



AGENDA
TOWN OF DRUMHELLER
Committee of the Whole
Time and Date: 4:30 PM – Monday March 14, 2022
Location: ZOOM Platform & Live Stream on Drumheller Valley YouTube Channel

1. CALL TO ORDER

2. OPENING REMARK

3. ADDITIONS TO THE AGENDA

4. ADOPTION OF AGENDA

4.1 Agenda for March 14, 2022 Committee of the Whole Meeting

Proposed Motion: That Council adopt the agenda for the March 14, 2022 Committee of the Whole meeting as presented.

5. MINUTES

5.1 Minutes for February 14, 2022 Committee of the Whole Meeting

[Minutes](#)

Proposed Motion: That Council approve for the February 14, 2022 Committee of the Whole minutes as presented.

5.2 [Drumheller & District Seniors Foundation – Minutes – January](#)

[Municipal Planning Commission Minutes – Minutes – Dec. 16 2021; Jan 13 2022](#)

[Valley Bus Society – Minutes - January](#)

Proposed Motion: That Council accept as information the Boards and Committees Minutes submitted under Section 5.1. of the March 14, 2022 agenda.

6. DELEGATIONS

6.1 CIBC Hobson Chahal Advisory Group
Presenters: James Hobson, CFA; Charet Chahal

[Presentation](#)

- 6.2 Extended Tourism Strategy
Presentation: Reg Johnston; Manager of Economic Development and Julia Fielding;
Executive Director, Travel Drumheller

[Overview](#)

7. [STRATEGIC PRIORITIES UPDATE](#)

7.1 Strategic Priorities Update – Briefing Notes

7.1.1 Chief Administrative Officer

- [CN Lease](#)
- [Service Capacity Review: Staffing](#)

7.1.2 Corporate Services

7.1.3 Human Resources

- [Recruitment Strategy Review](#)
- [Employee Engagement: Dialogue & Survey](#)

7.1.4 Recreation, Arts and Culture

7.1.5 Protective / Emergency Services

7.1.6 Infrastructure

- [Bridge 11 – Community Engagement](#)

7.1.7 Communications

- [Public Participation: Survey Draft](#)

7.1.8 Community Development & Social Planning

7.1.9 Economic Development

8. [COUNCIL INQUIRIES](#)

9. [ADMINISTRATION REPORTS](#)

9.1. MANAGER OF ECONOMIC DEVELOPMENT

9.1.1 For Information – Briefing Note Update for Bylaw 13.20 and Amending Bylaw 01.22;

[Briefing Note + Attachments](#)

10. CLOSED MEETING

- 10.1 Corporate Services Budget Discussion, Drumheller Resiliency and Flood Mitigation Activities and Emergency Services– FOIP 24 – Advice from Officials

Proposed Motion: That Council close the meeting to the public to discuss the items under section 10.1 of the March 14, 2022 agenda as per FOIP 24.

11. ADJOURNMENT

Proposed Motion: That Council adjourn the meeting.



**MINUTES
TOWN OF DRUMHELLER
Committee of the Whole**

Time and Date: 4:30 PM – Monday February 14, 2021

Location: ZOOM Platform & Live Stream on Drumheller Valley YouTube Channel: <https://www.youtube.com/watch?v=9e3rZdfHNNY>

IN ATTENDANCE

Mayor Heather Colberg

Councillor Hansen-Zacharuk

Councillor Patrick Kolafa

Councillor Tony Lacher

Councillor Stephanie Price

Councillor Crystal Sereda

Councillor Tom Zariski

Chief Administrative Officer (CAO): Darryl Drohomerski

Director of Corporate Services: Mauricio Reyes

Director of Infrastructure: Dave Brett

Director of Protective & Emergency Services: Greg Peters

Manager of Community Services & Social Development:

Tiffany Scarlett

Manager of Economic Development: Reg Johnston

Manager of Recreation, Arts and Culture: Darren Goldthorpe

Flood Mitigation Project: Deighen Blakely

Legislative Assistant: Denise Lines

Reality Bytes IT: Dave Vidal

1. CALL TO ORDER

The meeting was called to order at 4:30pm

Please Note: Due to technical issues there was not sound available until this time:

<https://youtu.be/9e3rZdfHNNY?t=562>

The information that was discussed is available in these minutes.

2. OPENING REMARK

Veteran's Dinner

Giving Lane at the Canadian Tire

3. ADDITIONS TO THE AGENDA

4. ADOPTION OF AGENDA

4.1 Agenda for February 14, 2022 Committee of the Whole Meeting

2022.26 Moved by Councillor Zariski, Councillor Hansen-Zacharuk; that Council adopt the agenda for the February 14, 2022 Committee of the Whole meeting as presented.

Carried unanimously

5. MINUTES

5.1 Minutes for January 17, 2022 Committee of the Whole Meeting

M2022.27 Moved by Councillor Lacher, Councillor Sereda; that Council approve for the January 17, 2022 Committee of the Whole minutes as presented.

Carried unanimously

5.2 Drumheller & District Seniors Foundation – Minutes – December 2021

Municipal Planning Commission Minutes – Minutes – August 12, September 23, November 15, 2021

Drumheller Public Library Board Minutes – Minutes - December 2021

Drumheller Housing Administration – Minutes - September 2021

M2022.28 Moved by Councillor Lacher, Councillor Kolafa; that Council accept as information the Boards and Committees Minutes submitted as presented under 5.2.

Carried unanimously

6. DELEGATIONS

Time Stamp: <https://youtu.be/9e3rZdfHNNY?t=613>

6.1 STARS (Shock Trauma Air Rescue Service) Foundation
Glenda Farnden; SR Municipal Relations Liaison

Council has agreed to an annual donation of \$10,000 for the length of their term (2025)

6.2 Drumheller & District Chamber of Commerce (DDCC)
Heather Bitz; Executive Director
Martina Morrison; President

6.3 Drumheller & District Seniors Foundation (DDSF)
Glenda Youngberg; Chief Administrative Officer

The 7 million dollars from the Government of Alberta is for the design and construction of the new Designated Supportive Living Level 4 building only. It does not include items to furnish the building. The project is overbudget and DDSF is in discussions with the Government of Alberta representatives to come to a solution.

DDSF also has a 5 million dollar loan to renovate Hillview lodge and create a commercial kitchen for the use of both facilities.

7. STRATEGIC PRIORITIES UPDATE

7.1 Strategic Priorities Update – Briefing Notes

- 7.1.1 Chief Administrative Officer
 - Garbage Disposal: Billing - COMPLETE
- 7.1.2 Corporate Services
 - Utilities Rate Review Terms of Reference
- 7.1.3 Human Resources
 - Salary Review: Scope
- 7.1.4 Recreation, Arts and Culture
 - Recreation Membership Program: Marketing
 - Banquet Hall Campaign: Launch
- 7.1.5 Protective / Emergency Services
 - Remedial Properties Policy – COMPLETE
- 7.1.6 Infrastructure
 - Nacmine Force Main: Design
Award for the construction will come to council early – mid March – construction this summer
 - Request for Direction - Beautification:2022 Targets
 - Urban Systems – Landscape Concept
 - Project Status List

D. Brett presented information about the Beautification projects being done throughout the Valley. He confirmed that in the budget funds have been allocated to do 2-3 projects each year. Councillors agreed that this should continue, particularly projects that are planned for outside of the downtown core.

Question:

Rusted light poles: Is there something that can be done to refurbish the poles?

- 7.1.7 Communications
 - Internal Communications Policy
- 7.1.8 Community Development & Social Planning
 - Needs Assessment / Service Plan – Terms of Reference
 - Wellness Education Plan: Pilot
- 7.1.9 Economic Development
 - Housing Strategy: Terms of Reference
 - Downtown Plaza: Design & Budget – Draft

8. COUNCIL INQUIRIES

Councillor Price: Drumheller Public Library – Follow up about Marigold Grant information
The grant is for \$19, 995.00 and is awarded in 3 different installments

9. ADMINISTRATION REPORTS

9.1 DIRECTOR OF PROTECTIVE AND EMERGENCY SERVICES

9.1.1 COVID Update

Covid -19 Wastewater Testing – More information

10. CLOSED MEETING

10.1 Drumheller & District Seniors Foundations – FOIP 16 – Disclosure harmful to business interests of a third party

Drumheller Resiliency and Flood Mitigation Activities – FOIP 24 – Advice from Officials

M2022.29 Moved by Councillor Sereda, Councillor Price; that Council close the meeting to the public to discuss the items under section 10.1 as per FOIP 16 – Disclosure harmful to business and FOIP 24 – Advice from Officials. Time 7:01pm

Carried unanimously

M2022.30 Moved by Councillor Hansen-Zacharuk, Councillor Lacher; that Council open the meeting. Time 8:42pm

Carried unanimously

11. ADJOURNMENT

M2022.31 Moved by Councillor Kolafa, Councillor Zariski; that Council adjourn the meeting. Time 8:42pm

Carried unanimously

MAYOR

CHIEF ADMINISTRATIVE OFFICER

DRUMHELLER AND DISTRICT SENIORS FOUNDATION

REGULAR BOARD MEETING DECEMBER 1, 2021

All Reports on File

PRESENT: TOM ZARISKI, MARY TAYLOR ,DAVID SISLEY, BOB SARGENT, MELANIE GRAFF, GLENDA YOUNGBERG

1.0 CALL TO ORDER

Meeting called to order at 3:26 PM by Tom Zariski.

2.0 APPROVAL OF AMENDED AGENDA

**Motion by Bob Sargent to approve the amended agenda.
Seconded by David Sisley**

CARRIED

3.0 MINUTES

**3.01 Motion by Bob Sargent to approve the Minutes from October 14, 2021.
Seconded by David Sisley**

CARRIED

4.0 REPORTS

4.01 Administrator Report on file.

4.02 Manager reports on file.

4.03 Financial Reports

Motion by Bob Sargent to accept the financial reports for October 2021

Seconded by Mary Taylor

CARRIED

Motion by Mary Taylor to accept the amended 2022 Lodge Budgets

Seconded by Bob Sargent

CARRIED

5.0 CORRESPONDENCE

Letter from Alberta Seniors and Housing advising DDSF that the \$7 million for the Hillview Lodge addition will now be a grant instead of a capital investment for AB Housing.

6.0 UNFINISHED BUSINESS

Glenda updated the Board on the vacancy rate at Sunshine Lodge. We have placed an ad in the Drumheller mail. Also we have rented 5 rooms since the beginning of November. Things are picking up and we will continue to advertise on our Facebook page.

7.0 NEW BUSINESS

7.01 Glenda informed the Board that all the residents now have received their 3rd COVID19 shot. All the staff have received their 2nd COVID19 vaccination. We lost 1 casual employee and one regular part-time employee who have refused the vaccination.

7.02 Discussion the new housing bill 78. More information was included in the Board packages. ASCHA has taken all housing management body concerns to GoA regarding the various items in the Bill.

7.03 Construction update. The architects from JMAA and the mechanical engineer visited the sites on Monday, November 29. In the last meeting with the contractor, we agreed to a 2-story building for Hillview, 13 rooms per floor. New kitchen will be included in the new building. There

will be approximately 3 dining rooms at Hillview. Two in the new build and the current larger one. Renovating the current Hillview kitchen into the laundry room, servery, housekeeping rooms. The current laundry room will be converted into an office for the LPNs. Two current rooms in Hillview will be converted into a staff room. Sunshine lodge will get 8 self-contained rooms, with patios, stacker washer/dryer, kitchenette, separated bedroom, walk-in shower. The current kitchen will be converted into office space and storage. The current servery will be updated. We are still waiting for the grant money from AB Treasury.

