

Town of Drumheller COMMITTEE OF THE WHOLE MEETING AGENDA

**April 10, 2017 at 4:30 PM
Council Chamber, Town Hall
224 Centre Street, Drumheller, Alberta**



Page

1.0 CALL TO ORDER

2.0 DEVELOPMENT OR REVIEW OF STRATEGIC PLAN

3.0 DEVELOPMENT OR REVIEW OF POLICIES

4.0 DELEGATIONS

4.1 Delegation - Heritage, Arts & Culture Committee's Strategic Plan

5.0 REPORTS FROM ADMINISTRATION

5.1. ACTING CAO'S REPORT

5.2. DIRECTOR OF INFRASTRUCTURE SERVICES' REPORT

5.3. DIRECTOR OF CORPORATE SERVICES' REPORT

5.4. DIRECTOR OF COMMUNITY SERVICES' REPORT

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5.4.1 Seasonal Vendors Update

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5.4.2 Community Assistance Policy

5.5. DIRECTOR OF PROTECTIVE SERVICES' REPORT

6.0 ANNUAL BUDGET REVIEW

7.0 COUNCIL MEMBERS ROUND TABLE DISCUSSION

8.0 IN-CAMERA MATTERS

8.1 Personnel Matter



Date: April 7, 2017

Seasonal Vendor Update

Following discussion with The Vendor Cart Review committee, on February 2, 2017 and the presentation from Community Futures Big Country, the Terms of Reference for operation of Mobile Vendor Carts are under review.

Proposals Received through the 2017 Call for Proposals

The Annual Request for Vendor Proposals closed on March 27, 2017 and **2 proposals were received** in addition to the proposed pilot project from Community Futures Big Country.

In addition to the proposal submitted by Community Futures Big Country, the Town's annual call for proposals generated a renewal application from **Onkel Ice Cream (Hoodoos location)** and **Dino Donuts** (requested location in proximity to Sublime).

Hoodoos Vendor Pilot Project

Council offered support for Community Futures Big Country's proposal to establish 2 Seasonal Fixed Vendor Stations at the Hoodoos Site and following discussion with ATCO and Infrastructure Services we have determined that the cost of supplying power to the site is in the magnitude of over \$5,000.

Community Futures will be meeting with us on Wednesday, April 12th to discuss the project and whether or not to proceed as initially planned. Discussion around the servicing costs and deployment of these units will be discussed. Adding power to any location would greatly increase these costs under the responsibility of the applicant, or in another arrangement with the Town (recovery of rent, etc).



(Hoodoos Vending site)

Proposed Modifications to Current Mobile Vendor Policies

As there are examples of vendors that fall under various Town of Drumheller Bylaws, it is worthwhile to consider the best ways for vendors to operate in 2017 and beyond.

The promotion and coordination of public markets and co-location of vending units on private property has made it possible for a variety of seasonal vendors to operate in a relatively flexible way. We would recommend that these practices are promoted and continue.

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A Designated Food Truck Area?

Food trucks / trailers are often present during major special events and are also coordinated in conjunction with Public Markets. We also promote the location of Food Trucks and Trailers on private lands. There continues to be interest in the expansion of access for Food Trucks and it may be best to designate specific areas (for example – weekends in the downtown, Centre Street from 3rd Avenue to Railway Avenue North). It's logical to cluster Food Trucks and Trailers in a designated area, thus creating an increase foot traffic to the downtown area by making the site a destination for visitors.



(Centre Street facing South)

This could, alternatively be promoted with the current market organizers (an advantage for the Town, as the Market Organizers assume responsibility for the coordination and operations of all vendors that participate in their market location). The Town's role may be better suited to establishing operating standards and considering ways to enhance the streetscape in this area (street furniture, bollards, lighting) – so that it is more enticing for the shopping / dining experience. The aim of taking this approach would be make the Downtown more of a destination which could also include more direct support for the promotion of events that could add to the ambience of Public Markets.

Downtown Public Markets are typically operated on Saturdays (downtown), however the addition of Thursday evening markets (Homestead Museum area) and other special events should also be considered as part of an overall promotional strategy (in partnership with other community business organizations like Travel Drumheller, Community Futures Big Country and the Chamber of Commerce).

