



**TOWN OF DRUMHELLER**  
COMMITTEE OF THE WHOLE MEETING

**AGENDA**

TIME & DATE: 4:30pm, Monday March 13<sup>th</sup>, 2023

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

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1. CALL TO ORDER

2. OPENING COMMENTS

3. ADDITIONS TO THE AGENDA

4. ADOPTION OF AGENDA

4.1 Agenda for March 13<sup>th</sup> 2023 Committee of the Whole Meeting

**Proposed Motion:** Move to adopt the agenda for the February 13, 2023 Committee of the Whole meeting as presented.

5. MEETING MINUTES

5.1 Minutes for February 13, 2023, Committee of the Whole meeting as presented.

[Committee of the Whole Meeting – February 13, 2023 - Minutes](#)

**Proposed Motion:** Move to approve the minutes for the February 13, 2023, Committee of the Whole meeting as presented.

COUNCIL BOARDS AND COMMITTEES

6. DELEGATIONS

6.1 Destination Development - Co-creating a Destination Development Plan for Drumheller and Area  
Presented by twenty-31 and Travel Drumheller

[Presentation](#)

- 6.2 Drumheller and District Chamber of Commerce Annual Update  
Executive Director, Heather Bitz  
[Presentation](#)

## COUNCIL REPORTS

### 7. REPORTS FROM ADMINISTRATION

OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER

CORPORATE AND COMMUNITY SERVICES DEPARTMENT

7.1 Manager of Community Development and Social Planning

7.1.1 Drumheller Valley Family and Community Support Services (FCSS)  
Community Development and Social Planning Department Update (CDSP)

[Presentation](#)

EMERGENCY AND PROTECTIVE SERVICES

INFRASTRUCTURE DEPARTMENT

### 8. CLOSED

8.1 Land Transactions, Third Party Business; Development and Planning  
FOIP 16 – Disclosure harmful to business of a third party  
FOIP 23 (1) – Local public body confidences  
FOIP 24 (1) – Advice from Officials

**Proposed Motion:** That Council close the meeting to the public to discuss land transaction, third party business, development and planning, as per FOIP 16 – Disclosure harmful to business of a third party; FOIP 23 (1) – Local public body confidences, FOIP 24 (1) – Advice from Officials

### 9. ADJOURNMENT

**Proposed Motion:** Move to adjourn the meeting.



**TOWN OF DRUMHELLER**  
COMMITTEE OF THE WHOLE MEETING

**MINUTES**

TIME & DATE: 4:30pm, Monday February 13<sup>th</sup> , 2023

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

<https://www.youtube.com/watch?v=MTBsm-DezXU>

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**IN ATTENDANCE**

Mayor Heather Colberg  
Councillor Patrick Kolafa  
Councillor Stephanie Price  
Councillor Tom Zariski  
Councillor Tony Lacher

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  
Flood Resiliency Project Director: Deighen Blakely  
Communication Officer: Bret Crowle  
Legislative Services: Denise Lines  
Reality Bytes IT: David Vidal

Online  
Councillor Crystal Sereda  
Councillor Lisa Hansen-Zacharuk

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1. CALL TO ORDER

The Mayor called to order 4:30pm

2. OPENING COMMENTS

Freedom to Read Week

Family Day – Unplugged. February 20<sup>th</sup> for more details check drumheller.ca

3. ADDITIONS TO THE AGENDA

4. ADOPTION OF AGENDA

4.1 Agenda for February 13<sup>th</sup> 2023 Committee of the Whole Meeting

M2023.36 Moved by Councillor Kolafa, Councillor Price;  
to adopt the agenda for the February 13, 2023 Committee of the Whole meeting as presented.

Carried unanimously

5. MEETING MINUTES

5.1 Minutes for January 16, 2023, Committee of the Whole meeting as presented.

Agenda attachment: Committee of the Whole Meeting – January 16, 2023 - Minutes

M2023.37 Moved by Councillor Lacher, Councillor Hansen-Zacharuk;  
to approve the minutes for the January 16, 2023, Committee of the Whole meeting  
as presented.

Carried unanimously

6. COUNCIL BOARDS AND COMMITTEES

6.1 Drumheller and District Seniors Foundation Minutes – December 2022

Agenda attachment: Minutes

M2023.38 Moved by Councillor Zariski, Councillor Price;  
to accept as information the minutes from the Drumheller and District Seniors  
Foundation December 2022 meetings as presented.

Carried unanimously

7. REPORTS FROM ADMINISTRATION

OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER

7.1 Chief Administrative Officer

Time Stamp: <https://www.youtube.com/watch?v=MTBsm-DezXU>

7.1.1 For Discussion: The Drumheller Public Library – Bylaw Update

Questions:

Should the library restart the paid membership program?

Would the Board consider adding that verbiage “abide to Alberta Health Regulations” to  
the Bylaw.

Agenda attachments: Bylaws Changes

## 7.2 Flood Resiliency Project Director

Time Stamp: <https://www.youtube.com/live/MTBsm-DezXU?feature=share&t=684>

### 7.2.1 Briefing Note: Midland Berm Alignment Optimization

As stated in the briefing note submitted by D. Blakely, following the tender and award of the Midland Berm project in the summer of 2022, the Flood Office also began additional work to assess the cost of the upstream section of the berm, which runs parallel to 25<sup>th</sup> Street NW, to determine if there was an opportunity to make use of the existing CN Rail embankment versus building a new section of berm to save on construction costs. The Flood Office has determined there would be a significant cost savings to proceed with this option, with minimal increase in risk, so are moving forward with this change.

Agenda attachment: Briefing Note

### 7.2.2 For Information Only: Tree Clearing Tender Award Spring 2023

Tree clearing work is scheduled to commence late February completed by April 15, 2023 ahead of the start of the migratory bird nesting season.

Agenda attachment: For Information only - RFD

## 7.3 Economic Development Manager

Time Stamp: <https://www.youtube.com/live/MTBsm-DezXU?feature=share&t=1337>

### 7.3.1 Briefing Note: Short Term Rental (STR) By

Discussion items;

Process items to consider include: a demerit system to assist with enforcement issues; a fines and penalty schedule; would it be possible to limit the number of dwellings per community; parking; how does this help support our local tourism industry; is the municipal property assessment process affected, residential vs commercial properties.

A draft of the bylaw is scheduled to be presented at the March 6, 2023 Regular Council meeting.

Agenda attachment: Briefing Note

## CORPORATE AND COMMUNITY SERVICES DEPARTMENT

## EMERGENCY AND PROTECTIVE SERVICES

### 7.4 Director of Emergency and Protective Services

Time Stamp: <https://www.youtube.com/live/MTBsm-DezXU?feature=share&t=2142>

#### 7.4.1 Request for Direction: Program for the Implementation of Paid Parking

Discussion items:

A request for proposal will be posted for Paid Parking options.

There are paid parking options that include passes for residents.

It is important that the process is simple and easy to follow.

The process of enforcement will need research and development.

Agenda attachment: RF Direction

## INFRASTRUCTURE DEPARTMENT

### 8. CLOSED

#### 8.1 Land Transaction and Development; Personnel

FOIP 16 – Disclosure harmful to business of a third party

FOIP 23 (1) – Local public body confidences

FOIP 24 (1) – Advice from Officials

M2023.39 Moved by Councillor Zariski, Councillor Price;  
close the meeting to the public to discuss land transaction and development and  
personnel as per FOIP 16 – Disclosure harmful to business of a third party; FOIP  
23 (1) – Local public body confidences, FOIP 24 (1) – Advice from Officials.  
Time 5:28pm

Carried unanimously

M2023.40 Moved by Councillor Price, Councillor Lacher;  
to open the meeting to the public. Time 7:54pm

Carried unanimously

9. ADJOURNMENT

M2023.41 Moved by Councillor Zariski, Councillor Kolafa;  
that Council adjourn the meeting. Time 7:54pm

Carried unanimously

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MAYOR

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CHIEF ADMINISTRATIVE OFFICER

**CO-CREATING A DESTINATION DEVELOPMENT PLAN FOR DRUMHELLER & AREA**

**Travel Drumheller - Presentation to Council**

MARCH 13, 2023

twenty•31  
tourism by design

Travel Drumheller  
UNCOVER WONDER

1

**THE FUTURE POTENTIAL FOR TOURISM IN DRUMHELLER IS ONLY CONSTRAINED BY PERCEPTIONS OF WHAT TOURISM CURRENTLY IS & SUPPORTED BY THE VISION OF WHAT IT CAN BECOME**

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## THE DESTINATION DEVELOPMENT PLAN LAYS OUT A DETAILED APPROACH TO SUPPORT DEVELOPMENT OF DRUMHELLER AS A TOURISM DESTINATION OVER THE LONG-TERM

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## ACKNOWLEDGEMENTS

### STEERING COMMITTEE

- Andi Dzilums, Travel Alberta
- Tyler Eddy, Royal Tyrrell Museum of Palaeontology
- Julia Fielding, Travel Drumheller
- Reg Johnston, Town of Drumheller
- Dr. Sarah Newstead, Atlas Coal Mine National Historic Site
- Alison Roppel, Community Futures Big Country
- Ryan Semchuk, Canalta Hotels
- Jody Sunstrum, The Sunny Spot

