



TOWN OF DRUMHELLER
REGULAR COUNCIL MEETING

AGENDA

TIME & DATE: 4:30 PM – Monday, July 21, 2025

LOCATION: Council Chambers, 224 Centre St., via Teams Platform, and
[Live Stream on Drumheller Valley YouTube Channel](#)

1. CALL TO ORDER

2. OPENING COMMENTS

3. ADDITIONS TO THE AGENDA

4. ADOPTION OF AGENDA

4.1 **Agenda for the July 21, 2025, Regular Council Meeting**

Proposed Motion: That Council adopt the agenda for the July 21, 2025, Regular Council Meeting, as presented.

5. MEETING MINUTES

5.1 **Minutes for the July 7, 2025, Regular Council Meeting**

[Regular Council Meeting – July 7, 2025 – Draft Minutes](#)

Proposed Motion: That Council approves the minutes for the July 7, 2025, Regular Council Meeting, as presented.

6. COUNCIL BOARDS AND COMMITTEES

6.1 **Municipal Planning Commission**

[March 20, 2025 – Regular Meeting – Minutes](#)
[May 29, 2025 – Regular Meeting – Minutes](#)

Proposed Motion: That Council accepts the Municipal Planning Commission meeting minutes for the March 20, 2025 and May 29, 2025, Regular Meetings, as information.

7. DELEGATIONS

7.1 **Colton's Place**

[Annual Report](#)

Proposed Motion: That Council accepts the presentation of the Annual Report by Colton's Place, as information.

7.2 Travel Drumheller

[Drumheller & Region Business Survey Results Presentation](#)
[Drumheller and Region Business Survey Results and Analysis \(2025 Update\)](#)

Proposed Motion: That Council accepts the Drumheller and Region Business Survey Results and Analysis 2025 Update, presented by Travel Drumheller, as information.

PUBLIC HEARING

8. REPORTS FROM ADMINISTRATION

OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER

8.1 Chief Administrative Officer

8.1.1 Human Resources Management Policy #HR-C-08

[Request-for-Decision](#)
[Human Resources Management Policy #HR-C-08](#)
[Personnel Policy #C-03-89](#)

Proposed Motion: That Council adopts Human Resources Management Policy #HR-C-08, as presented.

8.1.2 Office of the CAO – Q2 2025 Quarterly Report

[Briefing Note](#)
[Q2 2025 Quarterly Report Presentation](#)

Proposed Motion: That Council accepts the 2025 Q2 Quarterly Report of the Office of the CAO, as information.

8.2 Flood Mitigation Project Director

8.2.1 Flood Mitigation Program Update

[Briefing Note](#)
[Flood Mitigation Program Update Presentation](#)

Proposed Motion: That Council accepts the Drumheller Flood Mitigation Program update, as information.

EMERGENCY AND PROTECTIVE SERVICES

8.3 **Director of Emergency and Protective Services**

8.3.1 **Emergency & Protective Services – Q2 2025 Quarterly Report**

[Briefing Note](#)

[Q2 2025 Quarterly Report Presentation](#)

Proposed Motion: That Council accepts the 2025 Q2 Quarterly report of the Emergency & Protective Services Department, as information.

INFRASTRUCTURE SERVICES

9. CLOSED SESSION

9.1 **Legal Advice**

ATIA 29 – Advice from officials

ATIA 32 – Privileged information

Proposed Motion: That Council close the meeting to the public at ____ p.m. to discuss legal advice as per ATIA 29 – Advice from officials and ATIA 32 – Privileged information.

Proposed Motion: That Council open the meeting to the public at ____ p.m.

9.2 **Private Investment Opportunity**

ATIA 19 – Disclosure harmful to business interests of a third party

Proposed Motion: That Council close the meeting to the public at ____ p.m. to discuss legal advice as per ATIA 19 – Disclosure harmful to business interests of a third party.

Proposed Motion: That Council open the meeting to the public at ____ p.m.

10. ADJOURNMENT

Proposed Motion: That Council adjourn the meeting at ____ p.m.



TOWN OF DRUMHELLER
REGULAR COUNCIL MEETING

MINUTES

TIME & DATE: 4:30 PM – Monday, July 7, 2025

LOCATION: Council Chambers, 224 Centre Street, via Teams platform and
[Live Stream on Drumheller Valley YouTube Channel](#).

IN ATTENDANCE:

Mayor Heather Colberg
Councillor Patrick Kolafa
Councillor Stephanie Price
Councillor Tony Lacher
Councillor Crystal Sereda (regrets)
Councillor Tom Zariski

Chief Administrative Officer: Darryl Drohomerski
Assistant Chief Administrative Officer: Esther Quiambao
Dir. of Corporate & Community Services: Victoria Chan
Dir. of Infrastructure: Jared Brounstein
Dir. of Emergency & Protective Services: Greg Peters
Communications Officer: Erica Crocker
Reality Bytes IT Support: David Vidal
Recording Secretary: Angela Keibel

1. **CALL TO ORDER**

Mayor Colberg called the meeting to order at 4:30 PM.

2. **OPENING COMMENTS**

Councillor Tom Zariski thanked the many volunteers that donated their time to the Gran Fondo event on July 5, 2025, which hosted over 1600 cyclists.

Mayor Colberg thanked all the volunteers, community groups, and associations as well as the Town staff involved in the Canada Day Celebration. She remarked how beautiful the valley looked, and extended appreciation to all the businesses who made the valley so welcoming. Lastly, she thanked the dignitaries from other municipalities, as well as our MLA Nate Horner, former MP Damien Kurek and Pierre Poilievre for attending Canada Day in Drumheller.

Mayor Colberg informed the public that during July and August, Council meetings may be held in-person, remote, or a hybrid of both to accommodate summer vacation schedules.

3. **ADDITIONS TO THE AGENDA**

No items were added to the agenda.

4. **ADOPTION OF AGENDA**

4.1 **Agenda for the July 7, 2025, Regular Council Meeting**

M2025.245 Moved by Councillor Lacher, Councillor Price

That Council adopt the agenda for the July 7, 2025, Regular Council Meeting, as presented.

CARRIED UNANIMOUSLY.

5. MEETING MINUTES

5.1 **Minutes for the June 16, 2025, Regular Council Meeting**

Agenda Attachment: Regular Council Meeting – June 16, 2025 – Draft Minutes

M2025.246 Moved by Councillor Kolafa, Councillor Price

That Council approve the minutes from the June 16, 2025, Regular Council Meeting, as presented.

CARRIED UNANIMOUSLY.

6. COUNCIL BOARDS AND COMMITTEES

YouTube Timestamp: 6:37

6.1 **Drumheller & District Senior's Foundation**

Agenda Attachment: May 30, 2025 – Regular Meeting – Minutes.

M2025.247 Moved by Councilor Zariski, Councillor Price

That Council accepts the Drumheller & District Senior's Foundation meeting minutes for the May 30, 2025, Regular Meeting, as information.

CARRIED UNANIMOUSLY.

6.2 **Valley Bus Society**

Agenda Attachment: May 14, 2025 – Annual General Meeting – Minutes; May 14, 2025 – Regular Meeting – Minutes.

M2025.248 Moved by Councillor Lacher, Councillor Kolafa

That Council accepts the Valley Bus Society meeting minutes for the May 14, 2025, Annual General Meeting and the May 14, 2025, Regular Meeting, as information.

CARRIED UNANIMOUSLY.

6.3 Drumheller Public Library Board

Agenda Attachment: April 9, 2025 – Regular Meeting – Minutes.

- M2025.249** Moved by Councillor Price, Councilor Zariski
That Council accepts the Drumheller Public Library Board meeting minutes for the April 9, 2025, Regular Meeting, as information.

CARRIED UNANIMOUSLY.

DELEGATIONS

PUBLIC HEARING

7. REPORTS FROM ADMINISTRATION

YouTube Timestamp: 8:00

7.1 Chief Administrative Officer

7.1.1 FCSS Committee Amending Bylaw #23.25 (3rd Reading)

Agenda Attachments: Request-for-Decision; Bylaw #23.25 - FCSS Committee Amending Bylaw (3rd Reading); Bylaw #34.24 – FCSS Committee Bylaw (Redlined); Bylaw #34.24 – FCSS Committee Bylaw (Consolidated).

- M2025.250** Moved by Councillor Price, Councillor Lacher
That Council gives third and final reading to FCSS Committee Amending Bylaw #23.25, as presented.

CARRIED UNANIMOUSLY.

7.1.2 Nacmine Hunter Drive Land Designation Revising Bylaw #27.25 (1st Reading)

Agenda Attachments: Request-for-Decision; Bylaw #27.25 - Nacmine Hunter Drive Land Designation Revising Bylaw; Bylaw #27.25 – Certification of Revising Bylaw by CAO; Revised Bylaw #12.25 – Nacmine Hunter Drive Land Designation Bylaw; Bylaw #12.25 – Nacmine Hunter Drive Land Designation Bylaw.

- M2025.251** Moved by Councillor Kolafa, Councilor Zariski
That Council gives first reading to Nacmine Hunter Drive Land Designation Revising Bylaw #27.25, as presented.

CARRIED UNANIMOUSLY.

- M2025.252** Moved by Councilor Zariski, Councillor Lacher
That Council gives second reading to Nacmine Hunter Drive Land Designation Revising Bylaw #27.25, as presented.

CARRIED UNANIMOUSLY.

- M2025.253** Moved by Councillor Price, Councillor Kolafa
That Council gives unanimous consent for third reading of Nacmine Hunter Drive
Land Designation Revising Bylaw #27.25.

CARRIED UNANIMOUSLY.

- M2025.254** Moved by Councillor Lacher, Councillor Price
That Council gives third and final reading to Nacmine Hunter Drive Land Designation
Revising Bylaw #27.25, as presented.

CARRIED UNANIMOUSLY.

7.1.3 Municipal Development Plan Amending Bylaw #26.25 (1st Reading)

Agenda Attachment: Request-for-Decision; Bylaw #26.25 - MDP Amending Bylaw (1st
Reading); Consolidated Bylaw #17.20 - MDP Bylaw.

- M2025.255** Moved by Councillor Kolafa, Councillor Price
That Council gives first reading to Municipal Development Plan Amending Bylaw
#26.25, and set a Public Hearing for August 11, 2025 at 5:30 p.m. at the Town of
Drumheller Council Chambers.

CARRIED UNANIMOUSLY.

7.1.4 Record Retention and Disposition Bylaw #25.25 (1st Reading)

Agenda Attachments: Request-for-Decision; Bylaw #25.25 – Record Retention and
Disposition Bylaw (1st Reading); Policy #C-04-99 – Retention and Disposition of Inactive
Records.

- M2025.256** Moved by Councillor Price, Councillor Kolafa
That Council gives first reading to Record Retention and Disposition Bylaw #25.25,
as presented.

CARRIED UNANIMOUSLY.

- M2025.257** Moved by Councillor Lacher, Councillor Price
That Council gives second reading to Record Retention and Disposition Bylaw
#25.25, as presented.

CARRIED UNANIMOUSLY.

CORPORATE AND COMMUNITY SERVICES

EMERGENCY AND PROTECTIVE SERVICES DEPARTMENT

YouTube Timestamp: 42:40

7.2 Director of Emergency and Protective Services

7.2.1 Community Standards Bylaw #19.25 (2nd Reading)

Agenda Attachments: Request-for-Decision; Bylaw #19.25 – Community Standards Bylaw (2nd Reading).

M2025.258 Moved by Councillor Lacher, Councillor Kolafa
That Council gives second reading to Community Standards Bylaw #19.25, as presented.

CARRIED UNANIMOUSLY.

M2025.259 Moved by Councillor Lacher, Councillor Kolafa
That Council gives third and final reading to Community Standards Bylaw #19.25, as presented.

CARRIED UNANIMOUSLY.

INFRASTRUCTURE SERVICES

YouTube Timestamp: 57:14

7.3 Director of Infrastructure Services

7.3.1 Aquaplex Hot Tub – Additional Funding

Agenda Attachment: Request-for-Decision.

M2025.260 Moved by Councillor Price, Councillor Lacher
That Council approves the unbudgeted additional expense of \$53,200 for the Aquaplex Hot Tub Restoration Project and that it be funded by the Town of Drumheller's Local Government Fiscal Framework (LGFF) grant.

CARRIED UNANIMOUSLY.

8. ADJOURNMENT

M2025.261 Moved by Councillor Lacher, Councillor Price
That Council adjourn the meeting at 5:35 p.m.

CARRIED UNANIMOUSLY.

MAYOR

CHIEF ADMINISTRATIVE OFFICER

DRAFT

**Municipal Planning Commission
MINUTES
12:00 PM – Thursday, March 20, 2025
Council Chambers, 224 Centre St and Microsoft Teams and
[Live Stream on Drumheller Valley YouTube Channel](#)**

Present:

Andrew Luger – Member – Chair
Tony Lacher – Councillor/Member
Art Erickson – Member
Shelley Rymal – Member
Kirk Mclean – Member (via MS Teams)
Devin Diano – Palliser Regional Municipal Services (via MS Teams)
Antonia Strilisky – Development Officer
David Vidal – Reality Bytes IT
Bridget Unland – Recording Secretary

Karen James – Guest
Sam James – Guest

Regrets:

Crystal Sereda – Councillor/Member
Aaron Hamilton – Member

1.0 CALL TO ORDER

A. Luger called meeting to order at 12:00 pm

2.0 ADDITIONS TO THE AGENDA

Additions, Deletions or Amendments

Additions - none

Deletions - none

Amendments - none

3.0 ADOPTION OF THE AGENDA

3.1 Agenda for March 20, 2025 Municipal Planning Commission Meeting.

MOVED by A. Erickson, **SECONDED** by S. Rymal

MPC2025.001 The Municipal Planning Commission adopt the agenda for the March 20, 2025 Meeting as presented.

CARRIED

4.0 MINUTES FROM PREVIOUS MEETINGS

4.1 Minutes for the February 20, 2025, Municipal Planning Commission Meeting.

MOVED by T. Lacher, **SECONDED** by A. Erickson

MPC2025.002 The Municipal Planning Commission adopt the minutes for the February 20, 2025 Municipal Planning Commission meeting, as presented.

CARRIED

5.0 SUMMARY OF DEVELOPMENT PERMITS

5.1 Development Permits applied for up to March 4, 2025 (Error in Agenda: Year indicated 2024).

MOVED by S. Rymal, **SECONDED** by A. Erickson

MPC2025.003 The Municipal Planning Commission accept the Summary of Development Permits for information only.

CARRIED

6.0 REQUEST FOR DECISION

6.1 Development Permit T00093-24D

Information Presented by A. Strilisky

MOVED by T. Lacher, **SECONDED** by A. Erickson

MPC2025.004 Approve the amendment to Development Permit application T00093-24D located at 420 12 Street East, L3, B2, P1310788 to include the Use of Recreation – Intensive without additional conditions.

CARRIED AS AMENDED (April 17, 2025)

6.2 Development Permit T00008-25D

Information Presented by A. Strilisky

MOVED by A. Erickson, **SECONDED** by S. Rymal

MPC2025.005 Approve the Development Permit application T00008-25D located at 420 12 Street East, L3, B2, P1310788 for a Sign Placement - Permanent Fascia Sign - 75"x36" without conditions.

CARRIED AS AMENDED (April 17, 2025)

7.0 PALLISER REGIONAL MUNICIPAL SERVICES

7.1 Municipal Planning Commission training date: April 3, 2025, 1:00 pm – 4:00pm

DISCUSSION

- Hold regular MPC meeting @ 12:00 pm.
- Lunch break
- Training to follow 1:00 pm - 4:00 pm

8.0 OTHER DISCUSSION ITEMS

9.0 NEXT MEETING DATE – April 3, 2025 at 12:00 pm

10.0 ADJOURNMENT

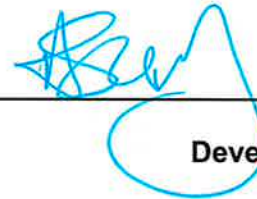
MOVED by A. Erickson, **SECONDED** by S. Rymal

MPC2025.006 The Municipal Planning Commission adjourn the meeting at 12:11 pm

CARRIED



Chairperson



Development Officer

**Municipal Planning Commission
MINUTES
12:00 PM – Thursday, May 29, 2025
Council Chambers, 224 Centre St and Microsoft Teams and
[Live Stream on Drumheller Valley YouTube Channel](#)**

Present:

Kirk Mclean – Member – Chair
Crystal Sereda – Councillor/Member
Shelley Rymal – Member
Art Erickson – Member
Antonia Strilisky – Development Officer
David Vidal – Reality Bytes IT
Bridget Unland – Recording Secretary

Clint Wlasenko – Guest (RE: Development Permit T00037-25D)

Regrets:

Tony Lacher – Councillor/Member
Andrew Luger – Member
Aaron Hamilton – Member
Devin Diano – Palliser Regional Municipal Services

1.0 CALL TO ORDER

K. McLean called meeting to order at 12:12 pm

2.0 ADDITIONS TO THE AGENDA

Additions, Deletions or Amendments

Additions - none

Deletions - none

Amendments - none

3.0 ADOPTION OF THE AGENDA

3.1 Agenda for May 29, 2025 Municipal Planning Commission Meeting.

MOVED by A. Erickson, **SECONDED** by S. Rymal

MPC2025.014 The Municipal Planning Commission adopt the agenda for the May 29, 2025 Meeting as presented.

CARRIED UNANIMOUSLY

4.0 MINUTES FROM PREVIOUS MEETINGS

4.1 Minutes for the April 17, 2025, Municipal Planning Commission Meeting.

MOVED by S. Rymal, **SECONDED** by C. Sereda

MPC2025.015 The Municipal Planning Commission adopt the minutes for the April 17, 2025 Municipal Planning Commission meeting, as presented.

CARRIED UNANIMOUSLY

5.0 SUMMARY OF DEVELOPMENT PERMITS

5.1 Development Permits applied for within Q2 to date - April 1 - May 26, 2025.

MOVED by A. Erickson, **SECONDED** by C. Sereda

MPC2025.016 The Municipal Planning Commission accept the Summary of Development Permits for information only.

CARRIED UNANIMOUSLY

6.0 REQUEST FOR DECISION

6.1 Development Permit T00037-25D

Information Presented by A. Strilisky

MOVED by C. Sereda, **SECONDED** by A. Erickson

MPC2025.017 Approve Development Permit application T00037-25D for the construction of a 24'x24' attached garage, requesting 50% variance to Rear Yard Setback, including a deck extension and pergola. Placement located at Lot: 18 Plan: 9712530 Civic Address – 4 Red Deer Lane with conditions as presented.

CARRIED UNANIMOUSLY

6.2 Development Permit T00038-25D

Information Presented by A. Strilisky

MOVED by C. Sereda, **SECONDED** by S. Rymal

MPC2025.018 Approve Development Permit application T00038-25D for the construction to extend existing 22'x 7' deck to be 15' deep, build gravel pad south end of garage and remove trees, requesting 25% variance to side Yard Setback. Located at Lot: 1 Plan: 3065FA Civic Address – 1109 2 Avenue West with conditions as presented.