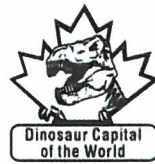
Respectfully submitted,



Paul Salvatore, CLGM
Director of Community Services



DRUMHELLER
COMMUNITY SERVICES



Council Discussion

Community Assistance Policy

April 2017

Background

The review and consideration of a **Community Assistance Policy** was Identified in the **2017 Strategic Business Plan** as a Council Priority. The context of the discussion that took place during Council's Annual Priority Setting workshop alluded to the potential role/s that the Town should take in relation to in kind and or financial supports for not for profit groups in Drumheller.

It should be noted that for the purpose of this discussion, all of the organizations that the Town participates in on a regional / provincial level are not part of this discussion, however local representation on Boards that we are directly involved-in are included below. The Town generally participates in regional / provincial groups / associations as a member and as such we typically participate in these groups and contribute as required in each unique membership situation.

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The first step in a good policy making process should consider the work that we have done and are doing with community groups within Drumheller. This can best be answered by the review of and “inventory” of community supports and the supportive dynamics between the Town and local community groups.

So what do we currently provide?

The Town has an impressive number of connections with community organizations, not for profits and contact with other orders of government as a result of close historical ties and an interest in partnership. The degree of involvement between the Town and community organizations is determined by a number of factors including:

Provincially mandated support

- The Drumheller Public Library
- Drumheller Seniors Foundation
- Drumheller Housing Administration

Historical Factors (eg. Support or services have been provided over time and a regular practice of support has become “normal” or anticipated). This level of Town support can apply to informal support, or support that includes a written agreement, or contract.

- Community Associations (eg. Wayne – provides parks maintenance in return for modest funding from the Town).
- The Town has also built a number of playgrounds in partnership with Community Associations, which has been very important as funding Community Initiatives Projects (CIP) through the Province, removed the Town’s eligibility to fund these projects. We typically contribute \$40,000 in the form of in-kind contributions for such projects.

Examples - Uses of Town Lands and / or Facilities

- Drumheller Off-Road Vehicles Association – DORVA (access to Town of Drumheller lands for motocross activities). (5 year lease agreement)
- Rotary Park Partnership – Development of Fountain, Spray Park, Picnic areas.
- Elks Club Picnic area project – Development of rubberized surface and picnic area North and East of Memorial Arena / North of Badlands Community Facility.
- Drumheller Stampede and Agricultural Society (Stampede and Agricultural Society properties are located on Town of Drumheller lands).
- The Drumheller District Chamber of Commerce (estimated \$16,000 per year in rent support and over \$46,600 per year in support for Tourist Information Services - 2017).

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- Drumheller Curling Club (The Town provides land and contributes refrigeration services from our ice plant at the Memorial Arena. The annual value of refrigeration services is between \$15,000 and \$20,000. We have also contributed to roof repairs and structural improvements). Major repairs (over \$4,000 in value and structural improvements – are identified under the new 5 year lease agreement, signed on March 6, 2017).
- Canadian Badlands Passion Play (The Town has provided access to and occasional operational support to the Passion Play, including labour and equipment).
- Parent Link (Access to Badlands Community Facility for weekly programming activities)
- The Drumheller Public Library (Budget and space in the Badlands Community Facility \$)
- Cottonwood Clayworks (space in the Badlands Community Facility)

Informal Partnership (Typically when we share a common purpose and we may form a mutually beneficial partnership).

- Drumheller Community Learning Society (production of the Community Activity Guide)
- Valley Bus – promotion of mobility assisted transportation and discounted maintenance rates
- Contributions to Travel Drumheller - \$30,000 (2017)

Formal Partnership/ Agreement

- Christ the Redeemer School Division (Family Resource Workers Program).
- Golden Hills School Division (Family Resource Workers Program, Before and Afterschool Care at Greentree School).
- Drumheller Minor Hockey Association (Concessionaire's agreement)
- Drumheller Dragon's Hockey Club (Arena Use Agreement)

Representation on Municipal / Community Boards (a representative from the Town of Drumheller sits on the Board of Directors, either as a representative of Council, or as a resource to the board from the Town).

