

Town of Drumheller COUNCIL MEETING AGENDA

November 3, 2014 following the Organizational Meeting
Council Chamber, Town Hall
224 Centre Street, Drumheller, Alberta



Page

1.0 CALL TO ORDER

- 1.1 Councillor Jay Garbutt to be sworn in as Deputy Mayor for the months of November and December, 2014.

2.0 MAYOR'S OPENING REMARK

3.0 PUBLIC HEARING

4.0 ADOPTION OF AGENDA

5.0 MINUTES

5.1. ADOPTION OF REGULAR COUNCIL MEETING MINUTES

- 3-8 5.1.1 Regular Council Meeting Minutes of October 20, 2014

5.2. MINUTES OF MEETING PRESENTED FOR INFORMATION

- 9-11 5.2.1 Municipal Planning Commission Minutes of September 18, 2014
- 12-16 5.2.2 Municipal Planning Commission Meeting Minutes of July 17, 2014

5.3. BUSINESS ARISING FROM THE MINUTES

6.0 DELEGATIONS

7.0 COMMITTEE OF THE WHOLE RECOMMENDATIONS

8.0 REQUEST FOR DECISION REPORTS

8.1. CAO

8.1. CAO

8.1.1 Update on Flood Mitigation

8.2. DIRECTOR OF INFRASTRUCTURE SERVICES

8.3. DIRECTOR OF CORPORATE SERVICES

8.4. DIRECTOR OF COMMUNITY SERVICES

17-23 8.4.1 Overview of the Tourism Master Plan Executive Summary

8.5. DIRECTOR OF PROTECTIVE SERVICES

9.0 PRESENTATION OF QUARTERLY REPORTS BY ADMINISTRATION

10.0 PUBLIC HEARING DECISIONS

11.0 UNFINISHED BUSINESS

12.0 NOTICE OF MOTION

13.0 COUNCILLOR REPORTS

13.1 Councillor Jay Garbutt - Drumheller Housing Administration 2015 Budget

14.0 IN-CAMERA MATTERS

14.1 Personnel Matter

**Town of Drumheller
COUNCIL MEETING
MINUTES**

October 20, 2014 at 4:30 PM
Council Chamber, Town Hall
224 Centre Street, Drumheller, AB, T0J 0Y4



PRESENT:

ACTING MAYOR: Tom Zariski

COUNCIL:

Jay Garbutt
Lisa Hansen-Zacharuk
Patrick Kolafa
Tara McMillan
Sharel Shoff

CHIEF ADMINISTRATIVE OFFICER/ENGINEER:
Ray Romanetz

DIRECTOR OF INFRASTRUCTURE SERVICES:
Allan Kendrick

DIRECTOR OF CORPORATE SERVICES:
Barb Miller

DIRECTOR OF PROTECTIVE SERVICES:
Greg Peters

RECORDING SECRETARY:
Linda Handy

ABSENT: Mayor Terry Yemen
Director of Corporate Services: Paul Salvatore

1.0 CALL TO ORDER

Acting Mayor Tom Zariski called the meeting to order at 4:30 PM.

2.0 ACTING MAYOR'S OPENING REMARK

Acting Mayor T. Zariski announced that Council's Organizational meeting will be held November 3rd, 2014.

3.0 PUBLIC HEARING

4.0 ADOPTION OF AGENDA

MO2014.140 Hansen-Zacharuk, Garbutt moved to adopt the agenda as presented. Carried unanimously.

5.0 MINUTES

5.1. ADOPTION OF REGULAR COUNCIL MEETING MINUTES

5.1.1 Regular Council Meeting Minutes of October 6, 2014

MO2014.141 Shoff, Kolafa moved to adopt the regular Council Meeting Minutes of October 6, 2014 as presented. Carried unanimously.