- 7.04 Motion by Mary Taylor to approve \$910 of donated funds for October and November entertainment.
Seconded by David Sisley**

CARRIED

- 7.5** Glenda asked the Board to consider for 1 or 2 persons from the community to join our Board of Directors. She asked that they give this some thought, and we will address this at our January meeting.

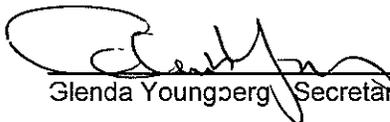
- 8.0 Motion by Bob Sargent to go in-camera at 4:42pm
Seconded by Mary Taylor
Motion by Mary Taylor to return to the regular meeting at 5:00pm
Seconded by David Sisley**

- 9.0 Motion to adjourn by Mary Taylor**

NEXT MEETING JANUARY 20, 2021, AT 3PM.



Tom Zariski Chairman



Glenda Youngberg Secretary

DRUMHELLER AND DISTRICT SENIORS FOUNDATION

ORGANIZATIONAL MEETING

December 1, 2021

PRESENT: TOM ZARISKI ,MARY TAYLOR, BOB SARGENT, DAVID SISLEY, GLENDA YOUNGBERG & MELANIE GRAFF

1.0 CALL TO ORDER

Meeting called to order at 3:20 PM by Glenda Youngberg.

2.0 INTRODUCTIONS

All board members present were welcomed. Board orientation package distributed.

Tom recognized Ken McLellan for his many years of service as the Munson representative. Welcome to Mary Taylor, new representative for the Village of Munson.

3.0 NOMINATION FOR CHAIRMAN OF THE DDSF BOARD

Call for nominations for chairman.

Tom Zariski nominated by David Sisley.

David Sisley moved nominations cease.

Tom accepted the position of chairman.

4.0 NOMINATION FOR VICE CHAIRMAN OF THE DDSF BOARD

Call for nominations for vice chairman.

Tom Zariski nominated David Sisley

Bob Sargent moved nominations cease.

David accepted the position of vice chairman.

5.0 COMMITTEE SELECTION

The board members discussed the various committees and selection of committee members were agreed upon as listed below.

Motion by Tom Zariski that all Board Members be appointed to all Boards.

CARRIED

Executive Committee: All Board Members

Audit/Finance Committee: All Board Members

Policy Committee: All Board Members

Personnel Committee: All Board Members

Building Committee: All Board Members

7.0 MOTION TO ADJOURN

Motion by David Sisley to adjourn the meeting at 3:25 PM

CARRIED



Tom Zariski Chairman



Glenda Youngberg

**Municipal Planning Commission
MINUTES
Meeting of Thursday December 16, 2021**

Present: Darryl Drohomerski, CAO/Development Officer
Antonia Knight, Development Officer in Training
Tom Zariski, Chair - Councillor/Member
Tony Lacher, Councillor/Member
Shelley Rymal, Member
Andrew Luger, Member
Art Erickson, Member
Devin Diano – CEO, Palliser Regional Municipal Services - exited 12:58pm

Absent: Ryan Power, Member
Kirk Mclean, Member

Attendee(s): Vance Neudorf – entered 12:52 pm

1.0 CALL TO ORDER – 12:05 pm

T. Zariski presented the Agenda for the December 16, 2021 meeting.

1.1 Agenda – Additions, Deletions or Amendments

Addition - none

Deletion - none

Amendment -

1.2 Acceptance of Agenda

Motion: - A. Luger moved to accept the agenda for the December 16, 2021 agenda

Second: – A. Erickson - Carried

2.0 MINUTES FROM PREVIOUS MEETINGS

2.1 November 15, 2021

Motion: S. Rymal moved to accept the minutes of November 15, 2021

Second: – T. Lacher - Carried

2.2 Summary of Development Permits

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

Second: – A. Erickson – Carried

3.0 DEVELOPMENT PERMITS

3.1 T00133-21D – Completion of the Badlands Arts Centre

D. Drohomerski presented Development Permit T00133-21D submitted by J. Bruins, representative of the Canadian Badlands Passion Play Society, for the completion of the Badlands Arts Centre located at SW-10-29-20-W4.

D. Drohomerski advised the application was approved at the November 7, 2019 Municipal Planning Commission meeting for the addition to the event hall under permit T00128-19D. The application was amended and reissued at the March 26, 2020 Municipal Planning Commission meeting as the addition being constructed differed to the approved construction drawings. This permit has since expired with no request for extension.

D. Drohomerski advised that as the project was not completed prior to permit expiry an additional Development Permit was to be taken. The application under discussion is under Land Use Bylaw 16.20 and the conditions will reflect the change in Land Use Bylaw.

During circulation phase, concerns were raised from the Fire Department that there may be insufficient fire fighting water supply to the hydrant located on site and that the building code may require the building to include a sprinkler system. These concerns were discussed and will be addressed within the conditions of Development Permit.

V. Neudorf, representative of the Canadian Badlands Passion Play Society, entered the meeting at 12:52pm. A letter from the building architect will be supplied outlining a sprinkler system is not required.

Municipal Planning Commission discussed the application.

Motion: A. Erickson moved to approve presented Development Permit T00133-21D submitted by J. Bruins, representative of the Canadian Badlands Passion Play Society, for the completion of the Badlands Arts Centre located at SW-10-29-20-W4, subject to the following conditions;

1. Development shall conform to Town of Drumheller Land Use Bylaw 16.20
2. Development shall conform to Town of Drumheller Community Standards Bylaw 06.19
3. **Applicant required to install adequate fire suppression of the building and including a private hydrant, and ensure design and testing are conducted by a professional in the industry. Proof of testing must be provided to the Municipality prior to occupancy being granted. Testing to meet the satisfaction of the Fire Authority and Development Authority.**
4. **Site wide Emergency Response Plan to be produced by a qualified professional and provided to the Development Authority. Plan to meet the satisfaction of the Municipality.**



5. Garbage and waste material must be stored in closed containers, and visually screened from public roads, excluding lanes.
6. Outside storage of commercial materials and equipment shall be visually screened from adjacent parcels and public roads.
7. A Development Permit for signage will be required prior to installation
8. Placement of signage must be made under separate development application
9. Exterior finished appearance to be compatible with that of existing development and to the satisfaction of the Development Authority.
10. A development permit issued pursuant to this Bylaw is not a building permit and, notwithstanding that plans and specifications for buildings may have been submitted as part of an application for a development permit, work or construction shall neither commence nor proceed until a building permit has been issued, pursuant to applicable bylaws and regulations.
11. A development permit is valid for 12 months from its date of issuance; unless development has been substantially started in a manner satisfactory to the Development Authority.
12. The Development Authority may grant an extension of the time the development permit remains in effect for up to an additional 12 months. The Development Authority shall only grant one extension.
13. Landscaping to be in accordance with Land Use Bylaw 16.20 and to the satisfaction of the Development Authority.

GENERAL REQUIREMENTS

1. Development shall conform to any/all Municipal, Provincial and Federal regulations, guidelines and/or legislation that may apply.
2. All necessary Safety Codes Permits (building, electrical, gas, plumbing and private sewage, **elevating devices**) to be in place prior to any construction/installations.
3. Development shall conform to **Alberta Building Codes** and **Fire Codes**. Prior to occupancy confirmation from the Local Fire Authority that the building may be occupied for such purposes.
4. If the holder of the permit/property owner wishes to make any changes in the proposed development, occupancy or additions to same from application as approved, the holder of the permit must first obtain permission of the Development Authority. An additional development permit may be necessary.
5. Proper placement of foundation walls -- as per application -- to be determined by a Registered Alberta Land Surveyor. **Real Property Report** to be provided to the Town of Drumheller for verification and upon completion.
6. Ensure grading allows for all surface water to drain from the site and does not adversely affect neighboring properties
7. Development permit is required for signage placement and made under a separate application prior to placement.
8. Garbage and waste materials must be stored in weather proof and animal proof containers and screened from adjacent sites and public thoroughfares including lanes.
9. Contractor and subcontractors to have a valid business license with the Town of Drumheller.



- 10. **Annual Business License(s)** is required for each separate business.
- 11. Applicant to sign and return conditions as acknowledgement

Second: T. Lacher - Carried

4.0 PALLISER REGIONAL MUNICIPAL SERVICES

- 4.1 D. Diano advised there were no items from Palliser Regional Municipal Services to be discussed.

5.0 OTHER DISCUSSION ITEMS

- 5.1 SDAB outcome – T00113-21D
- 5.2 Chair of MPC
The Chair of the MPC will be on a rotating schedule for 2022

6.0 NEXT MEETING DATE – January 13, 2022

- 7.0 **Adjournment – Meeting adjourned** by A. Luger at 1:28 pm.
Second by A. Erickson - Carried



Chairperson



Development Officer

Attachments:

- Agenda
- Summary of development permits



**Municipal Planning Commission
MINUTES
Meeting of Thursday January 13, 2022**

Present: Darryl Drohomerski, CAO/Development Officer
Antonia Knight, Development Officer in Training
Andrew Luger, Chair - Member
Tom Zariski, Councilor/Member
Tony Lacher, Councilor/Member
Shelley Rymal, Member
Kirk Mclean, Member
Ryan Power, Member – entered 12:09 pm
Art Erickson, Member – entered 12:17 pm

Absent: Devin Diano – CEO, Palliser Regional Municipal Services - regrets

Attendee(s): Robert Visser
Nick Sereda
Brooke Christianson

1.0 CALL TO ORDER – 12:02 pm

A. Luger presented the Agenda for the January 13, 2022 meeting.

1.1 Agenda – Additions, Deletions or Amendments

Addition – 5.1 Chair – A. Luger to be Chair for three meetings
5.2 Format of Municipal Planning Commission Meetings
Deletion - none
Amendment - none

1.2 Acceptance of Agenda

Motion: - S. Rymal moved to accept the agenda for the January 13, 2022 agenda
Second: – T. Lacher - Carried

2.0 MINUTES FROM PREVIOUS MEETINGS

2.1 December 16, 2021

Motion: - T. Zariski moved to accept the minutes of December 16, 2021
Second: – S. Rymal - All in favour - Carried

2.2 Summary of Development Permits

Motion: T. Zariski moved to accept the Summary of Development Permits for information only
Second: – K. Mclean – All in favour - Carried

3.0 DEVELOPMENT PERMITS

T00141-21D & T00142-21D

D. Drohomerski advised that the following two applications were submitted together for the change in Use and Occupancy for a Craft Distillery and the associated manufacturing and storage of spirits. The permits are across two buildings and are applied for as separate applications though will operate as one facility. The Municipal Planning Commission discussed both applications together however separate motions were made.

D. Drohomerski advised there is a tunnel connecting two buildings which will require documentation legally identifying.

A. Knight advised the application was circulated to adjacent land owners up to 100 meters. During circulation phase, one letter and one phone call were received by two land owners in the vicinity that parking was their only concern for this application. These enquiries were responded outlining there are no minimum requirements for parking in the Downtown District, and highlighting the free public parking in the Downtown area.

A. Knight advised the applications were circulated agencies including Alberta Transportation. Their concerns were for access to the parking lot via the alley along 2 Street West. This concern was discussed with the applicant, access to the parking lot should do so via 1 Street West.

R. Visser, B. Christianson and N. Sereda, representatives of 2367489 AB LTD spoke outlining the business plan and operation of the Distillery, operating in a similar manner and hours of operation as the local business Valley Brewing. There is associated parking with the development to the rear of 298 2 Street West which will primarily be used by staff of the facilities. Patrons are encouraged to walk to facilities Downtown.

A remediation report providing clearance was submitted for contaminants of the parking lots associated with 298 2 Street West.