Airport Commission (1)	Patrick Kolafa 5 public at large members
Municipal Planning Commission (2)	Tom Zariski Sharel Shoff 5 public at large members
Palliser Regional Municipal Services (1)	Sharel Shoff
Drumheller Chamber of Commerce (1)	Mayor Terry Yemen
Drumheller & District Solid Waste Mgmt. Assoc. (1)	Patrick Kolafa Ray Romanetz
Valley Bus Society (1)	Tara McMillan Darryl Drohomerski
Drumheller Public Library Board (1)	Patrick Kolafa

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Community Futures (1)	Sharel Shoff
Community Advisory Committee – RCMP(1)	Tom Zariski
Policing Committee(1)	Tom Zariski 5 public at large
Crime Stoppers (1)	Tom Zariski
Citizens on Patrol(1)	Tom Zariski
Drumheller Agriculture & Stampede Board(1)	Lisa Hansen-Zacharuk
Drumheller & District Seniors Foundation(1)	Tom Zariski
Drumheller Housing Administration (1)	Jay Garbutt 4 public at large
Subdivision and Development Appeal Board(2)	Jay Garbutt Lisa Hansen-Zacharuk 3 public at large
Disaster Service Committee(3)	Patrick Kolafa Jay Garbutt Mayor Terry Yemen
Community Standards Appeal Committee(3)	Jay Garbutt Mayor Terry Yemen Lisa Hansen-Zacharuk
Assessment Review Board(3)	Sharel Shoff Lisa Hansen-Zacharuk One Vacancy 2 Public at Large
Economic Development Task Force(2)	Mayor Terry Yemen Sharel Shoff 4 public at large
Red Deer River Municipal Users Group(1)	Mayor Terry Yemen
Aqua 7 Steering Committee	Mayor Terry Yemen Ray Romanetz
Revitalization Corporation (2)	Mayor Terry Yemen Sharel Shoff
Taxi Commission (2)	Jay Garbutt Patrick Kokafa
Heritage Steering Committee(1)	Tom Zariski
Drumheller & District Humane Society(1)	Tara McMillan
Canadian Badlands Ltd.	Mayor Terry Yemen Patrick Kolafa Jay Garbutt

Advisory / Community Advertising and Promotion

Everyday, we work with community groups of all types to promote the services that are available within our community and region. We often provide promotion through the Town of

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Drumheller's website, social media and the Town Page to bolster the profile of community activities of all types. While we strive to provide as much support as possible, we are limited in the amount of promotional work that we directly provide to community groups, as our staff have a wide range of responsibilities to meet Council's annual goals and priorities.

We are an excellent example of how the Municipality can act as a catalyst to facilitate excellent community outcomes in many different streams of activity. Some examples of work that we do within the context of our community networks include:

- Alberta Works – partnerships on job fairs
- Big Country Victim Services – partner with Volunteer Appreciation as well as providing a location for Angels corner.
- Overeaters-Anon – we (BCF) provide free meeting space at BCF.
- Big Country Anti-Violence Association (BCAVA) – we sit on the board.
- Family Resource Worker Program – regular communication and feedback.
- Good Food Box program – partners with volunteers from the community.
- Golden Prairie Parent Link – printing services.
- Big Country Community Futures – joint efforts for Economic Development and Small Business promotion.
- Healthy Families – participate in our Interagency board.
- MH Employment services – employment support and development including hosting of job fairs.
- DARTS – free meeting space as required and sponsorship of a job placement program for DARTS clients.
- Chamber of Commerce – in addition to building and tourism support, we partner on Canada day and Ec. Dev initiatives.
- Meals on Wheels – assist with program facilitation and advocacy / promotion.
- Valley Bus – provide them with an office, meeting space and board representation.
- Drumheller Stampede & Ag Society – land and in kind support for events (access to labour and equipment).
- Drumheller Public Library – located within the BCF. We share space with the Senior's Coordinator and the Library manages the day to day access to photocopying for registered local non-profit organizations.
- Drumheller and Area Family Fun – We contribute to board activities and provide space and staff support for events.
- Drumheller Valley Secondary School – Annual Seniors Dinner through our Senior's office in collaboration with the school.