C. Sereda requested a friendly **amendment** to the motion to add “including a variance of 25% to the entire property.” S. Rymal accepted the friendly amendment.

MPC2025.018A Approve Development Permit application T00038-25D for the construction to extend existing 22'x 7' deck to be 15' deep, build gravel pad south end of garage and remove trees, requesting 25% variance to side Yard Setback. Located at Lot: 1 Plan: 3065FA Civic Address – 1109 2 Avenue West with conditions as presented, including a variance of 25% to the entire property.

CARRIED UNANIMOUSLY

7.0 PALLISER REGIONAL MUNICIPAL SERVICES

7.1 No Subdivision files to discuss

8.0 OTHER DISCUSSION ITEMS

9.0 NEXT MEETING DATE – June 12, 2025 at 12:00 pm

10.0 ADJOURNMENT

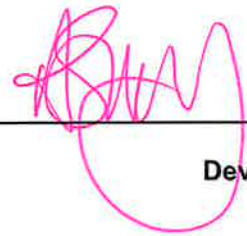
MOVED by A. Erickson, **SECONDED** by S. Rymal

MPC2025.019 The Municipal Planning Commission adjourn the meeting at 12:37 pm

CARRIED UNANIMOUSLY



Chairperson



Development Officer

COLTON'S PLACE

Drumheller & Area Emergency Unit



Presented by:
Kristi Murphy and Robert Burrell

WHO ARE WE

Colton's Place Emergency Unit provides safe, short-term housing for individuals and families who are fleeing violence.

Colton's Place Emergency Unit is located within Drumheller and prioritizes supporting local, rural clients.

Individuals/Families can access Colton's Place for up to one week and receive support from Colton's Place Staff.

Colton's Place staff connect eligible individuals and/or their children to community resources for further support to help them move towards self-reliance, personal growth, healing and independence.



We support individuals in their search for a better future; helping them overcome trauma, focus on healing, develop economic stability and secure safe, affordable housing.

THE NEED





Addressing Accessibility Barriers


Given limited supports with transportation to larger centers, victims of domestic violence in Drumheller and Area were faced with significant challenges in accessing safety and support services.

Bed Availability

At the height of the COVID-19 pandemic, domestic violence shelters in Alberta were required to follow public health standards for congregate care centers which meant a reduction in bed availability. This placed a further strain on finding placements at larger shelters throughout Alberta.



Establishing Colton's Place allowed for the mitigation of these barriers, ensuring immediate and equitable access to critical resources



THE NEED CONT'D...


Without Colton's Place, people experiencing violence were forced to either stay in situations or relocate to an unfamiliar city or town without access to their natural supports.

Locating a shelter within the community fosters trust and encourages community involvement and supports those impacted by violence.

By providing a local refuge, the community reduces the risk of victims remaining in dangerous situations or resorting to unsafe alternatives.

In 2020-2021 before Colton's Place, the Salvation Army had grant money for hotels. Of those housed, 25 people who stayed in the Salvation Army shelter/hotel program presented with domestic violence concerns. This totaled 172 nights @ the 2020 rate of \$90/night at a total cost of \$15,480. Today the average hotel rate is \$100-280/night depending on time of year and availability.

"In Canada, a woman is killed by her intimate partner every 6 days"



Source: Statistics Canada, 2019



CREATION & DEVELOPMENT

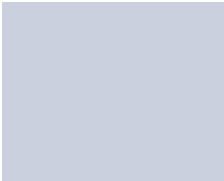


Colton's Place was established in 2020 as a result of a collaborative partnership between various community social agencies who saw the need for a rural emergency shelter. Many of these agencies are members of the **Big Country Anti Violence Association (BCAVA)**, a collaborative committee focused on the reduction of violence in the Drumheller & Surrounding areas. Colton's Place would not be possible without the work from the valuable community members who are part of BCAVA.

Ongoing professional members include individuals from:

- Association of Communities Against Abuse
- Salvation Army
- Recovery Alberta (previously AHS)
- RCMP
- Community Corrections
- Southern Alberta Regional Victim Servicing Society (previously Victim Services)

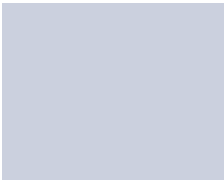
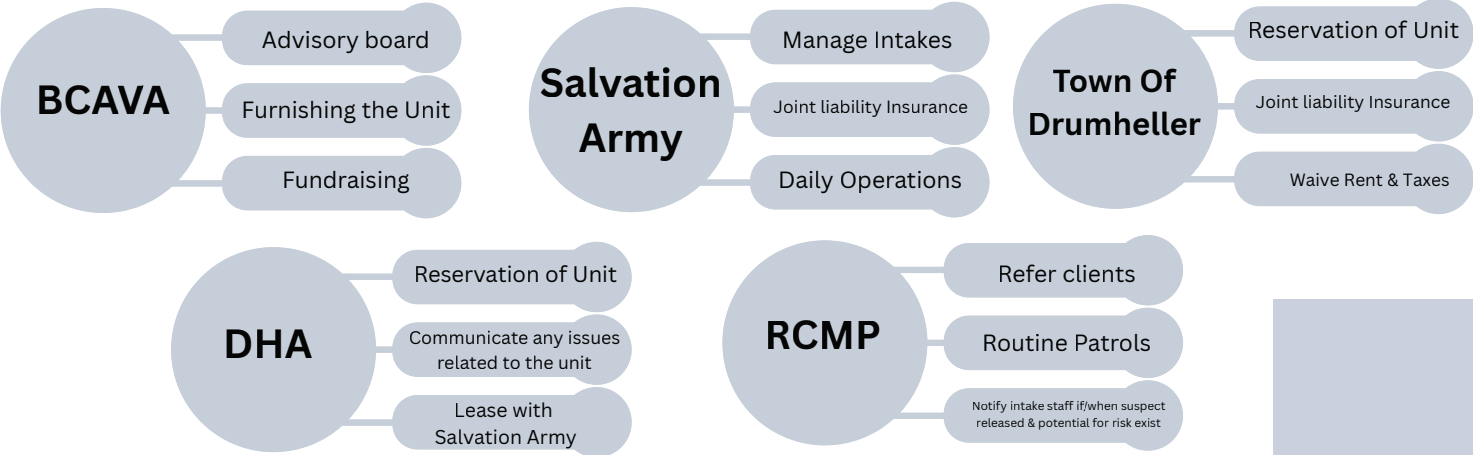
& TOWN OF
DRUMHELLER &
DHA (UP UNTIL
2024)



MEMORANDUM OF UNDERSTANDING & RESPONSIBILITIES



An MOU was created on September 21, 2020, signed by the following partners:



“IT'S GREAT TO HAVE MY FAMILY
TOGETHER, [WE] NEED MORE
SHELTERS THAT ALLOW OLDER
CHILDREN (18+) TO STAY WITH
PARENTS”



Past Colton's Place visitor testimonial

FUNDING HISTORY

FOUNDATIONAL FUNDING

Interpipeline Donation:

- General Expenses - \$15,000

Rotary Donation:

- Furnishing, Food, Transportation and Security - \$9,042.00 (2500 from local branch)

Emergency Community Support Fund - Covid 19 Grant

- Salary for Colton's Place Intake Coordinator - \$24,440
- Programming - \$2000
- Advertisement - \$1000
- Shelter Supplies & Materials - \$4000
- Training - \$3000



COLTON'S PLACE



YEAR1 - 2021 - COLTON'S PLACE OPENED

- 9 completed intake - **12** Individuals housed at Colton's Place
- Colton's Place in use for a total of **87** nights
- 5 Individuals screened and referred to shelters (did not meet criteria, or too far away). **1** Individual/family turned away as Colton's Place shelter was full.



FUNDING HISTORY

YEAR1 - 2021

Reaching Home Covid 19 Emergency Funding:

- Rent for Colton's Place (Jan-June 2021) - \$690.00

Women Inter Church - Internal Salvation Army Grant

- Shelter supplies & furnishing - \$3000

AHS-Mental Health Grant:

- Salary for Colton's Place Intake Coordinator - \$24,726.83
- Programming - \$1500
- Advertising - \$500

Co-operators - \$100

ATB - \$3000

Donations from Community members - \$7530.00

Catholic Women League - \$500

Fellowship Baptist Church - \$290

Order of Easter Start - \$1850



COLTON'S PLACE



YEAR 2 - 2022

- 14 screenings - **17** individuals accessing the shelter
- Colton's Place in use for total of **102** nights
- Individuals unable to access shelter due barriers related to pets (**x2**), not wanting to pull kids out of school from outside community (**x2**) and multiple requests related to homeless which did not meet criteria. **2** turned away as shelter was full.

FUNDING HISTORY

YEAR 2 - 2022

AHS-Mental Health Grant:

- Salary for Colton's Place Intake Coordinator - \$22,000.00

Feb Family Day fundraiser for non-Profits - \$70

Highway 9 - \$150

Grace Lutheran Church - \$1025

Individual Donation - \$500

Order of the Eastern star - \$500

COLTON'S PLACE



YEAR 3 - 2023

- 12 screenings - **12** individuals accessing the shelter
- Colton's Place in use for total of **67** nights
- Individuals unable to access shelter due barriers related to pets (**x3**), and **30+** related to homeless which did not meet criteria. **2** turned away as shelter was full. 1 requesting support but program to short.



FUNDING HISTORY

YEAR 3 - 2023

Wheatland Seniors Transportation - \$2500

Order of the Eastern star - \$250

ATB- \$1000

Individual Donation - \$5,500



COLTON'S PLACE



YEAR 4 - 2024

- 7 screenings - **7** individuals accessing the shelter
- Colton's Place in use for total of **34** nights
- **2** referred to alternate shelters given risk around confidentiality of Colton's Place. Multiple unhoused individuals turned away as they do not meet Colton's Place Criteria.



FUNDING HISTORY

YEAR 4 - 2024

Dalum Country Club - \$1000

Catholic Womens League - \$300

Verdant Valley & Dorcas Women's Institute - \$300

Citizens on Patrol - \$15,000

Fresno BBQ Fundraiser - \$761.00

Hanna Mason's Lodge - \$500

Order of the Eastern Star - \$250.00

Bethlehem Church - \$500

Individual Donation - \$5,500

Everest Construction - \$5,000



COLTON'S PLACE



YEAR 5 - 2025 TO DATE

- 3 screenings - **3** individuals accessing the shelter
- Colton's Place in use for total of **21** nights
- **1** referred to alternate shelter given due to court requirements. **1** individual declined as length of stay was not long enough. **4** unhoused individuals turned away as they do not meet Colton's Place Criteria.



FUNDING HISTORY

YEAR 5 - 2025

Knight of Columbus - \$1000.00

Town of Drumheller (budget line item)- \$5,000.00

Pin Up Girls Donation - \$800

Application for **Taking on Action on Violence Grant Submitted - Requested amount \$50,000 - Currently waiting decision on application

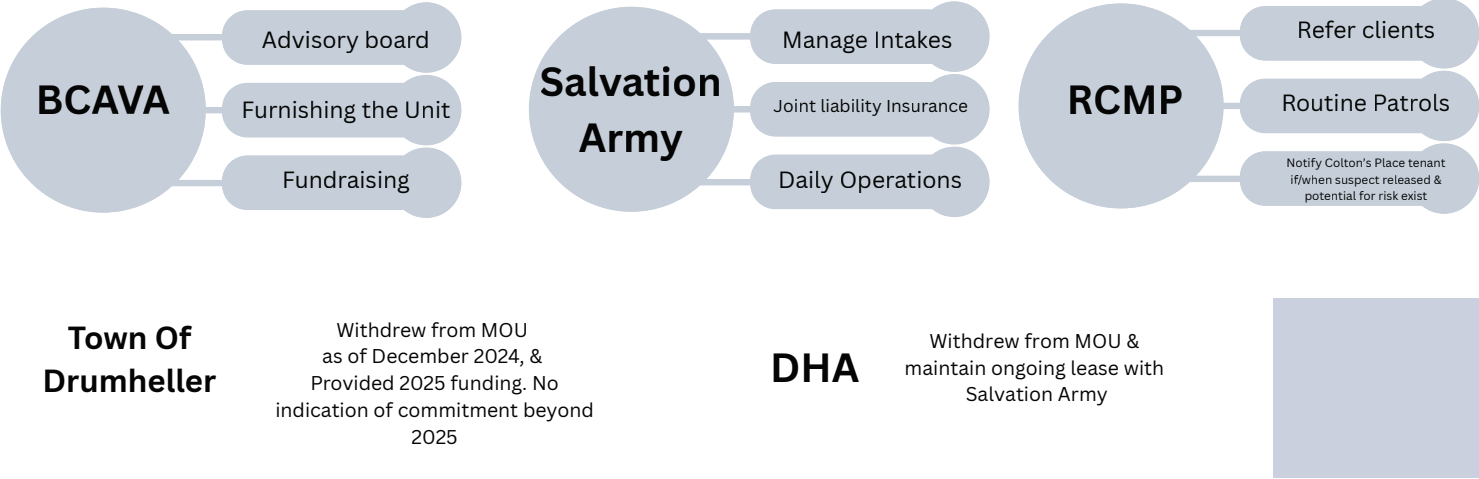




MEMORANDUM OF UNDERSTANDING & RESPONSIBILITIES



MOU Changes since December 2024



Next Steps: Seeking Sponsorship

Collaborative partners



2024 Sponsors:



Contact Us

Phone Numbers

Salvation Army office hours
9AM-5PM
403-823-2215
After hours emergency ONLY
403-321-8171

Office

The Salvation Army
90 South Railway
Avenue

Website

BCAVA.org
Drumsa.org

Together, we can turn tragedy into transformation. Support Colton's Place today.

COLTON'S PLACE SPONSORSHIP PACKAGE



24 Hours

Next Steps: Seeking Sponsorship



ABOUT US

- Colton's Place Emergency unit provides safe, short-term housing for individuals and/or their children who are fleeing violence.
- Colton's place staff will connect eligible individuals and/or their children to community resources for further support to help them move towards self-reliance, personal growth, healing and independence.



OUR SERVICES

Colton's place is:
Free
Confidential
Voluntary
Locally located

We extend shelter services to all eligible individuals regardless of citizenship, race, ethnicity, religion, (dis)ability, age, family status, marital status, sexual orientation, gender identity, and/or gender expression.

SPONSORSHIP LEVELS

In 2024 the cost to operate the shelter in town was \$117.00/day

Gold Sponsor - \$10,000

- Impact:
 - Support 12 families for the year at Colton's Place
- Recognition
 - Logo placed on shelter information & our websites
 - Recognition during shelter events & radio promo

Silver Sponsor - \$5,000

- Impact:
 - Support 6 families for the year at Colton's Place
- Recognition
 - Logo placement on our websites
 - Mention in social media shout outs

Bronze Sponsor - \$2,500

- Impact:
 - Support 3 families for the year at Colton's Place
- Recognition
 - Acknowledged on our websites

\$100 - support cleaning services at change over
\$50 - support a family with a grocery gift card
\$25 - support 2 families with laundry tokens



WHY HELP US?

Alberta continues to have a higher than national average of Intimate Partner Violence per 100,000 population.

Supporting Colton's Place provides survivors with safety and onsite, individualized case management locally, reducing the need for long-distance travel and minimizing further disruption to their families.



FEEDBACK FROM FAMILIES:

Thank you for providing this service to our town, I'm grateful that I had a safe place to stay last night and happy to know it will be a safe place for others in the future. Once again THANK YOU!!

Grateful to have a place while waiting for next steps.

Staff were very kind and helpful!

“THANK YOU FOR PROVIDING THIS SERVICE TO OUR TOWN, I AM GRATEFUL THAT I HAD A SAFE PLACE TO STAY LAST NIGHT AND HAPPY TO KNOW THAT IT WILL BE A SAFE PLACE FOR OTHERS IN THE FUTURE”



Past Colton's Place client testimonial



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DRUMHELLER & REGION BUSINESS SURVEY RESULTS



2025 UPDATE

JULIA FIELDING
TRAVEL
DRUMHELLER

ACKNOWLEDGEMENTS

We would like to express our sincere appreciation to the **100 local businesses** who contributed to this important survey. Their insights, feedback, and experiences provided invaluable information that shaped this report.

We also extend deep gratitude to all the project partners — **Community Futures Big Country, the Drumheller & District Chamber of Commerce, Travel Drumheller, the Town of Drumheller Economic Development Department, and MH Enterprises.** Their collaboration and commitment have been instrumental in delivering a comprehensive and community-driven analysis.



KEY TAKEAWAYS AND INSIGHTS

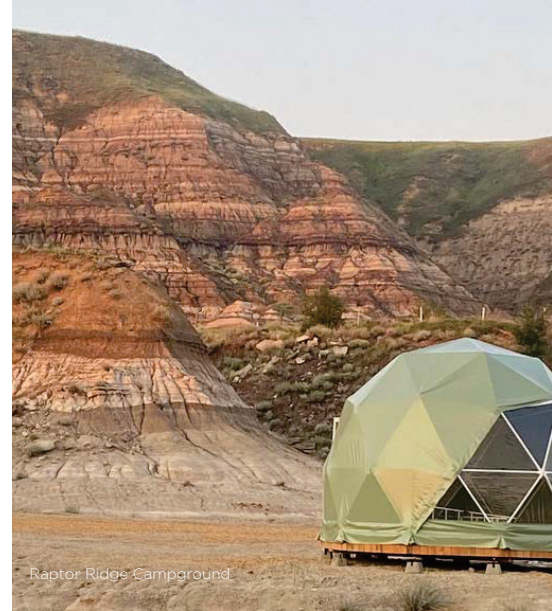
A **higher percentage** of businesses are **thriving** than struggling.

The **availability and quality** of the **labour pool** remains a core challenge.

Tourism continues to be a **major economic** driver but is constrained by seasonality.

Strong community support and **interconnectedness** are viewed as key advantages by local businesses.

The “Active Season” for businesses has increased greatly with **May, June and October** now seen as **busier months** by most businesses.



Raptor Ridge Campground

WHY THIS SURVEY MATTERS



Downtown Drumheller

The 2025 Business Survey provides a vital snapshot of the Drumheller and region business landscape. The findings inform decision-making related to policy, business supports, and strategies for fostering economic growth. This report also offers a comparative view of how trends have shifted since the 2022 survey, allowing community leaders and businesses to track progress and anticipate future needs.

BUSINESS LANDSCAPE

BUSINESS COUNTS & SECTORS:

The region's most common sectors include Agriculture, Real Estate, Construction, Professional Services, and Retail. Small businesses (1–9 employees) represent 81% of the total business numbers.

ECONOMIC OUTPUT:

Total annual sales across all sectors reached \$957 million, with Public Administration, Agriculture, Manufacturing, and Accommodation & Food leading in sales.