Asbestos reports and remediation, as well as a demolition permit for interior walls have been taken to do some work pre-approval for both properties. Development Permits were not required for the Building Permit for demolition.

Nuisances of odor and fumes were discussed. Ventilation will be installed however the odors produced are expected to be low, yeasty smells.

3.1 T00141-21D – Craft Distillery – Tasting Room, Restaurant and Rooftop Patio

D. Drohomerski presented Development Permit T00141-21D submitted by 2367489 AB LTD, for Occupancy and Renovations for a Craft Distillery including tasting room, restaurant and rooftop patio located at 180 3 Avenue West, Lot 3, Block 23, Plan 2089BN.

Municipal Planning Commission discussed the application.



Motion: S. Rymal moved to approve presented Development Permit application T00141-21D submitted by 2367489 AB LTD, for Occupancy and Renovations for a Craft Distillery including tasting room, restaurant and rooftop patio located at 180 3 Avenue West, Lot 3, Block 23, Plan 2089BN, subject to the following conditions;

CONDITIONS

1. Development shall conform to Town of Drumheller Land Use Bylaw 16.20
2. Development shall conform to Town of Drumheller Downtown Area Revitalization Plan Bylaw 10.21
3. **Developer to provide sufficient documentation to legally identify the underground tunnel between the two properties in a manner satisfactory to the Development Authority.**
4. Exterior finished appearance to be compatible with that of existing development and to the satisfaction of the Development Authority.
5. A development permit issued pursuant to this Bylaw is not a building permit and, notwithstanding that plans and specifications for buildings may have been submitted as part of an application for a development permit, work or construction shall neither commence nor proceed until a building permit has been issued, pursuant to applicable bylaws and regulations.
6. A development permit is valid for 12 months from its date of issuance, unless development has been substantially started in a manner satisfactory to the Development Authority.
7. The Development Authority may grant an extension of the time the development permit remains in effect for up to an additional 12 months. The Development Authority shall only grant one extension.
8. Garbage and waste material must be stored in closed containers, and visually screened from public roads, excluding lanes.
9. Outside storage of commercial materials and equipment shall be visually screened from adjacent parcels and public roads.
10. A Development Permit for signage will be required prior to installation under a separate development application.

GENERAL REQUIREMENTS

1. All necessary permits (building, electrical, plumbing, etc.) to be in place prior to any construction/installation.
2. Development to conform to Town of Drumheller Community Standards Bylaw 06.19
3. Development to conform to Town of Drumheller Tourism Corridor Bylaw 04.19
4. Development to conform and meet the requirements of the **Regional Fire and Health Authority**, all reports are to be submitted to the Town of Drumheller.
5. Development to conform and meet requirements of the Alberta Gaming and Liquor Commission. Licensing to be submitted to the Development Authority.



6. Development shall conform to Town of Drumheller Community Standards Bylaw 06.19
7. Contact Alberta One-Call to request that buried utilities be located and marked before you dig; secondary utilities are the property owner's responsibility. 1-800-242-3447 Alberta One-Call
8. All contractors and/or sub-trades to possess a valid Town of Drumheller Business License

Second: K. Mclean – Carried

3.2 T00142-21D – Craft Distillery – Manufacturing and Storage of spirits associated with application T00141-21D

D. Drohomerski presented Development Permit T00142-21D submitted by 2367489 AB LTD, for Occupancy and Renovations for a Craft Distillery including manufacturing and storage of spirits located at 298 2 Street West, Lot 38, Block 23, Plan 2089BN.

Municipal Planning Commission discussed the application.

Motion: A. Erickson moved to approve presented Development Permit application T00142-21D submitted by 2367489 AB LTD, for Occupancy and Renovations for a Craft Distillery including manufacturing and storage of spirits, located at 298 2 Street West, Lot 38, Block 23, Plan 2089BN. subject to the following conditions

1. Development shall conform to Town of Drumheller Land Use Bylaw 16.20
2. Development shall conform to Town of Drumheller Downtown Area Revitalization Plan Bylaw 10.21
3. **Developer to provide sufficient documentation to legally identify the underground tunnel between the two properties in a manner satisfactory to the Development Authority.**
4. Exterior finished appearance to be compatible with that of existing development and to the satisfaction of the Development Authority.
5. A development permit issued pursuant to this Bylaw is not a building permit and, notwithstanding that plans and specifications for buildings may have been submitted as part of an application for a development permit, work or construction shall neither commence nor proceed until a building permit has been issued, pursuant to applicable bylaws and regulations.
6. A development permit is valid for 12 months from its date of issuance, unless development has been substantially started in a manner satisfactory to the Development Authority.
7. The Development Authority may grant an extension of the time the development permit remains in effect for up to an additional 12 months. The Development Authority shall only grant one extension.
8. Garbage and waste material must be stored in closed containers, and visually screened from public roads, excluding lanes.
9. Outside storage of commercial materials and equipment shall be visually screened from adjacent parcels and public roads.

10. A Development Permit for signage will be required prior to installation under a separate development application.

GENERAL REQUIREMENTS

1. All necessary permits (building, electrical, plumbing, etc.) to be in place prior to any construction/installation.
2. Development to conform to Town of Drumheller Community Standards Bylaw 06.19
3. Development to conform to Town of Drumheller Tourism Corridor Bylaw 04.19
4. Development to conform and meet the requirements of the **Regional Fire and Health Authority**, all reports are to be submitted to the Town of Drumheller.
5. Development to conform and meet requirements of the Alberta Gaming and Liquor Commission. Licensing to be submitted to the Development Authority.
6. Development shall conform to Town of Drumheller Community Standards Bylaw 06.19
7. Contact Alberta One-Call to request that buried utilities be located and marked before you dig; secondary utilities are the property owner's responsibility. 1-800-242-3447 Alberta One-Call.
8. All contractors and/or sub-trades to possess a valid Town of Drumheller Business License

Second: T. Zariski – Carried

4.0 PALLISER REGIONAL MUNICIPAL SERVICES

- 4.1 D. Drohomerski advised there was nothing from Palliser to be discussed.

5.0 OTHER DISCUSSION ITEMS

- 5.1 Chair of MPC
The Chair of the MPC will be on a rotating schedule for 2022
A. Luger to be Chair for first three meetings
- 5.2 Format of the Municipal Planning Commission Meetings
These meetings are public and members of the public are welcome to attend. The meetings are soon to be live broadcast on the Town of Drumheller YouTube channel. If discussions need to be done In-Camera, this occurs via motion.

6.0 NEXT MEETING DATE – January 27, 2022

- 7.0 **Adjournment – Meeting adjourned by S. Rymal at 12:41 pm.**
Second by A. Erickson - Carried



**DRUMHELLER
VALLEY**

Chairperson

Development Officer

Attachments:

- Agenda
- Summary of development permits

VALLEY BUS SOCIETY

Transportation for Seniors & Challenged Citizens
702 Premier Way Box 2848
Drumheller. AB. T0J0Y0
Email: vbsociety@hotmail.com

BOARD MEETING

January 12, 2021
Town Hall with REP Protocols in place.
4:30pm

Board Members, Darryl Drohomerski, Tony Lacher, Mary McSweeney, Bill Wulff, Dave Brett, Christine Wheeler

AGENDA ITEM

1. Call to Order, Darryl called the meeting to order at 4:30 pm

2. Agenda

(Motion 1) Tony moved to accept the agenda, Allan seconded. All in favour, carried.

3. Approval of Minutes

(Motion 2) Dave motioned to adopt minutes Seconded by Dave, All in favour, passed.

4. Business arising from the minutes.

4.1 Bus #773 to be sold. **Dave** to generate a mechanic general report to give to interested parties: **Dave** will check into the value of just the ramp. **Christine** to resume discussions with Hutterites and other interested parties. All logos to be removed. **Dave** will check with fire department on removal of logos and use of the vehicle sold to them (777).

4.2 There are no candidates at this time for the position of secretary. **Mary** volunteered to take them in the interim.

4.3 Recruiting a new board member: **Dave** will follow up.

4.4 Fundraiser was not a big success. \$22.00, that was with no advertising and one location, Napier Theatre.

4.5 Follow-up reinvoice, letter of reminder. **Dave** will discuss with **Christine** about Bus pass.

4.6 Chamber of commerce VBS presentation **Tony** discussed shop local. Fuel discount with membership, We get a better discount already so will not join Chamber of Commerce at this time.

5. **New Business – On line site.** Facebook run by Reality Bites. **Christine** to check with Sue on administration info. For facebook info@valleybus.ca. **Valleybus.ca** website **Darryl** will follow up with someone who can update.

6. Reports

6.1 **Managers Report: Christine** – 772 looking good. Running well. Suggested a plastic film could be put on windshield to prevent rock chips, **Dave** to look into that. Christine will discuss pass book idea with Dave and report back. 773 bill high Dave to ask Kevin about that. 775 Western Chev front and back heater out. Front can be fixed, Not in use. 778 passenger side door interfering with ramp. Block heater to be checked. Amy Hebert is the new dispatch and is doing well. All clients called, George Hill owes \$800. Looking into a payment plan.

6.2 **Town Council Report- Tony-** Budget going in March. Budget should be reviewed, 8% increase requested. 10 year plan submitted for buses.

6.3 **Town Report- Dave -** Bus 775 problems with work not done will be sorted out..

6.4 **Financial Report- Bill** – not available

7. Correspondence

7.1 **Casino-** Email received suggesting July Aug. Sept. dates. Mary responded we are interested. Waiting on a draw. We need board members to fill key positions, and volunteers, 3 shifts per day for two days.

9. Adjournment

Motion to adjourn by Dave seconded by Allan, All in favour, carried.

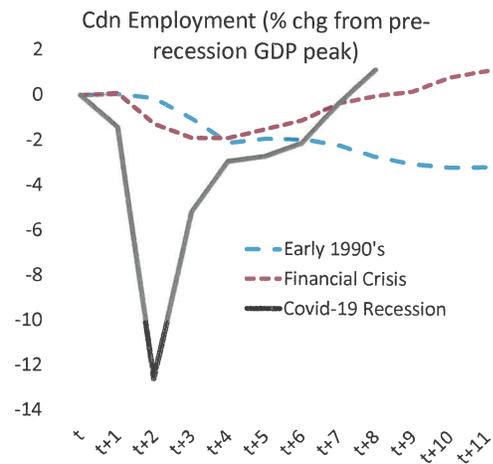
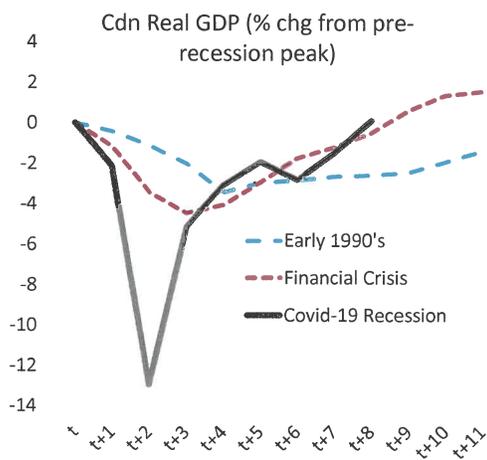
10. **Next Meeting Date-** Feb 9, 2022 at 4:30pm.