### TRAVEL DRUMHELLER STAFF

- Julia Fielding
- Heather Little
- Michelle Stewart
- Lorraine Courso

### DRUMHELLER TOWN COUNCIL

- Heather Colberg, Mayor
- Lisa Hansen-Zacharuk, Councillor
- Patrick Kolafa, Councillor
- Tony Lacher, Councillor
- Stephanie Price, Councillor
- Crystal Sereda, Councillor
- Tom Zariski, Councillor

### TOWN OF DRUMHELLER STAFF

- Dave Brett, Director Infrastructure
- Darryl Drohomerski, CAO

- Scott Gamble, Project Coordinator Ending Working Poverty
- April Harrison, Manager Community Development & Social Planning
- Greg Peters, Director Protective Services
- Mauricio Reyes, Director Corporate Services

### ADDITIONAL CONSULTATIONS

- Nora Bird Hamilton, R.A Hamilton & Associates Inc.
- Wendy Benzon, Drumheller Nordic Wellness
- Catherine Bonneville, Drumheller Airport
- Patrick Bonneville, Drumheller Airport
- Craig Burrows, Professional Disc Golf Association
- Sandra Chambers, Fossil World Discovery Centre
- Brooke Christianson, Canalta Hotels
- Simen Christoferson, Canalta Hotels
- Katy Delves, Alberta Environment and Protected Areas
- Devan Dekeyser, Horseshoe Canyon Campground/Dinosaur Trail RV Resorts & Cabins
- Neil Dobbell, Dinosaur Trail Golf Course
- Marty Eberth, RTM Co-op Society
- Dustin Edwards, Barney's Adventure Park
- Carson Elliot, Alberta Transportation
- Joel Fabrick, Badlands Photography
- Lynn Fabrick, Dry Canyon Collectables
- Wendy Gerbrandt, Community Futures Wild Rose Bernie Germain, Bernie and the Boys
- Valerie Given, East Coulee School Museum
- Darren Helgeson, Cactus Coulee Fun Park
- Cindie Hughes, Quality Hotel Drumheller
- Debra Jungling, Jungling Works
- Chris and Candace Lorenz, Heller Good Food
- Michael Love, Community Futures Big Country
- Pam MacDonald, Badlands Trail Society
- Paul Muir, Rosebud Theatre
- Vance Neudorf, Badlands Amphitheatre
- Andrew Neuman, Red Deer River Adventures
- Shawn Pallesen, Tyrannosaurus Rest
- Lana Phillips, Bikes and Bites
- Aly Price, Pearl and Hart
- Debbie Schinnour, World's Largest Dinosaur
- Crystal Sereda, Valley Brewing
- Shelby Sherwick, Kneehill County
- Bridget Unland, RTM Co-op Society
- Steve Wannstrom, Starland County
- Derrick Wilson, Alberta Transportation
- Jennifer Windl, Alberta Forestry, Parks and Tourism Greg Nelson, Alberta Forestry, Parks and Tourism

And, a big thank you to the many not mentioned here who have shared their insights and guidance along the way!

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# APPROACH

**DISCOVER**

- DOCUMENTS & MATERIALS REVIEW
- DRUMHELLER SITE VISITS - PART 1
- DRUMHELLER SITE VISITS - PART 2
- 1 VISIONING WORKSHOP
- 30+ STAKEHOLDER INTERVIEWS
- 12+ STAKEHOLDER WORKSHOPS
- DRUMHELLER TOURISM STAKEHOLDER SURVEY

SEPTEMBER-DECEMBER 2022

**ASSESS & PRIORITIZE**

- INPUTS ASSESSMENT
- STEERING COMMITTEE PRIORITIZATION LAB
- INSIGHTS ANALYSIS

DECEMBER 2022

**RECOMMEND & SOCIALIZE**

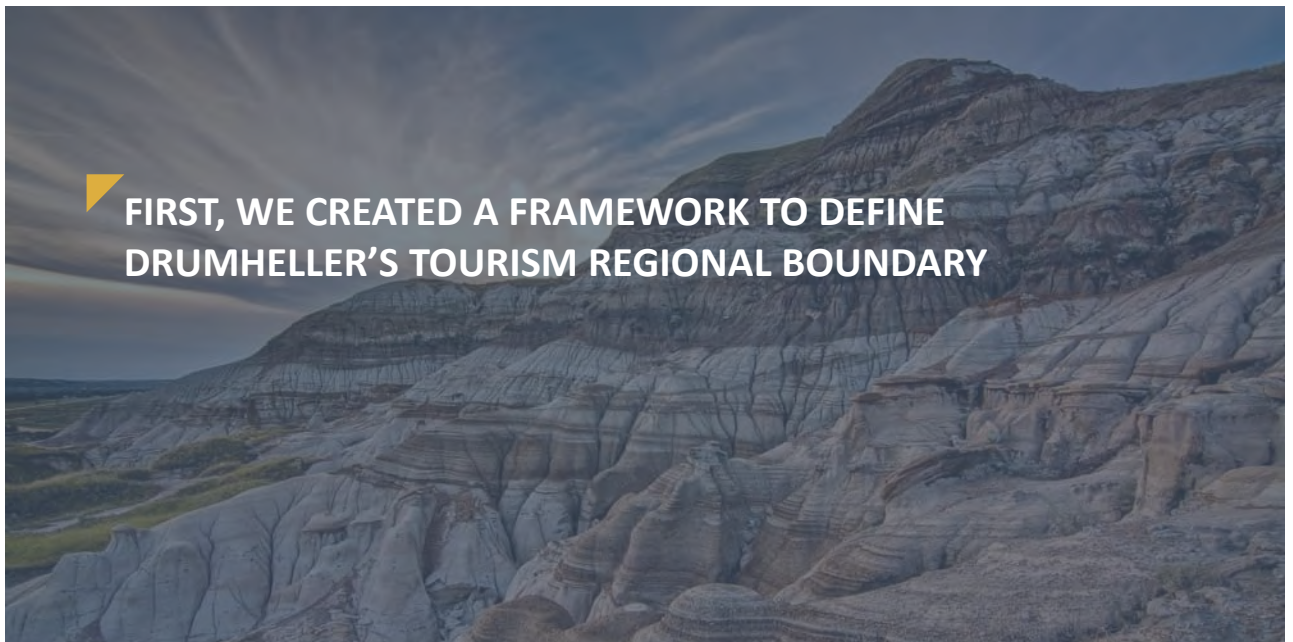
- DRAFTING OF STRATEGY
- STRATEGY FEEDBACK
- STRATEGY FINALIZATION
- STRATEGY PRESENTATIONS