5.2. MINUTES OF MEETING PRESENTED FOR INFORMATION

5.3. BUSINESS ARISING FROM THE MINUTES

6.0 DELEGATIONS

6.1 Delegation - Dave Lund and Terri Dauter – Stewardship Liaisons along with Principal Joanne Akerboom presented the St. Anthony's School sports field development. It is hoped that through collaboration with community partners and government, St. Anthony's will be able to construct the sports field to benefit their students and the community at large. The presentation highlights included:

- St. Anthony's 420 students are denied recreational opportunities that other students have because the Province does not provide funding for sports field;
- They wish to develop a sports field west of St. Anthony's school with either sod or artificial turf by the end of 2016;
- There will be joint user group and competitive sport opportunities; and
- The corridor to a world class museum will be cleaned up;
- Costs: Sports Field Development - \$450,000 (\$250,000 storm works, \$50,000 grading and \$150,000 retaining wall); Sports Turf - \$250,000 grass or \$800,000 artificial turf; \$200,000 for shale plus \$300,000 to upgrade to rubber; Incidentals (score clock, lights, landscaping, fencing, press box and concession) \$270,000-\$300,000; Enhanced Parking - \$400,000 (40 additional stalls; asphalt).
- At present, they are looking for \$500,000 to construct a sports field. There are two grant opportunities – CIP non capital grant maximum \$75,000 matching; second grant \$125,000 CFEP - capital grant in addition to exploring other grants to access dollars for landscaping (challenges with topography and weather).

Questions from Council:

Councillor L. Hansen-Zacharuk asked the expectation from the Town. D. Lund stated that although Christ the Redeemer School Division is prepared to finance a basic green grass field, they would like to enter into a collaborative partnership to help bring the

facility up to competitive standards. Councillor J. Garbutt stated that the Town has partnered on other sport surfaces however the Town needs to know who is going to own it and how the public will access it. D. Lund advised that although these logistics have not been worked out, the sports field will be available for community sport events. He further stated that Christ the Redeemer School Division has committed \$500,000 for the turf however there is no commitment beyond that and they are looking for partnerships to accelerate timelines.

Council thanked St. Anthony School representatives for their presentation.

7.0 COMMITTEE OF THE WHOLE RECOMMENDATIONS

8.0 REQUEST FOR DECISION REPORTS

8.1. CAO

8.1.1 RFD - Travel and Per Diems Policy No. 4.02.10.11

R. Romanetz presented the Travel and Per Diems Policy as amended to include the same meal allowance rates in accordance with Council's rates.

MO2014.142 Garbutt, Shoff moved that Council adopt Policy No. 4.02.10.11 as amended.

Carried unanimously.

8.1.2 RFD - Automated Water Meters

R. Romanetz advised that on October 16, 2014 ATCO Electric has served notice that they will not provide water meter reading services beyond December 31, 2015. ATCO has also confirmed that there will be no increase to the current cost of \$0.30 per read. He further stated that Neptune Meters has provided a proposal that includes two scenarios:

- 1) Replacement of all remaining meters which includes supply and installation in the fall of this year at a cost of \$653,845; and
- 2) Replacement of all remaining meters which includes supply and installation in 2015 at a cost of \$716,910.

Neptune has advised that they may not have the capacity to complete the work in 2014.

R. Romanetz stated that the Town will ask Neptune to hold their prices firm so that completion of the replacement would be completed in early 2015 as their work load permits. He further stated that the extension to December 31, 2015 with no increase per read cost provided by ATCO Electric gives the Town the flexibility to extend time lines with Neptune.

MO2014.143 Hansen-Zacharuk, Shoff that Council engage the services of Neptune Technology Group to replace all of the remaining meters which includes supply and installation in the fall of 2014 or early 2015 at a cost of \$653,845 plus GST. Carried unanimously.

8.2. DIRECTOR OF INFRASTRUCTURE SERVICES

8.3. DIRECTOR OF CORPORATE SERVICES

8.3.1 RFD - Refund of Utility Rate Overcharge

B. Miller advised that as a result of the Town's new methodology for charging water base rates to commercial properties in February 2011, new billing was applied to services depending on the size of the water meter. In October 2014, as part of the Town's meter replacement program, a new water meter was installed at 622 and 632 9th Street SW. At that time, it was identified that the properties currently classified as Group 2 rate were in fact, a Group 1 service. As a result a credit was issued to the utility account holders in the amount of \$775.28 each. This amount represents the difference in the water base rate charges incurred during the current fiscal year (January to September 2014). The utility account holders have requested a further refund for the difference in water base rate charges from February 2011 to December 31, 2013.

B. Miller further advised that a typical business practice would see any refund limited to the current fiscal year.

MO2014.144 McMillan, Shoff moved that the credits issued in the amount of \$775.28 each for the current fiscal year's overcharge as satisfactory business practice and decline the requests for any additional refund.