Economic Update

March, 2022

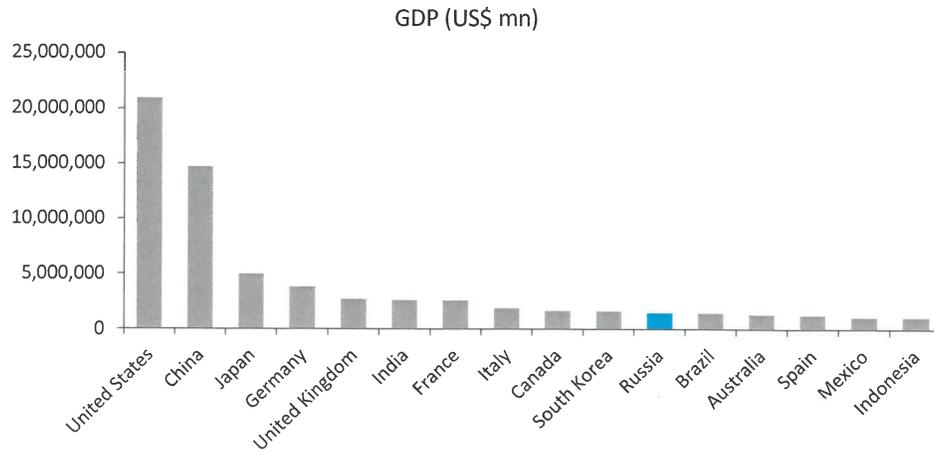
James Hobson, CFA, Portfolio Manager
 Charet Chahal, CFA, Portfolio Manager

A swift recovery so far



Source: Statistics Canada, CIBC

Russia – not exactly an economic powerhouse...

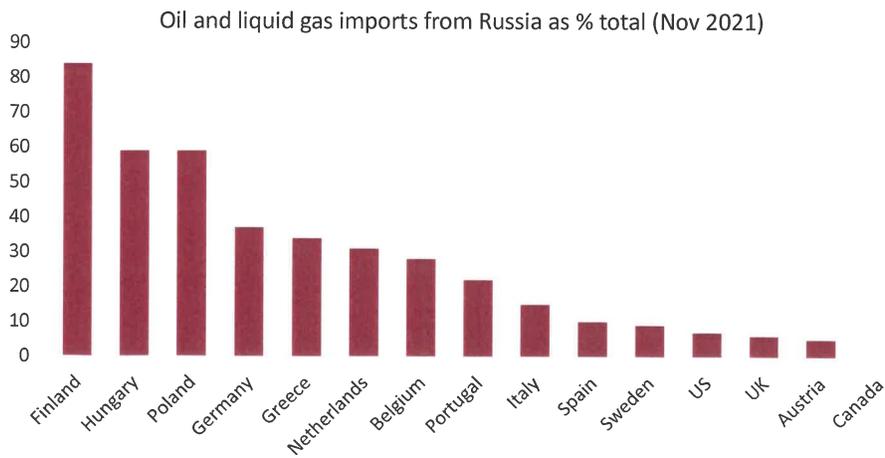


Source: World Bank



2

...but big player in energy

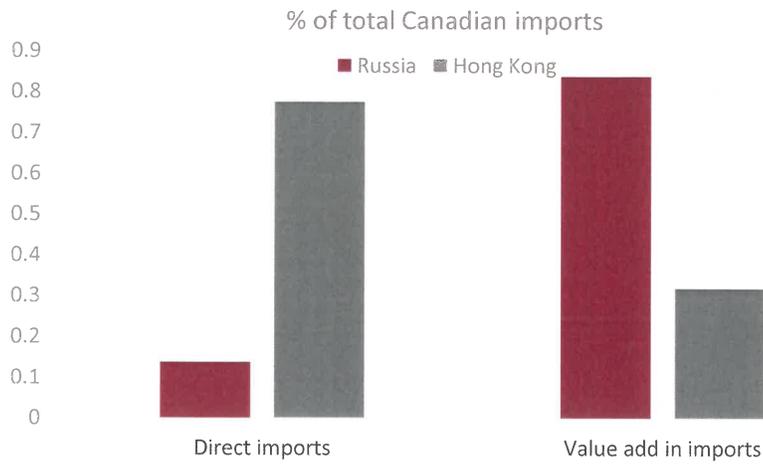


Source: IEA, CIBC



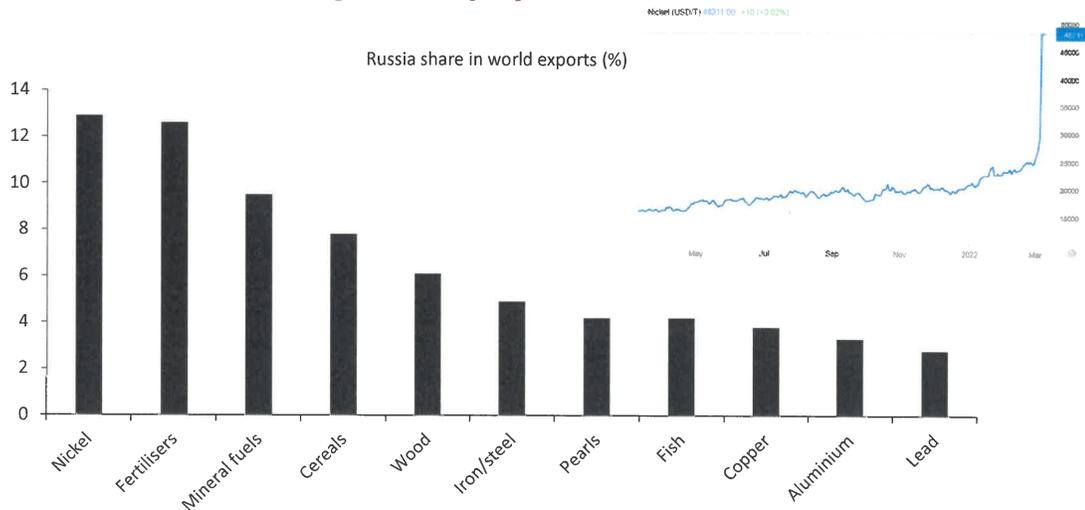
3

Canada's exposure to Russia greater through supply chains than direct imports



4

Which sectors is Russia a significant player in?

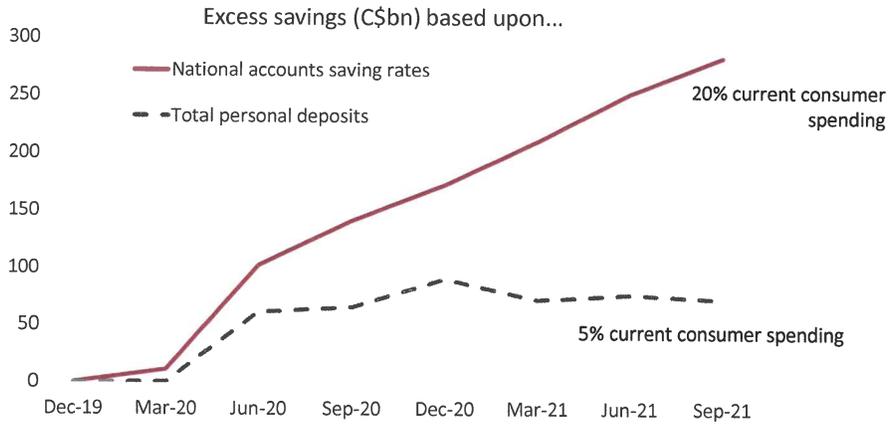


Source: World trade map, CIBC



5

Excess savings: Yes, but how much is uncertain



Source: Statistics Canada, CIBC



8

Provincial economic forecasts

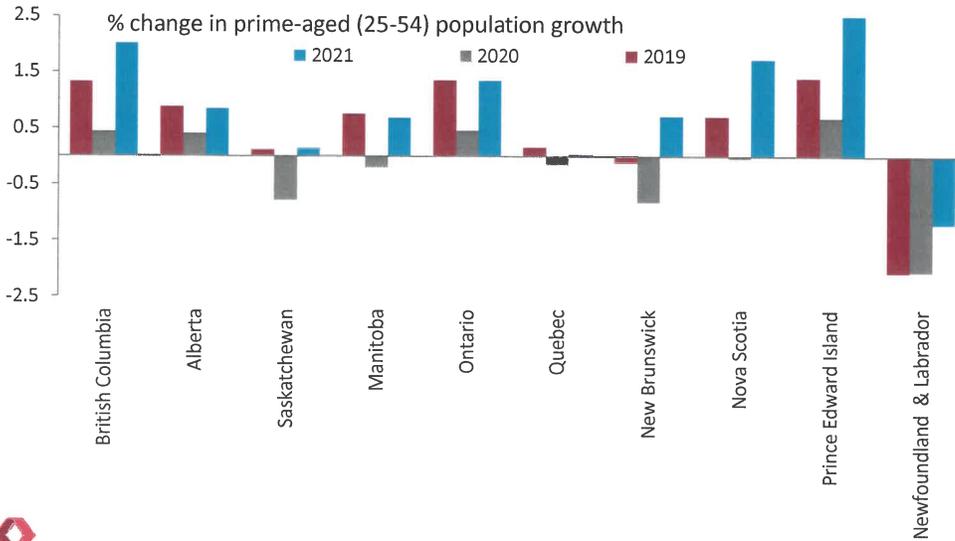
	Real GDP Y/Y % Chg				Nominal GDP Y/Y % Chg				Unemployment Rate %				Housing Starts 000s Units				Consumer Price Index Y/Y % Chg			
	2020E	2021F	2022F	2023F	2020A	2021F	2022F	2023F	2020A	2021A	2022F	2023F	2020A	2021A	2022F	2023F	2020A	2021A	2022F	2023F
BC	-3.4	4.4	3.7	2.9	-0.5	11.9	7.7	4.5	9.0	6.5	5.3	4.8	37.9	47.6	40.0	38.0	0.8	2.8	4.5	2.1
Alta	-7.9	6.5	4.3	3.6	-16.1	24.5	15.3	3.1	11.5	8.6	7.2	6.6	24.0	31.9	35.0	36.0	1.1	3.2	4.0	1.8
Sask	-4.9	3.9	3.3	2.6	-6.6	16.9	13.3	2.6	8.4	6.5	5.4	5.0	3.1	4.2	5.0	5.0	0.6	2.6	4.2	1.9
Man	-4.6	3.9	3.2	2.3	-1.4	9.9	7.2	3.9	8.0	6.4	5.2	5.2	7.3	8.0	9.0	8.0	0.5	3.2	4.8	1.9
Ont	-5.1	4.0	3.9	2.8	-2.8	10.5	8.4	4.3	9.6	8.0	5.8	5.6	80.8	99.6	83.0	77.0	0.6	3.5	4.8	1.9
Qué	-5.5	5.8	3.2	2.1	-2.4	12.3	7.7	3.8	8.9	6.1	4.9	4.6	53.4	67.8	54.0	48.0	0.8	3.8	4.3	1.7
NB	-3.2	3.3	2.3	2.2	-1.3	9.3	6.3	3.8	10.1	8.9	7.7	7.6	3.5	3.8	4.0	4.0	0.2	3.8	4.5	1.7
NS	-2.5	3.4	2.2	2.7	0.7	9.4	6.2	4.3	9.8	8.4	7.7	7.4	4.8	6.0	6.0	5.5	0.3	4.1	4.5	1.7
PEI	-1.7	2.7	2.3	3.1	0.9	8.7	6.3	4.7	10.6	9.3	8.0	7.7	1.2	1.3	1.0	1.5	0.0	5.1	5.2	1.9
N&L	-5.4	3.4	3.0	2.2	-10.7	17.4	14.0	1.2	14.2	12.9	11.8	11.4	0.8	1.0	1.5	2.0	0.2	3.7	4.0	1.9
Canada	-5.2	4.6	3.6	2.8	-4.5	13.1	9.3	3.9	9.5	7.4	5.8	5.5	217	271	239	225	0.7	3.4	4.5	1.9

