliminary materiality to be \$570,000, based on 2.5% of revenue.

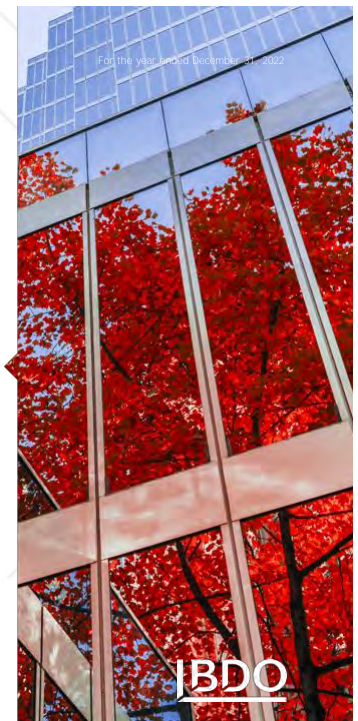
Misstatements are considered to be material if they could reasonably be expected to influence the decisions of users based on the financial statements.

Our materiality calculation is based on the Town's preliminary results. If actual results change significantly, we will communicate those changes to the Members of Council as part of our year-end communication.

We will communicate all corrected and uncorrected misstatements identified during our audit to the Members of Council, other than those which we determine to be "clearly trivial."

We encourage management to correct any misstatements identified throughout the audit process.

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How we audit financial statements: Our audit process

IDENTIFY AND ASSESS RISK
Focus on those areas of financial statements that contain potential material misstatements as a consequence of the risks you face

1 SCOPING
Complete a preliminary review to plan the audit, determine the materiality level, and define the audit scope

2

3 DESIGN AUDIT PROCESS
Design an appropriate audit strategy to obtain sufficient assurance and enable us to report on the financial statements

4 OBTAIN AUDIT EVIDENCE
Perform audit procedures while maintaining appropriate degree of professional skepticism, to conclude whether or not the financial statements are presented fairly

5 FORM OPINION
Evaluate whether we have enough evidence to conclude that the financial statements are free from material misstatement, and consider the effect of any potential misstatements found

6 REPORT
Communicate our opinion and details of matters on which we are required to report

New Standard for Audit Quality

ISOM 1

The quality of an audit depends not only on the people conducting it—but also on the systems underpinning it. These new rules up the ante for your audit quality.

SEE THE STANDARD

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Updates to our audit process

Canadian Auditing Standard 315, *Identifying and Assessing the Risks of Material Misstatement*, was significantly revised with a greater focus on more robust risk identification, assessment and response procedures. The standard is effective for periods beginning on or after December 15, 2021. Key enhancements include:

Assessment of inherent and control risk

New guidance on identifying and assessing inherent risks (risk of material misstatement without consideration of control) and control risks (risk of control not preventing or detecting material misstatement)

Spectrum of inherent risk

Additional requirement to assess the likelihood and magnitude of misstatement, considering how inherent risk factors impact the degree to which inherent risk varies

Internal system of control

Clarifying requirements on indirect and direct controls in the system of internal control and the need for evaluation of design and implementation of controls

Use of technology

Expanded information on the use of technology (IT environment and IT general controls) and related risks

Standback

More explicit standback requirement for evaluation of completeness and appropriateness of risk assessment process

What's the impact to you?

More inquiry, observation, and inspection procedures, especially for risks related to the use of technology

No change to communicating significant risks

Audit procedures focused on addressing risks identified

More consistent and effective audits with improved responses to identified risks improving audit quality for all stakeholders

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For the year ended December 31, 2022



Our audit approach: Responsiveness in action

Our firm is deliberately structured to allow one partner to every six staff members. This means easy access to senior staff and the lead partner throughout your audit. It also helps our team gain a better understanding of your organization. Our audit process differs from the typical audit in our use of in-field reviews, subject to COVID-19 safety protocols. The benefit of these in-field reviews is that final decision-makers are on site ensuring issues are resolved and files closed quickly. We offer clients the full-service expertise of a national firm. Yet we maintain a local community focus. The comprehensive range of services we deliver is complemented by a deep industry knowledge gained from over 100 years of working within local communities.