Clarification on Motion:

Councillor J. Garbutt questioned whether Council should set policy for future years. B. Miller stated that administration is drafting a new utilities bylaw and she will ensure that this policy is included. R. Romanetz stated that the bylaw will also address other issues related to the collection of utility charges on renter properties. He further stated that the draft bylaw will be presented to Council prior to year end.

Vote on Motion:

Carried unanimously.

8.4. DIRECTOR OF COMMUNITY SERVICES

8.5. DIRECTOR OF PROTECTIVE SERVICES' REPORT

9.0 PRESENTATION OF QUARTERLY REPORTS BY ADMINISTRATION

9.1 CAO's Quarterly Report ending September 30, 2014

9.2 Director of Infrastructure Services' Quarterly Report ending September 30,

2014

Council requested Administration to discuss with Transportation the feasibility of a turnout at Drumheller's south entrance and for the turnout to be cost shared. In response to a question from Council, A. Kendrick stated that the East Coulee Transmission Line project was not over budget however the costs for an aesthetically pleasing water fill building was not included in the budget. In response to a question from Council, A. Kendrick stated that once staffing commitments are made, P/W have to work these extra projects into their regular normal work priorities and it may impact the core services provided.

9.3 Director of Corporate Services' Quarterly Report ending September 30, 2014

9.4 Director of Community Services' Quarterly Report ending September 30, 2014

It was noted that BCF is running at 60% cost recovery.

9.5 Director of Protective Services' Quarterly Report ending September 30, 2014

G. Peters advised that he intends to arrange an Emergency Training Workshop for Council and staff along with an invite to surrounding municipalities in the near future.

10.0 PUBLIC HEARING DECISIONS

11.0 UNFINISHED BUSINESS

12.0 NOTICE OF MOTION

13.0 COUNCILLOR REPORTS

14.0 IN-CAMERA MATTERS

MO2014.145 Shoff, Hansen-Zacharuk moved to go in-camera at 6:18 PM. Carried unanimously.

MO2014.146 McMillan, Garbutt moved to revert back to regular Council meeting at 6:32 PM. Carried unanimously.

14.1 Land Matter

MO2014.147 Garbutt, Hansen-Zacharuk moved to approve the purchase of lands described as Plan 1111637, Block 21, Lots 1-4 and Plan 1111637, Block 22, Lots 1-3, 5 in the amount of \$52,111.66. Carried unanimously.

There being no further business, the Acting Mayor declared the meeting adjourned at 6:35 PM.

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Mayor

Chief Administrative Officer



**Municipal Planning Commission
Minutes
Meeting of Thursday, September 18, 2014**

Present: Shawn Francis, Chairperson
Cindy Woods, Development Officer
Brad Wiebe, Palliser Regional Municipal Services
Donna Kittridge, Recording Secretary 2
Sharon Clark – Vice Chair
Paul Salvatore, Director of Community Services
Clayton Gillis - member
Sharel Shoff, Councillor/Member
Stacey Gallagher, Member
Tom Zariski, Councillor/Member
Scott Kuntz, Member
Cody Glydon, Economic Development/Communications Officer

Absent: Linda Taylor- Recording Secretary- with regrets

1.0 CALL TO ORDER – 12:05 P.M.

Motion to Approve Agenda: Sharon Clark
Seconded by Tom Zariski- Carried

Agenda Additions or Deletions

No Additions

2.0 MINUTES FROM PREVIOUS MEETINGS

Thursday, May 29, 2014

Thursday, June 26, 2014

There was some discussion on the issue of non-conformity. Cindy clarified that repairs, maintenance or upgrades of existing structures can be approved as long as there is no increase to the extent of the non-conformity.

The patio application for Vintage was cancelled and the business was recently closed. The original owners have taken a business license and will reopen a new restaurant soon.

Signs and Bench signs – there is a question as to which ones meet our Bylaws. Any type of ad is a sign. Cindy will do a visual check of all bench signs to address this issue.

Motion: Sharon Clark moved to approve the minutes of May 29, 2014 with correction.
Seconded by Sharel Shoff – Carried



3.0 DEVELOPMENT PERMITS

None to Discuss

4.0 Palliser Regional Municipal Services

Brad Wiebe spoke on the Flood Mitigation Study that has been in progress for the last four weeks with our consultant Stantec. The thought is to allow low risk land uses for floodways including uses such as agriculture, parks, municipal and environmental reserves, bridge structures, berming, etc. A significant change in Drumheller is that the province is focusing on natural flow flood hazard areas rather than the regulated flow that the Town has utilized for development.