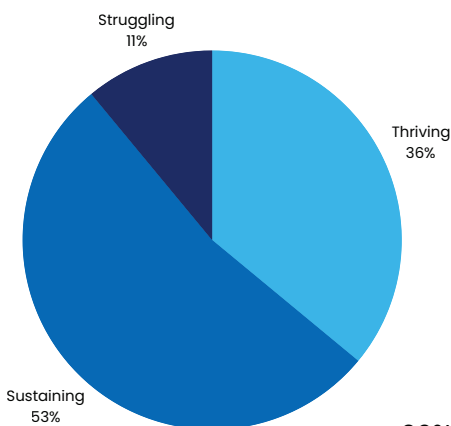
LABOUR MARKET & GROWTH:

Job growth is projected at 9% by 2030, with Accommodation, Health Care, and Administrative Support expected to lead employment gains.

81%
small businesses
with 1–9 employees



BUSINESS HEALTH



- 36% reported thriving.
- 53% are sustaining.
- 11% are struggling.

90% EXPECT TO MAINTAIN OR EXPAND IN THE NEAR FUTURE

WHO RESPONDED:

100 local businesses took the survey. The respondents represented a diverse range of sectors, with Services and Accommodations most prominent. A majority were small businesses, and 64% had been operating for over 10 years.

BARRIERS & SUPPORTS:

Top challenges include seasonality, labour shortages, and rising costs. Marketing and advertising support was the most requested form of assistance.



WORKFORCE DATA

GROWTH INDICATOR:

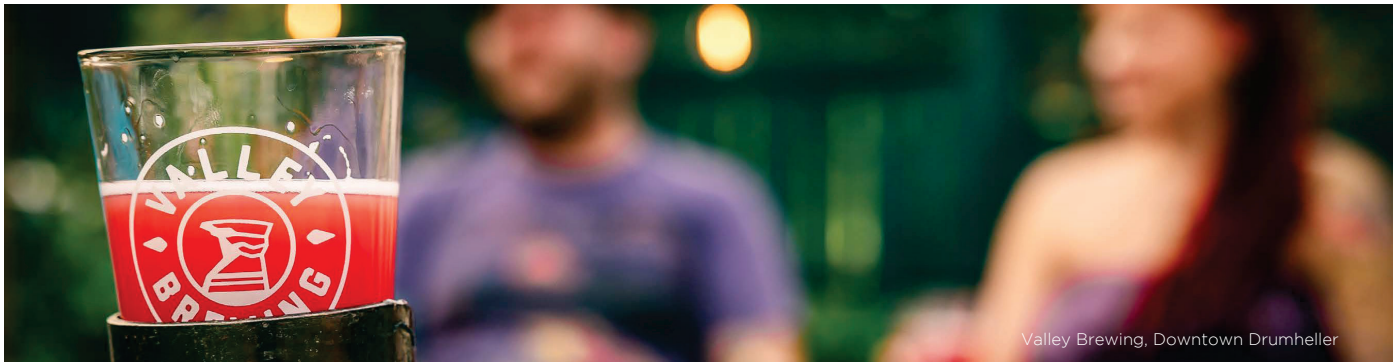
51% of the companies interviewed said they expected to hire in the next 12 months

STAFFING SNAPSHOT:

89% of businesses are satisfied with their current staff. 79% expect to retain all current employees over the next year.

WORKFORCE NEEDS:

Businesses cited a need for employees with stronger soft skills and better qualifications. Transportation and housing availability were also noted as challenges.



TOURISM IMPACT

Tourism contributes an estimated **\$116 million annually** to the local economy.

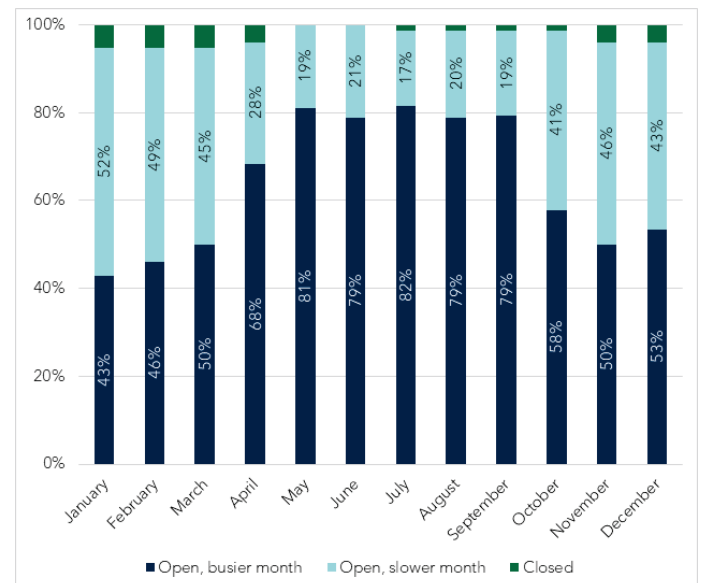
One in four jobs in the region is directly or indirectly tied to tourism.

Notably, **92%** of surveyed businesses view tourism as a positive force for the region.

However, seasonality continues to limit tourism's potential.

Many businesses expressed a desire for initiatives that would promote year-round tourism and diversify offerings.

Figure 18: What Months of the Year Are You Open for Business? (N = 77)



Source: Drumheller and Region Business Survey 2025

SUCCESSION & FUTURE OUTLOOK

DOING BUSINESS IN DRUMHELLER

Notably, 76% would choose to start their business in Drumheller again, citing strong community support and established local relationships.

RETENTION

No business retention issues with just 1% considering moving.

SUCCESSION

88% of businesses do not currently require assistance with a business transition or succession plan. Most plan to maintain or grow their operations.



PARTNER AWARENESS

OVER

70%

Over 70% of respondents reported familiarity with each of the community partner organizations. While awareness is high, there remains room to deepen engagement and expand outreach.



BUSINESS DEVELOPMENT NEEDS

BUSINESSES IDENTIFIED SEVERAL KEY AREAS FOR IMPROVEMENT

POINT ONE

Business incentives and cost reductions.

POINT THREE

Workforce development and infrastructure improvements.

POINT TWO

Year-round tourism initiatives.

POINT FOUR

A greater diversity of businesses and services in the region.



Drumheller Arena

MOVING FORWARD TOGETHER

PRIORITY AREAS

- Workforce development
- Tourism diversification
- Expanded business supports

The collective input of local businesses and the dedication of project partners are shaping a vibrant and resilient Drumheller region. By focusing on shared challenges and opportunities, the community is poised for continued growth and success.



Dinosaur Trail Golf and Country Club

FINAL THANKS

To our project partners and local businesses: your resilience, insights, and unwavering commitment to the community have made this survey and report possible. Together, we are building a future that benefits everyone in Drumheller and the surrounding region.

ANY QUESTIONS?

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Willow Creek Hoodoos
[@fluid_photography_](#)

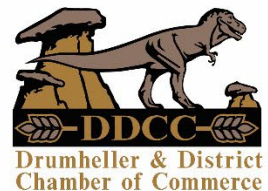


Drumheller and Region Business Survey Results and Analysis

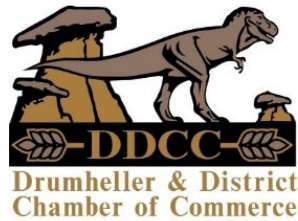
2025 Update



DRUMHELLER
VALLEY



McSWEENEY
inspiring economic sustainability®



Drumheller and Region Business Survey Results and Analysis - 2025 Update

April 2025



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ACKNOWLEDGEMENTS

We would like to thank the 100 local businesses who contributed their feedback, ideas and expertise to this community-driven study. We thank each business for taking the time to provide considerate, expansive responses that allowed us to better understand their realities of operating a business within Drumheller and the surrounding Region.

The Drumheller and Region Business Survey and Analysis project
is the result of a collaborative partnership.

Thank you to all of the project partners
for their valuable contribution of their time and expertise:

Community Futures Big Country
Drumheller & District Chamber of Commerce
Travel Drumheller
Town of Drumheller Economic Development Department
MH Enterprises Employment Services

We respectfully acknowledge that we are on Treaty 7 territory, the ancestral and traditional territory of the Blackfoot Confederacy: Kainai, Piikani, and Siksika, as well as the Tsuut'ina First Nation and the Stoney Nakoda First Nation, and on the traditional territory of the Metis Nation of Alberta, Region 3. We recognize the land as an act of reconciliation and gratitude to those on whose territory we reside.



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EXECUTIVE SUMMARY OF 2025 UPDATE

This report is a follow-up to the 2022 Business Survey. That analysis involved significant outreach between January 26, 2022, and March 16, 2022. This 2025 survey iteration saw 100 responses from local businesses, with direct outreach again taking place via phone and email and through an online survey. Businesses engaged for the survey employ over 1,200 people, representing nearly one-in-four jobs in the area.

The project partners found the data from the 2022 survey to be invaluable to their organizations and the community and as such, determined that a follow-up survey would be beneficial. This survey followed the same format as the 2022 survey, asking similar questions and presenting similar economic analysis. Direct comparisons are used sparingly, as the list of businesses filling out the survey was distinct. It's therefore unclear whether responses are due to changing business sentiments or simply due to a different pool of respondents. Where relevant, comparisons have been flagged. To that end, this report again begins with a detailed statistical assessment of the area to analyze the local economy. The bulk of the information presented reflects data gathered through Lightcast Analyst. Data and includes:

- The number and size of businesses in the area by industry;
- Average wages, sales, and import/export data by industry;
- Employment by occupation, compared to provincial and national benchmarks;
- Employment by industry, again compared to provincial and national benchmarks; and
- Tourism-related data to highlight the importance of this industry to the local economy.

Following this data analysis, survey results are presented, analyzing business demographics, benefits and drawbacks to operating in the area, respondents' feelings towards tourism as an economic and community driver, and a review of the local labour pool. Key themes that emerged are:

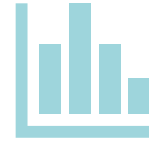
- In general, responses were positive, whether discussing labour, the community, or business outlook.
- Respondents represented 1-in-4 jobs in the area, showcasing a very representative sample
- Nearly half of the businesses (48%) polled found their business has seen improvement over the last couple years, while only 14% have seen their business worsen
- Businesses are optimistic about the future, with 89.2% of businesses expecting to either sustain (47%) or expand and thrive (42.2%).
- 88.9% of respondents are either very happy (37.0%) or happy (51.9%) with their current workforce. That's not easy to achieve in a smaller community, where the labour pool is not huge.

Drumheller and Region Business Survey Results and Analysis 2025

- Tourism is seen as an overwhelming positive, with 92% of respondents feeling it's a positive for the region
- The "Active" season for businesses has increased greatly, with April, May and October now being a "busier month" for most businesses. January and February were the only months that were "Slower" for over half the respondents
- Benefits to doing business in the area most commonly revolve around the close-knit nature of the community and the supports businesses find among residents;
- Tourism is seen as a positive economic driver, though there are aspects that are also seen as a drawback (most notably, seasonality of demand);
- The Town is home to a significant number of small businesses, with an increasing need for supports accessing capital, a role that is supported admirably by Community Futures.
- The Community Partners are generally well-known in the community.

DATA SOURCES

Please note that every effort has been made to use the most current data available. There are three major sources of information for the remainder of this document:



- Canadian Business Registry (CBR) – June 2024
- Survey Response Data
- Lightcast 2024.Q3

Canadian Business Registry (CBR)

The major sources of information for the business registry are updated from the Statistics Canada survey program and Canada Revenue Agency's (CRA) Business Number account files. This CRA administrative data source allows for the creation of a complete set of all business entities.

Survey Data

Survey responses were gathered from 100 respondents between January 2025 and March 2025. Each of the project partners reached out to local organizations during this time to encourage engagement. Surveys were completed over the phone and through an online survey. In the event that respondents wished to remain anonymous, they had the option to do so.

A note on confidence intervals: typically, in a survey of this size, confidence intervals are given. However, we have avoided doing so here for a number of reasons.

- First, due to the self-selective nature of the survey methodology. Businesses were contacted directly by the community partners, meaning that respondents were not entirely random.
- Second, the total number of businesses within the target area is an inexact target, as some local businesses may be unknown to the community. Although the Business Counts data provides an estimate, it is best seen as a close approximation rather than an exact figure.
- Third, not all respondents chose to answer all questions. As such, there is a different sample size (N) for each question (sample sizes are denoted in Figure totals).

With these caveats in mind, while we stand behind all the information provided in the survey response data below, we feel it would be improper to provide a specific confidence interval.

Lightcast (Formerly EMSI) Analyst

Lightcast data brings the various snapshots of the Canadian economy together in a single picture. First, it aligns the geographies of the data from 2001 to the present, which means the Drumheller and Starland County region of 2001 is the same as the Drumheller and Starland County region of 2024. This results in geographically detailed data (down to the Census Subdivision level) that apply to today's economy.

The data is remarkably detailed, providing information on 305 industry classifications using the North American International Classification System (NAICS) system and 522 occupations from Statistics Canada's National Occupational Classification (NOCs) classification system in over 4,300 integrated geographical areas. The data is updated twice a year, so users have the most current information possible. And to top it all off, it adds future projections based on the CBR data so that it provides an idea of the future alongside the past and present.

Lightcast Data Sources include:

Canadian Business Registry (CBR)

2001, 2006, and 2011, 2016 Census data

Survey of Employment, Payroll and Hours (SEPH)

Labour Force Surveys (LFS)

Canadian Occupational Projection System (COPS)

CANSIM Demographics

Post-secondary Student Information System (PSIS) Education Data



1. THE CURRENT STATE OF BUSINESS IN DRUMHELLER AND STARLAND COUNTY

1.1. Business Count Data

This subsection illustrates the number and size of employers by industry. The data in this section comes from Statistics Canada's Canadian Business Patterns dataset. Employers in this dataset include businesses in the Business Register, which are all Canadian businesses that meet at least one of the three following criteria:

- Have an employee workforce for which they submit payroll remittances to Canada Revenue Agency; or
- Have a minimum of \$30,000 in annual revenue; or
- Are incorporated under a federal or provincial act and have filed a federal corporate income tax form within the past three years.

Statistics Canada divides businesses into two major groupings:

1. Businesses with a determinate number of employees; and
2. Businesses with an indeterminate number of employees.



Drumheller and Region Business Survey Results and Analysis 2025

Within Drumheller and Starland County, the two most common industries are “agriculture, forestry, fishing and hunting” (503 businesses within the area) and “real estate and rental and leasing” (279 businesses).¹

Table 1: Business Counts by Sector, Drumheller and Starland County, June 2024

Sector	Totals
Agriculture, forestry, fishing and hunting	503
Real estate and rental and leasing	279
Construction	93
Professional, scientific and technical services	81
Retail trade	80
Other services (except public administration)	74
Health care and social assistance	63
Accommodation and food services	54
Mining, quarrying, and oil and gas extraction	44
Transportation and warehousing	43
Finance and insurance	40
Administrative and support, waste management and remediation services	33
Wholesale trade	26
Arts, entertainment and recreation	16
Information and cultural industries	14
Manufacturing	13
Management of companies and enterprises	8
Educational services	8
Utilities	4
Public administration	3
Unclassified	169
Total	1,648

Source: Lightcast Analyst 2024.3

¹ Lightcast datasets suggest that business counts remained relatively stable through 2022, before seeing a sizable jump (nearly doubling in certain sectors, such as agriculture, forestry, fishing and hunting) from 2022 to 2023 and 2023 to 2024. Discussions with local staff suggested there was no “real” reason for this explosive growth, suggesting that there may instead be a reporting or administrative reason (i.e., the way businesses are classified, or extrapolation methodological changes) that Statistics Canada has seen such a sizable jump. Lightcast Analyst was unable to provide further clarification, so this oddity is just being noted here.

Drumheller and Region Business Survey Results and Analysis 2025

The vast majority of businesses with employees within Drumheller and Starland County employ between 1 and 9 employees. Specifically, across all sectors, small businesses (1-9 employees) represent 81% of local businesses with employees. Furthermore, in all but two sectors (utilities; public administration), businesses with 1-9 employees make up at least half of all businesses.

Medium-size businesses (10-99 employees) are most often present in “utilities,” “management of companies and enterprises,” and “accommodation and food services”. Finally, the only sectors that house businesses with 100+ employers in the area are “retail trade,” “health care and social assistance,” “manufacturing,” and “public administration”.

Table 2: Percentage of Business with Employees by Size, by Sector, June 2024

Sector	1-9 employees	10-99 employees	100+
Agriculture, forestry, fishing and hunting	97%	3%	0%
Real estate and rental and leasing	100%	0%	0%
Construction	95%	5%	0%
Professional, scientific and technical services	85%	15%	0%
Retail trade	61%	37%	2%
Other services (except public administration)	89%	11%	0%
Health care and social assistance	79%	18%	3%
Accommodation and food services	54%	46%	0%
Mining, quarrying, and oil and gas extraction	88%	13%	0%
Transportation and warehousing	76%	24%	0%
Finance and insurance	64%	36%	0%
Administrative and support, waste management and remediation services	93%	7%	0%
Wholesale trade	70%	30%	0%
Arts, entertainment and recreation	71%	29%	0%
Information and cultural industries	83%	17%	0%
Manufacturing	86%	0%	14%
Management of companies and enterprises	50%	50%	0%
Educational services	100%	0%	0%
Utilities	0%	100%	0%
Public administration	0%	33%	67%
Unclassified	89%	11%	0%
Total	81%	18%	1%

Source: Lightcast 2024.3

1.2. Industry Data

1.2.1. Supply Chain Analysis

When assessing a local economy, it is useful to determine which economic activities “bring money in”, and where money might be “leaking out”. Another way to assess this metric is to assess the in-region and imported purchases made by each subsector within the area. Table 3 presents the local industries in terms of total purchases made, as well as the percentage of those purchases that are made in-region and out-of-region.

Across all sectors, imports represent nearly 4-in-5 (79.3%) of total purchases. This figure is slightly higher than other similar sized communities and is typically a function of reality; in many industries within small communities, especially those relying on natural goods, reliance on imported purchases is a necessity.

Table 3: Supply Chain Purchases, by Sector

NAICS	% In-region Purchases	% Imported Purchases	Total Purchases
Manufacturing	7.4%	92.6%	\$140,913,317
Professional, scientific and technical services	17.5%	82.5%	\$35,248,197
Transportation and warehousing	20.2%	79.8%	\$26,073,219
Administrative and support, waste management and remediation services	17.6%	82.4%	\$23,837,628
Finance and insurance	12.7%	87.3%	\$22,888,029
Agriculture, forestry, fishing and hunting	90.7%	9.3%	\$20,680,841
Real estate and rental and leasing	27.7%	72.3%	\$18,851,685
Wholesale trade	6.1%	93.9%	\$16,928,551
Construction	23.7%	76.3%	\$12,634,114
Information and cultural industries	4.0%	96.0%	\$11,099,313
Mining, quarrying, and oil and gas extraction	43.3%	56.7%	\$10,786,754
Health care and social assistance	26.5%	73.5%	\$9,391,215
Utilities	49.8%	50.2%	\$8,921,471
Retail trade	31.2%	68.8%	\$7,793,808
Other services (except public administration)	50.1%	49.9%	\$5,568,792
Accommodation and food services	59.2%	40.8%	\$5,448,801
Public administration	36.8%	63.2%	\$4,744,464
Arts, entertainment and recreation	34.5%	65.5%	\$2,930,545
Management of companies and enterprises	0.0%	100.0%	\$1,776,007
Total	20.8%	79.2%	\$387,683,557

Source: Lightcast 2024.3

1.2.2. Economic Output

This subsection highlights industries with the largest economic impact. The following table illustrates industries with the highest level of economic output as measured by total sales. Average wages by industry are also illustrated. Four industries each account for over \$75 million in total sales within Drumheller and Starland County; *public administration; agriculture, forestry, fishing and hunting; mining, quarrying, and oil and gas extraction; and accommodation and food services.*

Regarding wages, the two industries with the highest average wages are *utilities* (\$93,364 average wages) and *mining, quarrying, and oil and gas extraction* (\$85,284).