CONSISTENCY
Drives consistency and quality in audit execution throughout BDO, enabling us to be responsive to your size and location needs

A DIGITAL APPROACH
We promote a paperless audit where we perform and document our audit and exchange information with you and your team using technology

EXCEPTIONAL DELIVERY
Using our highly trained teams, underpinned by an exceptionally intuitive audit methodology, to enable timely and efficient delivery of your audit

Discover how we're accelerating audit quality



Audit Quality Report

We collected our core beliefs around audit quality, the very practical steps we take to sustain it, and the progress we have made to accelerate its quest.

[Follow our progress](#)

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For the year ended December 31, 2022

BDO's digital audit suite

Our digital audit suite of technologies enables our engagement teams to conduct consistent risk-based audits, both domestically and internationally, with maximum efficiency and minimal disruption to our clients' operations and people.



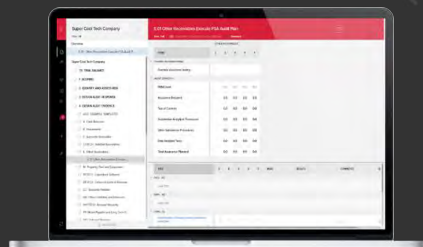
APT Next Gen

Our audit software and documentation tool, APT, is an integral part of our audit methodology. Our professionals engage APT to devise and perform appropriate, risk-based audit procedures and testing based on applicable Canadian Auditing Standards (CASs), as well as to factor in engagement and industry-specific objectives and circumstances.

APT enables us to deliver an audit that fits your organization—whether large or small, complex or basic.

This sophisticated tool also amplifies two key attributes of our audits: consistency and quality. The quality framework that we developed measures our audit performance with hard quality indicators and reflects our indispensable culture for quality. To see our audit quality and consistency in action, look no further than how our teams share best audit practices for continuous improvement.

Through a strategic alliance with Microsoft and the introduction of new technology, this global, cloud-based application can now streamline and focus the audit process in even more ways for BDO professionals and their clients.



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BDO Portal

BDO Portal transforms and enhances your digital experience with your BDO advisors. Available at any time, Portal enables you to access all services, tools, apps, and information and to collaborate with your advisors in a seamless way through a flexible, appealing, and secure environment.

- SECURE DOCUMENT SHARING**
BDO Portal allows BDO and the clients to collaborate securely through features like multi-factor authentication, DocuSign, data storage encryption, secure document exchange, and audit logging.
- ONE PLATFORM, CUSTOMER AT THE CENTRE**
BDO Portal is a customer-centric solution that reflects your needs through quarterly platform releases.
- SEAMLESS AND INTEGRATED EXPERIENCE**
BDO Portal is an open platform enabling firms to integrate local applications and languages. This creates a seamless and tailored experience.
- 24/7 ACCESS TO BDO SERVICES**
BDO Portal provides 24/7 access to BDO services, modern tools, and apps as well as insights tailored to your industry and business.
- ENHANCE COLLABORATION**
BDO Portal offers a real time collaboration space for BDO and its clients, including project, task and team management.
- NOTIFICATIONS**
Within the BDO Portal you can set the interval for when and which notifications you want to receive about the changes in the BDO Portal.

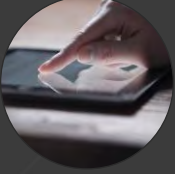
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Recommended resources


Key changes to financial reporting



When the rules of reporting change, you may need to fine-tune how to present financial statements and govern the organization.

ACCESS OUR KNOWLEDGE CENTRE


2022 Federal Budget



Understand the key elements of the 2022 Federal Budget and how it will impact you and your business

STAY ON TOP OF TAXES

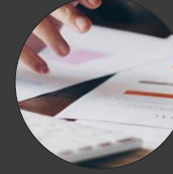
7 powerful steps to financial audit readiness



Getting and staying prepared for an audit simplifies the process, cuts turnaround time, and improves your chances of overall success. Learn how you can be audit ready.