The Town will receive exemptions from the Provincial Flood regulation to allow development to continue using the regulated flow flood hazard mapping. There would be very little change in how these areas would be handled as far as development goes. All critical infrastructure would be required to be above the 1:100. Properties in the floodway will not be allowed any new development and may be bought out by the Province according to provincial guidelines.

The flood hazard area mapping will be updated according to the exemption area agreements with the Province and should provide assurance for insurance coverage and mortgages from banks. Province wants to know about anyone having trouble with banks or insurance companies.

Dykeing or berming does not mean your property is flood proof; the consideration is that you are still at risk of flooding if there was a catastrophic failure. An example is Lehigh where the temporary dykes are built on sand and there is still flooding from seepage underneath.

As there is additional information, Brad will keep members up to date.

Cindy stated that our bylaws may have to be revised and the map will be used as an overlay. This may mean house designs will start to look different and home designs will reflect this in height. Drainage and grading of new properties will not be able to negatively impact neighbors. Each application will have to be done on a case by case basis.

If the town lets someone build and they get flooded who would be responsible? The intention of the exemption areas is that development would still be protected in the same way as it currently is and flood damage compensation would be available in the future in the exemption area and flood fringe.

5.0 Other Discussion Items

1. Sharel Shoff brought forward a concern of companies in an M1 district storing chemicals on site and asked for discussion on this issue.

Cindy advised that the MPC previously reviewed a land use bylaw amendment to include chemical storage in the light industrial district. MPC and Palliser recommendations were given to council and it was defeated. Bill Bachynski the Fire Chief has advised businesses in the M1 district that chemical storage does not comply with the Land Use Bylaw. C. Woods stated these businesses are looking for new locations within the M2 district.

Tom Zariski stated there is industrial land in Rosedale, which would provide a good option for the heavy industrial companies to store their chemicals.



DRUMHELLER

COMMUNITY SERVICES

Agenda Item # 5.2.1



2. C - Cans Downtown – an inquiry was made to allow for a c-can to be placed at the back of a building downtown. Most of the downtown buildings have limited parking space. Comments on screening, locations and questions about the c-cans in place now were raised. Paul asked Brad if a policy was in place that there is a requirement that this type of storage not conflict with parking requirements and Brad stated this is already in place. The MPC will review further with the Land Use Bylaw amendments.
3. Conversation followed about the building beside Shredz and what type of work is done there. This was investigated and the owner stated the occupant has used this building for years. He stores and works on his own vehicles.
4. Shawn asked for an update on the Gangster Dormitories, Gangster decided that they did not want to proceed with a temporary camp.
5. Wal-Mart should be starting their demo and rebuild of the retaining wall September 22, 2014. Stantec the original builders will be redoing the work.
6. LUB amendments – please see attached

6.0 Adjournment – Meeting adjourned by Shawn Francis at 1:45 pm.
Moved by Sharel Shoff
2nd Clayton Gillis

Chairperson

Development Officer



**Municipal Planning Commission
MINUTES
Meeting of Thursday July 17, 2014**

Present: Paul Salvatore, Director of Community Services
Sharel Shoff, Councillor/Member
Cindy Woods, Development Officer
Linda Taylor, Recording Secretary
Shawn Francis, Chairperson
Sharon Clark, Vice Chairperson
Scott Kuntz, Member
Stacey Gallagher, Member
Clayton Gillis, Member

Absent: Brad Wiebe, Palliser Regional Municipal Services - regrets
Tom Zariski, Councillor/Member - regrets

1.0 CALL TO ORDER – 12:11pm

1.1 Agenda - Additions or Deletions

Addition of other discussion items

- 5.1 Oasis Car Wash
- 5.2 Nacmine; setbacks on driveways
- 5.3 Walmart retaining wall

1.2 Acceptance of Agenda

Motion: S. Shoff moved to accept the agenda for July 17, 2014 with the additions

Second: S. Clark - Carried

2.0 MINUTES FROM PREVIOUS MEETINGS

2.1 June 26, 2014

Minutes of June 26, 2014 will be reviewed at the next MPC meeting.