Statistics Canada, CIBC



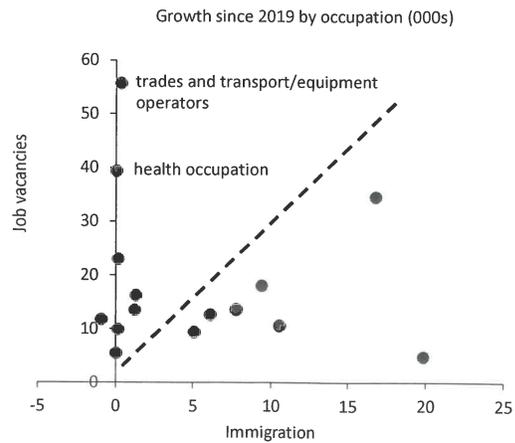
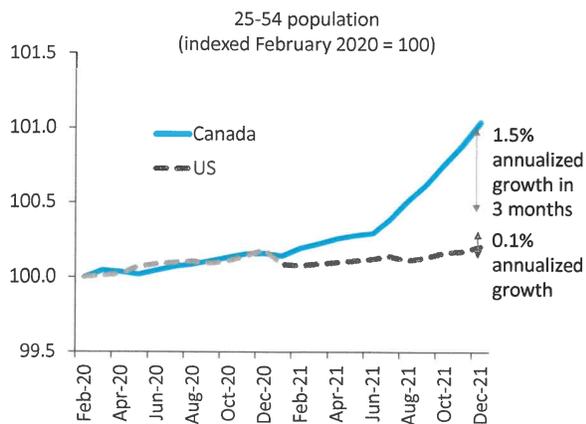
9

Population growth has returned to pre-pandemic levels or above



10

Immigration is accelerating population growth in Canada relative to US (L) Helping to reduce staff shortages in some areas (R)

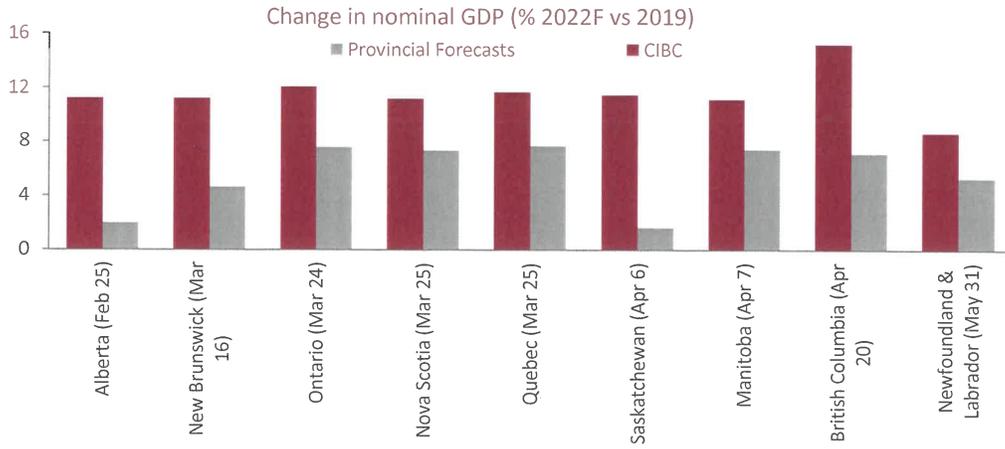


Source: Statistics Canada, BLS, CIBC

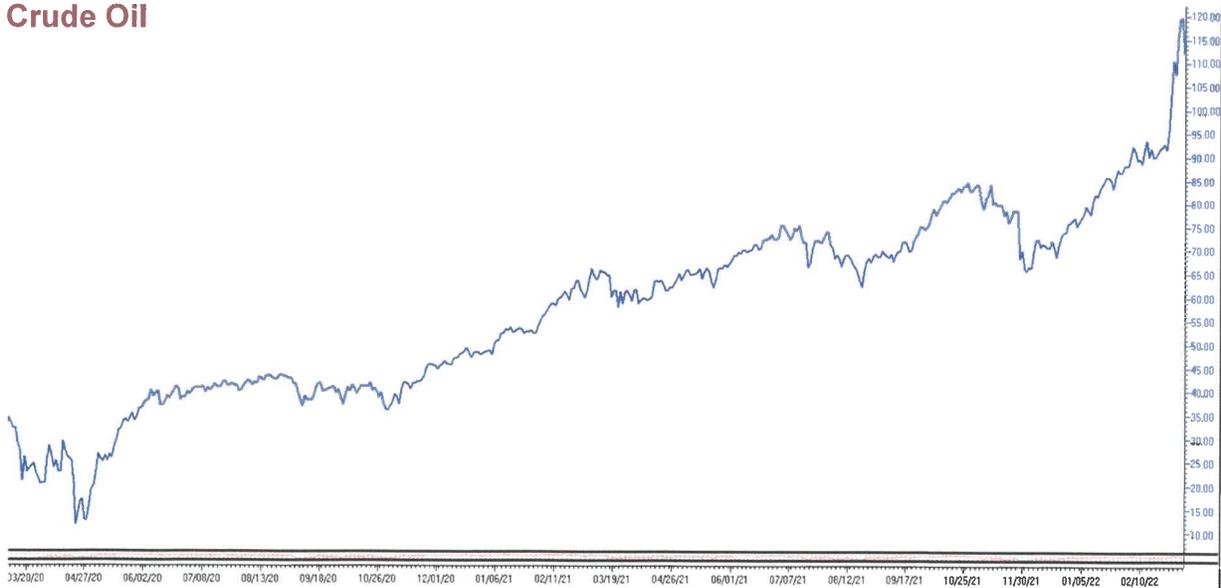


11

Alberta economy should still see biggest beat vs Budget plans

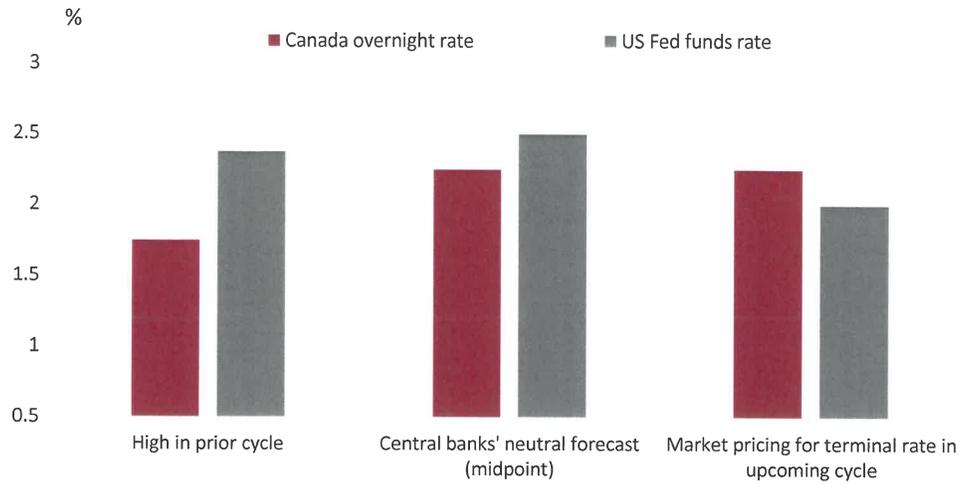


Crude Oil

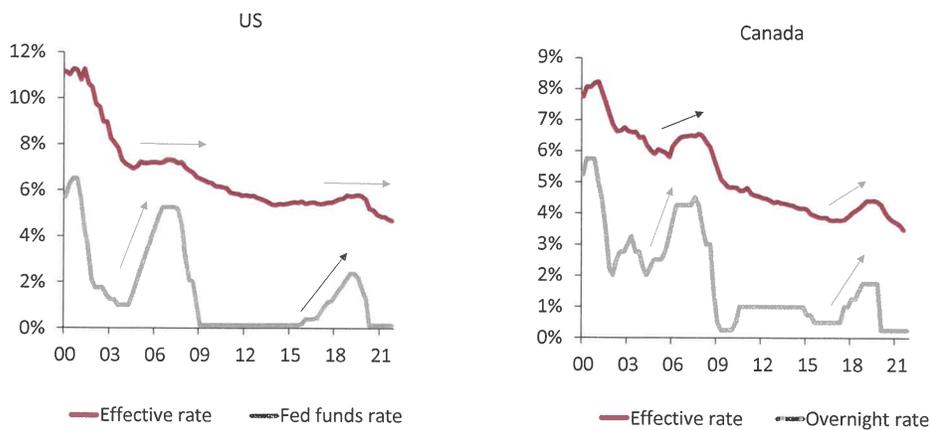


Source: Thomson Reuters

Financial markets are expecting interest rates to rise higher and more quickly in Canada than in the prior cycle



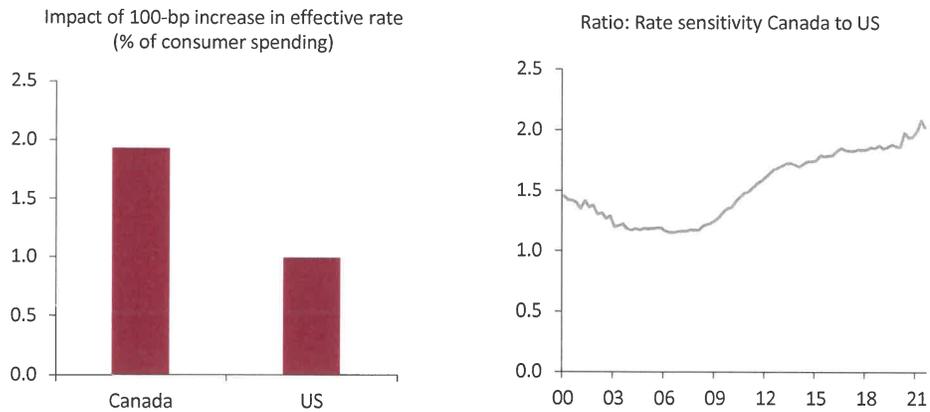
Effective rate less responsive to higher policy rates in US



Source: BEA, Federal Reserve, Statistics Canada, Bank of Canada, CIBC



Canada more sensitive to higher interest rates than the US



Source: BEA, Statistics Canada, CIBC



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Interest and FX forecasts

Variable	2022 7-Mar	2022 Jun	2022 Sep	2022 Dec	2023 Mar	2023 Jun	2023 Sep	2023 Dec
Overnight target rate	0.50	1.00	1.25	1.25	1.50	1.75	1.75	1.75
98-Day Treasury Bills	0.59	0.75	1.00	1.20	1.70	1.75	1.75	1.75
2-Year Government Bond	1.40	1.70	1.85	1.90	2.15	2.20	2.25	2.30
10-Year Government Bond	1.70	2.15	2.25	2.30	2.40	2.45	2.50	2.55
30-Year Government Bond	2.00	2.35	2.40	2.40	2.40	2.45	2.50	2.55
Canada - US T-Bill Spread	0.24	-0.15	-0.15	-0.15	0.10	-0.10	-0.05	-0.10
Canada - US 10-Year Bond Spread	-0.08	0.00	0.05	0.05	0.10	0.05	0.05	0.05
Canada Yield Curve (10-year - 2-year)	0.30	0.45	0.40	0.40	0.25	0.25	0.25	0.25