7 STEPS

Asset Retirement Obligations (ARO): A Practical Approach to Section PS 3280



This publication will walk through a practical approach to applying Section PS 3280 including: identification, recognition and measurement of an obligation, and the different options available to entities on transition.

READ ARTICLE

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For the year ended December 31, 2022

Spotlight on sustainability

Fast-moving world events are pushing sustainability up the agenda of Canadian organizations. Now organizational leaders, investors, and customers are responding on three fronts: environmental, social, and governance (ESG).

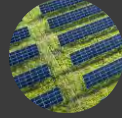
Regulators and issuers of standards are doing their part by supporting sustainability in the reporting ecosystem. Increasingly, organizations will need to go beyond the financials—and demonstrate sustainability with non-financial metrics.

5 reasons why businesses should care about ESG



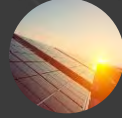
[SEE 5 REASONS](#)

How climate change became a business issue worth reporting



[READ ARTICLE](#)

10 Questions about sustainability reporting



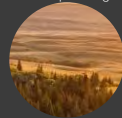
[EXPLORE QUESTIONS](#)

Accounting for going green



[LEARN MORE](#)

Why CFOs should make sustainability a part of their financial reporting today



[BUILD BACK SUSTAINABLY](#)

Rethinking sustainability: the ESG roadmap



[SEE ROADMAP](#)

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Drumheller Valley Housing Strategy

January 16, 2023



Presentation Outline

1. Project Background and Process
2. Key Findings
3. Housing Strategy and Implementation Plan



Integrated Expertise. Locally Delivered. 

Project Approach



Integrated Expertise. Locally Delivered. 

Housing Strategy

Housing Needs Assessment

- Provides an overview of demographic, economic, and current housing highlights in the community, including data on:
 - Current supply and demand
 - Housing conditions and changes in housing stock
 - Sales prices and rental rates
 - Affordability
 - Core housing needs
 - Anticipated housing needs

Housing Action Plan and Implementation Plan

- Provides vision and core areas of housing need
- Identifies specific actions to address the core focus areas
- Describes a roadmap for how to move forward on addressing need
- Identify timelines, lead and partner stakeholders to implement actions



Integrated Expertise. Locally Delivered. 

Community Engagement

Two-phased process to collect input and validate findings from stakeholders and residents

Engagement Approach

- **Phase 1 (July-August):**
 - Council Workshop
 - Two Stakeholder Workshops (23 attendees)
 - Online Community Survey (78 responses)
 - Two Community Drop-in Sessions (6 attendees)
 - Interviews with persons with lived experience (3 interviewees)
- **Phase 2 (November):**
 - Two Community Open Houses (52 attendees)

Communications

- Segment on Drumheller's "2 Minutes on the Town" radio
- Social media posts
- Article in Drumheller Mail
- Segment in Chamber newsletter
- Email invites to stakeholders
- Dedicated Housing Strategy page on Town website



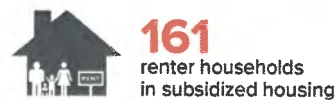
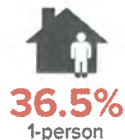
Integrated Expertise. Locally Delivered. ■ ■ ■ ■ ■