3.0 DEVELOPMENT PERMITS

**3.1 T00072-14D – Bonnie Chambers – Occupy as Personal Service
Establishment/Dwelling – “C-B”**

C. Woods presented Development Permit T00072-14D submitted by Bonnie Chambers to Occupy as Personal Service Establishment and Accessory Dwelling located at 60 3 Avenue East, Drumheller on Plan 3099AD; Block 25; Lot 6. Zoning is “C-B” Central Commercial District. Personal Service Establishment is a permitted use in this district. Dwelling unit completely self-contained and accessory to a principal commercial use is a discretionary use in this district.



C. Woods advised the applicant is currently residing in the building. C. Woods further stated the dwelling must be completely self contained and separate from the commercial area. The applicant must meet Building and Fire Code as well as Health requirements. The existing windows may not meet egress requirements however the inspectors will verify. This property has onsite parking at the rear of the building.

Municipal Planning Commission members discussed the application. Occupancy to include inspections for building, fire and health.

Motion: C. Gillis moved Development Permit T00072-14D submitted by Bonnie Chambers to Occupy as Personal Service Establishment and Accessory Dwelling located at 60 3 Avenue East, Drumheller on Plan 3099AD; Block 2S; Lot 6 be approved, subject to the following conditions:

1. Development shall conform to Town of Drumheller Land Use Bylaw 10-08.
2. Development shall conform to the Town of Drumheller Community Standards Bylaw (16-10).
3. All necessary permits (building, electrical, plumbing, etc) to be in place prior to any construction/installations.
4. All contractors and/or sub-trades to possess a valid Town of Drumheller Business License.
5. Development to conform and meet the requirements of the Regional Fire and Health Authority. Prior to commencement of occupancy and business activities, confirmation must be provided to the Development Officer from the Local Fire and Health Authority that the building is occupiable for such purposes.
6. Applicant to ensure authorization from the property owner is obtained prior to any renovation/modification.
7. If the holder of the permit wishes to make any change in the conduct of the business that departs from the description in the application or from any other condition or restrictions imposed, the holder of the permit must obtain prior permission of the Development Officer/Municipal Planning Commission. An additional development application may be necessary.
8. Development application is required for signage placement and made under separate application prior to placement.
9. Applicant to ensure any/all modifications to water/sewer services to the satisfaction of the Town of Drumheller. Please contact Utilities Manager at 403-823-1330 for approval and specifications.
10. Development to conform to any/all Municipal, Provincial and Federal regulations and/or legislation that may apply.
11. Garbage and waste materials must be stored in weather proof and animal proof containers and screened from adjacent sites and public thoroughfares. Separate containment must be provided for the disposal and recycling of cardboard materials.
12. The dwelling unit is an accessory to a principal commercial use. The personal service establishment shall have a valid business license with in 14 days of the date of issue of notice of decision. Should the commercial business not be in operation the dwelling unit can no longer be occupied as a private residence.
13. Annual Business License is required.

Second: – S. Shoff – Carried



3.2 T00073-14D – Dekeyser/Clozza – New Construction of Duplex with Attached Garages – “R-2”

C. Woods presented Development Permit T00073-14D submitted by D. Dekeyser & K. Clozza for New Construction of Duplex with Attached Garages located at 51-53-55 Bridge Street, Drumheller on Plan 4317CQ; Block 1; Lots 26-27-28. Zoning is “R-2” Residential District. Duplex Dwelling is a permitted use in this district.

S. Clark recused herself from discussion & decision on this development permit.

C. Woods advised this property was previously rezoned from the Highway Commercial District to R-2, Residential District. An existing 20' x 20' shack will be demolished, to make way for new construction of a duplex. The development is in the flood fringe, confirmed elevations are shown on the submitted plot plan. The property is to be consolidated to 1 parcel or subdivided to 2 properties. Relaxation of the site coverage to 36% is required. The front setback will be 12 feet from the property line. Please note, from the curb to the property line is 11 feet.