DECEMBER-JANUARY 2023

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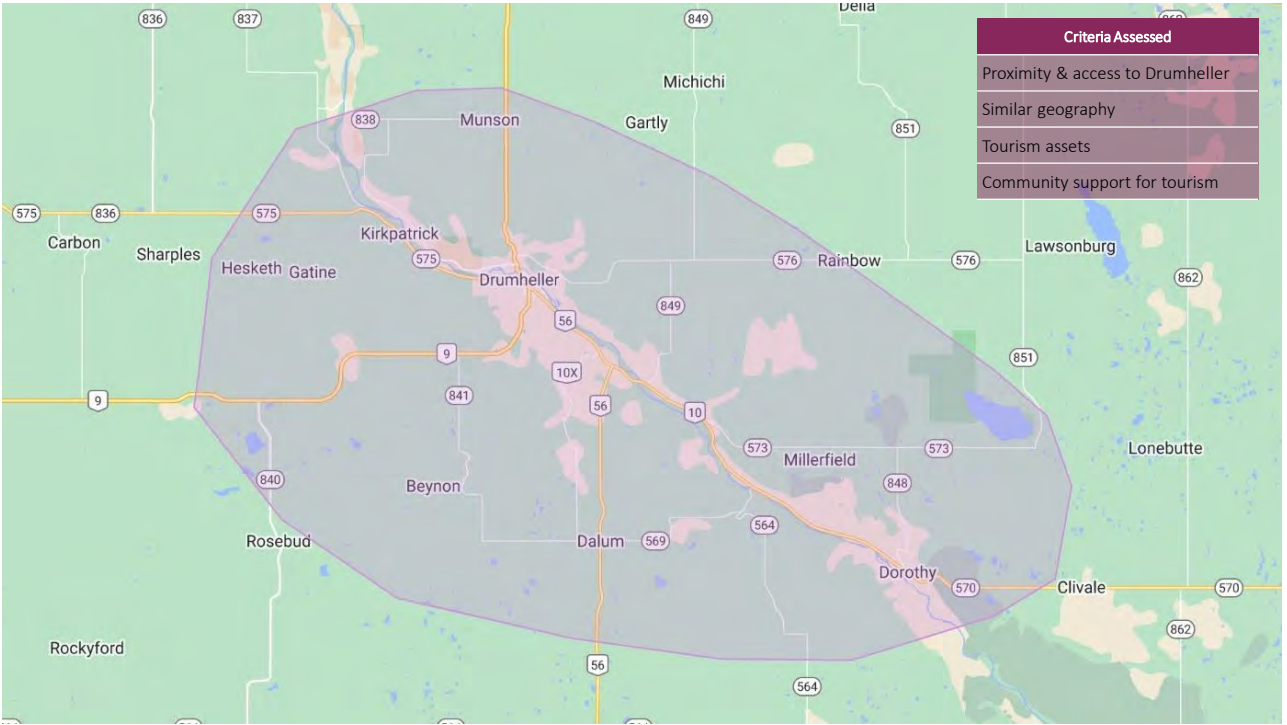
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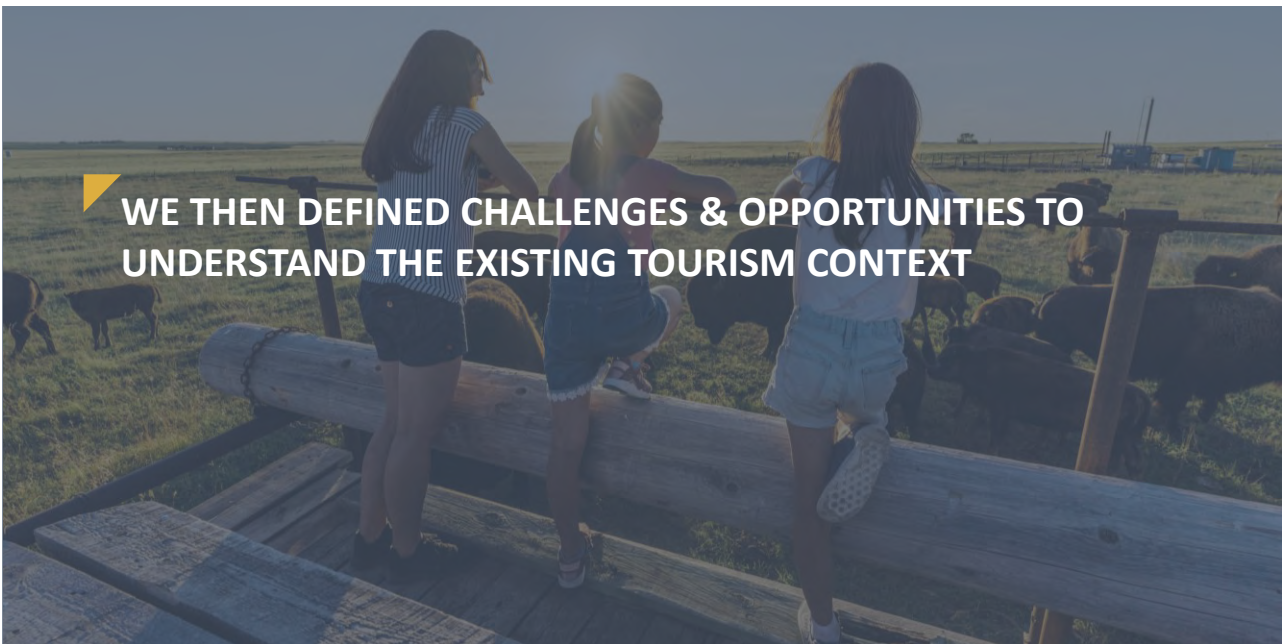
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**WE THEN DEFINED CHALLENGES & OPPORTUNITIES TO UNDERSTAND THE EXISTING TOURISM CONTEXT**

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# CHALLENGES

## Short-term bottlenecks



## Longer-term, systemic



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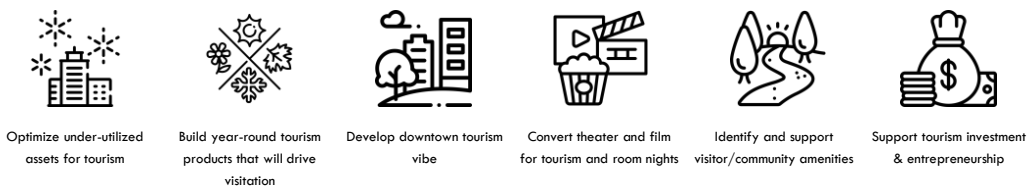
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# OPPORTUNITY THEMES

## Short-term



## Medium-to-longer-term



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## CONTEXTUAL ANALYSIS SUPPORTS DEFINITION OF DESTINATION DRUMHELLER GUIDING PRINCIPLES, OR VALUES, AS WELL AS ITS VISION & MISSION

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### GUIDING PRINCIPLES

- 1 We will work with the community to ensure that tourism and community goals are fully aligned and that there is mutual benefit derived from our actions.
- 2 We unite the entire tourism industry and its supporters through open communication, collaboration, and partnerships.
- 3 We welcome all visitors warmly, ensuring they leave feeling like they were our guest and not merely a customer.
- 4 We commit to providing authentic experiences that communicate our unique rural history and that celebrates the people that call this place home.
- 5 We encourage an entrepreneurial environment that fosters creativity, bold action, and innovation.
- 6 We strive to protect our one-of-a-kind natural and agricultural environment to ensure its enjoyment by current and future generations of residents and guests.

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**VISION**

To develop the next most visited destination in Alberta – beyond Alberta’s two major cities and the Rockies.

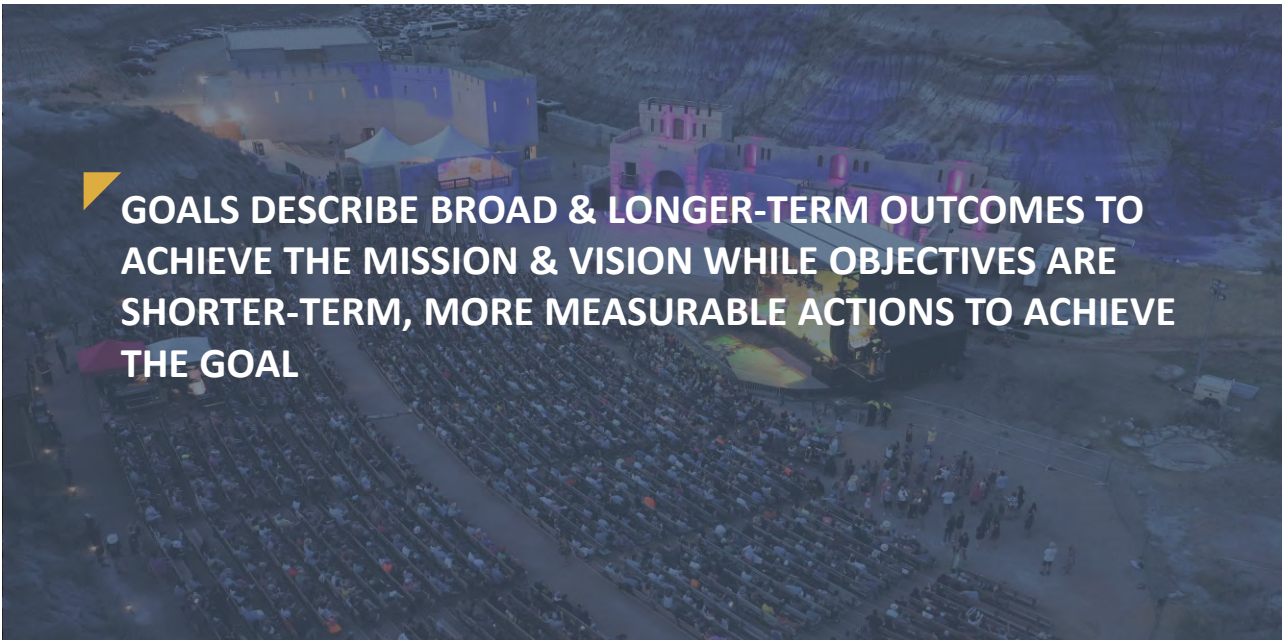
**MISSION**

Driving significant economic and social value for Drumheller residents, businesses, and visitors through destination development.

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**GOALS DESCRIBE BROAD & LONGER-TERM OUTCOMES TO ACHIEVE THE MISSION & VISION WHILE OBJECTIVES ARE SHORTER-TERM, MORE MEASURABLE ACTIONS TO ACHIEVE THE GOAL**

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# GOALS & OBJECTIVES

1

## GOAL: ECONOMIC

Increase total annual revenue & profitability from tourism

### Supporting Objectives

Optimize number of experiences that are market ready to attract more visitors and to increase length of stay

Improve seasonality in winter and shoulder seasons to attract more and higher-yield visitors to optimize revenues

Improve awareness, interest, and action to visit across a larger and more diverse target markets

Further entice investors and entrepreneurs to invest in tourism assets and experiences in the region because of its high potential for return on investment (ROI) and low risk

2

## GOAL: SOCIAL

Improve destination livability and appreciation of tourism among residents

### Supporting Objectives

Establish tourism leadership presence when planning for broader social initiatives

Improve perception of tourism in community through continued community engagement and alignment

Support improvement in resident quality of life

3

## GOAL: ENVIRONMENTAL

Ensure natural assets are protected & sustained for locals and visitors to enjoy for generations to come

### Supporting Objectives

Build awareness with tourism stakeholders and visitors on responsibility to long-term sustainability



# GOALS & OBJECTIVES

1

## DESTINATION LEADERSHIP

Establish destination leadership culture to strengthen capacity and resources to implement Plan and accelerate tourism growth

- A. Launch Destination Development Plan implementation committee
- B. Establish and communicate tourism leadership role and strategy
- C. Conduct and share industry, market, and social tourism research
- D. Support tourism innovation, entrepreneurship, and investment
- E. Address labour issues through "build in Drumheller" solutions
- F. Strengthen tourism partnerships with public-sector assets (e.g., Alberta Parks)