Community and Housing Profile

POPULATION



SIZE



3,195 Households

INCOME



CORE HOUSING NEED

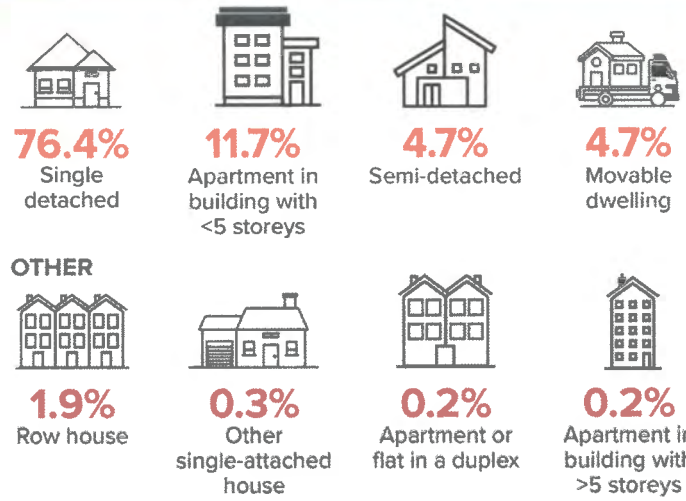
households do not have acceptable housing **1 in 4**
1 in 5 households face affordability challenges



Integrated Expertise. Locally Delivered. ■ ■ ■ ■ ■

Community and Housing Profile

HOUSING



66%
of homes have 3 or more bedrooms

98
Short-Term Vacation Rental Units Listed (as of October 2022)

77%
of homes built in 1990 or earlier

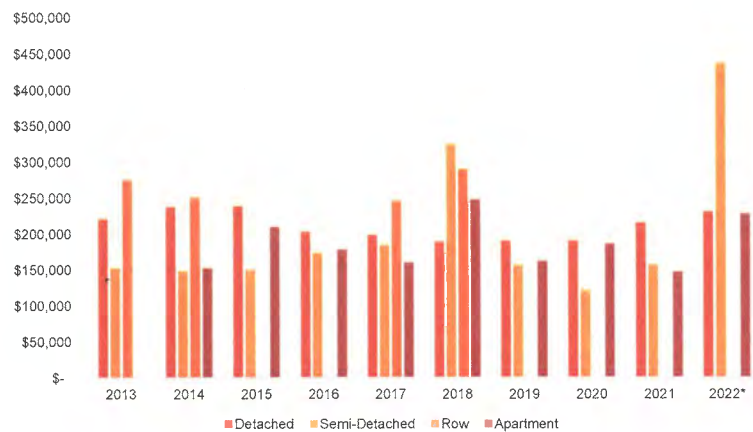


Integrated Expertise. Locally Delivered. ■ ■ ■ ■ ■

Housing Sales

- Median sales prices (*as of Sept. 2022)
 - Single Detached - \$230,000
 - Semi-Detached - \$436,200 (sig. increase compared to previous years)
 - Apartment - \$227,500

Historic Median Residential Sale Prices (2013-2022)

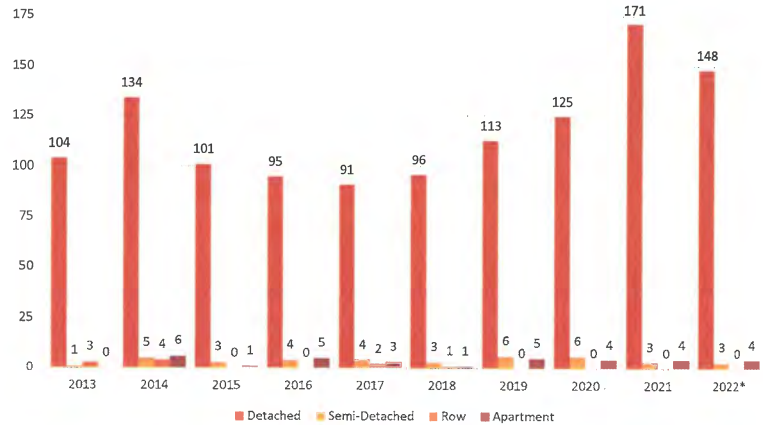


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Housing Sales

- Majority of sales have been single detached homes since 2013
 - Accounts for over 90% of sales each year
- Only a handful of other housing types available for sale at any given time

Total Number of Real Estate Sales (2013-2022)



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Ownership Affordability Analysis

Households that are unable to contribute more than a 5% down payment may experience affordability challenges if they wish to purchase a single detached home. Apartments are more affordable options, but there is limited stock available for sale.