C. Woods read from the Town of Drumheller Land Use Bylaw 10-08;

9. Deciding on Development Permit Applications

(7) *(a) The Municipal Planning Commission at its discretion may relax the minimum requirements or maximum limits in any land use district beyond the standards outlined in the Land Use Bylaw up to 20% if in the opinion of the Municipal Planning Commission the proposed development would not:*

(b) Notwithstanding the above, the Municipal Planning Commission at its discretion may relax the minimum requirements or maximum limits beyond the standards outlined in the Land Use Bylaw in the following cases:

(iii) a proposed development on a vacant parcel registered in the Land Titles Office prior to 1967; the minimum requirements may be relaxed greater than the standards outlined in Section 9(7)(a), provided the proposed setback is compatible with existing buildings on adjacent lots and will not unduly interfere with the amenities of the neighborhood.

Municipal Planning Commission members discussed the application and the flood fringe mitigation conditions. This is the only property to face this particular street; the front of the home would face the playground not the highway.

Motion: S. Shoff moved Development Permit T00073-14D submitted D. Dekeyser & K. Clozza for New Construction of Duplex with Attached Garages located at 15-53-55 Bridge Street, Drumheller on Plan 4317CQ; Block 1; Lots 26-27-28 be approved, subject to the following conditions:

1. Must conform to Land Use Bylaw 10-08.
2. Relaxation granted to rear setback (20 feet) & site coverage to 36%.
3. Consolidation of Plan 4317CQ; Block 1; Lots 26, 27 & 28 or subdivision and boundary adjustment of same to 2 titles. Applicant to provide documentation/confirmation of the consolidation or subdivision/boundary adjustment will be registered with Alberta Land Titles prior to the issuance of Building Permits.
4. Confirmation of Insurance under the Alberta New Home Buyer Protection Act required prior to issuance of Safety Code permits.
5. If the holder of the permit/property owner wishes to make any changes in the proposed development or additions to same from application as approved, the holder of the permit must first obtain permission of



- the Development Officer/Municipal Planning Commission. An additional development permit may be necessary.
6. 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.
 7. All buildings located on the property shall be constructed so that all openings are above the 1:100 year flood levels. Documentation from Registered Alberta Land Surveyor required verifying elevations are met to be provided to the Town of Drumheller.
 8. Construction to adhere and meet the Flood Mitigation Measures of the Alberta Building Code Standata(s) issued by the Alberta Government and Safety Code Council dated August 15, 2013 and September 20, 2013 (copies attached). This includes but is not limited to all openings above the 1:100 flood levels, mechanical room located above the 1:100 flood level (furnace, hot water tank, electrical panel) and the installation of back flow prevention device. The developer will provide verification conditions have been met by inspection or a method suitable to the Development Authority.
 9. Make provisions for installation of water meter(s) as per the Town of Drumheller water/sewer bylaw.
 10. All necessary Safety Codes Permits (building, electrical, gas, plumbing and private sewage.) to be in place prior to any construction/installations.
 11. Offsite levies and local improvement to be paid prior to the issuance of Safety Code Permits.
 12. Any/all local improvements or upgrade required for development are at owner/applicants expense. All local improvements, and construction thereof, must be approved by the Town of Drumheller including, but not limited to, approaches, driveways, frontage charges, water/sewer services, etc. Please contact 403-823-1330 for approval and specifications.
 13. Development to conform to any and all Municipal, Provincial and Federal legislation or guidelines that may apply.
 14. Landscaping to be in accordance with Policy C04-02 and Land Use Bylaw 10-08 and to the satisfaction of the Development Officer/Municipal Planning Commission.
 15. One on site parking required as per requirements in Land Use Bylaw 10-08.
 16. Contractor and subcontractors to have a valid business license with the Town of Drumheller.

Second: S. Gallagher – Carried

4.0 PALLISER REGIONAL MUNICIPAL SERVICES

5.0 OTHER DISCUSSION ITEMS

5.1 OASIS CAR WASH

An MPC member requested an update on the Oasis Car Wash; the owner is continuing to research the possibility of putting in gas pumps to increase customer flow to his business. The owner and a representative of Gas Plus had a meeting with the Development Officer to discuss the possibility of changes to allow for gas pumps. The access to this property causes traffic safety concerns and Stantec was approached for cost on a traffic flow study for Oasis Car Wash. MPC members discussed the proposal. The owner was made aware a completed traffic study would not guarantee that gas pumps would be approved for that location. A member noted that perhaps a letter to the owner to recap an overview of discussions and that the traffic study would not guarantee that gas pumps would be approved.