Table 4: Regional Sales and Wage Data, by Industry

NAICS	Sales	Average Wages
Public administration	\$135,022,529	\$83,737
Agriculture, forestry, fishing and hunting	\$120,359,724	\$43,308
Manufacturing	\$105,240,290	\$62,433
Accommodation and food services	\$83,815,742	\$20,273
Construction	\$61,894,059	\$68,792
Mining, quarrying, and oil and gas extraction	\$56,801,968	\$85,284
Health care and social assistance	\$49,755,405	\$45,511
Retail trade	\$49,593,101	\$32,155
Other services (except public administration)	\$48,159,822	\$55,033
Real estate and rental and leasing	\$47,346,746	\$82,341
Utilities	\$38,293,050	\$93,364
Finance and insurance	\$35,663,375	\$59,008
Transportation and warehousing	\$34,368,576	\$64,506
Professional, scientific and technical services	\$23,620,960	\$68,005
Wholesale trade	\$18,899,920	\$56,628
Arts, entertainment and recreation	\$17,376,325	\$31,822
Administrative and support, waste management and remediation services	\$15,240,392	\$40,385
Educational services	\$13,270,105	\$57,014
Information and cultural industries	\$2,391,421	\$51,388
Total	\$957,113,511	\$49,446

Source: Lightcast 2024.3

1.2.3. Export Sales

Exports identify the amount of money that is spent by businesses located outside the region (domestically and internationally) in exchange for goods or services produced by an industry located in Drumheller and Starland County. **In 2022, the most recent data available, total export sales in the area amounted to \$732.7 million.** Table 5 below highlights the export data from each of the sectors in the local economy.

Similar to the overall sales data above, the *public administration* sector has risen significantly and leads the way, representing \$130.6 million in export totals. These exports are reflective of federal administration (for example, federal protective services, defence contracts, etc.).

Table 5: Export Data, by Industry, 2022

NAICS	Exports from Region
Public administration	\$130,594,657
Agriculture, forestry, fishing and hunting	\$92,047,029
Manufacturing	\$91,654,197
Accommodation and food services	\$61,592,912
Mining, quarrying, and oil and gas extraction	\$50,220,875
Health care and social assistance	\$43,577,004
Other services (except public administration)	\$35,254,217
Real estate and rental and leasing	\$33,200,031
Retail trade	\$28,263,657
Transportation and warehousing	\$26,709,492
Finance and insurance	\$25,417,145
Utilities	\$25,275,206
Construction	\$21,594,730
Wholesale trade	\$15,905,937
Professional, scientific and technical services	\$15,513,068
Arts, entertainment and recreation	12892063.62
Educational services	\$11,400,548
Administrative and support, waste management and remediation services	\$10,220,905
Information and cultural industries	\$1,356,321
Total	\$732,689,995

Source: Lightcast 2024.3

1.3. Labour Data - Industry of Employment

We are further able to assess the impact of local sectors by measuring job totals within each industry. Table 6 presents job count data from 2018 (pre-pandemic), 2024, and 2030 (estimates) for each local industry with at least 100 jobs in 2024.

Three sectors, *accommodation and food services*, *public administration* and *retail trade*, represent over 500 jobs locally, and are expected to grow (14.1 %, 1.0%, and 8.4%, respectively) between 2024 and 2030. Overall job totals are projected to grow by nearly 10% between 2024 and 2030.

Table 6: Top Industries of Employment, 2018, 2024, and 2030, Region

Sector	2018 Jobs	2024 Jobs	2030 Jobs	2024 - 2030 Change	2024 - 2030 % Change
Accommodation and food services	641	977	1,115	138	14.1%
Public administration	506	579	585	6	1.0%
Retail trade	478	556	603	47	8.4%
Health care and social assistance	489	456	528	72	15.8%
Other services (except public administration)	205	306	336	29	9.6%
Agriculture, forestry, fishing and hunting	328	265	241	-24	-9.1%
Construction	266	230	213	-17	-7.4%
Administrative and support, waste management and remediation services	127	188	238	50	26.8%
Manufacturing	104	177	222	44	25.0%
Finance and insurance	95	159	187	28	17.4%
Arts, entertainment and recreation	108	157	182	25	15.7%
Educational services	182	144	133	-11	-7.4%
Wholesale trade	118	127	138	11	8.4%
Professional, scientific and technical services	149	114	120	6	5.5%
Transportation and warehousing	112	110	118	8	7.5%
Total	4,330	4,886	5,303	417	9%

Source: Lightcast 2024.3

1.3.1. Location Quotient

Location Quotient is used to measure the relative concentration of an occupation; that is, it compares the percentage of jobs per occupation in the labour shed, relative to the total percentage of jobs in the same occupation in Alberta and Canada. A location quotient above 2 means the labour recruiting area employs twice as many jobs in that occupation than is typical in the nation. Such a high concentration shows that there is some momentum in growing or attracting these jobs that is unique to the region.

Table 7 presents location quotient at a provincial and national level (i.e., comparing the economies of Drumheller and Starland County to Alberta- and Canada-wide economies) for all industries that represented over 50 jobs in 2024.

Table 7: Location Quotient Data, by Industry

NAICS	2024 Jobs	Provincial LQ	National LQ
Accommodation and food services	977	2.9	3.0
Agriculture, forestry, fishing and hunting	265	2.7	3.4
Public administration	579	2.5	1.8
Utilities	64	1.8	2.1
Arts, entertainment and recreation	157	1.7	1.7
Other services (except public administration)	306	1.4	1.5
Unclassified	107	1.2	1.3
Retail trade	556	1.1	1.1
Finance and insurance	159	1.0	0.7
Administrative and support, waste management and remediation services	188	0.9	0.8
Total	4,886	1	1

Source: Lightcast 2024.3

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Table 8 builds off the data presented in Table 7 by highlighting each industry's location quotient adjustment over time. It is important to note here that these gains or losses are all relative. That is, an increase or decrease in location quotient does not directly translate to an increase or decrease in the number of jobs per sector. Instead, it reflects that the industry has become **more, or less, concentrated when compared to provincial or national benchmarks**.

- *Accommodation and food services* saw the largest relative growth against both provincial and national benchmarks, concentration growths of 1.0 and 0.9, respectively.
- Compared to Alberta, two sectors went from being slightly less concentrated locally (a location quotient under 1.0) to slightly more heavily concentrated locally (a location quotient above 1.0) – *retail trade*, and *finance and insurance*.
- One significant note is that agriculture, forestry, fishing and hunting saw a significant downshift in concentration (again, this is not total jobs but jobs relative to the total benchmark economy total). This suggests that the local economy is becoming more diversified, supporting alternative sectors. Given the sector still has a LQ above 2.5 both provincially and nationally, it should not be taken as a diminishing of its importance locally, as it is still heavily concentrated.

Table 8: Location Quotient, by Industry, Historical Change

NAICS	Provincial			National		
	2018 LQ	2024 LQ	LQ Change	2018 LQ	2024 LQ	LQ Change
Accommodation and food services	1.8	2.9	1.0	2.1	3.0	0.9
Agriculture, forestry, fishing and hunting	6.5	2.7	-3.7	3.9	3.4	-0.5
Public administration	2.0	2.5	0.4	1.9	1.8	-0.1
Utilities	1.3	1.8	0.5	1.5	2.1	0.5
Arts, entertainment and recreation	1.3	1.7	0.4	1.2	1.7	0.4
Other services (except public administration)	1.1	1.4	0.3	1.1	1.5	0.5
Unclassified	0.9	1.2	0.3	0.9	1.3	0.4
Retail trade	0.9	1.1	0.1	1.0	1.1	0.1
Finance and insurance	0.7	1.0	0.3	0.5	0.7	0.2
Administrative and support, waste management and remediation services	0.6	0.9	0.2	0.6	0.8	0.2

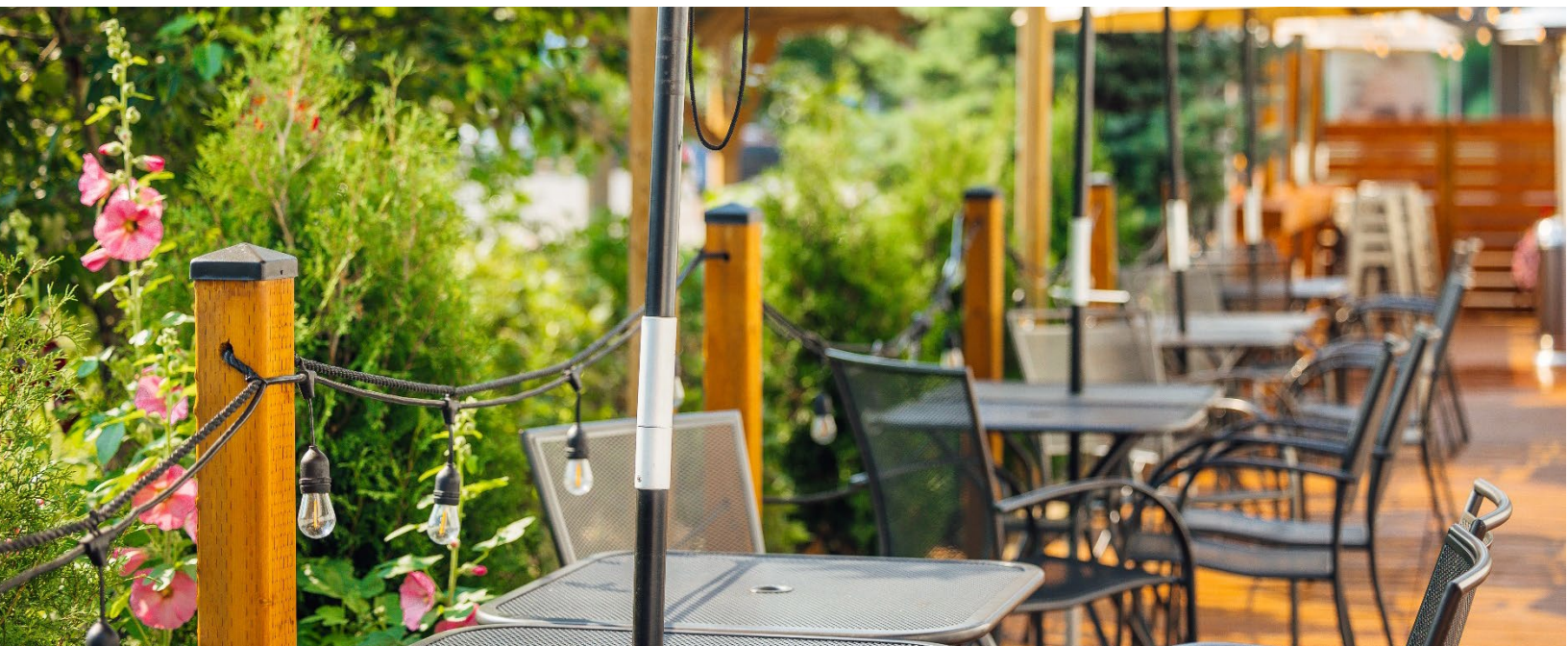
Source: Lightcast 2024.3

1.3.2. Shift-share Analysis

Shift-share analysis compares the local employment growth/decline of regional jobs by industry to the employment growth/decline of that industry within Canada, as well as the job growth overall for Canada. More specifically, this analytical tool examines the job growth/decline by attributing growth, stability, or decline in particular industries over time due to three distinct forces:

- National economic growth: regional job growth/decline that is attributable to the growth, stability, or decline of the entire Canadian economy. Industries will be impacted positively or negatively by the state of the Canadian economy and consumer spending at a national level, external to any local factors.
- Industry growth: regional job growth/decline that is attributable to the growth, stability, or decline of that particular economic activity in the Canadian economy (with the economic growth component removed). General industry trends are outside the influence of local actors and are therefore removed from the local impact.
- Local economic growth: local job growth/decline that is attributable to the local economy because it is growing/declining more or less quickly than jobs in the larger economy (with the Canadian economic and industry growth components removed).

This tool, when correctly interpreted, provides greater descriptive power than the location quotient method. It has been applied to NAICS Industries using place of work statistics. Shift-share analysis allows the examination of changes through time (trends) versus the static snapshot of location quotients.



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Local Shift-Share Analysis

Table 9 looks to the current (2024) and future (2030) projects to assess which sectors are most positively impacted by local factors. The table presents the expected change due to national and industry effects (expected change), contrasts that total with the projected impact (actual change) and therein assesses the regional/local effects (competitive effect).

Table 9: Shift-share Analysis, by Industry, 2014-2021

NAICS	2024 Jobs	2030 Jobs	Expected Change	Actual Change	Competitive Effect
Accommodation and food services	977	1,115	59	138	79
Retail trade	556	603	8	47	39
Manufacturing	177	222	7	44	37
Administrative and support, waste management and remediation services	188	238	21	50	29
Health care and social assistance	456	528	46	72	26
Finance and insurance	159	187	12	28	15
Arts, entertainment and recreation	157	182	10	25	15
Other services (except public administration)	306	336	17	29	12
Wholesale trade	127	138	0	11	11
Real estate and rental and leasing	85	96	4	11	7
Utilities	64	69	1	5	4
Transportation and warehousing	110	118	9	8	0
Professional, scientific and technical services	114	120	7	6	-1
Information and cultural industries	6	4	0	-2	-2
Agriculture, forestry, fishing and hunting	265	241	-14	-24	-10
Educational services	144	133	6	-11	-17
Public administration	579	585	30	6	-24
Mining, quarrying, and oil and gas extraction	79	57	2	-22	-24
Construction	230	213	10	-17	-27
Total	4,886	5,303	242	417	175

Source: Lightcast 2024.3

1.4. Occupation Data

Persons in the labour force can be classified using the National Occupational Classification (NOCs) codes; a four-tiered hierarchical arrangement of occupational groups with successive levels of disaggregation. It contains broad occupational categories (1-digit), major (2-digit code), minor (3-digit code) and unit groups (4-digit code).

Table 10 shows that two 4-digit unit groups in Drumheller and Starland County represent over 200 jobs each:

- Food support occupations (with median annual wages of \$33,980)
- Cashiers and other sales support occupations (\$30,462)

Table 10: Top 10 Occupations, by 2021 Jobs, 2018-2030, 4 Digit NOC

Occupation	2018 Jobs	2024 Jobs	2030 Jobs	Median Wages	2024 - 2030 % Change
Food support occupations	244	313	354	\$33,980	12.9%
Cashiers and other sales support occupations	147	202	229	\$30,462	13.0%
Retail salespersons and non-technical wholesale trade sales and account representatives	118	163	178	\$48,759	9.4%
Managers in agriculture, horticulture and aquaculture	251	149	118	N/A	-20.3%
Assisting occupations in support of health services	122	146	169	\$49,324	15.7%
Cooks, butchers and bakers	105	145	170	\$36,716	17.1%
Cleaners	116	137	150	\$37,059	9.6%
Transport truck and transit drivers	92	120	138	\$59,568	15.1%
Office support and court services occupations	88	102	110	\$45,814	7.1%
Assisting occupations in legal and public protection	45	99	122	\$76,115	22.9%
Total (all)	4,330	4,886	5,303	\$57,782	8.5%

Source: Lightcast 2024.3

1.4.1. Location Quotient

As was completed for industries, a location quotient assessment can be done for occupation classifications. Once again, a location quotient above 1 means the labour recruiting area employs more jobs in that occupation than is typical in the province or nation. A high concentration (above 1.25) suggests that there may be some momentum in growing or attracting these jobs that is unique to the region.

Table 11 presents location quotient at a provincial and national level (i.e., comparing the economies of Drumheller and Starland County to Alberta- and Canada-wide economies) for all 1-digit occupation classes in 2024.

Although *sales and service occupations* represent the largest number of jobs in 2024 (1,719) and are heavily concentrated, *natural resources, agriculture and related production occupations* are the most heavily concentrated sector relative to the provincial and national economies.

Table 11: Location Quotient, 1 Digit NOC, 2024

Occupation	2024 Jobs	Provincial LQ	National LQ
Sales and service occupations	1,719	1.5	1.4
Trades, transport and equipment operators and related occupations	805	0.9	1.0
Business, finance and administration occupations	614	0.8	0.7
Occupations in education, law and social, community and government services	502	1.0	0.9
Natural resources, agriculture and related production occupations	339	1.5	2.8
Health occupations	327	0.9	0.9
Natural and applied sciences and related occupations	197	0.5	0.4
Occupations in manufacturing and utilities	155	0.9	0.6
Occupations in art, culture, recreation and sport	113	1.0	0.8
Unclassified occupation	107	1.2	1.3
Legislative and senior management occupations	9	0.7	0.6
Total	4,886	1	1

Source: Lightcast 2024.3

1.4.2. Shift-Share Analysis

Once again, we are able to apply the same analysis to occupations that was done for industry employment totals. That is, we can use shift-share analyses to estimate the local “competitive effect” for major occupations in Drumheller and Starland County.

Table 12 again looks to the current (2024) and future (2030) projection data to assess which sectors are most positively impacted by local factors. The table presents the expected change due to national and industry effects (expected change), contrasts that total with the projected figures (actual change) and therein assesses the regional/local effects (competitive effect).

Table 12: Shift-share Analysis, by 1-Digit Occupation, 2024-2030

Occupation	2024 Jobs	2030 Jobs	Expected Change	Actual Change	Competitive Effect
Business, finance and administration occupations	614	638	33	24	-9
Natural and applied sciences and related occupations	197	215	14	18	4
Health occupations	327	377	40	50	11
Occupations in education, law and social, community and government services	502	526	27	24	-4
Occupations in art, culture, recreation and sport	113	133	5	20	15
Sales and service occupations	1,719	1,918	70	199	129
Trades, transport and equipment operators and related occupations	805	869	39	64	24
Natural resources, agriculture and related production occupations	339	319	4	-20	-24
Occupations in manufacturing and utilities	155	182	6	27	21
Unclassified occupation	107	119	7	12	5
Legislative and senior management occupations	9	8	0	-1	-1
Total	4,886	5,303	246	417	171

Source: Lightcast 2024.3

1.5. Commuter Flow

To better understand who works in Drumheller and Starland County, we can turn to commuter flow data from the 2021 Census. This data allows us to understand where those who are employed within Drumheller and Starland County typically live (Table 13). As the table illustrates, the communities are fairly inclusive – of the 3,225 individuals who travel to work, 2,590 also live within the area.