Owner Household Affordability Gap Analysis									
Household Income: \$74,000									
Affordable Monthly Housing Cost (30% or less of Household Income): \$1,850									
	Single Detached		Semi-Detached		Row Housing		Apartment		
2022 Year to Date Median Sales Price	\$230,000		\$436,200		\$280,000*		\$227,500		
Estimated Monthly Housing Costs* with 20% Down Payment	Costs	Gap	Costs	Gap	Costs	Gap	Costs	Gap	
	\$1,635	\$215	\$2,407	-\$557	\$1,621	\$179	\$1,323	\$527	
Estimated Monthly Housing Costs* with 10% Down Payment	Costs	Gap	Costs	Gap	Costs	Gap	Costs	Gap	
	\$1,808	\$42	\$2,736	-\$886	\$1,832	-\$32	\$1,495	\$355	
Estimated Monthly Housing Costs* with 5% Down Payment	Costs	Gap	Costs	Gap	Costs	Gap	Costs	Gap	
	\$1,890	-\$40	\$2,891	-\$1,041	\$1,931	-\$131	\$1,575	\$275	

*row housing sales price is estimated based on sales prices from 2013-2018 as there have been no inventory on the market since 2019

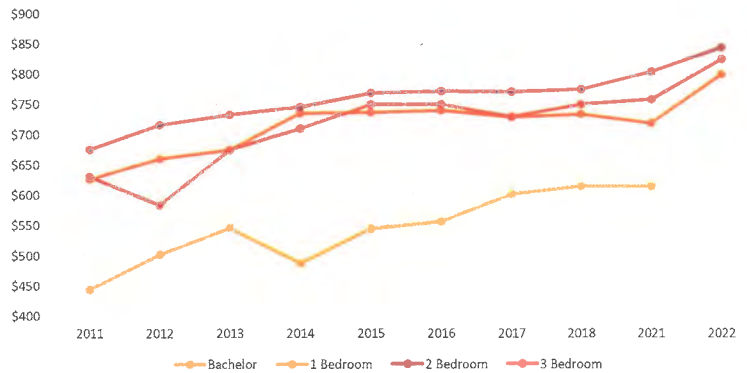


Integrated Expertise. Locally Delivered. ■ ■ ■ ■ ■

Rental Rates and Vacancy

- Average Rental Rates
 - \$800 - \$875 for 1- to 3-bedroom units (based on 2022 Alberta Vacancy Survey from July 2022)
 - \$875 - \$1,400 for 1- to 3-bedroom units (based on available rental units posted online in October 2022)
- Average Vacancy Rate
 - Close to 0% at any given time based on units available online (3 units listed in October 2022) and stakeholder feedback

Average Rents by Unit Size (2011-2022)*



* Only represents data from Alberta Vacancy Survey (<20% of rental market in Drumheller)



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Renter Affordability Analysis

Approximately 70% of households can afford a 1-2-bedroom rental unit while just over 50% are able to afford a 3-or-more bedroom unit

Rental Affordability Gap Analysis						
Median Household Income: \$50,000						
Affordable Monthly Housing Cost (30% or less of Household Income): \$1,250						
	1-Bedroom		2-Bedrooms		3-or-more Bedrooms	
2022 Average Rent	\$875		\$915		\$1,425	
Estimated Monthly Housing Costs*	Costs	Gap	Costs	Gap	Costs	Gap
	\$1,125	\$125	\$1,215	\$35	\$1,775	-\$525



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Land Development

Town policies are very supportive of residential development, including diversification of the housing stock.