2

## DESTINATION DEVELOPMENT

Enhance Drumheller tourism products & experiences

- A. Create more multi-day itineraries and experiences, especially shoulder/winter
- B. Consider development of existing/new tourism products and experiences
- C. Revitalize Town of Drumheller downtown core for tourism
- D. Enhance Drumheller creative industries experiences and infrastructure
- E. Optimize Drumheller region trail system to accommodate various traveller segments
- F. Identify and support enhancement of tourism/social infrastructure
- G. Support tourism stakeholder product and experience training
- H. Provide training and incentives to encourage more sustainable tourism

3

## DESTINATION PROMOTION

Grow year-round tourism revenue

- A. Build a Drumheller tourism marketing collective that includes brand enhancement
- B. Launch "value of tourism" community campaigns
- C. Update campaigns targeting Albertans
- D. Update campaigns targeting US drive market
- E. Strengthen online distribution and sales support
- F. Support a visitor services program with focus on operators

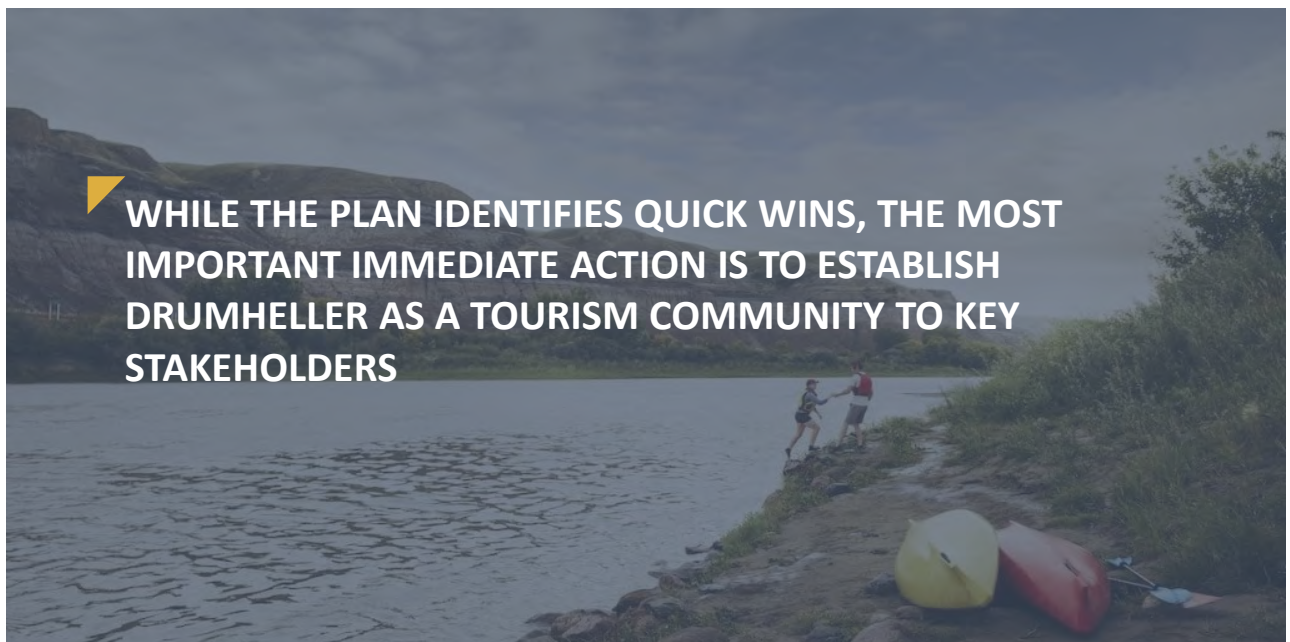
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## LONGER-TERM DEVELOPMENTAL WINS

Focus on longer-term tourism prosperity development

- A. Develop and implement a sport tourism strategy, including support for development of new sporting facilities
- B. Develop and implement health and wellness tourism strategy
- C. Develop and implement culinary tourism strategy
- D. Advocate for town of Drumheller masterplan that includes tourism
- E. Address transportation challenges in and around Drumheller

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**WHILE THE PLAN IDENTIFIES QUICK WINS, THE MOST IMPORTANT IMMEDIATE ACTION IS TO ESTABLISH DRUMHELLER AS A TOURISM COMMUNITY TO KEY STAKEHOLDERS**

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**THE PLAN ALSO IDENTIFIES A NUMBER OF INVESTMENT OPPORTUNITIES TO CONSIDER AS TOURISM GAME-CHANGERS FOR THE REGION**

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## INVESTMENT OPPORTUNITIES

INVESTOR-READY

HORSESHOE CANYON TOURISM INFRASTRUCTURE

DOWNTOWN DRUMHELLER REVITALIZATION: RAILS TO TRAILS

NEAR-INVESTMENT READY

BADLANDS AMPHITHEATRE ENHANCEMENTS

ROSEBUD PERFORMING ARTS CENTER ENHANCEMENTS

HORSETHIEF CANYON TOURISM INFRASTRUCTURE

HOODOOS TRAIL INFRASTRUCTURE DEVELOPMENT

LONGER-TERM INVESTMENT OPPORTUNITIES

DOWNTOWN DRUMHELLER BOUTIQUE HOTEL

HOTEL ATTACHED TO BADLANDS COMMUNITY CENTRE

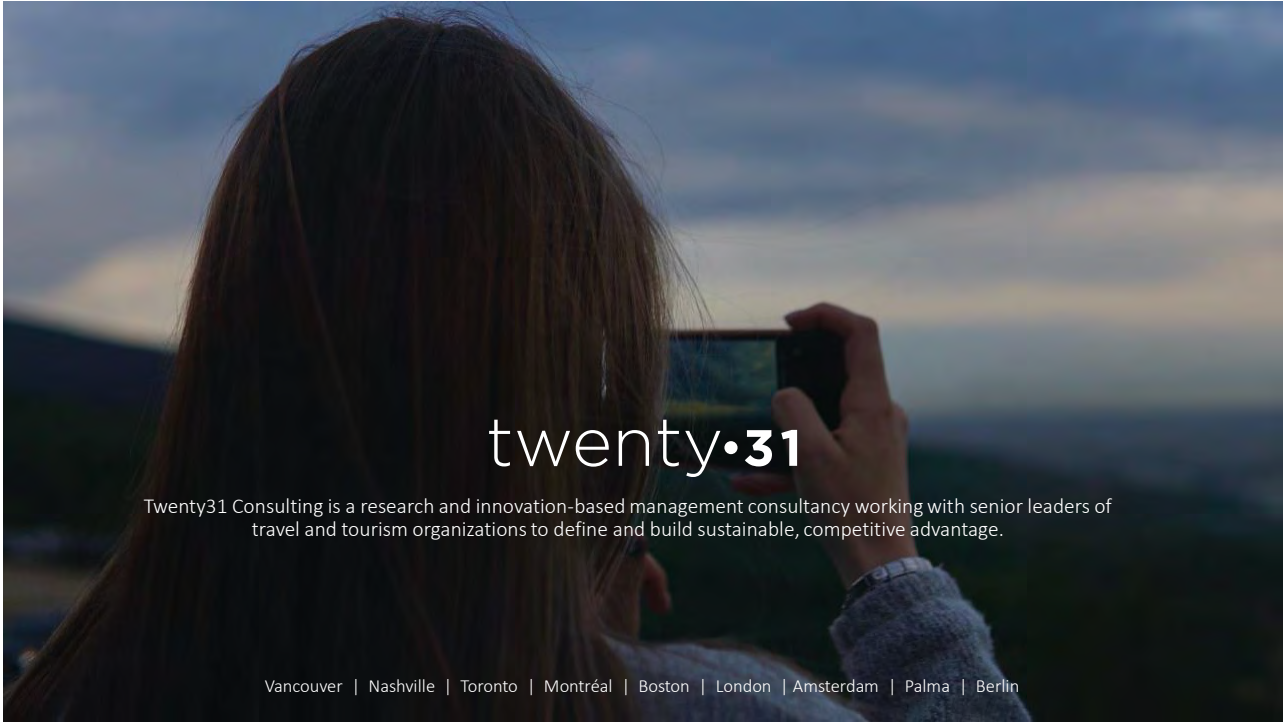
4-5-STAR RESORT-STYLE HOTEL

MULTI-SPORTSPLEX WITH ADJACENT/ATTACHED HOTEL

BADLANDS MOTORSPORTS RESORT

Investments highlighted in blue have been identified for additional consideration and due diligence as part of Travel Alberta's Tourism Development Zone Destination Development and Experience and Asset Development Plans

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# twenty•31

Twenty31 Consulting is a research and innovation-based management consultancy working with senior leaders of travel and tourism organizations to define and build sustainable, competitive advantage.