There are two important pieces to keep in mind when assessing the data:

1. This data is representative of a snapshot in time of when the Census was taken (spring/early summer 2021). As such, commuting data was impacted by the pandemic, leading to a decrease in residents with a “usual place of work”. These numbers are valuable as relative measures. However, they likely undercount the total number of commuters to each community (including locally).
2. These numbers are representative of only those people with a usual place of work. Therein, there will be fewer total individuals reflected here because self-employed folks with no physical location, those working from home, or those with hybrid/varied workplaces will not be counted.

Table 13: Place of Residence for those Typically Employed Within Drumheller/Starland County

Place of Residence	Commuters
Drumheller	2,395
Starland County	195
Kneehill County	110
Calgary	95
Wheatland County	85
Munson	60
Airdrie	55
Carbon	40
Strathmore	30
Three Hills	30
Morrin	25
Stettler County No. 6	25
Total	3,225

Source: Statistics Canada 2021 Census.

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We are similarly able to understand where residents of Drumheller and Starland County travel to for work (Table 14). As can be seen, only 285 residents travelled outside either Drumheller or Starland County to their place of employment in 2021.

Table 14: Usual Place of Work for Residents of Drumheller/Starland

Place of Work	Commuters
Drumheller	2,535
Hanna	60
Starland County	55
Delia	50
Morrin	45
Wood Buffalo	25
Three Hills	20
Drayton Valley	15
Total	2,875

Source: Statistics Canada 2021 Census.



1.6. Tourism

The challenge for assessing the impacts of “tourism” is that there is no set definition of “tourism industries”. Instead, various subsectors across a range of industries are all impacted by tourism. For example, the subsector *performing arts companies*, is heavily impacted by tourism but is instead nested within the broader *arts, entertainment and recreation* industry.

This report will rely on Industry Canada’s profile of tourism industries to create a custom list of subsectors that can be classified as tourism related in Drumheller and Starland County² (Table 15). While there are spillover impacts to other industries, these sectors represent those where a significant portion of the sector is impacted by tourism activities.

Table 15: Tourism Sectors

Tourism Sectors
Scheduled air transportation
Non-scheduled air transportation
Rail Transportation
Deep sea, coastal and Great Lakes water transportation
Inland water transportation
Urban transit systems
Taxi and limousine service
Charter bus industry
Scenic and sightseeing transportation, land
Scenic and sightseeing transportation, water
Travel arrangement and reservation services
Performing arts companies
Spectator sports
Promoters (presenters) of performing arts, sports and similar events
Independent artists, writers and performers
Heritage institutions
Amusement parks and arcades
Gambling industries
Other amusement and recreation industries
Traveller accommodation
Recreational vehicle (RV) parks and recreational camps
Special food services
Drinking places (alcoholic beverages)
Full-service restaurants and limited-service eating places

Source: Industry Canada SME Profile: Tourism Industries in Canada

² Industry Canada, SME Profile: Tourism Industries in Canada. March, 2015

1.6.1. Tourism Industry and Occupation Data

Job counts for those tourism sectors with at least one job are presented in Table 16. Tourism related jobs and sectors have seen considerable increases since 2018, with an increase of almost 400 jobs from 2018 to 2024. Although this rapid rate of increase is projected to slow, considerable growth is still expected, with a projected increase of 162 additional jobs in tourism-related sectors from 2024 to 2030, an increase of 14%.

These data further suggest that, in 2024, 23.3%, or almost 1 out of every 4 jobs in Drumheller and Starland County are *directly or indirectly related* to the tourism sector. The most prominent sectors of employment are *full-service restaurants and limited-service eating places*, and *traveller accommodation*.

Table 16: Tourism Jobs, Drumheller and Starland County

Industry	2018 Jobs	2024 Jobs	2030 Jobs	2024 to 2030 Change	2024 - 2030 % Change
Full-service restaurants and limited-service eating places	409	504	564	60	12%
Traveller accommodation	151	227	266	39	17%
Drinking places (alcoholic beverages)	13	122	162	40	32%
Other amusement and recreation industries	52	108	132	24	23%
Special food services	26	62	54	-8	-13%
Recreational vehicle (RV) parks and recreational camps	42	61	69	8	12%
Heritage institutions	52	50	47	-2	-4%
Travel arrangement and reservation services	10	4	5	1	25%
Performing arts companies	1	0	0	---	---
Spectator sports	2	0	0	---	---
Independent artists, writers and performers	2	0	1	---	---
Total (all)	759	1,138	1,300	162	14%

Source: Lightcast 2024.3

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As with the broader industry assessments above, we are able to calculate the location quotient for tourism industries within the region. As expected, the majority of sectors within the tourism field have a location that is significantly higher than 1.0 – that is, tourism jobs are consistently more heavily concentrated within the Drumheller and Starland County economies, compared to the economies of Alberta or Canada.

The most concentrated industries relative to provincial and national benchmarks are *recreational vehicle parks and recreational camps*, *drinking places (alcoholic beverages)*, and *heritage institutions*, with each of these three sectors seeing at least 7 times more concentration compared to each benchmark economy.

Table 17: Location Quotient for Tourism Industries

Industry	2024 Jobs	Provincial LQ	National LQ
Full-service restaurants and limited-service eating places	504	2.0	2.0
Traveler accommodation	227	4.3	5.5
Drinking places (alcoholic beverages)	122	17.8	16.1
Other amusement and recreation industries	108	2.4	2.5
Special food services	62	4.4	3.4
Recreational vehicle (RV) parks and recreational camps	61	18.2	13.1
Heritage institutions	50	7.1	7.2
Travel arrangement and reservation services	4	0.7	0.4
Total (all)	1,138	---	---

Source: Lightcast 2024.3



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Using staffing patterns, we are able to assess the occupations most frequently employed by tourism businesses. Notably, the majority of occupations are *food and accommodation services* related, led by *food support occupations, cooks, butchers and bakers, and occupations in food and beverage service*.

Table 18: Tourism Occupations, Drumheller and Starland County

Occupation	2018 Jobs	2024 Jobs	2030 Jobs	2024 to 2030 Change	2024 - 2030 % Change
Food support occupations	225	298	337	39	13%
Cooks, butchers and bakers	93	131	155	24	18%
Occupations in food and beverage service	30	83	103	20	24%
Cleaners	45	74	85	11	15%
Managers in food service and accommodation	72	67	57	-10	-15%
Service supervisors	36	49	55	5	10%
Program leaders and instructors in recreation, sport and fitness	19	34	41	7	20%
Cashiers and other sales support occupations	29	34	38	4	12%
Support occupations in accommodation, travel, tourism and amusement services	12	31	33	2	7%
Occupations in travel and accommodation	17	28	36	8	29%
Logging, forestry, landscaping and other related labourers	12	27	34	7	27%
Specialized occupations in services	19	24	30	5	22%

Source: Lightcast 2024.3

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Another measure of tourism's impact in the community is through the number of businesses in tourism sectors. As noted in Table 19, in June 2024 there were 71 businesses in the tourism sector, most predominantly within the *full-service restaurants and limited-service eating places* sector (28 businesses). Once again, please note that these businesses may not entirely depend upon tourists. Instead, they are considered to be at least somewhat impacted by tourism, as per Industry Canada's definitions.

Of these 71 businesses, 24 of them have unknown employment totals, while the majority of the rest are small businesses, with 1-9 employees.

Table 19: Business Counts by Tourism Subsector

Tourism Sector	1-9 Employees	10-99 Employees	Unknown	Total
Full-service restaurants and limited-service eating places	13	11	4	28
Traveler accommodation	3	5	7	15
Other amusement and recreation industries	2	0	5	7
Recreational vehicle (RV) parks and recreational camps	2	1	2	5
Heritage institutions	2	1	1	4
Taxi and limousine service	2	0	1	3
Special food services	2	0	1	3
Independent artists, writers and performers	0	0	2	2
Spectator sports	1	0	0	1
Promoters (presenters) of performing arts, sports and similar events	0	0	1	1
Amusement parks and arcades	0	1	0	1
Drinking places (alcoholic beverages)	1	0	0	1
Total	28	19	24	71

Source: Canadian Business Counts, December 2020

1.6.2. Tourism Industry Outputs

Similar to job data, we can isolate total sales figures and average wages for tourism sectors.

These data suggest that tourism businesses are directly responsible for 11% of sales in Drumheller and Starland County, and that average wages in the tourism sector are \$21,253. Average annual wages are not adjusted to part- and full-time work, so the low total speaks to the seasonal nature of tourism employment.

Please note, this data is derived from different data sources than job or business counts. Where sectors have employees, or businesses, but no notable sales, this is typically due to different reporting periods, standards, and/or business oddities (i.e., a business operating at a loss).

Table 20: Regional Sales and Wage Data, by Tourism Industry

NAICS	Sales	Average Wages
Full-service restaurants and limited-service eating places	\$35,017,770	\$20,346
Traveler accommodation	\$34,653,546	\$22,295
Heritage institutions	\$10,460,391	\$54,333
Recreational vehicle (RV) parks and recreational camps	\$9,746,137	\$26,468
Other amusement and recreation industries	\$6,915,934	\$20,156
Drinking places (alcoholic beverages)	\$3,713,620	\$11,945
Special food services	\$684,668	\$13,533
Total	\$101,192,067	\$21,253

Source: Lightcast 2024.3



1.6.3. Indirect Tourism Outputs

In order to estimate the impact of tourism on sectors not captured by the above data, we can rely on direct and indirect multipliers. Multipliers are economic tools that measure where money is spent. When money is spent at a local business, the business typically reinvests a portion of that money into other local sectors, generating additional local revenue. As such, \$1 spent by a tourist has a local impact greater than \$1.

As a specific example, data suggests that for every \$1 in sales in the *full-service restaurants and limited-service eating places* sector, \$1.20 in economic activity is generated locally.

We are able to measure the local multiplier effect of tourism through three different pieces of data; jobs, sales, and wages. As Table 21 illustrates, though tourism is responsible for 1,138 jobs in the tourism sector directly, it is also responsible for another 132 jobs across all other sectors in Drumheller and Starland County.

Table 21: Total Impact on Local Economy by Tourism Sector

	Sales	Wages	Jobs
Direct Impact	\$101,192,067	\$24,100,655	1,138
Multiplier Effect	\$15,209,932	\$1,822,039	132
Total	\$116,401,999	\$25,922,694	1,270

Source: Lightcast 2024.3



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In an attempt to measure the impact of tourism on specific industries within Drumheller and Starland County, we can weigh the multiplier effect by the sales, wages, and jobs by the proportion of the industry that each sector represents. For example, 11% of sales in the region are housed within manufacturing. Therefore, we would expect that 11% of the multiplier effect would be accounted for within this sector (\$1.28 million dollars). Table 22 suggests an estimated impact by sector within the region, sorted by total sales impact.

Table 22: Total Impact on Local Industries, by Tourism Sector

Sector	Jobs due to Tourism	Sales due to Tourism
Public administration	7	\$1,638,556
Agriculture, forestry, fishing and hunting	3	\$1,460,617
Manufacturing	2	\$1,277,136
Accommodation and food services	12	\$1,017,140
Construction	3	\$751,111
Mining, quarrying, and oil and gas extraction	1	\$689,316
Health care and social assistance	5	\$603,803
Retail trade	7	\$601,834
Other services (except public administration)	4	\$584,440
Real estate and rental and leasing	1	\$574,573
Utilities	1	\$464,703
Finance and insurance	2	\$432,790
Transportation and warehousing	1	\$417,077
Professional, scientific and technical services	1	\$286,650
Wholesale trade	2	\$229,359
Arts, entertainment and recreation	2	\$210,869
Administrative and support, waste management and remediation services	2	\$184,949
Educational services	2	\$161,038
Information and cultural industries	0	\$29,021

Source: Lightcast 2024.3

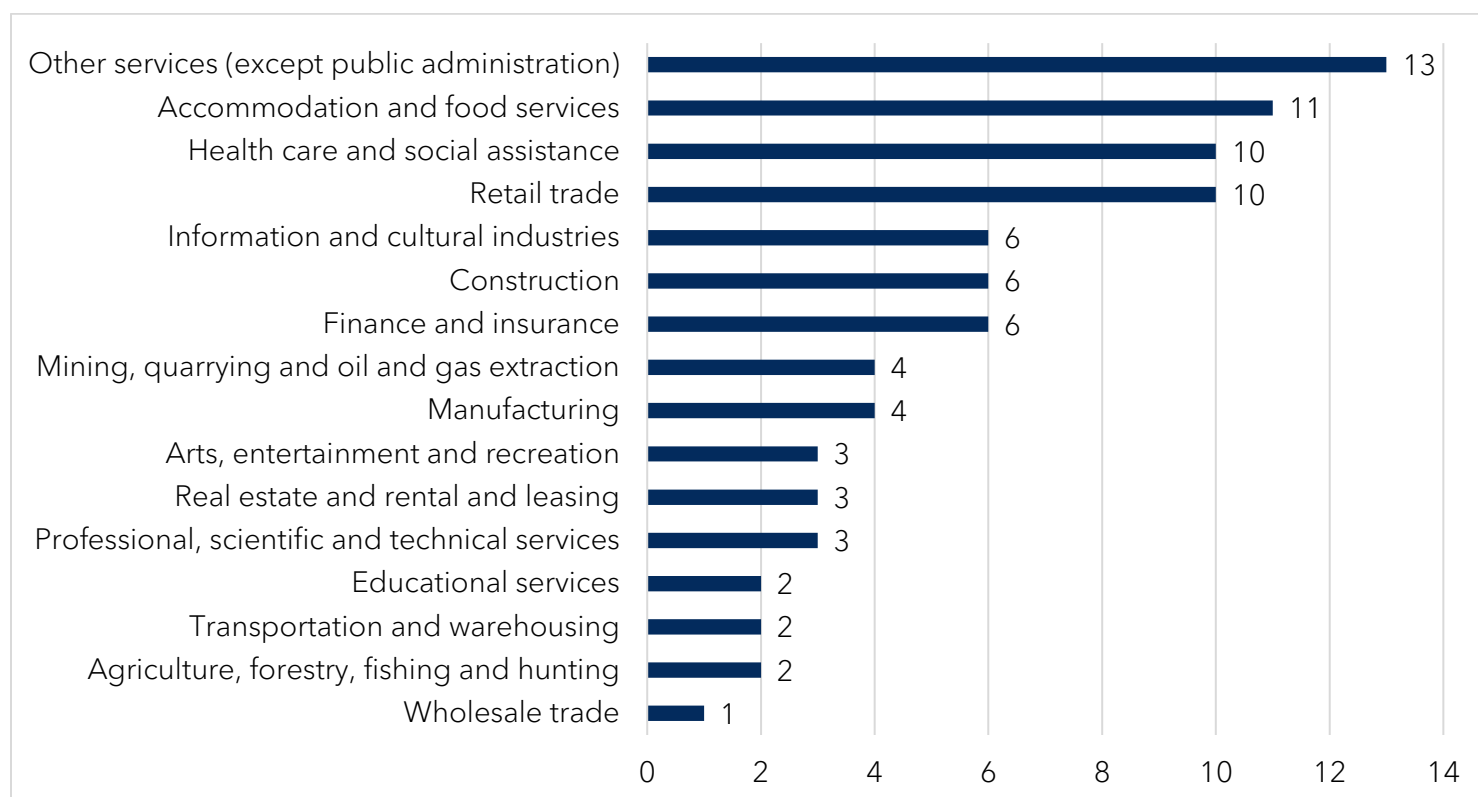
2. SURVEY RESPONSE DATA & SUMMARY

The Drumheller and Region Business Survey response survey received a total of 100 responses. Of those respondents, 41 wished to remain confidential. Within this report, all survey responses are either aggregated or remain confidential. However, for those businesses who were willing to share their contact information, complete response-data has been provided to project partners. Not all questions required an answer, leading to different sample sizes per question. To ensure transparency, the number of respondents for each question has been included in the Figure title as “(N = x)”.

2.1. Business Demographic Data

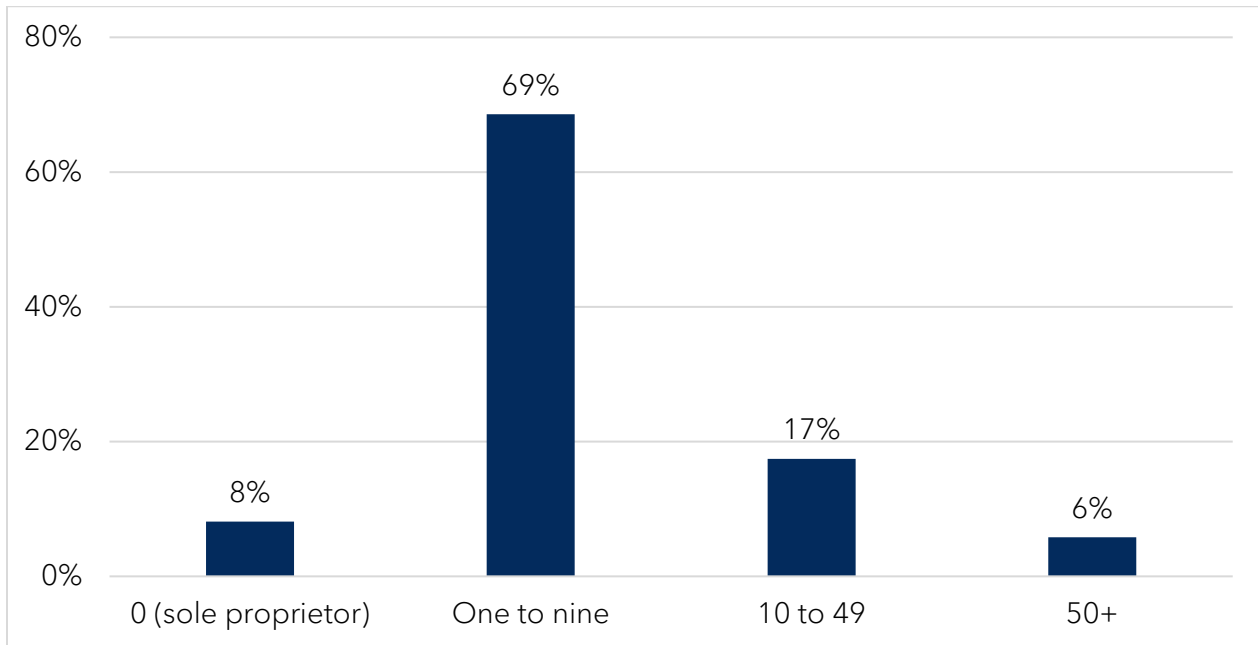
The most common sectors for respondents were “other services” and “accommodation and food services” each representing 23 businesses. This responses data suggests agriculture businesses were the hardest to reach relative to business count data (Table 1) and “other services” were most heavily weighted relative to their total business counts in the community. The “other services” industry is an amalgamation of a variety of service businesses that do not fit in other sectors. Complete definitions can be found on [Statistics Canada's Website](#).