Municipal Development Plan

- Goals and objectives of the MDP emphasize sustainability and the development of complete communities
- Specific policies support housing diversity, complete community design, secondary residences, and flex units

Land Use Bylaw

- Uses a form-based zoning approach, which emphasizes development standards rather than land uses
- Provides flexible opportunities for the development of a diversity of housing forms as identified and supported in the MDP
- The removal of minimum parking requirements, minimum parcel sizes, and floor area ratios further support a diversity of housing types and affordability



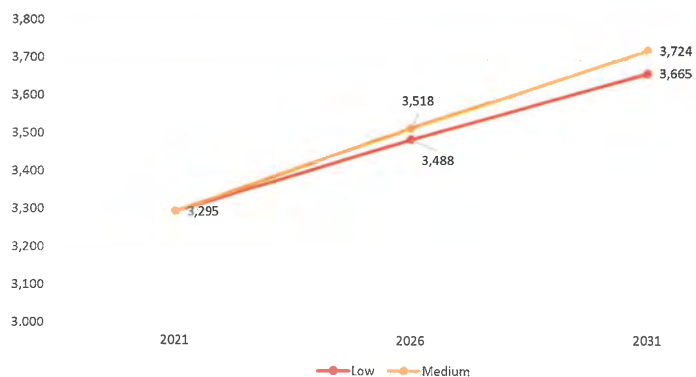
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Anticipated Growth

The total population and number of households is anticipated to grow

- Population is anticipated to grow
 - Residents aged 65+ are anticipated to account for 1/4 of the population by 2031
- Number of households are anticipated to continue to grow as well
 - Approximately 370-429 additional households by 2031

Household Projections, 2021, 2026, 2031



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Housing Demand and Need

The total demand for housing is anticipated to be 191 to 222 homes by 2026. 367 to 426 homes are anticipated to be needed by 2031.

- Housing needs are based on anticipated population and household projections, historic trends, and previous household choices
- Summary of approximate homes needed are not mutually exclusive
- Some homes needed can be met through existing housing stock
- Of the total homes needed by 2031:
 - ~70% will need to be ownership units
 - Greatest need for 3- and 4-or-more bedroom units
 - Majority required for senior-led households
 - Current need for 525 affordable homes and additional need for 184-214 homes
 - Current need for 10 accessible homes and additional need for 17-20 accessible homes
 - Current need for 78 housing units with varying supports and additional need for 8-11 homes with supports



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Key Housing Needs

Key housing needs to be addressed over the next 10 years include:

- Attracting developers **to increase new housing development**
- **Identifying priority locations** for targeting new residential development, such as Town-owned land
- **Diversifying housing stock** as 76% of the current stock and 95% of the homes typically available for sale are single detached units
- **Increasing the supply of affordable homes** as there is a current unmet need of 525 homes that are affordable to both residents looking to rent or own
- **Increasing availability and quality of rental units** given less than 20% of homes are estimated to be purpose-built rentals and there is a low rental vacancy rate and limited rental options
- Working with landlords to **address condition of existing rentals** given the older age of much of the housing stock in the Drumheller Valley
- **Providing more support services**, such as mental health supports, victim services, to support residents in maintaining their housing
- Increasing housing options and supports for residents to **reduce the number of residents living in insecure housing**
- **Securing housing for seasonal workers** given the tight rental market and concerns of lack of housing options expressed by both employees and employers
- **Regulating short-term vacation rentals** to further support maintaining homes in the long-term rental market
- **Providing smaller (e.g., two-bedrooms), independent living, single-storey homes** for seniors looking to downsize to support an aging population
- **Identifying funding opportunities** to support the development of new rental and affordable housing, and opportunities for renovations and repairs



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Goals and Actions

1. Encourage Diverse Mix of Housing Types

- Mix of housing options
- Small and large units
- Accessible and independent seniors housing
- Diversify tenure options (e.g., homeshare, co-ops)
- Priority locations
- Affordable housing options

2. Increase the Supply of and Maintain Existing Rental Housing

- STR regulations
- Increase purpose-built rentals and secondary suites
- Employee housing
- Landlord/tenant relations

3. Facilitate Housing with Support Services

- Coordinated access model
- Wraparound support services
- Increase in supports and subsidies
- Emergency and transitional housing