Vancouver | Nashville | Toronto | Montréal | Boston | London | Amsterdam | Palma | Berlin



# Drumheller & District Chamber of Commerce

UPDATE TO TOWN COUNCIL  
MARCH 13, 2023

1

## Our Mission

- ▶ Building a strong business community in the Drumheller area through:
  - ▶ Promotion of local business
  - ▶ Awareness of membership benefits and the DDCC
  - ▶ Advocacy on behalf of membership at the local, provincial and national levels
  - ▶ Providing opportunities for members to learn, share and network

2

# 2022-23 Board of Directors

- ▶ President – Deana Hannem, Dinosaur Valley Massage & Wellness
- ▶ Vice President – Lisa Magee, ProPlan Financial/The Cooperators
- ▶ Secretary-Treasurer – Christine DeMille (Wanderlust Boutique)
- ▶ Past President – Martina Morrison (Riverside Value Drug Mart)
- ▶ Directors:
  - ▶ Mike Bell (Western GM Drumheller)
  - ▶ Tunji Bello (Riverside Physiotherapy)
  - ▶ Jeff Hall (MNP)
  - ▶ Lana Phillips (Bikes and Bites)
  - ▶ Shelley Rymal (formerly Sage Valley Marketing)
  - ▶ Brandi Schneider (Drumheller Registries)
  - ▶ Bob Sheddy (The Drumheller Mail)
  - ▶ Shannon Wade (Hi-Way 9)
  - ▶ Lisa Hansen-Zacharuk (Tow of Drumheller appointee)

3



4

## Chamber Membership

- ▶ 245 members in 2022 (243 members - 2021)
- ▶ 25 new members in 2022
- ▶ Relationship building
- ▶ Value-Added Program Highlights
  - ▶ Chambers of Commerce Group Insurance Plan ~ 80 members
  - ▶ Merchant discount programs – ATB, Elavon
  - ▶ Fuel discounts – ESSO, Petro-Canada
  - ▶ Shipping discounts – Purolator, UPS
  - ▶ Marketing – Constant Contact, nine10
  - ▶ Payroll, HR & Legal services – Payworks, Peninsula, Legal Shield

5

## Advocacy

### Local

- Downtown Plaza
- Letters of Support

### Alberta Chambers of Commerce

- 2 electricity policy resolutions approved
- Annual General Meeting and Policy Session
- Policy Committee

### Canadian Chamber of Commerce

- Annual General Meeting



6

## Partnerships & Community Involvement



- ▶ Building Enhancement Grant Program
- ▶ Drumheller DinoArts Association
- ▶ Celebration of Excellence
- ▶ Festival of Lights
- ▶ Drum Discovery
- ▶ Business Needs Assessment Survey
- ▶ Ribbon Cuttings
- ▶ Business Leader of Tomorrow Scholarships
- ▶ You're Hired Interview Competition
- ▶ Community Business Association
- ▶ Committee appointments

7

## Building Enhancement Grant Program

- ▶ 2022
  - ▶ 12 business projects supported
  - ▶ \$37,000 in funds dispersed
- ▶ 2023
  - ▶ 31 applications received
  - ▶ 13 business projects supported
  - ▶ \$40,000 in partner funding



8

## World's Largest Dinosaur



- ▶ 2022 visitation: 141,199 people
- ▶ 5 year average: 108,068 people
- ▶ Legacy Fund + Capital Repair Fund = Future maintenance
- ▶ WLD Giftshop
  - ▶ Drumheller Valley merchandise
  - ▶ Roots Canada

9

## Visitor Information Centre

- ▶ First point of contact
- ▶ 2022 – 33,873 visitors counselled
- ▶ Virtual VIC project
- ▶ Digital VIC kiosk
- ▶ Fee-for-service agreement



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# The Year Ahead...



Annual General Meeting

Lunch & Learns

Election Forum

Celebration of Excellence

Small Business Week

Jingle Mingle

11



# Questions? Comments?

12





# Drumheller Valley FCSS Board meeting: CDSP Dept. Update

March 13, 2023

1

## Agenda

- CDSP Dept update - Manager
- Community Development
- Ending Working Poverty Project
- Older Adult Program
- Youth Program



The diagram illustrates the composition of the CDSP. It features two smaller blue circles on the left: the top one is labeled 'FCSS fundable programs' and the bottom one is labeled 'Non FCSS fundable programs/work'. A plus sign (+) is positioned between these two circles, and a grey arrow points from the plus sign to a larger blue circle on the right labeled 'CDSP'. A small Drumheller Valley logo is visible in the bottom right corner of the slide.

2



# CDSP Dept Update

CDSP Manager: April Harrison

3

## The FCSS Role

**Design & deliver local preventative social programming to improve the well-being of individuals, families & communities.**

**Services provided must do one or more of the following:**

1. Help people to develop independence, strengthen coping skills and become more resistant to crisis;
2. Help people to develop an awareness of social needs
3. Help people to develop interpersonal and group skills which enhance constructive relationships among people;
4. Help people and communities to assume responsibility for decisions and actions which affect them; and
5. Provide supports that help sustain people as active participants in the community

- **How do we decide what to focus on?**  
CSNA & ongoing community engagement
- **PLUS** consideration of Provincial Prevention Priorities **(new)**.



4

# Obligations of the Municipality (FCSS)

The FCSS Regulation Section 2 states:

In providing for the establishment, administration and operation of a [FCSS] program, a municipality must do all of the following:

- Promote and facilitate the development of stronger communities;
- Promote public participation in planning, delivering, and governing the program and of services provided under the program;
- Promote and facilitate the involvement of volunteers;
- Promote efficient and effective use of resources;
- Promote and facilitate co-operation and co-ordination with allied service agencies operating within the municipality.



5

## Current FCSS Programs – selected based on local needs

### Social research to understand local needs e.g.

- Community Social Needs Assessment - Poverty Reduction Strategy
- Homelessness Assessment

### Community education & awareness programs

### Information & Referral services

### Promoting volunteerism

- Leaders of Tomorrow Award,
- GFB program,
- Volunteer Tax program,
- Volunteer appreciation
- Volunteer newsletter

### Preventative Social programming e.g.

- Older Adult connection & engagement programs
- Youth positive development, skill development & leadership programs
- Strengthening families program (i.e. Family Fun)
- Early Childhood development, e.g. Roots of Empathy

### Advocacy

### Collective Impact initiatives

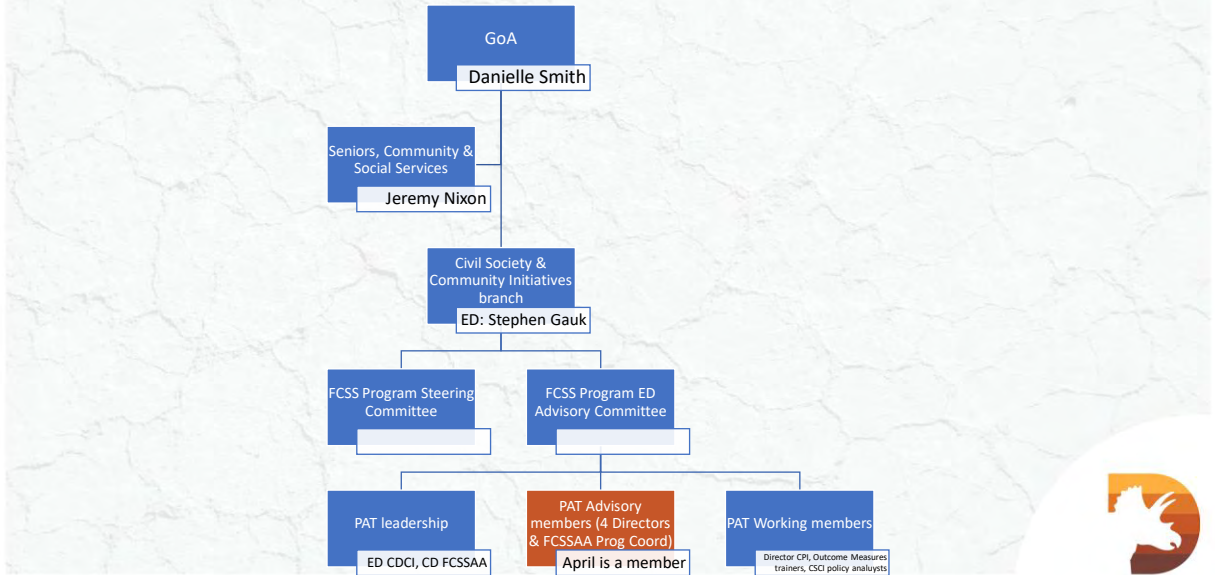
### Community development initiatives e.g.

- WIC: block parties, block buddies, Welcome week, Welcome packs,
- Board development,



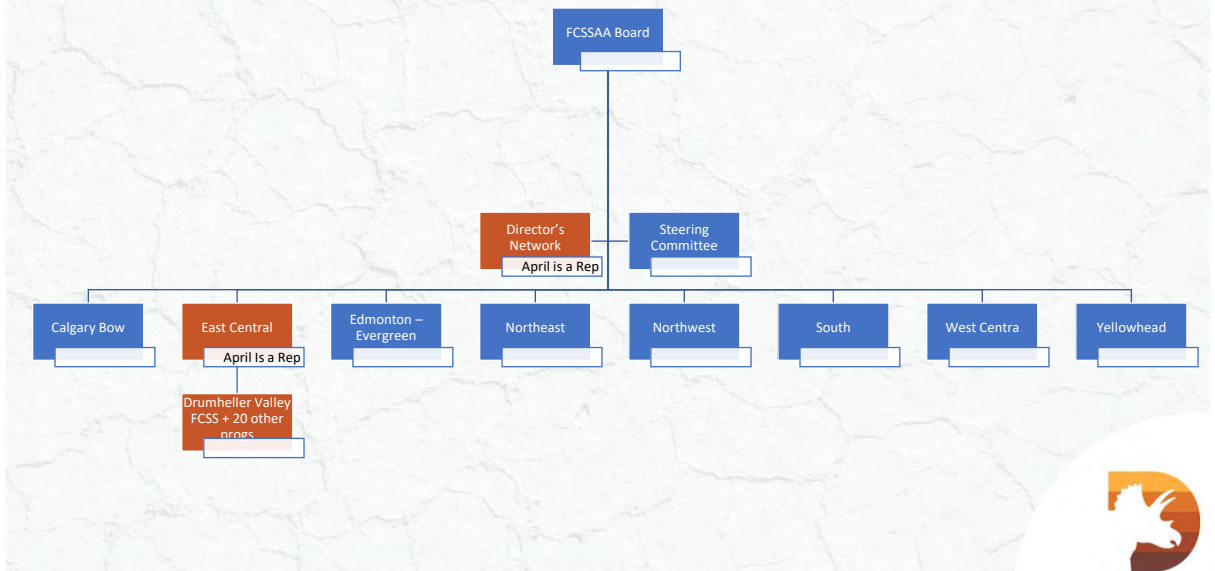
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# FCSS within the GoA structure