5.2 WALMART RETAINING WALL



DRUMHELLER

COMMUNITY SERVICES

Agenda Item # 5.2.2



Members asked about the Walmart retaining wall as it has been an ongoing issue for 4 years. C. Woods advised that ongoing communication with Walmart has taken place since 2013. C. Woods further stated that an issue with Walmart's tender process caused further delay however construction should take place this year.

6.0 ADJOURNMENT – Meeting adjourned by S. Francis at 1:15 pm.

Chairperson

Development Officer

Attachments:

Town of Drumheller

Tourism Master Plan

Prepared By:

Malone Given Parsons Ltd.
140 Renfrew Drive, Suite 201
Markham, Ontario
L3R 6B3

Prepared For:

Town of Drumheller
703 2nd Ave West
Drumheller, Alberta
T0J 0Y3

In Association With:

Western Management Consultants
REACH Market Planning LLC
HDR | ITRANS

FEBRUARY 2011
10-1933

EXECUTIVE SUMMARY

Since the mid-1980s, tourism has been a principle driver of the Town of Drumheller's economy. Tourism related sectors—retail, arts, entertainment and recreation and accommodation and food services—account for more than 27 per cent of the town's employment. An analysis of the town's location quotients and employment growth indicates that these three same industries standout as being dynamic, that is, important growth industries with a competitive advantage for being located in the Town of Drumheller compared to the province as a whole.

Numerous studies have been completed that identified potential tourism development opportunities in the Canadian Badlands; virtually all of which recognize the Town of Drumheller as the key catalyst to the region's tourism growth. At the same time, these studies noted, that while the town and the surrounding region have many assets of interest to tourists, there remains strong potential to improve and refine those assets to better serve existing visitors, attract and serve new visitors, and provide a better community experience for local residents.

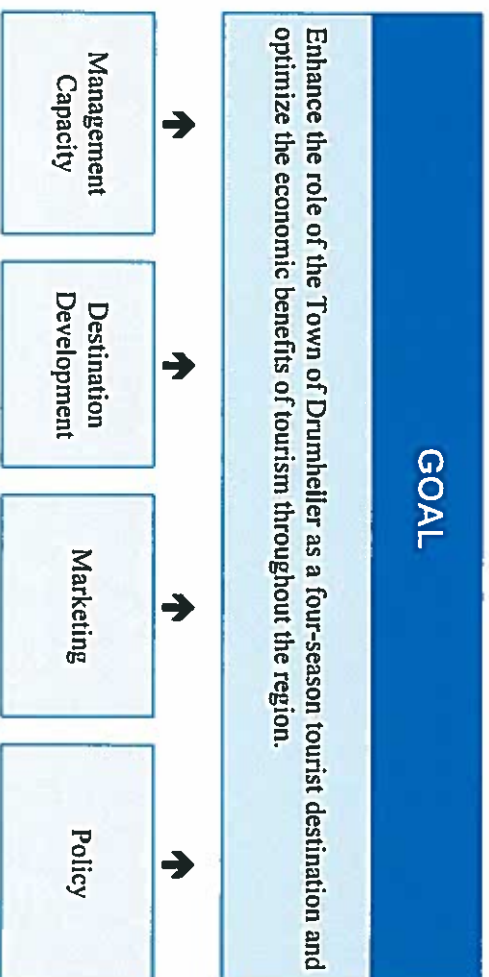
In July, 2010 the Town of Drumheller retained a consulting team led by Malone Given Parsons Ltd. to prepare a single consolidated document to function as the town's Tourism Master Plan. The intent of developing the plan was to:

- Confirm the significance of the tourism industry to the Drumheller economy
- Identify direction for the public and private sectors in tourism development and growth for the next five years
- Assess and define the product development needs of the town, its services, facilities and transportation system
- Define the roles and responsibilities of the public and private sectors as it relates to the development of Drumheller's tourism industry
- Define a comprehensive implementation strategy and a mechanism to monitor achievements.

The objective of this report—*Town of Drumheller Tourism Master Plan*—is to provide guidance to the Town (staff and council), tourism industry and town residents that will enable the town's continued transformation as a tourist destination in a predictable and coordinated manner, while protecting and reinforcing the distinct and defining characteristics that are central to its sustained success.

The *Tourism Development Strategy* for the Town of Drumheller is intended to define a destination development cycle that is staged to improve the area's asset base in concert with a marketing plan that incrementally grows visitation. Its emphasis is on destination development.