4. Strengthen Partnerships and Community Capacity

- Housing hub to share information
- Forum to bring stakeholders together
- Educational campaigns (e.g., incentives, secondary suites)
- Promote incentives and funding opportunities
- Tracking mechanisms



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Housing Diversity

Increase housing options available to residents in size, form, tenure, price points

- Promote range of housing sizes and forms needed to meet demand
 - Town to continue to maintain and update pitchkit; Consider exploring and setting specific targets or requirements (e.g., % affordable/accessible); pilot programs for seniors to age-in-place
 - Example – City of Kamloops prepared an Affordable Housing Developers Package that outlines tools, incentives, relevant policies, funding opportunities, etc.; FABhomes seniors housing in project in Bassano
- Facilitate development of affordable housing
 - National Housing Co-Investment Fund/Green Municipal Fund; use of Town-owned land for affordable housing development
- Prioritize Town-owned land or sales for affordable housing
 - Example – City of Calgary uses portion of \$ from land sales to put towards affordable housing reserve
- Continue to streamline development process for affordable and non-market housing



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Rental Housing

Addressing shortage, low vacancy rates, condition, and affordability of rental housing

- Regulate short-term vacation rentals
 - High number of STRs in community that are taking away potential options for long-term rentals and decreasing affordability
 - Example – Canmore, Fernie, Sylvan Lake, have a range of regulations and requirements
- Develop new purpose-built rental and maintain existing housing
 - Using federal funding from Rental Construction Financing program for low-cost rentals
 - Rapid Housing Initiative for new rental housing, acquisition of land, and conversion/rehab of existing buildings
- Continue to advocate for increases to housing subsidies and rental supplement programs



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Employee Housing

Addressing shortage of rental housing and seasonal housing for employees

- Explore expanding DHA mandate to include development and operation of additional housing options
 - Example – Whistler Housing Authority is responsible for development/management of affordable rental housing targeted towards local employees
- Regulate short-term vacation rentals
 - High number of STRs in community that are taking away potential options for long-term rentals and decreasing affordability
 - Example – Canmore, Fernie, Sylvan Lake, have a range of regulations and requirements
- Use modular housing for short-term and seasonal basis
 - Faster and less costly to construct
 - Example – used in Osoyoos and Sooke, BC



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Relationships and Education

To promote what opportunities currently exist

- Convert project website into long-term Housing Hub to host information related to housing and development in the community
 - Share information on resources available (e.g., funding opportunities, incentives)
 - One-stop-shop for developers/residents/landlords for information
- Connect the experts (developers to build and community organizations to operate)
- Education campaigns to further promote initiatives and what's possible
- Prepare tracking mechanisms to monitor implementation of the actions



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Funding Opportunities

Alberta

- **Indigenous Housing Capital Program**
 - Goal is to increase the supply of affordable housing units for Indigenous peoples in need through construction (including additions/extensions), purchase and repurpose
 - Units may be used for rental or lease-to-purchase
- **Affordable and Specialized Housing Program**
 - Creates new affordable housing projects that provide supportive social or health services for Albertans
 - Projects are focused on reducing homelessness and making housing available for Albertans with specialized needs

Canada

- **Co-Investment Fund**
 - Low-cost loans and capital for repairs, renovations, and development of new affordable, transitional, and support housing
- **Rental Construction Financing**
 - Funding to eligible borrowers for the development of rental apartments
- **Reaching Home**
 - Canada's Homelessness Strategy and was launched in April 2019 to supports the goals of the National Housing Strategy
 - Goal is to improve access to safe, stable and affordable housing; and to reduce chronic homelessness by 50% by 2027-2028
- **Rapid Housing**
 - Capital funding to address urgent housing needs of vulnerable residents for new rental housing or conversion/rehab of existing buildings



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Implementation Plan

- Provides a roadmap for how the actions are to be implemented over the next ten years
- Describes the steps, timelines, key leads and partners, and key performance indicators for each of the actions



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Thank You



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