7

# The FCSSSAA structure



8

## Updates from the province

- FCSS Accountability Framework approved Jan 2023
- 5 Provincial prevention priorities:
  1. Homelessness and housing insecurity
  2. Mental health and addictions
  3. Employment
  4. Family and sexual violence across the lifespan
  5. Aging well in community
- Does not negate the focus on LOCAL needs but must be considered in planning.
- New reporting system



9

## Non-FCSS programs currently delivered by CDSP

### Ending Working Poverty Project

- 5 communities
- Reduce WP by 5% in 3 years

### Crisis support

e.g. for those that are homeless, experiencing family violence etc

### Other

- Internal development
- Supporting the Housing Strategy

### Poverty alleviation initiatives e.g.

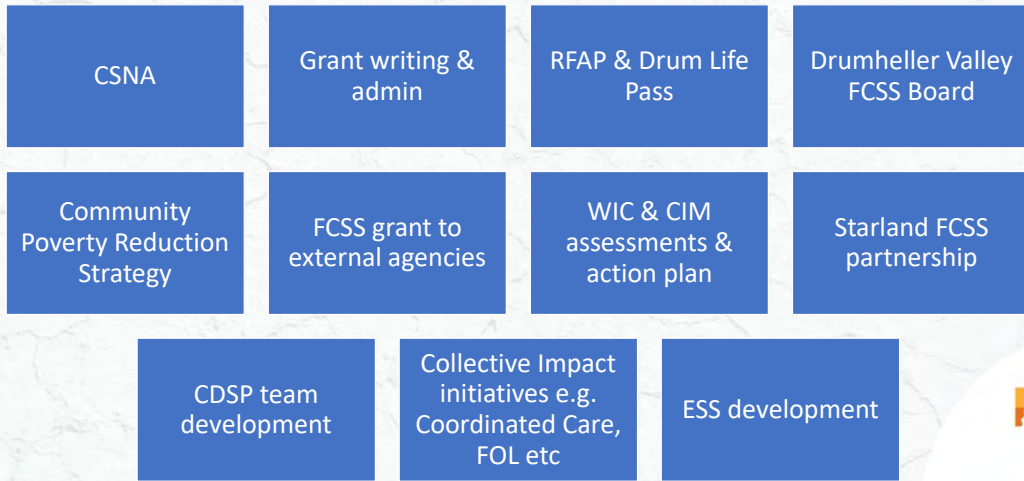
- Community Counselling Program
- Good Food Box subsidy
- Recreation Fee Assistance Policy
- Home Support Program
- Hot Meals Program
- Tech Connect program
- Subsidised transportation (e.g. to medical appts, shelter)
- Giving Lane

### Emergency Social Services

- ESS plan development
- ESS volunteer development
- ESS prep (training)
- ESS delivery

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# 2023 CDSP Manager Work Plan



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# CSNA Engagement Phases

	Nov	Dec	Jan	Feb	Mar	Apr	May	Sept
2022 CSNA Survey								
Community & Agency Workshops								
Family Day Public Consultation				20th				
Collaborative Agency Taskforce Workshop					1st			
Closing the Loop (Citizenlab activity)								
Council Presentation								
Implementation & Public Evaluation								Annually

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## Grant Writing & Administration

### Admin:

- FCSS year end – new reporting system
  - Info graph
- Mental Health & addictions grant

### Grant writing & sponsorship development:

- Home support program
- Hot meals program
- Youth programs
- Poverty Reduction/alleviation
- CSNA priorities



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## RFAP & Drum Life Pass

- New application form
- Encouraging external participation
- RFD to council



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## Drumheller Valley FCSS Board

- Research
- RFD to council
- ToRs & Bylaw development
  - Collaboration



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## FCSS grant to external agencies

- CSNA priorities
- Application revision
- Evaluation Process
  - Board
  - Participatory budgeting



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## Starland FCSS & County Partnership

- Increased contribution
- Introduced community counselling partnership



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## CDSP team development

- Strategic planning
- KPIs
- Program Logic models
- Outcome Measures
- Work plans
- Systems, tools & processes



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## Collective Impact

- Coordinated Care
- Drug trends, stigma & opioid poisoning response information session & training – May 2, 2023
  - Turning Point



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## Emergency Social Services

- Providing services required to preserve the well-being of people affected by an emergency or disaster.
- ESS plan
- Formalising partnerships
- Training
  - Staff
  - volunteer



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## Community Development 2022

### Welcoming & Inclusive Communities

- Welcome Packs
- Block Parties
- Block Buddies
- Welcoming Week
- Drum Discovery

### Strengthening Families

- Family Fun Committee & Events

### Volunteering

- Volunteer Screening Forms & Process
- National Volunteer Week
- Volunteer Connector newsletter
- Board Development Training
- Volunteer Programs: Good Food Box, Festival of Lights

### Collaboration

- Interagency
- Rural Mental Health Network
- Good Food Box Steering Committee
- Kilo of Kindness

### Subsidy Programs (Poverty alleviation)

- Community Counselling Program, RFAP, Good Food Box Subsidy

### Information & Referral

- Spring & Fall Expo
- Good Neighbour Guide
- Website, Phone, Email and In-person inquiries

### Research

- Community Social Needs Assessment



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## 2022 Wins

- Drum Discovery “Toqued” 21 Ambassadors of the Valley
- Family Fun involved 492 participants over 8 programs
- Good Neighbour Guide with Communications Team
- Terms of Reference established with the Good Food Box & Family Fun
- Block Party Trailer launched August 2022: 113 participants
- Welcoming Week involved 158 people in inclusion discussions & activities
- Nonprofit Board Development Training had 47 attendees from 20 organizations
- Kilo of Kindness involved 3 schools and collected the equivalent of 790 lbs of food for the Food Bank; each school will continue independently from 2023
- Community Social Needs Assessment Survey revamped and launched

Our real estate agent...passed [a Welcome Pack] along to us and I still keep it handy and refer to it this day! I found it very helpful and informative, especially being new to Alberta so I appreciated it for sure!”

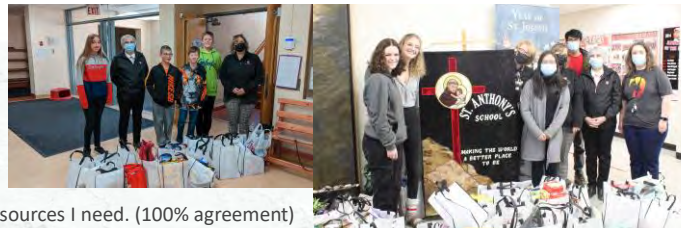
(119 Welcome Packs distributed in 2022)



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## Outcome Measures

- **Drum Discovery**
  - I know more about how to access the community resources I need. (100% agreement)
  - I am better able to serve the people in my community. (100% agreement)
- **Let's Connect**
  - Block Parties: I am more connected with others in my neighbourhood. (100% agreement)
  - Welcome Packs: I know more about how to access the community resources I need. (75% agreement)
  - Welcoming Week: Has helped me to feel a sense of belonging to my community. (93% agreement)
  - Block Buddy Training: Helped me to feel that I can make a difference. (100% agreement)
- **Family Fun**
  - My family has strengthened/made new connections with other families in my community. (94% agreement)
  - My family enjoyed spending time together. (100% agreement)
- **Volunteering**
  - Nonprofit Board Development: I am better able to serve the people in my community. (100% agreement)
  - National Volunteer Week: I know more about where I can volunteer in my community. (89% agreement)
  - Festival of Lights: Helped me to feel a sense of belonging to my community (100% agreement)
  - Good Food Box: Helps me make a contribution to my community. (100% agreement)



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# Community Development 2023

## Welcoming and Inclusive Communities (WIC)

- Mental Health engagement session with recent immigrant community (January 25, 2023)
- Complete the Welcoming and Inclusive Communities Municipal Assessment and action plan for 2 focus areas
- Improve Welcome Pack Information: Good Neighbour Guide, Treaty 7 Introduction, Circle of Supports Guide, Business Connections
- Have 10 Block Parties hosted in 2023 and a Block Party Trailer Sponsorship process
- Support Town of Drumheller engagement in National Truth and Reconciliation Day observance
- Drum Discovery: Toque 20 Drum Discovery Ambassadors, and help develop a Level 2 training module

## Volunteering

- Increase the number of volunteers reached in National Volunteer Week appreciation by 10%
- Increase Volunteer Connector subscribers by 15%
- Complete volunteer screening process and documentation/forms
- Have 50 participants take Nonprofit Board Development Training