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- The Salvation Army – networking on various activities including “Stuff that Bus” and meeting space if required. Salvation Army also contributes through Interagency.
- Drumheller Library Society – Board representation.
- Drumheller and Area Asset Development Coalition – Board participation.
- Drumheller Farmers Market – advertising and space when held at the Arena (Canada Day) and during the Summer as part of a Public Market.
- Drumheller Genealogy club – access to meeting space.
- Drumheller & District Musical Festival Association – location of the baby grand piano (BCF) and modified rental rate for the Music Festival final performance each year.
- Drumheller Rotary Club – partner on The Celebration of Excellence. Rotary has contributed significantly through playground development projects, park development projects and additional community support projects since the 1930’s.
- Pioneer Trail Society – partners on various Senior events and activities.
- Big Country Seniors Games – Hosted regional games in Fall 2016.
- TOPS – Board representation and access to meeting space.
- Atlas Coal Mine – events partners (May Day) in addition to the creation of Miner’s Memorial Park.
- East Coulee School Museum. Support as a Municipal / Provincial Historic Site. In collaboration with the East Coulee Community Association, we support the East Coulee Spring Festival with various in-kind contributions.
- Wayne, Rosedale, Newcastle, Nacmine, Midland and East Coulee – Community Association support and liaison.
- Early Childhood Development – Board Representation.
- Growing Opportunities – members of our Interagency board
- Drumheller Dragons Hockey – Arena Agreement and the coordination of Canada Day beer gardens.
- Drumheller Further Education – partner with us producing the Activity Guide twice a year.
- Citizens on Patrol – Council Representative on the board, annual budget contribution.
- Badlands Scholarship – ongoing 4 year scholarship for local youth.
- Leaders of Tomorrow – celebration with plaque and monetary award by FCSS
- Special Events – managed by FCSS and reported on our website
- Volunteer Drumheller – coordinated by FCSS, included on our website and manage a FB page.
- Citizens Advisory Committee (RCMP) - board representation
- Volunteer Appreciation Committee – Board representation and access to the BCF for annual community volunteer recognition.
- Regional Fetal Alcohol Coalition – board representation and facilitation for regional program support.
- Criminal Records checks – support for FREE processing of requests for volunteers.
- Dinosaur Trail Golf and Country Club – in kind support for building demolition of club house (labour and equipment).

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- Additional sports organizations, hockey, softball, fastball, hardball – facility support for hosting of tournaments, including zones and provincial championships.
- Drumheller Minor Soccer Association, donation of land (in the Hygrade Industrial Park) for the development of soccer fields.
- Partnerships with community playground development and arena construction / reconstruction (Greentree, Hunts Place, East Coulee, Nacmine, Rosedale, Newcastle, North Drumheller, Greentree School and others).

Are there any gaps?

The Town of Drumheller currently does not have a specific policy that clearly articulates the conditions for support of local community groups, however the Town does have a long-standing tradition of support to all of the groups noted above. At present, all requests are made on a case by case basis, with consideration of the history, economics and social circumstances of the organizations themselves. It is these social, economic, cultural, political and community development factors that come into play as proposals are made for the Town's consideration. Each of these factors can have more weight or value depending on the expected outcomes and the anticipated benefits that flow from every partnership, or opportunity for support. In this sense, the Town has always had the discretion to determine projects and opportunities for support that fit closely with our vision for community development.

Communicating our Contributions as Community Achievements

In order to better communicate the Town's level of support for community projects and the levels of support that have been offered in the past, we need to do better to mention many of the examples that are noted above in this report. The Town of Drumheller contributes everyday to our community in so many ways – however sometimes we fail to express the significant value that we create through these efforts. We need to strive to communicate our efforts as achievements that should be appreciated on many more levels.

Sometimes We Have to Say – “Sorry, that’s just not possible”

While Council, Administration and Staff love to be able to say “YES, we’d like to do that for you,” the reality is that we work hard to deliver quality core services that may suffer if we take-on too many additional requests that are outside of the scope of our normal level of service. We work hard to manage quality and efficient operations that our citizens count on everyday and we do not want to sacrifice our core services beyond our normal capacity. We pay close attention to our workloads and we respect limitations on our resources. Serving the Town of Drumheller – the municipality is our number one priority. Serving the community beyond the scope of our municipal responsibilities cannot always be possible. If we say “Sorry, that’s just not possible” it’s because we’ve taken the time to review our workloads, staff availability, budget and all other priorities.

Next Steps

Council needs to determine if it would like to change its approach to Community Assistance requests. If desired, Council will need to set the criteria for Community Assistance Opportunities and the process for considering such requests. This would mean the development of a more specific policy for Community Assistance based on what has been presented and discussed.

Basic considerations for the development of a policy would consider levels of approval for community requests, as follows:

1. Minor requests for labour in-kind up 2 days commitment (reviewed and approved by the CAO).
2. Commitments to proposed projects must not compromise our ability to provide core services.
3. Capital Requests (value over \$5,000) to be included in annual budget process.
4. Major commitments of labour, equipment and or materials, to be brought to Council for decision through a formal request, Council agenda item.
5. Communication of the assistance that we provide will be a priority.

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Administration will proceed with future policy development based on Council's feedback and direction.

Respectfully Submitted,

A handwritten signature in blue ink, appearing to read 'Paul Salvatore', with a large, stylized loop at the end.

Paul Salvatore, CLGM
Director, Community Services