Figure 1: Business Industry for Respondents (N = 86)



Regarding business size, just over two-in-three respondents were small businesses, with one to nine employees. This breakdown matches the distribution of businesses in the community when considering only those with employees. It does suggest that sole proprietorships were underrepresented but this is to be expected for two reasons. First, these businesses are typically much more difficult to reach for interviews and second, many businesses classified as sole proprietorships are unofficial, part-time “side opportunities.” Given the prevalence of small businesses in the community and the importance of this subsection of businesses, nearly 70% of respondents represent this category is a net positive.

Figure 2: Number of FTE employees within each business (N = 86)

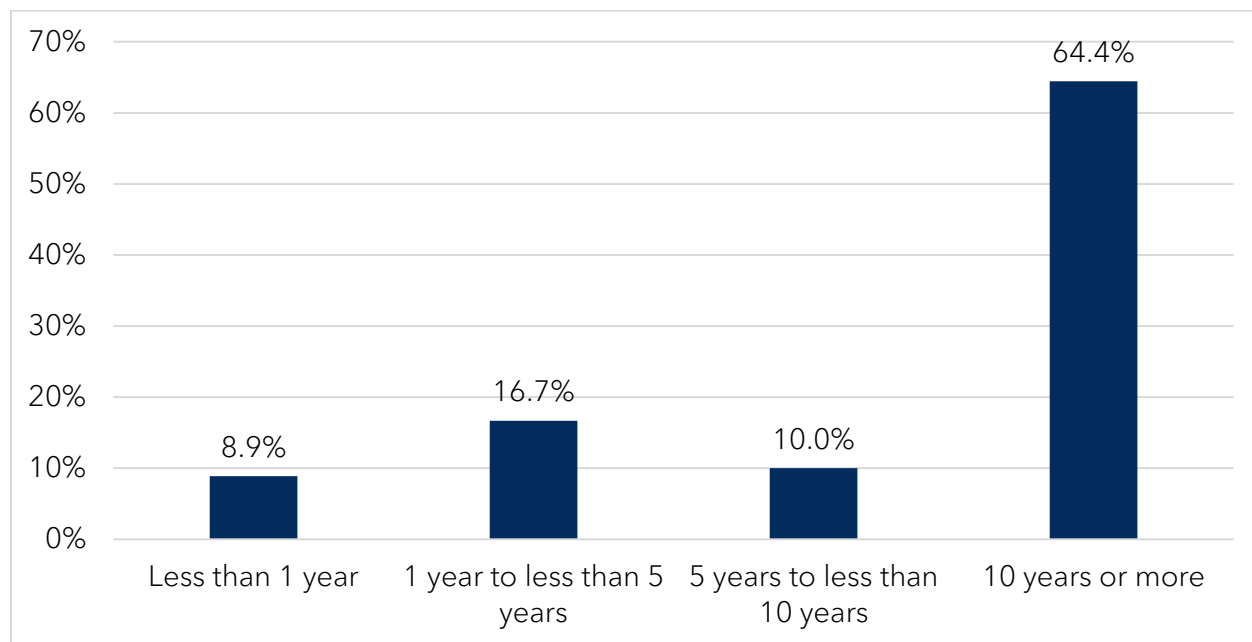


In total, respondents employ over 1,200 full-time equivalent employees, representing nearly a quarter of all jobs in the area.

Drumheller and Region Business Survey Results and Analysis 2025

Regarding the length of time in operation, many local businesses have clearly established deep roots in the community, with 64.4% of businesses operating for over 10 years. Positively, each of the other three responses (less than 1 year, 1-5 years, and 5-10 years) each saw at least 8% response rates, suggesting the responses will present a wealth of perspectives. Respondents were also able to select “don’t know” though no businesses chose this option.

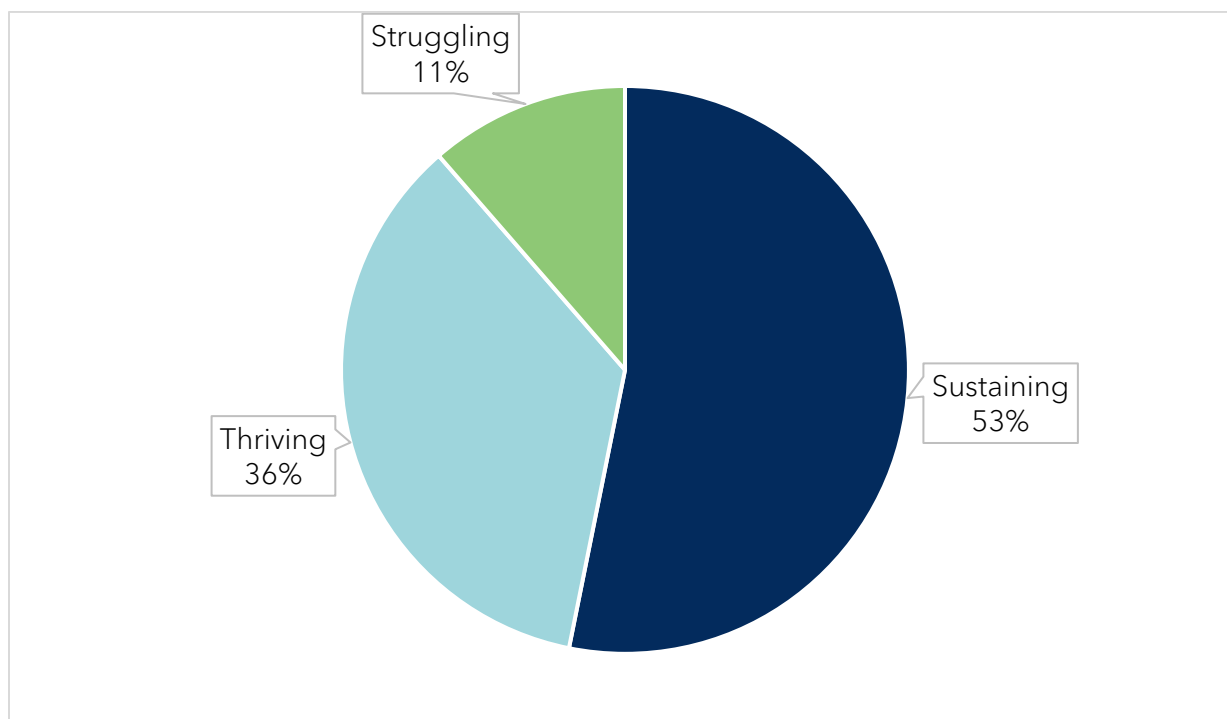
Figure 3: How Long has Your Business Been in Operation? (N = 90)



2.2. Business Status

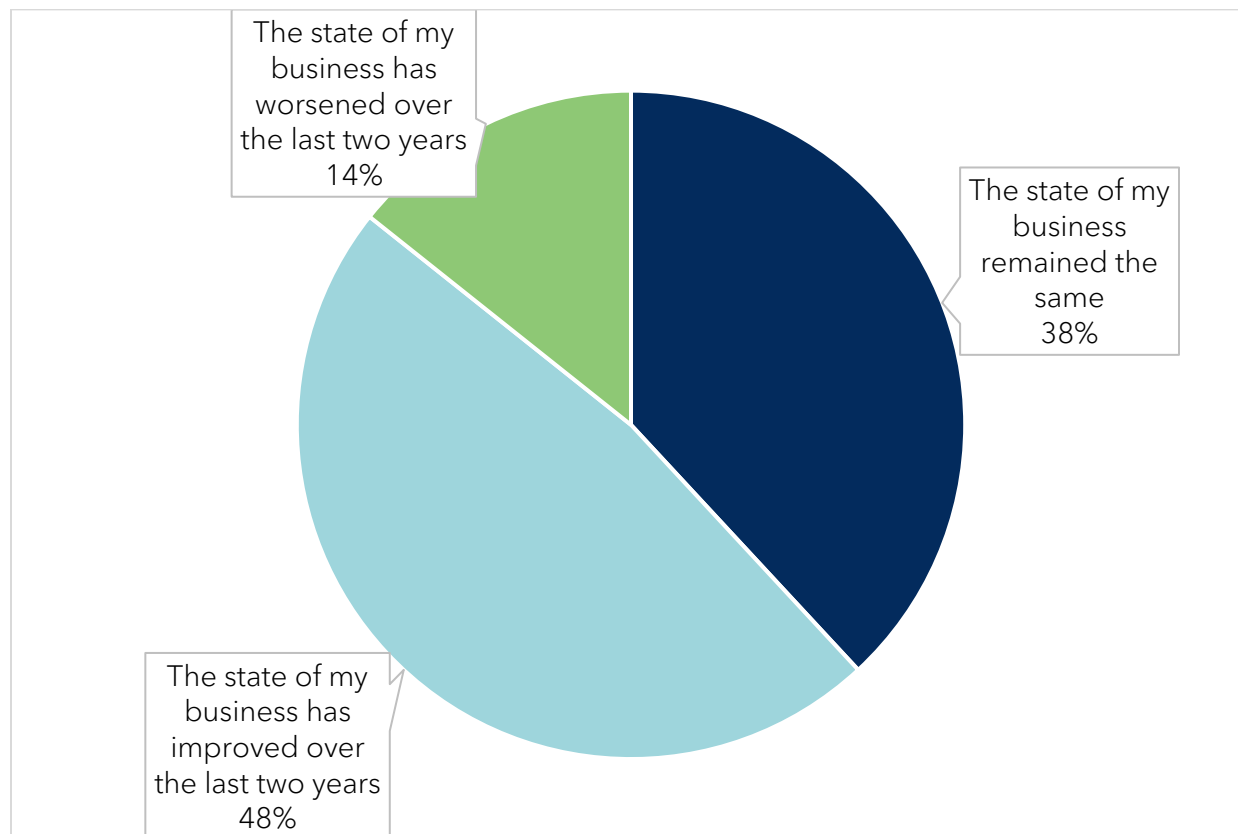
Over the previous two years, respondents are doing relatively well, with over one-in-three respondents noting that they are “thriving” (36%) while a further 53% were “sustaining” operations. One-in-ten (11%) of businesses responded that they were struggling over the previous two years.

Figure 4: How would you rate the state of your business over the previous two years? (N = 86)



When asked whether this was a continuation of prior business operations, an improvement from their experience during the height of the pandemic, or a worsening of operations, the responses were again mostly positive. That is, 47.6% of businesses have seen their experience improve over the previous two years, 38.1% have remained steady, and only 14.3% of businesses have seen worsening operations.

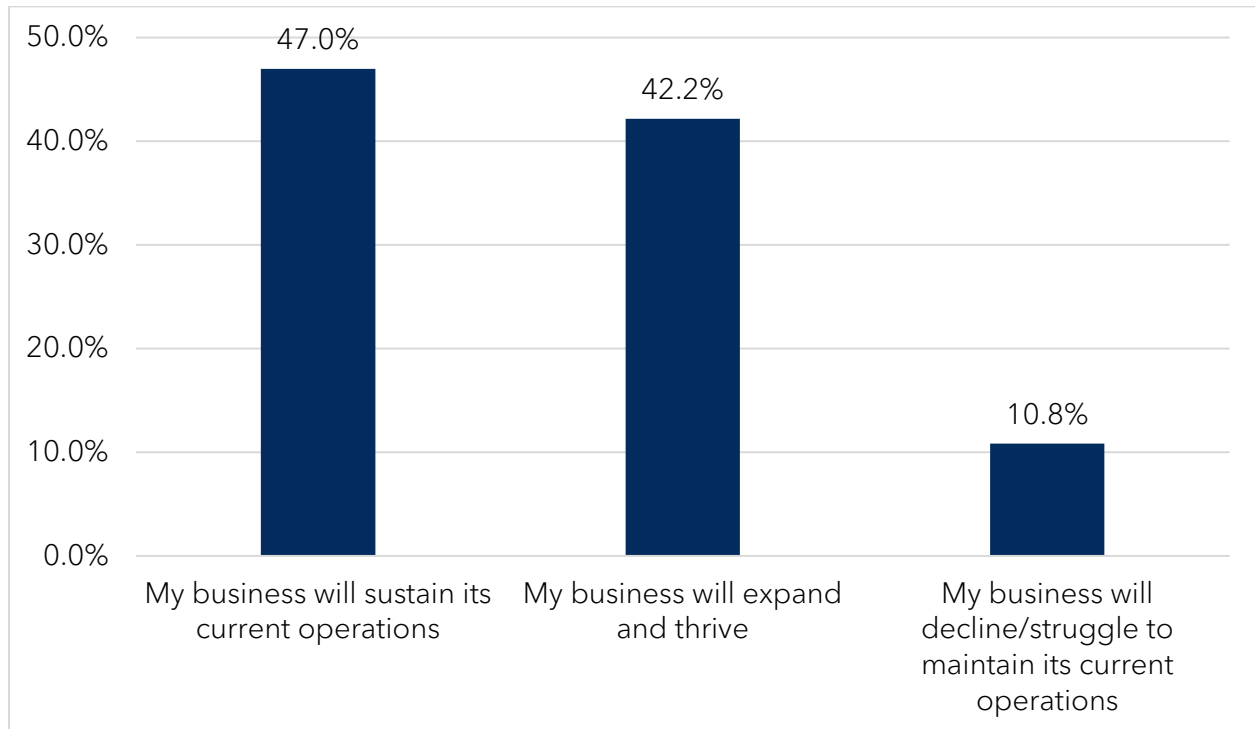
Figure 5: Does your previous answer denote a change from your experience during the pandemic? (N = 84)



Drumheller and Region Business Survey Results and Analysis 2025

Regarding their organization's future outlook, respondents are optimistic. Specifically, only 10.8% of businesses expect to decline or struggle to maintain their current operations after the pandemic. This figure is less than the 14% of businesses that noted their business operations have worsened over the past two years, suggesting at least some businesses who have seen a downturn are expecting to rebound over the coming years.

Figure 6: What Best Represents Your Feelings About Your Business Expectations? (N = 83)

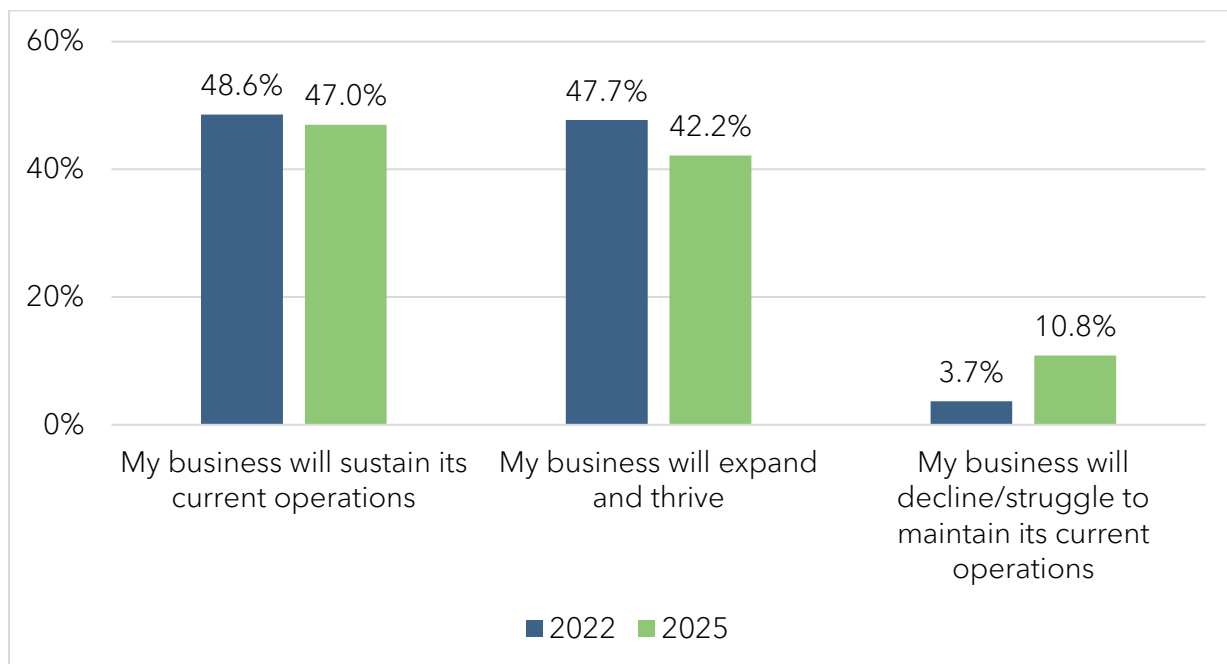


2.3. Comparing the Findings Between Surveys

As the survey from 2022 and 2025 have different business respondents, and different sample sizes, we are hesitant to make too many comparisons. The reality is, though the questions are similar, with different businesses responding direct comparisons are not necessarily indicative of shifting sentiments among businesses. At the same time, at a high level some basic comparisons can be worthwhile. We present two below.

First, we note that a slightly larger percentage of businesses are concerned about their business' future outlook in 2025 compared to 2022. It is possible that the positive outlook in 2022 was largely due to the fact that many business' were struggling at the time due to the pandemic, but had an expectation of a return to normalcy over the next two years. It should also still be noted that nearly 90% of businesses in 2025 still expect to either sustain or expand operations in the future.

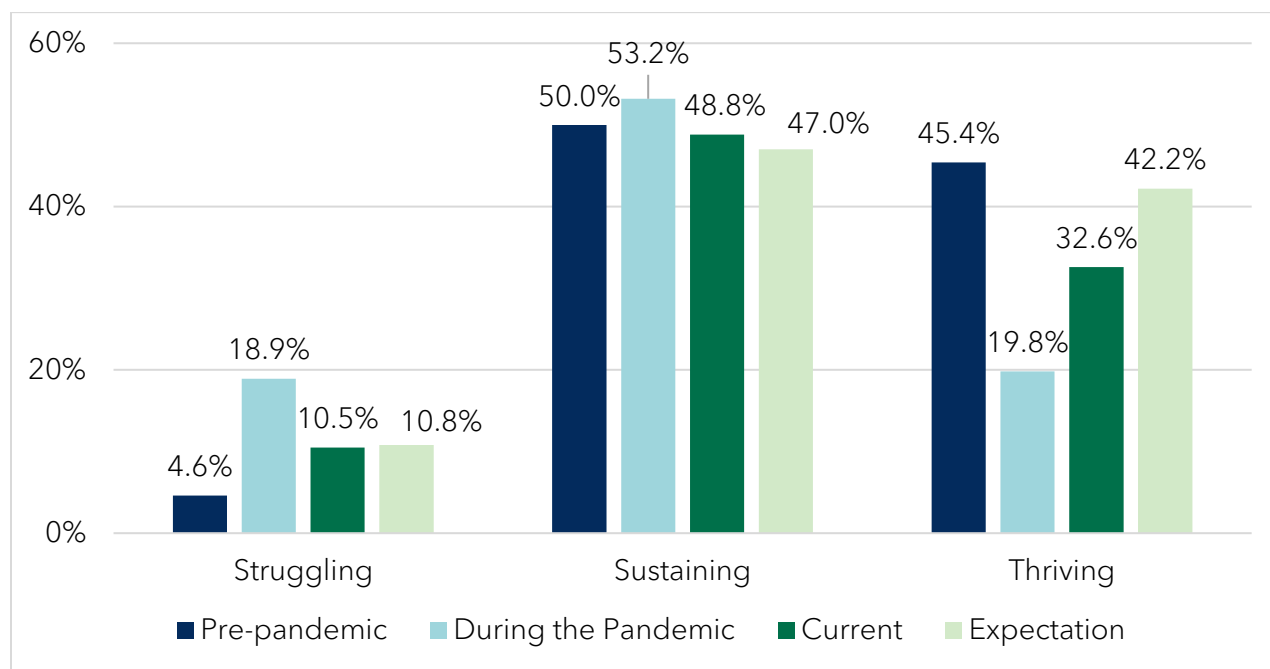
Figure 7: What Best Represents Your Feelings About Your Business Expectations? (N = 109 in 2022 and 83 in 2025)



Drumheller and Region Business Survey Results and Analysis 2025

Second, and very positively, the overall trend appears quite strong. That is, after seeing 18.9% of businesses “struggling” during the pandemic (according to the previous survey results), that number is down to 10.5% of businesses currently, with a similar number expecting to continue struggling. Alternatively, while only 19.5% of businesses were thriving during the pandemic, 32.6% are currently thriving and 42.2% are expecting to thrive in the future. This overall trend suggests that while businesses haven’t quite reached pre-pandemic levels of outlook (where only 4.6% of businesses were struggling and 45.4% of businesses were thriving), the overall trend suggests respondents are recapturing much of their losses.