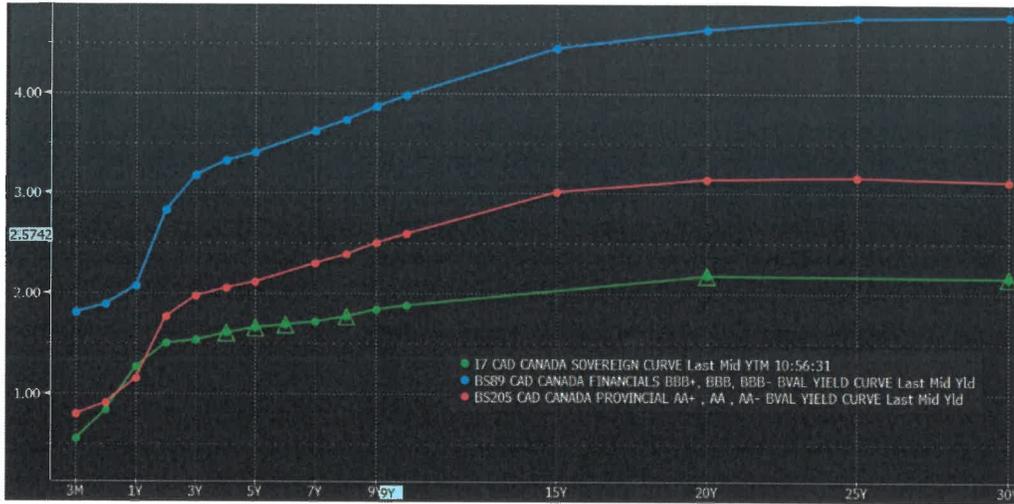
Variable	2022 7-Mar	2022 Jun	2022 Sep	2022 Dec	2023 Mar	2023 Jun	2023 Sep	2023 Dec
Federal funds rate	0.125	0.875	1.125	1.125	1.375	1.625	1.875	1.875
91-Day Treasury Bills	0.34	0.90	1.15	1.35	1.60	1.80	1.80	1.85
2-Year Government Note	1.54	1.60	1.80	1.85	2.15	2.30	2.40	2.50
10-Year Government Note	1.78	2.15	2.20	2.25	2.30	2.35	2.40	2.50
30-Year Government Bond	2.19	2.40	2.50	2.55	2.60	2.65	2.70	2.70
US Yield curve (10-year - 2-year)	0.24	0.55	0.40	0.40	0.15	0.05	0.00	0.00

Exchange rate	2022 7-Mar	2022 Jun	2022 Sep	2022 Dec	2023 Mar	2023 Jun	2023 Sep	2023 Dec
CAD-USD	0.79	0.77	0.76	0.76	0.76	0.76	0.77	0.78
USD-CAD	1.27	1.30	1.32	1.31	1.31	1.31	1.30	1.29



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Yield Curve



Source: Bloomberg



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Questions?





Introduction

This document is a list of potential activities to complete to help extend the tourism season in Drumheller. It is grouped into three main categories: Capital Projects, Events & Promotion and Policy. Input from Travel Drumheller, Economic Development, Events and Infrastructure Services was combined to initiate strategic direction.

Definition of the season: September through March is the definition of the low season within the Drumheller Valley. Travel Drumheller's Uncover Winter Wonder Campaign in 2020 identified high interest in visiting the area in the winter. At the time COVID restrictions put a hold on initiatives associated with tourism.

Capital Projects

Permanent Washrooms - all season

All season washrooms for the public and visitors to use has been identified as a top priority for capital projects. Public Works has set a budget and a goal to complete one per year for the next five to six years.

Priorities outlined in July 9th meeting;

- Addition of one to the Triangle Plaza
- The winterization of 5 current washrooms
 1. Hoodoo
 2. World's Largest Dinosaur
 3. Suspension Bridge
 4. Riverside
 5. Newcastle Beach (as there is a new conceptual plan for the area, we have to wait and see what the new plan is before we can make an investment decision. This is why this location is prioritized last).

Hoodoo Location Upgrades

A gap has been identified with respect to planning the functionality at the Hoodoos, in addition to the detail design of washrooms, a larger planning exercise is required for the area.

The scope should include:

- Better Parking Layout
- Traffic Flow
- Consideration for RV's and Buses
- Seating
- Washrooms



It is noted that request for additional staff is required for Public Works to have the capacity to maintain the new facilities.

Cross Country Ski Path (Capital Budget for all path systems is \$25,000 annual budget).

A gap has been identified. The Town has not completed a Conceptual Plan of for a Trail System in the valley. We will seek approval to hire a consultant to complete a review that will look at an integrated system of trails for all uses – walking, mountain biking, snow shoe, cross country skiing.

A number of these plans could be included as items in the grant application by Travel Drumheller for the completion of the Destination Development Plan and its implementation plan. In addition, the Tourism Relief Fund could support funding for some of these items.

As an interim solution the Town of Drumheller helped a local grass roots initiative find two locations for potential groomed trails for cross country skiing in the Valley.

Toboggan Hill

The quality of the local toboggan hill is low in the opinion of the planning group. The current location (behind the soccer field) is not ideal, and it does not warrant additional investment. Initial conversations have started to identify a better location in the valley for this activity. One that can be invested in, and one that can be promoted to draw visitors to the valley in the winter months.

Events & Promotion

Promote businesses with Winter Activities:

Barney's – Open until October 31 – They will have events for Halloween, Carnival.

Corn Maze – Sunny Spot and Barney's

Snowshoe

Promote Events that will happen in the winter:

- Cultural Days
- Farm to Table at the Ag Centre September 18, 2021.



- Oktoberfest – March 2022 (funded partially by grant)
- Winterfest
- Festival of Lights (A Drumheller Christmas Film Support)
- Firework Fridays
- Santa Saturdays
- New Year's Eve

Royal Tyrrell Museum is free on Family Day, February 21, 2021
Easter is also busy.

Promotion Potential in 2021

Travel Drumheller reported on their 'Uncover Winter Wonder' Campaign in 2020 which validates that there is extreme interest in visiting the Drumheller Valley in winter months as well.

Travel Drumheller's Event Promotion activities can increase this year, thanks to a grant from Travel Alberta.

Budgets allotted for this fall/winter:

September: \$11,000

October: \$6,500

November: \$10,000

December: \$12,000

Policy

We should review the outdoor patio policy. There is potential to have it positively impact the vibrancy of downtown Drumheller during the offseason.

Currently three patios stay operational year-round:

- Au Croque Monsieur
- Black Mountain Roasters
- Spirit Within

Other Considerations

Below are ideas to track for future work, they have not yet been evaluated for feasibility.

- Skating Rink in the Triangle Plaza
- Red Deer River Snowshoe service



Investment Attraction

Travel Drumheller and the Town of Drumheller have combined to present the business case to potential investment attraction contacts, specifically for the tourism sector. Cushman Wakefield's Hospitality and Gaming division was a great example of this in 2021. In 2022 Bus Tour groups will be a target focus of the combined effort.

Business Needs Survey

Four partners have combined efforts to survey local business. Travel Drumheller, Town of Drumheller, Community futures and the Drumheller & District Chamber of Commerce have efforts in this program. Outcomes of the study are anticipated to identify how the partners can support local business for their success. A significant portion of the respondents will be business that benefit from the visitors of the Valley.

Advocacy

Keeping parks open longer...

Conclusion

There is great value in collaborating our efforts across organizations, current timing is presenting great opportunity. Travel Drumheller has increased its capacity to promote, and all parties involved with visitors have had an opportunity to provide input into the long-range capital plans of the Town.

This strategy, along with initiatives like the Downtown Area Revitalization Plan's Triangle Plaza are great responses to COVID 19. They assist with the community's ability to recover within the Tourism sector.



Timeline

TIMELINE	TACTIC	Estimated Cost	Who
2021			
End of August	Compose shoulder season strategy	No Cost	Economic Development Manager ED Travel Drumheller Director of Infrastructure Services
October to December	Promote following events: Culture Days Farm to Table Oktoberfest Festival of Lights Santa Saturdays	\$39,500	Travel Drumheller
	Promote businesses with fall and winter season activities. For example: Barney's Adventure Park Corn Maze at Sunny Spot Atlas Coal Mine Red Deer River Adventures Patios Bikes and Bites Cafes Shopping Drumheller Dragons Hockey	\$39,500 Complete	Travel Drumheller Economic Development Manager
	Develop a multi year plan to upgrade washroom facilities		
	Include the washroom upgrades to the 2022	Complete	Director of Infrastructure



	capital budget and subsequent year's capital budgets		
	Investigate the possibility locations for possible relocation of the toboggan hill	Complete	Director of Infrastructure and Economic Development Manager
	Construct Triangle Plaza	2022	MSP Grant Extension Approved
Jan- March	Promote following events: Winterfest Family Day	\$15,000	
	Promote businesses with fall and winter season activities. For example: Red Deer River Adventures Drumheller Dragons Hockey Royal Tyrrell Museum	\$15,000 \$100,000	
	Develop plan for Hoodoo Parking lot and washroom upgrade		Director of Infrastructure, 2023
Q1 2022	Complete business needs survey	\$20,000	Community Futures, Travel Drumheller, Drumheller & District Chamber of Commerce, Town of Drumheller
Q1 2022	Shoulder season strategy approved	No Cost	Town of Drumheller Council

STRATEGIC PRIORITIES CHART
JANUARY 2022
CORPORATE PRIORITIES (Council/CAO)
NOW

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

ADVOCACY / PARTNERSHIPS

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

NEXT/LATER

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

OPERATIONAL STRATEGIES (CAO/Staff)
CHIEF ADMINISTRATIVE OFFICER

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

HUMAN RESOURCES

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

PROTECTIVE / EMERGENCY

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

COMMUNICATIONS

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

COMMUNITY DEVELOPMENT & SOCIAL PLANNING

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

CORPORATE SERVICES

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

RECREATION

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

INFRASTRUCTURE

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

FLOOD MITIGATION

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

ECONOMIC DEVELOPMENT

1. **HOUSING STRATEGY: TOR Draft** – Feb
2. Downtown Plaza: Design & Budget draft – Feb
3. OLD HOSPITAL: EOI - May
 - PUBLIC TRANSIT MODEL: Options
 - Economic Development: Policy Review

BRIEFING NOTE

DATE:	March 11, 2022
TITLE:	CN Rail Lease
DEPARTMENT:	CAO Office
PRESENTED BY:	Darryl Drohomerski, CAO
ATTACHMENT:	None

INTRODUCTION / PURPOSE / PRIORITY

The Town of Drumheller has been working collaboratively with CN Rail on the possibility of Drumheller leasing the rail bed to create a Rails to Trails active transportation system from Wayne (south corporate limits) to Midland (north corporate limits).

BACKGROUND / PROBLEM

CN Rail removed the track line within Drumheller sometime after 2013. With the rise of active transportation activities (cycling, walking, running) both in the valley and beyond, the town started talking with CN in earnest in 2018 about the possibility of acquiring the lands and bridges to create such a system in Drumheller.

KEY POINTS / STATUS

CN indicated they were unwilling to sell the rail right of way and bridge structures so the town and CN have been working on a lease that would allow the town to construct some trails and allow connections between the neighborhoods of Midland and Newcastle/Nacmine; Drumheller and Rosedale; and Rosedale to Wayne. The town already owns most of the segments of the old CP line between Rosedale and the Hoo Doos.

The parties are close to completing a lease agreement and expect an announcement by CN in spring/summer of 2022.

IMPLICATIONS / CONSEQUENCES /

The town would be able to create trails in areas where it is difficult to provide non-vehicle access, providing residents and visitors with alternate options of transportation. By having control over these areas, the town would be better able to maintain the vegetation.

FINANCIAL

The cost of the proposed lease is negligible. The town would be responsible for building the trail system but would use reclaimed asphalt that is crushed from road projects in the valley.

COMMUNICATIONS

Once the lease has been signed and information vetted by CN, the town will communicate this to the public.