## Community Social Needs Assessment Completion & Action

## Emergency Social Services

- Complete AEMA ESS introduction and Registration & Reception Centre training
- Work with CDSP manager to develop Drumheller ESS manual
- Work with CDSP manager to implement & expand Drum Life Pass



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**DRUMHELLER  
VALLEY**

# Ending Working Poverty Project

EWP Project Coordinator: Scott  
Gamble

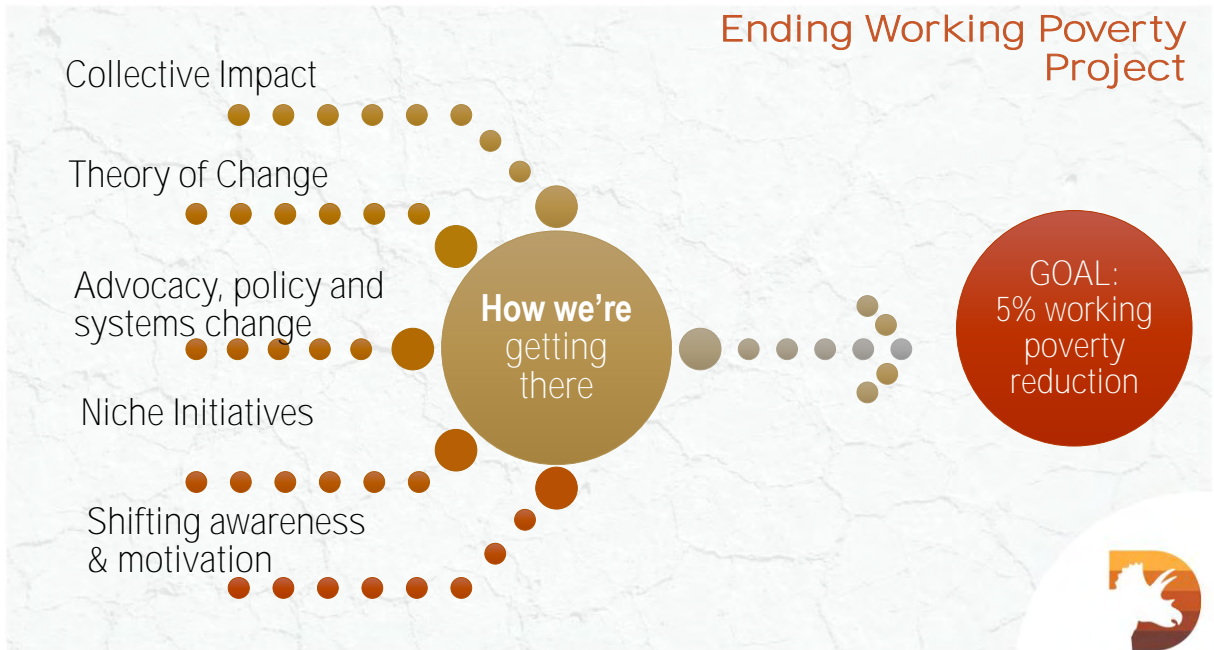
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# Ending Working Poverty Project



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# Ending Working Poverty Project



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# Ending Working Poverty Project

## Collective Impact

- Multi-Sectoral – *Everyone’s involved*
  - Health Care, Education, Finance, Business, Municipal, Social Service Provider
  - Who are we missing? *People with lived experience, Prov/Fed gov.*
- Shared Measurement – *Founded on data*
  - Stat slide
  - Housing Security Estimation
  - Continually revisiting to confirm and measure change
- Common Agenda – *Building the plan together*
  - Poverty Reduction Alliance
  - Coordinated care initiative – Interagency



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# Ending Working Poverty Project

## Collective Impact



Giving Hope Today



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## Ending Working Poverty Project

### Theory of Change



- Flows from Collective Impact / Common Agenda
  - Develop the plan in collaboration with all parties
- *DO* the plan while we *MAKE* the plan

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## Ending Working Poverty Project

### Advocacy, policy and systems change

- Tamarack Provincial & National Tables
- Communication with provincial service providers
- Alberta Living Wage Network, Central Alberta Poverty Reduction Network
- TD Bankability / Tamarack working group

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## Ending Working Poverty Project

### Niche Initiatives

- Living Wage
- Employment and Tourism
- Grocery Gift Cards
- Innovation Fund



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## Ending Working Poverty Project

### Shifting Awareness and Motivation

- Living Wage announcement
- Chamber of Commerce Lunch and Learn
- Spring Expo and Job Fair
- Developing online presence
- Internal TOD work



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## Council Strategic Priority: Community-Wide Poverty Reduction



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## Poverty Reduction Strategy – Update

- Fall 2022 – Poverty Reduction Strategy RFP
  1. Poverty Profile
  2. Best Practices Analysis
  3. Strategic Plan
  4. Implementation Plan
- Submission costs beyond budgeted funds
  - Returned to Poverty Reduction Alliance
  - Decision to limit scope to stages 1 & 2
  - Alliance committed to creating strategy from the Profile and Analysis
- 2023 Capital Budget – funds for Poverty Profile and Analysis
  - RFP closed February 28, 2023 – contract to be issued imminently
  - Begins immediately –projected completion July 2023

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## Poverty Reduction Strategy – Update

### *A stroke of luck!*

- *Tamarack | Communities Ending Poverty* offers Coaching Group to help develop Poverty Reduction Strategy
  - Led by national community development expert, Paul Born
  - Cohort with two New Brunswick municipalities
- Collective Impact model
  - *Doing* the plan as we *create* it.
  - Creating a **community poverty reduction strategy**, not just a municipal strategy



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## Poverty Reduction Strategy – Update

### Coaching Group Topics and Outline

**Framing the Approach →**

**Common Agenda →**

**Community Engagement →**

**Writing the Strategy →**

**Implementing the Strategy → → →**

Coaching completed approximately summer 2023



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# Poverty Extinction Drumheller

*– Dinosaurs  
shouldn't be  
the only thing  
extinct in  
Drumheller.”*



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**DRUMHELLER VALLEY**

**Older Adult Program**

Seniors Program Coordinator: Karen Schneck

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## The Role of the Seniors Program Coord.

### FCSS funded thus provides:

- Information, referral, advocacy on specific issues, supports social research and facilitates collaborative responses to social needs.
- Primary focus on older adults aged 55+.

### Preventative Social Programs for older adults focus on:

- Enhancing community connectedness
- Reducing isolation
- Promoting a sense of belonging
- 1:1s - Guiding clients to the correct services to meet their needs, some support with forms (where needed).
- Volunteer Tax Program
- **2023:** Supporting safe aging in own home – Home Support Program

### MYTH BUSTING: The Seniors Program Coordinator is NOT:

- A social worker
- A therapist
- A financial advisor
- An arm of the Provincial/Federal gov with access to their systems/benefits data



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## 2022 Older Adult Program participation

- Volunteer Tax Program: 378 returns (older adults & those on low income)
- Hot Meals Program: 12 approx.
- Home Support Program: 24
- Tech program: 51
- Older Adults Week (Seniors Week): 100
- Older Adults Fair: 65
- Table talk series: 34
- Trip to the Handhills Turkey Supper: 18
- Seniors Christmas talk: 10
- Activity Kits: 130 in Nov & Dec only
- Christmas dinners in Morrin & Delia: 90 (approx)
- 1:1 Booked appointments: (April-Dec): 132
- 1:1 Walk-ins: (April-Dec): approx. 360

**1,404**  
**participants**  
(approx)



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## Older Adult Program Wins

- **Scheduled & Walk in Appointments**
  - + 1 evening per week
- **Computer Tech Program**
- **Grant application**
- **Seniors Coalition**
- **Advocacy on Seniors Behalf**
- **Bringing People together**
  - Drumheller
  - Starland County
- **Communications of events and programs**
  - Calendars
  - Updated website
  - Email distribution list
- **Building Community Relationships**
  - Grace House
  - Freson Brothers
  - Residents



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## 2022 Outcome Measures

Older adults have access to the resources they need (100% positive change)

Participants are more connected with others in their community (97% positive change)

Older adults are able to address their needs (100 % positive change)



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## Aspects for Development

- Varied funding sources:
  - Grants – home support
  - Sponsorship package
  - Fees, with subsidy, for some progs
- Volunteer recruitment
- Increasing awareness of programs
  - 2023 program leaflet coming soon
  - Online
  - Increasing email distribution list
  - Older adult newsletter
- Encourage more peer lead programs
- Showcase artwork at the BCF gallery
- Increase older adult capacity to access support/submit claims online



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## 2023 Older Adult Programs

- **1:1 Client Sessions**
- **Volunteer Tax Program**
- **Monthly Activity Kits**
- **Peer led Activities**
  - Beginner Card Making
  - Felting Class
  - Acrylic Class
- **Events & Activities**
  - Older Adults Week June 6 – 11
  - Kananaskis trip?
- **Programs in Community Partnership**
  - Museum Walk
  - Youth & Older Adult Prog
  - Paleontology Student Program
  - Morrin & Delia Monthly visits
- **Other**
  - Monthly calendars
  - Program schedule coming soon.