Figure 8: State of the Business from pre-pandemic to future expectation (Ns between 113 and 83)



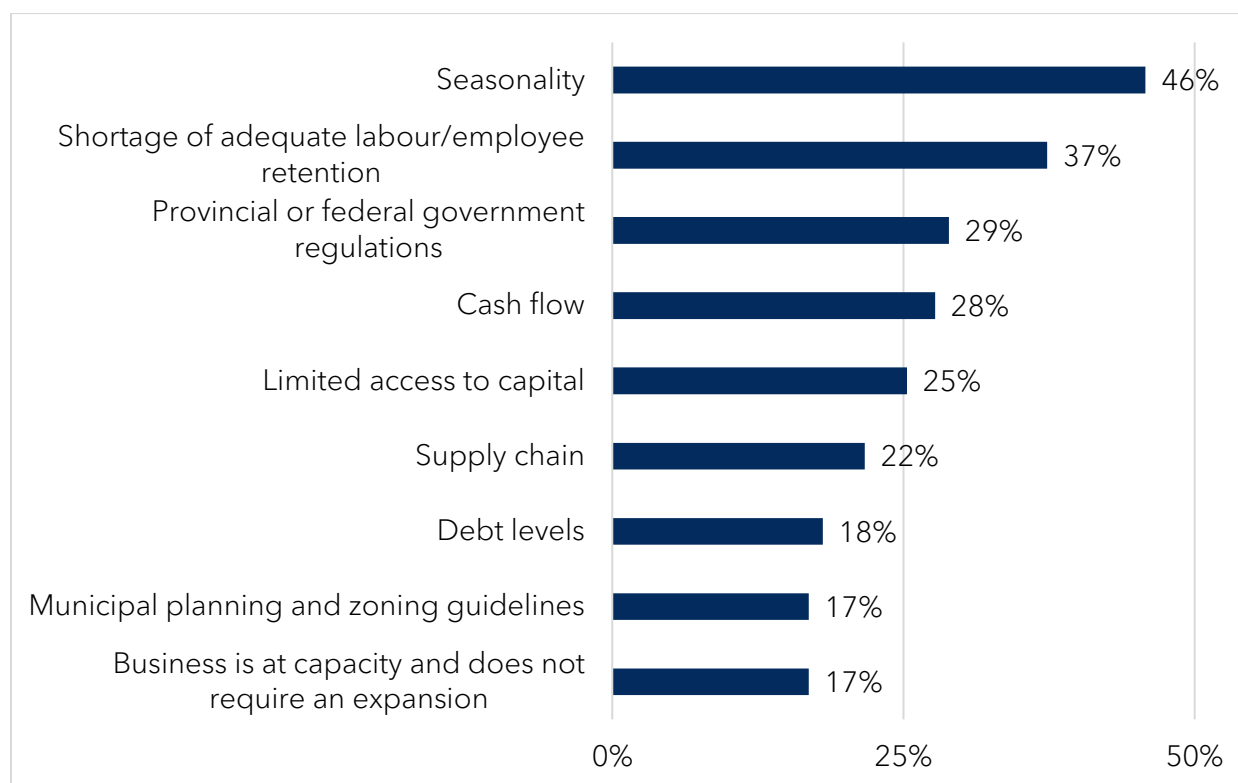
2.4. Business Supports

Turning to reasons regarding why businesses may be limited in their growth potential, seasonality (46%) and a shortage of adequate labour/employee retention (37%) were the two most common reasons.³ Nearly one-in-five (17%) of businesses felt they were at capacity and do not require an expansion, suggesting that 83% of businesses feel they are able to expand in some capacity if supply-side challenges are eased. Only 17% of respondents felt “municipal planning and zoning guidelines” were a hindrance to their business. As this is a common frustration for entrepreneurs, seeing fewer than one-in-five respondents note municipal regulations as a limiting factor should be seen as a strong success locally.

For respondents who answered “other” (32.5% of respondents), the two most common limitations for their business included:

- Rising and high costs (rent, utilities, goods, transportation); and
- Governmental bureaucracy challenges (across all levels of government).

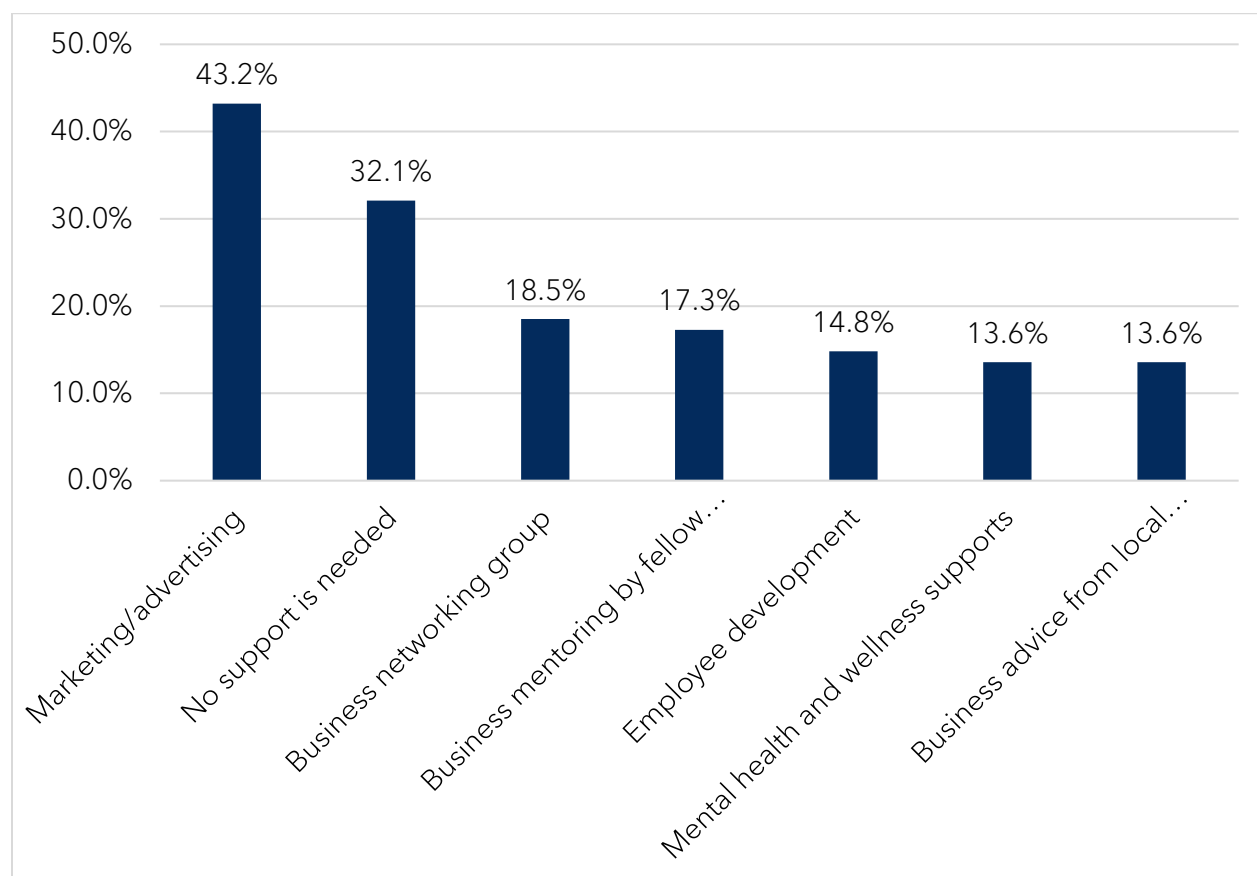
Figure 9: Which of the Following do You Consider to be Limiting Factors for Your Business? (N = 83)



³ For any questions where percentage totals equal greater than 100%, it is due to respondents being eligible to select more than one response.

When asked what help or support their business needs right now, enhanced “marketing/advertising” was most often chosen, being selected by over two-in-five respondents (43.2%). The second most common selection (chosen by 32.1% of respondents) was that no support is needed. This suggests that many businesses in the area (nearly one-third) would prefer to address their challenges independently of external supports. There was no consensus options among those who selected “other” though supports addressing affordability, seasonality, and tourism diversification were mentioned.

Figure 10: What Help or Support Does Your Business Need Right Now? (N = 81)

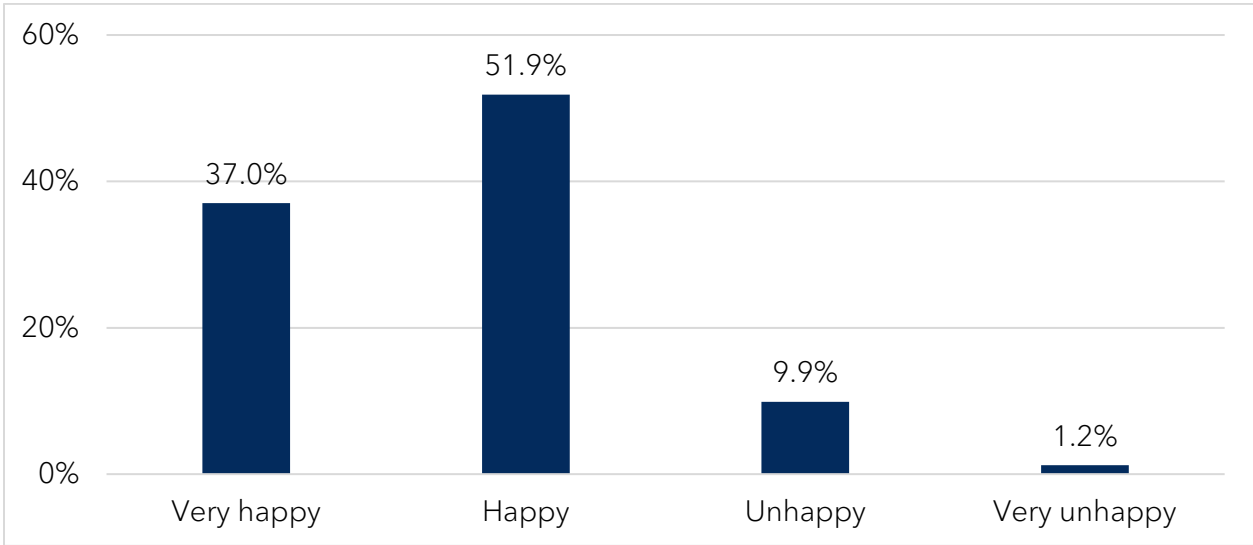


2.5. Local Workforce

2.5.1. Current Employees

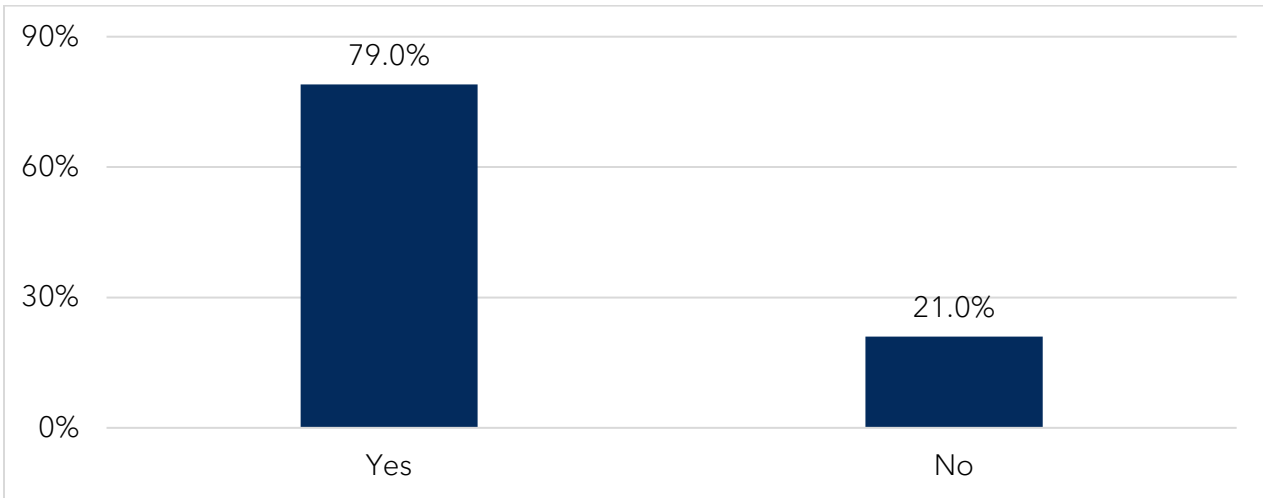
Businesses in Drumheller are generally pleased with their employees. To that end, 88.9% of those surveyed claimed to either be “very happy” or “happy” with their current workforce. Moreover, nearly two-in-five (37.0%) of respondents were “very happy” with their staff.

Figure 11: Are you happy with your current staffing complement? (N = 81)



Local businesses also appear to believe their employees are happy with them as employers, as 79.0% of respondents noted they “expect to be able to retain all their current employees.”

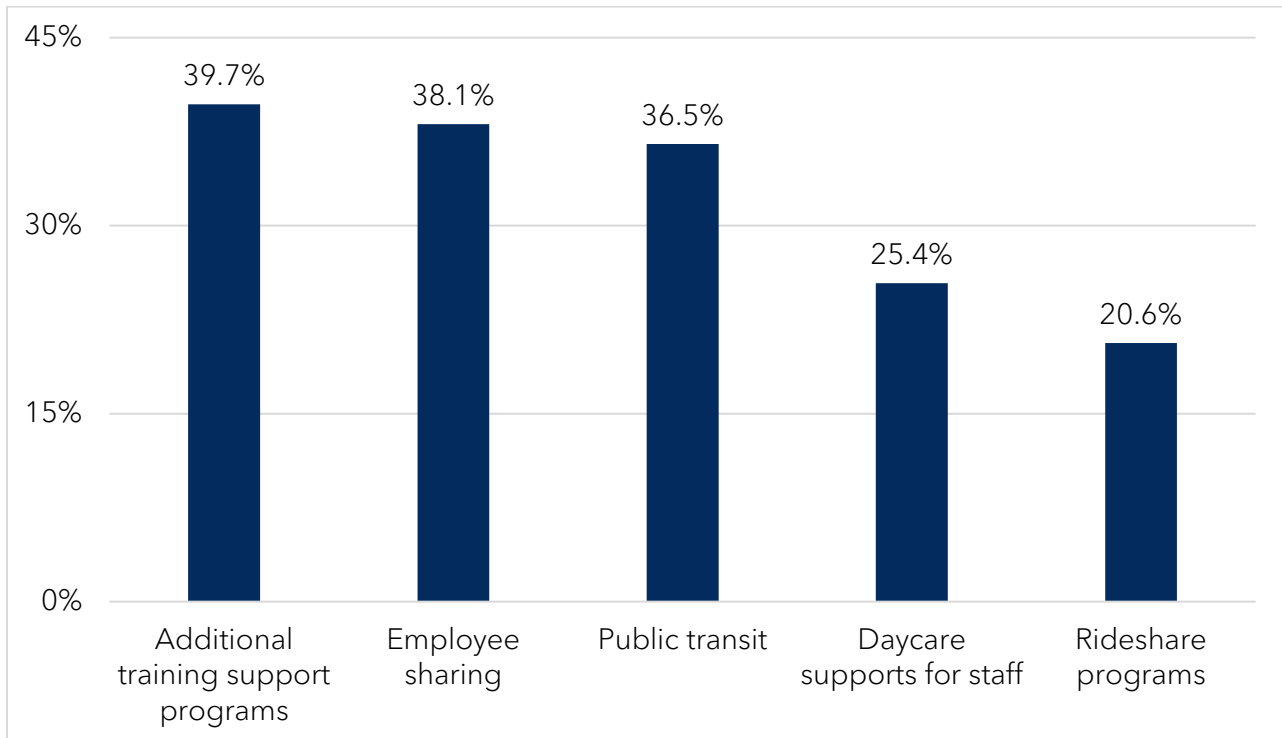
Figure 12: Over the next 12 months do you expect to be able to retain all your current employees? (N = 81)



When asked how employee retention could be made easier for businesses in the region, “additional training support programs” (39.7%), “employee sharing,” (38.1%) and “public transport” (36.5%) were all noted by more than a third of respondents. However, a few respondents noted that while employee sharing was an interesting concept, it required centralized support and would not be relevant to all industries.

Respondents were also able to fill in an “other” option, where the most consistent theme to emerge was “housing.” While not directly related to employment, many communities and businesses are struggling to offer housing that is affordable relative to typical salaries, as cost of living across the country has risen considerably. Struggles related to the overall cost of living in the area were consistently mentioned across a number of questions.⁴

Figure 13: In What Ways Could Employee Retention be Made Easier for Businesses in the Region? (N = 63)



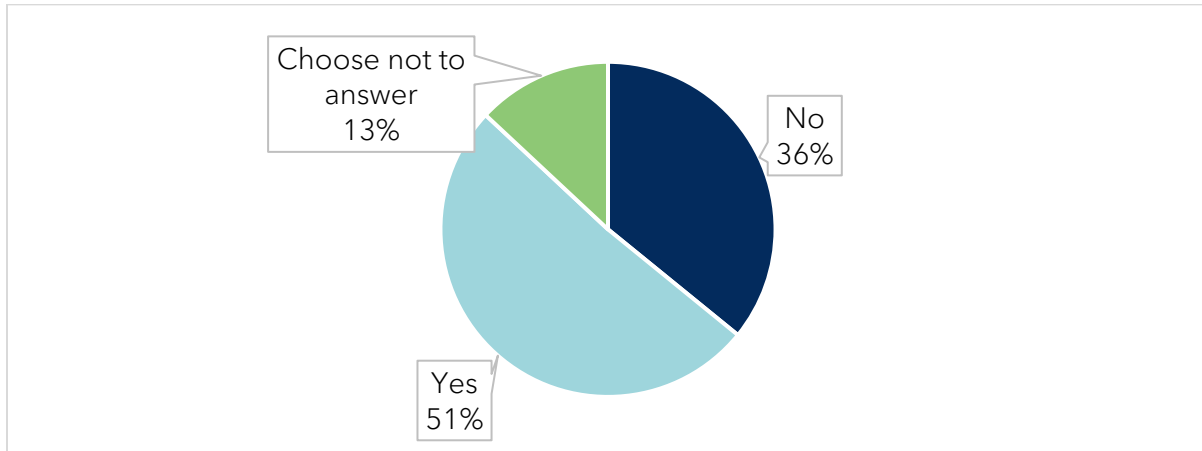
⁴ Additional training support programs include offerings such as MH Enterprises, Employment Services programs, Government of Alberta on-the-job-training, or similar offerings.