BRIEFING NOTE

DATE:	March 11, 2022
TITLE:	Service Capacity Review
DEPARTMENT:	CAO Office
PRESENTED BY:	Darryl Drohomerski, CAO
ATTACHMENT:	None

INTRODUCTION / PURPOSE / PRIORITY

This capacity review is to identify needs within the organization that are not being met such as employee vacancies, new work opportunities and staff initiation and training.

BACKGROUND / PROBLEM

Staff and Council have endured a lot over the last two years with respect to covid, flood mitigation and staff changes. These have put challenges on new and existing staff with respect to training, staff burnout and stress, and the capacity to complete the work within timeframes and budgets. A staff survey in 2020 identified several concerns that management has been trying to address over the last year and will continue in 2022.

KEY POINTS / STATUS

Some of the tasks for this review include;

- a follow-up to the staff survey which is scheduled to be released by April
- Staff recognition – because of covid restrictions, the organization has been unable to meet for almost two years. We are planning a recognition event in early April
- Filling vacancies and creating positions to reflect the changes on work – this has been ongoing over the last year and will continue in 2022.

IMPLICATIONS / CONSEQUENCES /

The employee survey results will be shared with all staff as soon as possible this summer. This Strategic Priority will continue to be reported quarterly to Staff and Council.

FINANCIAL

These items have been budgeted in 2022

COMMUNICATIONS

The town has released an intranet portal for all staff and has regular communication through email and safety talks about the ongoing activities in the organization.

BRIEFING NOTE

DATE:	February 14, 2022
TITLE:	Salary Survey
DEPARTMENT:	Human Resources
PRESENTED BY:	Valerie Lefin
ATTACHMENT:	None

INTRODUCTION / PURPOSE / PRIORITY

A Salary Survey will be conducted by an external resource to determine comparability to the market for similar jobs and communities.

BACKGROUND / PROBLEM

Comparison of Town of Drumheller salaries and wages to identify any barriers in attracting qualified candidates.

KEY POINTS / STATUS

Council and Administration can use the survey to assist in determining if wages and salaries are a barrier to recruiting qualified candidates.

Terms of Reference for the Salary Survey have been drafted; approximately 30 unique jobs will be surveyed.

IMPLICATIONS / CONSEQUENCES

Survey outcomes may identify gaps in ToD salaries and wages that impede the Town in attracting and retaining qualified candidates to ensure effective operations

FINANCIAL

Salary and wages may need to increase for certain jobs.

COMMUNICATIONS

Internal to Council and Administration

BRIEFING NOTE

DATE:	2022 Mar 09
TITLE:	Bridge 11 – Community Engagement
DEPARTMENT:	Infrastructure Services
PRESENTED BY:	Dave Brett, P.Eng., PMP., Director of Infrastructure Services
ATTACHMENT:	N/A

INTRODUCTION / PURPOSE / PRIORITY

The Town of Drumheller has grant funding for replacement Bridge 11. Design work began in 2021. Construction is slated for 2022.

BACKGROUND / PROBLEM

The Town of Drumheller has ownership of Bridges 9, 10 and 11 on Highway 10X, Wayne Road. This drive and scenery of this road is a tourist attraction for the municipality that attracts a significant number of travellers annually. This road is also an access route into the Town for Wheatland County residents.

KEY POINTS / STATUS

Administration received the review drawings and is working on a small section of land purchase that is needed for the construction of the bridge.

Approval from provincial and federal regulatory agencies has been received.

The Town is working with a design consultant and Wheatland County to coordinate work and community engagement.

Positive Initial discussions with property owner held last year, working on finalizing purchase.

IMPLICATIONS / CONSEQUENCES

Delay in community engagement while Town coordinates land purchase and coordinates with Wheatland County. Community engagement plan is being developed.

FINANCIAL

Granting fund from STIP – Local Road Bridge was applied for in 2018, 2019 and 2020 before finally being approved. Council has deemed this a priority project for the 2022 and has allocated funds in 2021 and 2022 Capital budget for its construction.

No current financial implications as the project has been approved by council

COMMUNICATIONS

Community engagement plan is being developed in conjunction with the consultant, Communication group

BRIEFING NOTE

DATE:	March 14, 2022
TITLE:	Public Participation Survey
DEPARTMENT:	CAO Office – Communications
PRESENTED BY:	Erica Crocker, Communications Officer
ATTACHMENT:	n/a

INTRODUCTION / PURPOSE / PRIORITY

In accordance with Section 216.1 of the *Municipal Government Act*, this Public Participation Policy has been developed to recognize the value of public participation and create opportunities for meaningful public participation in decisions that directly impact the public. This Public Participation Policy is in addition to and does not modify or replace the statutory public hearing requirements in the *Municipal Government Act*.

BACKGROUND / PROBLEM

This policy (03-18) was created after a survey was circulated in 2017. This data may be considered outdated after five years, especially as public participation methods have changed significantly due to the COVID-19 pandemic.

KEY POINTS / STATUS

Questions are drafted and will be circulated to Council for review this month.

IMPLICATIONS / CONSEQUENCES

The Town of Drumheller is currently assessing how we communicate and receive feedback from residents. The Town of Drumheller is seeking resident feedback regarding current Public Participation levels per Policy C-03-18 – Public Participation Policy. The Town may have to alter the Participation Policy to suit current resident communications needs, which, depending on the outcomes, may result in budgetary implications.

FINANCIAL

Currently there are no financial implications.

COMMUNICATIONS

Once the survey is approved, it will run for 6 weeks:

- Advertised in Town Page
- Advertised on Two min on the Town
- Survey code embedded on drumheller.ca
- Promoted on all media platforms
- Paper copies available at Town Hall, BCF and delivered to lodges and Riverside Gardens
- Utility bill flyer
- Email note circulated to stakeholders and user groups

A \$1500.00 advertising budget expands to:

- Postcard flyer to all Drumheller residents through Canada Post
- Paid Social Media campaign (targeted ads)

BRIEFING NOTE

DATE:	March 14, 2022
TITLE:	Bylaw 13.20 Residential Incentive Program Follow Up and Secondary Suites.
DEPARTMENT:	Economic Development
PRESENTED BY:	Reg Johnston
ATTACHMENT:	Assessment New Build Finished and Unfinished Basement Bylaw

INTRODUCTION / PURPOSE / PRIORITY

On February 22, 2022 Council was presented with Bylaw 01.22 Amend Residential Incentive Bylaw 13.20. Council requests that R. Johnston bring the policy back to the March Committee of the Whole for more discussion.

BACKGROUND / PROBLEM

Additional information requested by Council:

- *Feedback from local developers about the Policy and any suggestions.*
- *Information about secondary suites in development.*
- *Compare bylaws from other communities to this one.*
- *Is there a benefit to lowering the listing sale price?*

KEY POINTS / STATUS

Feedback from developers:

Aware of the program, but needs to be communicated more – not top of mind.

The ability for an owner to rent a secondary suite can be a good solution for affordability.

Every cost reduction helps so it would be good for secondary suites too.

Market moving from balanced to sellers.

Hard to build for under \$300,000 and not a lot of margin.

Current build is \$530,000.

Secondary Suites:

Attached and detached secondary suites are encouraged in the MDP and enable by the new LUB (i.e. permitted use Neighborhood District, Neighborhood Centre District, etc.).

The Town of Drumheller approved three last year.

Our property accessor can accommodate assessment of a suite separate from main building (example provided). Is additional administration work.

In new build example, our current incentive would not result in a large sum for a secondary suite (approximately \$827 over three-year period).

Other Jurisdictions:

Edson, Alberta (population 8,166)

“Purchase price of land AND Municipal portion of property taxes deferred at the time of sale and becomes payable upon:

*Transfer or change in land title
Residence on the land becomes occupied
Two years pass from the date of purchase”*

The is no listing price parameters within the incentive program.

Innisfail, Alberta (population 7,016)

“Residential Infill incentive Program. Developers will be able to apply for potential reimbursement of up to \$15,000 for each approved project.”

“Any development containing one or more dwelling unit as defined in the Land Use Bylaw - including but not limited to secondary suites, detached dwellings, duplexes, stacked rowhouses, and apartments - may qualify.”

Many jurisdictions researched did not have a residential incentive program. These included Viking, Pincher Creek, and Slave Lake.

Is there benefit to lowering the price:

If the market does lower, it will focus the incentive on affordable homes.

The incentive program could be perceived as providing an advantage to new build property sales. It is a seller’s market, and there is not current inventory that is in fact competitive to this market segment.

Based on the 2016 Canadian Census, of the 3,170 households in Drumheller, 2410 (76%) were constructed before 1990. Homes above \$300,000 are typically large in square footage.

IMPLICATIONS / CONSEQUENCES

The incentive aligns with the economic development strategic priority to create a housing strategy. One of the outcomes of the strategy will be to trigger housing development in the valley.

FINANCIAL

Awarding the incentive will decrease tax revenue for the Town of Drumheller, but it provides an opportunity to engage a developer in much needed residential development in the Valley. In the long term, it can positively impact tax revenue and quality of life.

COMMUNICATIONS

A Communication Brief is complete and budget is assigned to promote the incentive program on the Town's website and within its social media programs.

Roll: 20015708 Alt.Key 20015708 Legal: 0113494 1 6ER Econ. Zone: Econ Zone 1 Address: New castle trail	Building #: 310087819 004-04-02 Built: 2022 Life: 65 Renovated: CDU: Average Effective: 2022 SFD - After 1970
--	--

Classification	Year Built	Dimensions (m)	Area Adj. (m2)	Area (m2)	Rate / Area	Constant	Adj. %	Total
004-04-02 Split Entry	2022	0.00 x 0.00 +	111.50	= 111.50	x 593.00	23,080	x	89,200

<u>Building Areas</u>				Structure Total:	89,200
Total Floor:	111.50 m2	Int. Finish:	111.50 m2	Quality Adjustment (100%):	89,200
Heat:	111.50 m2	Roof:	111.50 m2	Progressive (100%):	89,200
Basement:	111.50 m2	Window:	13.38 m2		

Category	Detail	Quality	Area (%)	Quantity	Rate	Constant	Market Adj.	Total
130 Heat	1 Forced Air	4	100	111.50 m2	29			3,234
150 Plumbing Bsmt.	8 Full Bath	4		1	3,240			3,240
152 Plumbing Main	1 Kitchen Sink	4		1	1,080			1,080
152 Plumbing Main	10 1/2 Bath/Shower	4		1	3,240			3,240
152 Plumbing Main	8 Full Bath	4		1	3,240			3,240
172 Fireplace Main	1 Metal B/I	4		1	4,010			4,010
186 Bsmt Suite Finish (All - Area)	5 Rooms	4		94.80 m2	103	5,050		14,814
Variation Total:								32,858

<u>Assessment/Tax Coding</u>		<u>Depreciation</u>		Replacement Cost New (RCN) :		122,058
310 Single Family	100%	Physical:	100%	x BYM 2.0000 :		244,116
		Functional:	100%	x Adj. 113.0% :		275,851
		Locational:	100%	Impr. Asmt:		275,850
		Market Adjustment:	113%			
		Mt/Qu/St by Economic Zone:	13%			

Inspection History

Visual Exterior	10-22-2015	VIKSE, Rod	
Info From Owner	01-27-2009	VIKSE, Rod	0.45 acres from 20015104

Roll: 20015708 Alt.Key 20015708 Legal: 0113494 1 6ER Econ. Zone: Econ Zone 1 Address: New castle trail	Building #: 310087819 004-04-02 Built: 2022 Life: 65 Renovated: CDU: Average Effective: 2022 SFD - After 1970
--	--

Classification	Year Built	Dimensions (m)	Area Adj. (m2)	Area (m2)	Rate / Area	Constant	Adj. %	Total
004-04-02 Split Entry	2022	0.00 x 0.00 +	111.50	= 111.50	x 593.00	23,080	x	89,200

Building Areas					
Total Floor:	111.50 m2	Int. Finish:	111.50 m2	Structure Total:	89,200
Heat:	111.50 m2	Roof:	111.50 m2	Quality Adjustment (100%):	89,200
Basement:	111.50 m2	Window:	13.38 m2	Progressive (100%):	89,200

Category	Detail	Quality	Area (%)	Quantity	Rate	Constant	Market Adj.	Total
130 Heat	1 Forced Air	4	100	111.50 m2	29			3,234
152 Plumbing Main	1 Kitchen Sink	4		1	1,080			1,080
152 Plumbing Main	10 1/2 Bath/Shower	4		1	3,240			3,240
152 Plumbing Main	8 Full Bath	4		1	3,240			3,240
172 Fireplace Main	1 Metal B/I	4		1	4,010			4,010
Variation Total:								14,804

Assessment/Tax Coding		Depreciation		Replacement Cost New (RCN) :	
310 Single Family	100%	Physical:	100%		104,004
		Functional:	100%	x BYM 2.0000 :	208,008
		Locational:	100%	x Adj. 113.0% :	235,049
		Market Adjustment:	113%	Impr. Asmt:	235,050
		Mt/Qu/St by Economic Zone:	13%		

Inspection History

Visual Exterior	10-22-2015	VIKSE, Rod	
Info From Owner	01-27-2009	VIKSE, Rod	0.45 acres from 20015104

**TOWN OF DRUMHELLER
BYLAW NUMBER 13.20**

Amending Bylaw 01.22

BEING A BYLAW FOR THE PURPOSE OF IMPLEMENTING RESIDENTIAL DEVELOPMENT INCENTIVE PROGRAMS FOR THE TOWN OF DRUMHELLER IN THE PROVINCE OF ALBERTA.