The goal of the *Tourism Development Plan* is to "enhance the role of the Town of Drumheller as a four-season tourist destination and optimize the economic benefits of tourism throughout the region." The development plan is based on four pillars supporting this goal—management capacity, destination development, marketing and policy...



... and is comprised of eight strategic priorities with 26 supporting recommendations.

MANAGEMENT CAPACITY

Strategic Priority #1: Strengthen the leadership role of the tourism industry.

1. Create an independent, industry-led, not-for-profit organization to enhance and grow the region's tourism products and marketing activities.
2. Increase the efficiency and effectiveness of stakeholders' role in destination development by commencing Business Revitalization Zone development.
3. Advocate and demonstrate the importance of tourism.

Strategic Priority #2: Use research to build insight, track performance, guide decisions, and inform prospective investors.

4. Develop local research capacity through education and provision of tools to collect reliable information.

DESTINATION DEVELOPMENT

Strategic Priority #3: Continually invest in upgrades to the quality of basic tourism infrastructure.

5. Implement a signage and wayfinding plan to create a sense of place.
6. Provide welcoming and informative access into the Town of Drumheller.
7. Expand and enhance the pedestrian and cycling trail system experience.
8. Encourage active tourism by improving existing trail facilities.
9. Undertake a transit feasibility study.
10. Undertake a review of parking in the Town Centre District.

Strategic Priority #4: Grow the businesses and experiences that create a reason to visit the Dinosaur Valley.

11. Facilitate the expansion of key tourist attractions and complementary experiences through collaborative partnerships.
12. Develop and implement actions to support the retention and growth of local tourism businesses and attract new businesses.
13. Position, brand and market the town in the conference and meetings market.

Strategic Priority #5: Develop regional tourism nodes and the corridors that connect them.

14. Designate Highway 838 as a special tourism corridor.
15. Undertake an area redevelopment plan for the Passion Play and Drumheller Valley Ski Hill site.
16. Undertake an area redevelopment plan for the Highway 10 corridor from Rosedale to the Atlas Coal Mine Historical Site.

Strategic Priority #6: Reininvigorate the downtown core as a distinctive destination and hub by creating a Town Centre District that celebrates Drumheller's context, history and culture.

17. Create a distinctive Town Centre District with a common streetscape fabric that showcases and links the downtown's major features.
18. Create incentives, mechanisms and guidance for private investment in the Town Centre District's built form.
19. Create reasons to visit, return to and linger in the Town Centre District.

MARKETING

Strategic Priority #7: Competitively and collaboratively market the Town of Drumheller and the Dinosaur Valley experience to grow visitation and tourism expenditures.

20. Publish a five-year strategic market overview and detailed tourism partnership marketing plan to guide DMO and stakeholder marketing decisions.
21. Implement a festival and event strategy to generate year-round tourism opportunities.
22. Build, launch and sustain a relevant community tourism brand.

POLICY

Strategic Priority #8: Ensure municipal policies support a strong, self-reliant, profitable, and innovate tourism industry.

- 23. Amend the Municipal Development Plan to foster high quality tourism business development.
- 24. Amend relevant plans and bylaws to create and support a vibrant Town Centre District.
- 25. Amend relevant plans and bylaws to create and support region nodes and the corridors that connect them.
- 26. Establish a Business Revitalization Zone policy framework.

In developing the Tourism Master Plan recommendations it became evident that there are core critical path elements (i.e., elements that must be in place before others can proceed or be fully realized), the timeline for which will shape the recommended development sequence.

The proposed recommendations are best considered as a series of necessary but individually insufficient conditions for supporting the destination development cycle. What is true for the “system” as a whole is true for its parts as well. Individual recommendations are dependant or inter-dependent upon other recommendations and the interaction of multiple stakeholders for their realization.

Successful implementation of the *Town of Drumheller Tourism Master Plan* will require considerable collaboration among stakeholders and commitment to a path forward. It is critical that the community as a whole recognize the importance of tourism to the town as an employer, revenue generator and a contributor to the quality of life and is unconditionally committed to the continued development of the town as a primary tourist destination. It is suggested that a “Drumheller Tourism Summit” conference / workshop may provide an effective vehicle for stakeholders to discuss options and to establish commitment to a selected implementation model.