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**DRUMHELLER  
VALLEY**

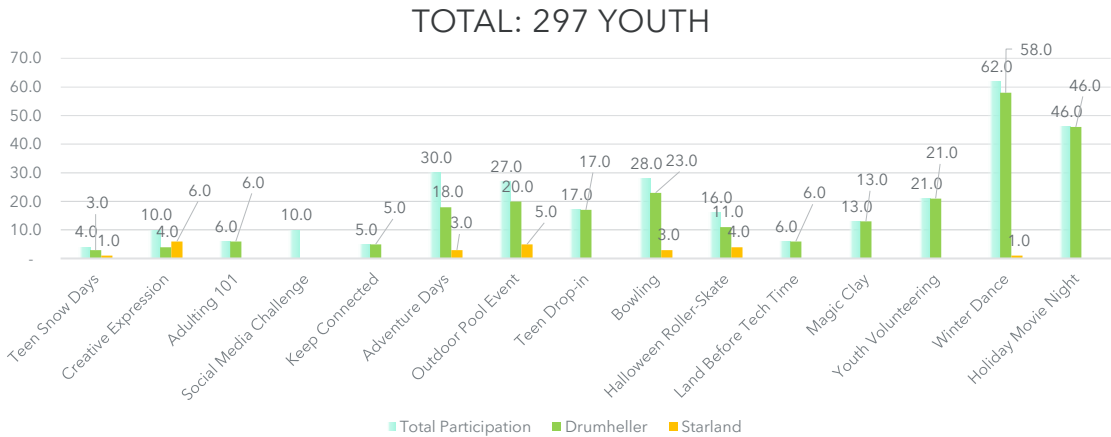
# Youth Program

Youth Program Coordinator: Zoey Kelly



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## 2022 YOUTH PARTICIPATION



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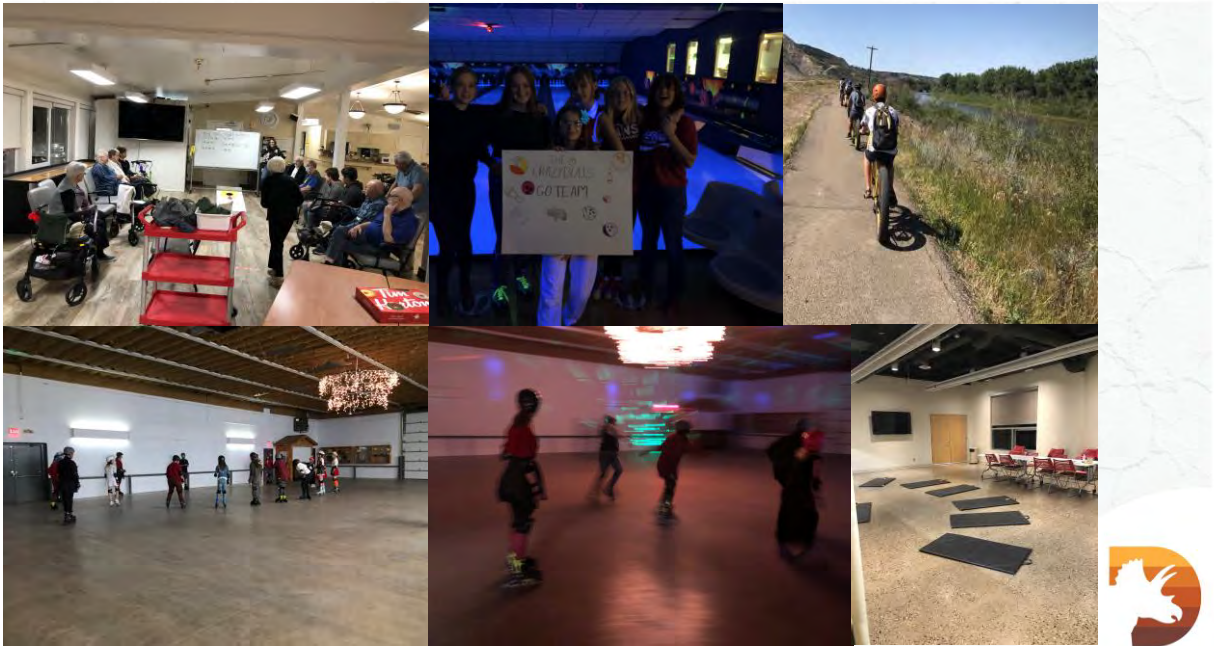




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## Wins

- ✓ Great attendance – building through the year
- ✓ Youth repeats and positive feedback from parents
- ✓ Excellent Outcomes Measures data showing positive impact
- ✓ Word of mouth
- ✓ Collab with communications dep. & agencies
- ✓ Improved Volunteer application/onboarding process & youth waiver
- ✓ Development of Program Logic Models
- ✓ Successful first community dance due to volunteer/agency support and FCSSAA input
- ✓ Cost offset by intro of sliding scale fees (\$2k)

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## Outcome Measures



Building Connections



Skill Development



Leadership Opportunities



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## Aspects for Development

- Increase volunteer support at events
- Improve the volunteer onboarding process
- E-newsletter
- Online database for waivers
- Grow 'drop in'
- Duke of Edinburgh Award Centre
- Grants/alternative funding sources

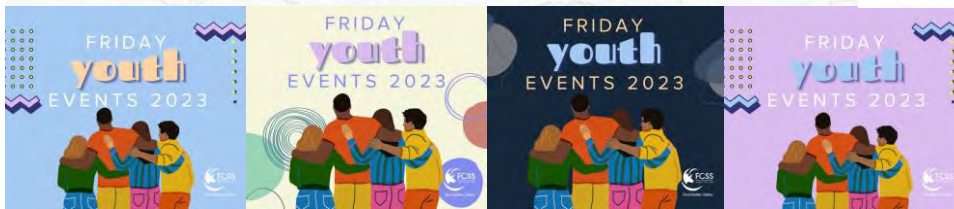


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# Program goals 2023



1. Consistent comms
2. Brand awareness
3. Increased participation



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# Calander of Events

### INFORMATION

**Contact us:**  
Youth Program Coordinator  
403.823.1333  
youth@drumheller.ca

**NOTE:** Annual Youth Program Waiver is required for participation

**Drop-in:**  
Drumheller, Hanna, Three Hills & Area Family Resource Network (FRN) is located at:  
601 7th St E  
Drumheller, AB  
T0A 0V5

**Transportation** is available for some events

Youth ages 12 - 18 or grades 7 - 12

### RATES & REGISTRATION

Scan the QR code to stay up to date on times and locations!

**FREE**

**\$10 PER EVENT OR \$50 FOR ALL YEAR ACCESS. SUBSIDY AVAILABLE. PLEASE ASK.**

**MULTIDAY PROGRAM**

**YOUTH WINTER DANCE \$15 ENTRY. SUBSIDY AVAILABLE. PLEASE ASK.**

## UPCOMING YOUTH EVENTS 2023

### WHAT'S HAPPENING?

<b>MAY 20</b>	<b>LET'S BE ACTIVE @ THE BCF</b> 5:00PM - 6:00PM	<b>SEP 25</b>	<b>BOWLING @ SANDSTONE LANES</b> 6:30PM - 8:00PM
<b>MAY 26</b>	<b>DROP IN @ FRN</b> 4:00 PM - 6:00 PM	<b>OCT 31</b>	<b>DROP IN @ FRN</b> 4:00 PM - 6:00 PM
<b>JUNE 9</b>	<b>DROP IN @ FRN</b> 2:00 PM - 4:00 PM	<b>OCT 24</b>	<b>HALLOWEEN ROLLERBLADE @ AG BARN</b> 5:00PM - 8:00PM
<b>JUNE 16</b>	<b>BARNEYS ADVENTURE PARK</b> 1:00PM - 4:00PM	<b>NOV 10</b>	<b>DROP IN @ FRN</b> 4:00 PM - 6:00 PM
<b>JULY 7</b>	<b>DROP IN @ FRN</b> 2:00 PM - 4:00 PM	<b>NOV 24</b>	<b>MOVE YOUR MOOD @ STARLAND</b> 5:00 PM - 7:30 PM
<b>AUG 13</b>	<b>OUTDOOR SKILLS @ STARLAND</b> 1:00PM - 3:00PM	<b>NOV 27</b>	<b>LAND BEFORE TECH TIME @ ROSEBUD THEATRE</b>
<b>AUG 20</b>	<b>DROP IN @ FRN</b> 2:00 PM - 4:00 PM	<b>DEC 1</b>	<b>DROP IN @ FRN</b> 4:00 PM - 6:00 PM
<b>AUG 27</b>	<b>ADULTING 101 WORKSHOPS</b>	<b>DEC 5</b>	<b>YOUTH WINTER DANCE</b> 7:00 PM - 10:00 PM
<b>SEP 3</b>	<b>DROP IN @ FRN</b> 2:00 PM - 4:00 PM		
<b>SEP 10</b>	<b>WELLNESS WORKSHOP @ DELIA</b> 3:15PM - 4:30 PM		
<b>SEP 17</b>	<b>DROP IN @ FRN</b> 2:00 PM - 4:00 PM		
<b>SEP 24</b>	<b>SNOWSHOE ADVENTURE @ ROWLEY LINCOLN PARK</b> 1:00PM - 3:30PM		
<b>SEP 30</b>	<b>LET'S BE ACTIVE @ THE BCF</b> 5:00PM - 6:00PM		

ⓘ Timelines and locations are subject to change.

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