WHEREAS pursuant to the provision of *Section 347 (1) of the Municipal Government Act, RSA 2000, Chapter M-26*, Council may by bylaw cancel, reduce, refund or defer taxes it is considered equitable to do so, or phase-in increases or decreases from the preparation of a new assessment;

WHEREAS pursuant to the provision of *Section 347 (1) of the Municipal Government Act, RSA 2000, Chapter M-26* and amendments thereto, the Council of the Town of Drumheller deems it equitable to provide for a Bylaw for the purposes of implementing "Residential Development Incentive Programs".

NOW THEREFORE, be it resolved that the Council of the Town of Drumheller, in the Province of Alberta, duly enacts as follows:

1. This Bylaw may be referred to as the "Residential Development Incentive Programs" Bylaw;
2. Minimum qualifying criteria and property tax abatements are outlined per programs attached hereto and outlined in Schedules A: Residential Developers Housing Incentive Program & Schedule B: Multi-Unit Residential Rental Incentive Program;
3. The tax abatements apply to the municipal portion of property taxes only;
4. The Bylaw and corresponding schedules will be reviewed by Town Council at the beginning of each Council term; and
5. This Bylaw will come into full force and effect on the date of final passing thereof.

READ A FIRST TIME THIS 6th DAY OF JULY, 2020

READ A SECOND TIME THIS 6th DAY OF JULY, 2020

READ A THIRD TIME AND PASSED THIS 20th DAY OF JULY, 2020

SCHEDULE "A"

RESIDENTIAL DEVELOPERS HOUSING INCENTIVE PROGRAM

1.0 PURPOSE:

- 1.1 To establish an incentive program for the development of residential lots and create a positive environment for residential construction.

2.0 GENERAL PROGRAM:

- 2.1 For the purposes of this Schedule, the term "eligible dwelling" is defined as any **new** development of single family detached residences, attached or unattached townhouses, or row houses with a listing sale price between \$180,000 to \$350,000 dollars;
- 2.2 The developer must sign an Incentive Agreement with the Town;
- 2.3 Developers building eligible dwelling(s) on Town property will be required to place a 20% deposit in accordance with the Land Purchase Agreement. The developer will not be required to pay the balance until the property has been sold or when the incentive period ends, which ever occurs first;
- 2.4 The Incentive shall be granted at the beginning of the tax year following completion of construction. Completion of construction will be recognized by an "Occupancy Permit" from the Town's inspection agency:
 - i. First Year – 100% Property Tax Abatement
 - ii. Second Year – 50% Property Tax Abatement
 - iii. Third Year – 25% Property Tax Abatement
 - iv. Fourth Year – 0% Property Tax Abatement
- 2.5 This program is established under the authority of *Section 347 (1) of the Municipal Government Act of Alberta* and applies to municipal tax and land rebates as a result of **new** developments;
- 2.6 The Incentive applies to the municipal portion of taxes only. Special levies, improvement levies, Drumheller and District Senior Foundation Requisition and school taxes are not exempt;
- 2.7 Developments must comply with the Land Use Bylaw, imposed design guidelines, laws of the Province of Alberta and Canada;
- 2.8 Expansions or renovations to existing buildings or structures do not qualify for this Incentive;

2.9 If a developer sells a dwelling approved under this program, the balance of the Incentive is automatically transferred to the new registered owner provided that:

2.9.1 The new registered owner is not a business;

2.9.2 The dwelling is not used as an income property.

2.10 All servicing costs will be the responsibility of the developer;

2.11 The Developer must have a Town of Drumheller Business License;

3.0 PROCESS:

3.1 Developers must submit a development proposal and incentive request to the Town of Drumheller prior to the start of construction;

3.2 The development proposal shall include details on the type of dwelling(s) being built, an estimated time of construction and an approximate time that the new dwelling(s) will be available on the market.

4.0 RESPONSIBILITIES:

4.1 If a unique incentive request is submitted to the Town of Drumheller, and with the approval of Town Council, the above criteria may be waived or modified to recognize the uniqueness of a request;

4.2 Review and recommendations of changes to this program shall be the sole responsibility of Town Council upon recommendation of the Town's Chief Administrative Officer; and

4.3 The Town of Drumheller, through Town Council, may, at their sole discretion, refuse, limit, or cancel, any Incentive granted under this Schedule, should the developer fail to meet the requirements of the Residential Developers Housing Incentive Program during the term of the Incentive.

SCHEDULE "B"

MULTI-UNIT RESIDENTIAL RENTAL INCENTIVE PROGRAM

1.0 PURPOSE:

1.1 To establish an incentive program for the development of affordable multi-unit residential rental dwellings and create a positive environment for residential construction.

2.0 GENERAL PROGRAM:

2.1 For the purposes of this schedule, the term, "eligible building" is defined as any multi-unit residential building that meets the following requirements:

2.1.1 Minimum of four (4) units and a maximum of sixteen units;

2.1.2 Minimum of \$400,000 construction value;

2.1.3 Units must be rented for no more than \$850.00 per month, indexed to the Canada Consumer Price Index, excluding utilities, for the duration of the incentive period;

2.1.4 All individual units in the building must contain a balcony or access to a shared green space; and

2.1.5 Located within the Downtown District (DTD), Neighbourhood District (ND) and Neighbourhood Centre District (NCD).

2.2 Developers applying for the Multi-Unit Residential Rental Incentive must enter into an Incentive Agreement with the Town of Drumheller under the following terms:

2.2.1 The units within the property shall remain solely as rentable dwelling units for a period of no less than ten (10) years and the Developer shall not convert the units to condominiums or otherwise sell the units during this time;

2.2.2 The Incentive Agreement shall be registered as a "miscellaneous interest" on title of the property to prevent the conversion to condominiums or sale of units; and

2.2.3 The "miscellaneous interest" will be removed upon request of the registered owner after the ten (10) year Incentive Agreement has expired.

2.3 The Incentive shall be granted at the beginning of the tax year following completion of construction. Completion of construction will be recognized by an "Occupancy Permit" issued by the Town's inspection agency:

- i. First Year – 100% Property Tax Abatement
- ii. Second Year – 75% Property Tax Abatement
- iii. Third Year – 50% Property Tax Abatement
- iv. Fourth Year – 25% Property Tax Abatement
- v. Fifth Year – 0% Property Tax Abatement

- 2.4 The Incentive applies to the municipal portion of taxes only. Special levies, improvement levies and school taxes are not exempt;
- 2.5 Expansion or renovation to existing buildings, properties and structures do not qualify;
- 2.6 Developments must comply with the current Municipal Development Plan, Land Use Bylaw, imposed design guidelines and the laws of the Province of Alberta and Canada;
- 2.7 If a Developer sells the building during the incentive period, the balance of the Incentive is automatically transferred to the new owner if the conditions of this program are maintained;
- 2.8 This program is established under the authority of *Section 347 (1) of the Municipal Government Act of Alberta*;
- 2.9 The Developer must have a Town of Drumheller Business License;

3.0 PROCESS:

- 3.1 Developers must submit a development proposal and incentive request to the Town of Drumheller prior to the start of construction.
- 3.2 The development proposal shall include details on the type of dwelling(s) being built, an estimated time of construction and an approximate time that the new dwelling(s) will be available on the market.

4.0 RESPONSIBILITIES:

- 4.1 If a unique incentive request is submitted to the Town of Drumheller, and with the approval of Town Council, the above criteria may be waived or modified to recognize the uniqueness of a request;
- 4.2 Review and recommendations of changes to this program shall be the sole responsibility of Town Council upon recommendation of the Town's Chief Administrative Officer; and
- 4.3 The Town of Drumheller, through Town Council, may, at their sole discretion, refuse, limit, or cancel, any Incentive granted under this Schedule, should the developer fail to meet the requirements of the Multi-Unit Residential Rental Incentive Program during the term of the Incentive.

**TOWN OF DRUMHELLER
BYLAW 01.22**

**BEING A BYLAW FOR THE PURPOSE OF AMENDING BYLAW 13.20 IMPLEMENTING
RESIDENTIAL DEVELOPMENT INCENTIVE PROGRAMS FOR THE TOWN OF
DRUMHELLER IN THE PROVINCE OF ALBERTA.**

WHEREAS, pursuant to the provision of *Section 191 of the Municipal Government Act, RSA 2000, Chapter M-26*, Council has the power to pass a bylaw, amend or repeal a bylaw;

AND WHEREAS, the Town of Drumheller Council deems it desirable to amend Bylaw 13.20;

NOW THEREFORE, the Town of Drumheller, in the Province of Alberta, hereby enacts as follows:

1. SHORT NAME

1.1 This Bylaw will be known as Residential Development Incentive Amending Bylaw 13.20.

2. ADDITIONS

2.1 Purpose clause:

WHEREAS pursuant to the provision of *Section 347 (1) of the Municipal Government Act, RSA 2000, Chapter M-26*, Council may by bylaw cancel, reduce, refund or defer taxes it is considered equitable to do so, or phase-in increases or decreases from the preparation of a new assessment;

3. CHANGES / DELETIONS

3.1 The word "Policy" will be substituted with "Program".

3.2 Remove 4. The Bylaw and corresponding residential tax abatement policies may be amended from time to time

3.3 Schedule "A", General Program, Section 2.1. The listing sale price of \$250,000 will be changed to \$350,000.

3.4 Schedule "B", General Program, Section 2.1.5. The Land Use Designations will be changed to reflect Land Use Bylaw 16.20 as follows:
Downtown District (DTD), Neighbourhood District (ND) and Neighbourhood Centre District (NCD).

4. TRANSITIONAL

4.1 Bylaw 01.22 comes into full force after third reading.

READ A FIRST TIME THIS 22nd DAY OF FEBRUARY, 2022

READ A SECOND TIME THIS 22nd DAY OF FEBRUARY, 202

READ A THIRD TIME AND PASSED THIS ___ DAY OF ___, 2022

MAYOR

CHIEF ADMINISTRATIVE OFFICER