Employee sharing is defined as sharing part-time employees between businesses to provide full-time work to a staff person.

2.5.2. Local Labour Pool

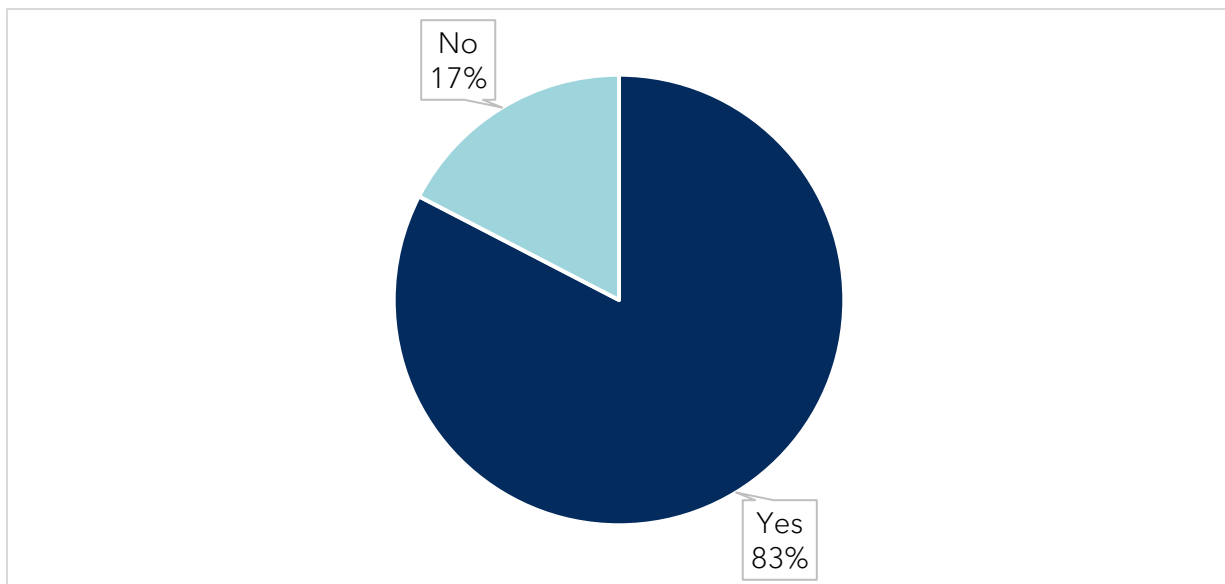
Similar to the positive outlook surrounding future operations (Figure 5), a general sense of optimism is clear among local respondents when they were asked about their hiring outlook. That is, 50% of respondents expect to hire at least one additional employee within the next 12 months, and only 36% were not expecting to hire any new staff.

Figure 14: Do You Expect to Hire Employees Over the Next 12 Months? (N = 92)



That positive outlook is tempered slightly, however, by the outlook of respondents regarding the process of hiring new employees. Specifically, of those who expect to hire at least one employee over the next 12 months, 83% of businesses felt they would encounter challenges in some form when hiring.

Figure 15: Do You Expect to Face Challenges When Hiring? (N = 46)



The above response rate is likely due in part to the overall feeling of satisfaction with Drumheller's *available* labour force. That is, only 2.5% of respondents felt the available labour force was "excellent", compared to 18.5% who felt it was "poor".

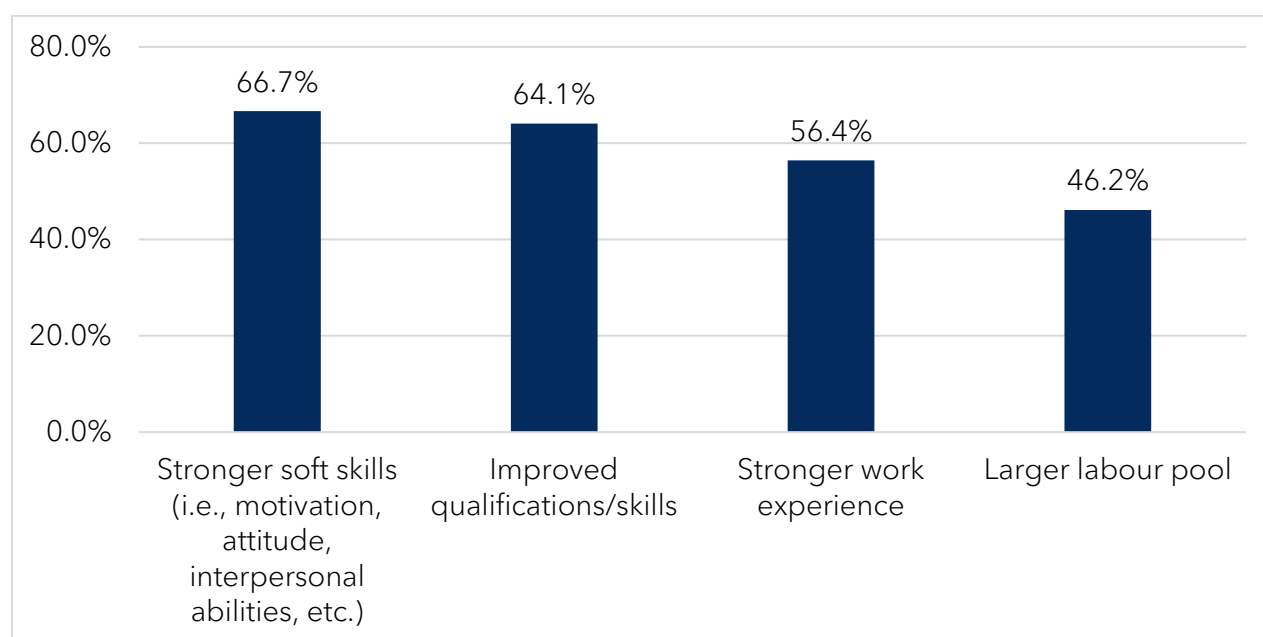
Table 23: How Would You Rate the Area's Available Labour Force? (N = 81)

Rating	Percentage of Responses
Excellent	2.5%
Good	23.5%
Fair	55.6%
Poor	18.5%

When asked how the labour pool could be improved, two-in-three (66.7%) of businesses wished applicants had "stronger soft skills (i.e., motivation, attitude, interpersonal abilities, etc.)." The other response noted by over 60% of respondents (64.1%) was "improved qualifications/skills."

"Other" responses centered around a lack of motivation to find work among potential applicants and additional comments regarding housing being an impediment to finding labour.

Figure 16: In What Ways Could the Available Labour Force Be Improved? (N = 102)

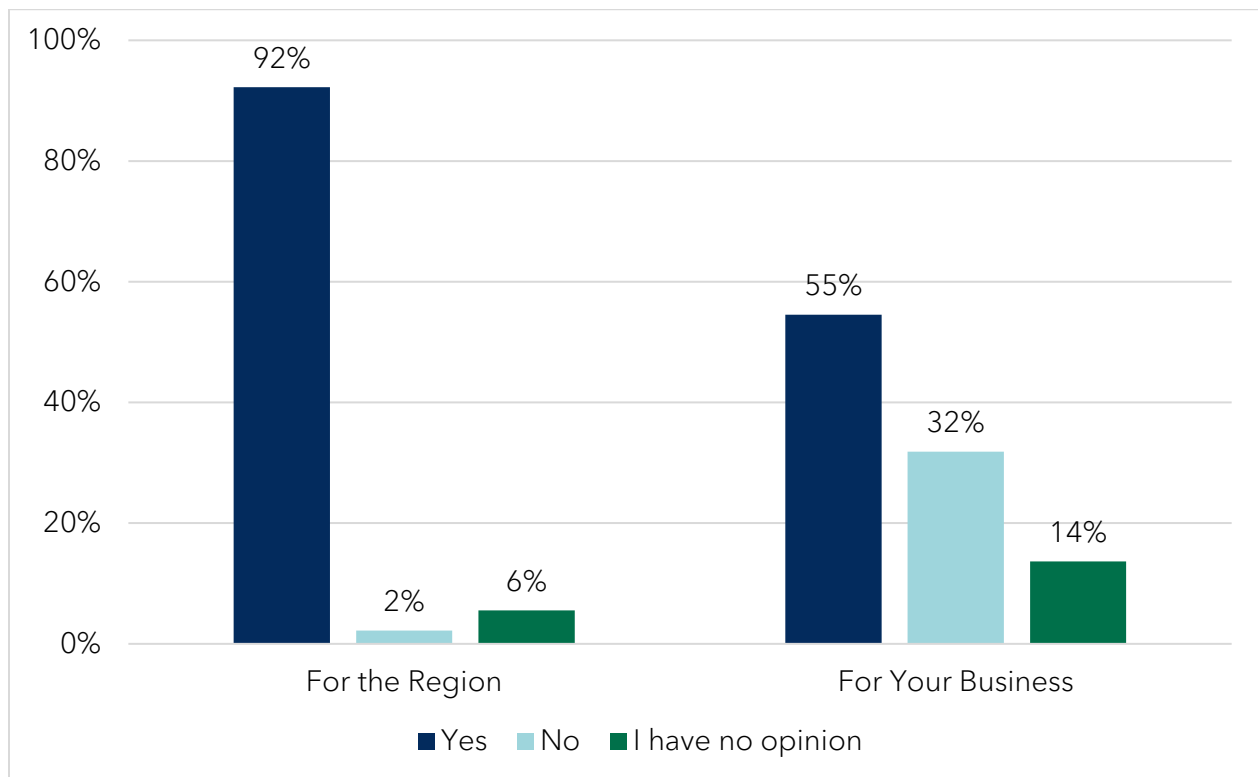


2.6. Tourism

Data provided in Section 1 made clear that tourism is a significant driver of economic activity within Drumheller and Starland County. It was estimated that tourism-driven sales in the area account for over \$116 million annually, creating upwards of 1,270 jobs paying nearly \$26 million in wages. At the same time, having a strong tourism sector does not inherently mean that its impact on the local economy and business community will be viewed in a positive light.

In the Drumheller area, however, tourism is overwhelmingly viewed as a positive among respondents. Of the 90 businesses who responded when asked whether they considered tourism a positive for the region, 83 (92%) answered "yes", five "I have no opinion", and only two considered tourism to not have a positive influence. At the same time, respondents were less likely to feel that tourism was a positive for their business, with 32% saying they did not view it as a positive. That these businesses felt the sector was not a positive for **their business** but was **for the region** suggests that overall, there is a sense of positivity around communal improvements and supporting the entirety of the local economy, a strong positive indicator of community engagement.

Figure 17: Do You Consider Tourism to be a Positive for the Drumheller Region? (N = 90) and Do You Consider Tourism in the Drumheller Region to be a Positive For Your Business? (N = 88)

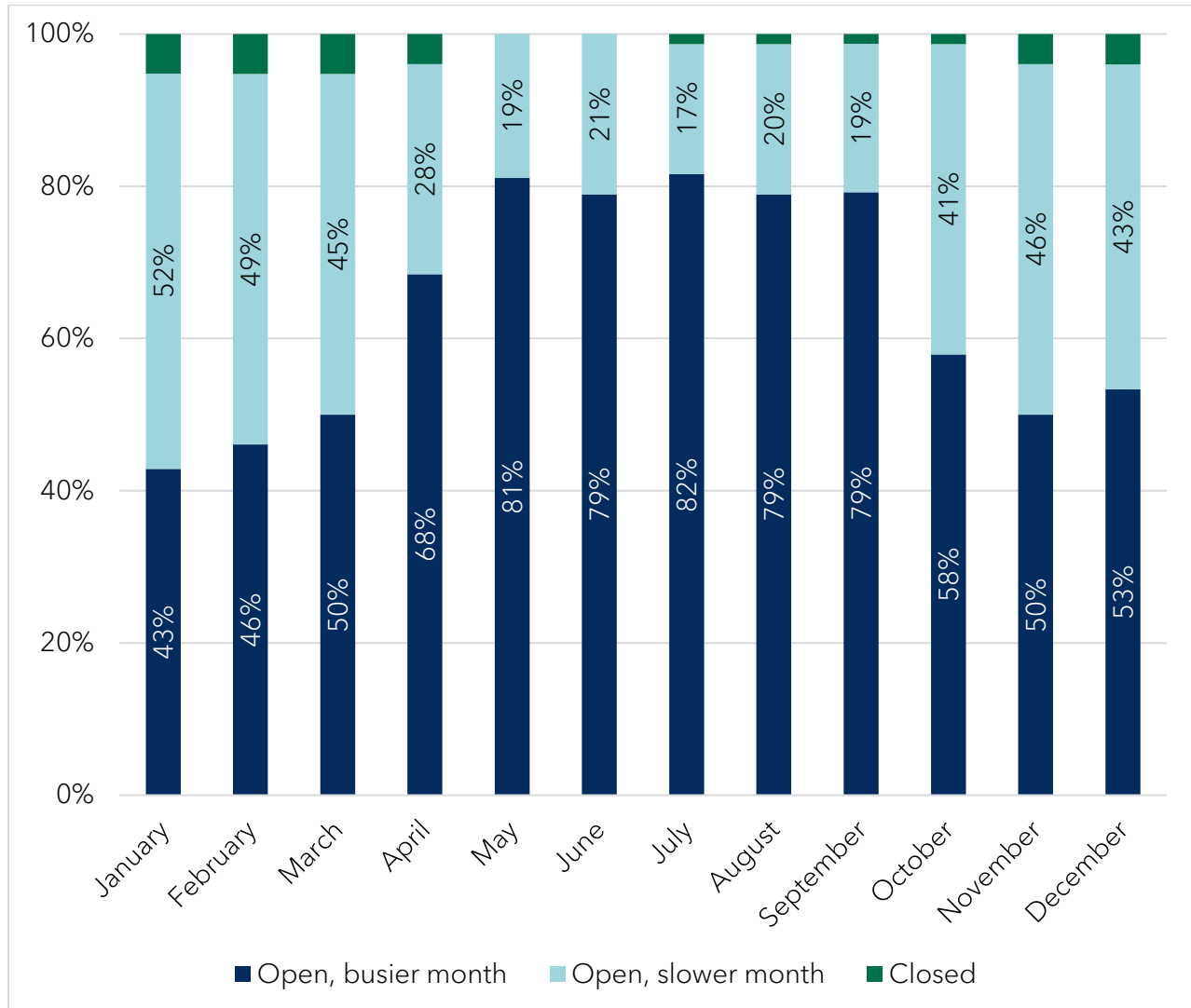


Drumheller and Region Business Survey Results and Analysis 2025

Tourism's impact on the economy becomes clear when businesses reflected on busier and slower months for their organization. Figure 18 below shows clearly that May-September are significantly busier months, with April and October are fairly busy as well, while November-March is a much slower period.

Compared to the previous (2022) survey, Figure 18 shows a significantly expanded season, with substantial increases in the level of activity for businesses in May and September, as well as October. This should be seen as a considerable improvement given the importance placed on seeing more year-round tourism. To see an extended season by as much as 50-60% compared to the previous survey results is a tremendous success for the area.

Figure 18: What Months of the Year Are You Open for Business? (N = 77)



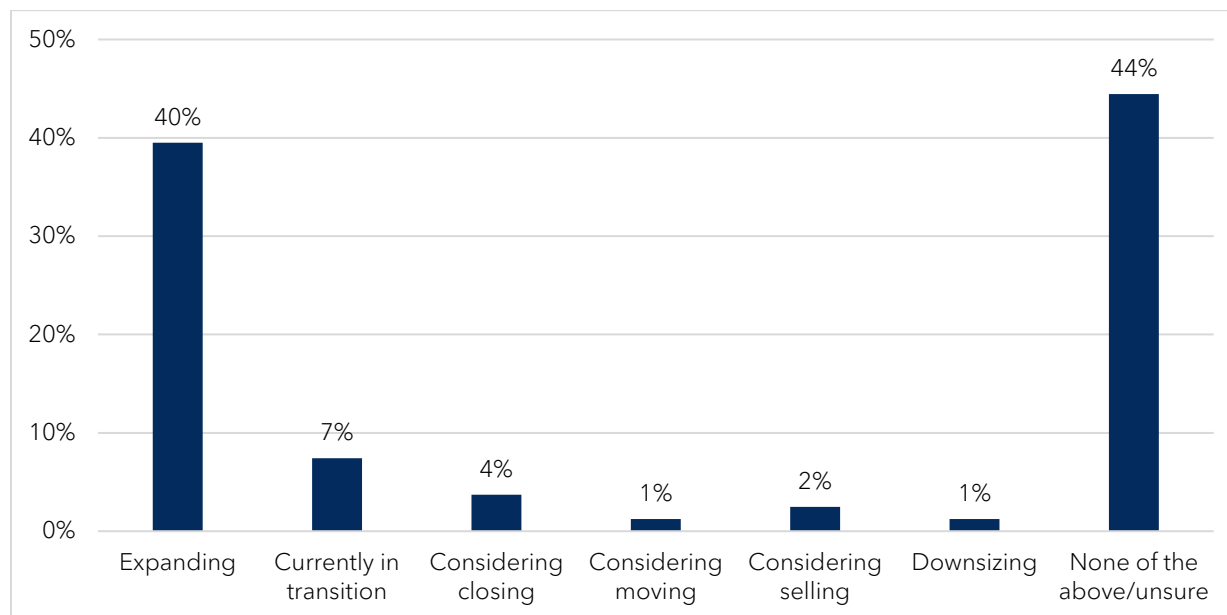
When asked what additional tourism advocacy efforts businesses would like to see supported, businesses often were not entirely sure. However, for those who provided specific responses, three key themes emerged:

1. **Increased Promotion of the Drumheller Area** – Many respondents emphasized the need for more advertising and marketing strategies to raise awareness, both domestically and internationally.
2. **Tourism Infrastructure & Business Support** – Concerns were raised about the need for better infrastructure, including roads, signage, parking, accommodations, and facilities. Some respondents also asked for more resources and supports for small businesses in the tourism sector.
3. **Year-Round & Diversified Tourism** – Many responses highlight the importance of expanding tourism beyond the summer months. As has been seen in many other communities undertaking similar work, there is an appetite for more off-season events and activities.



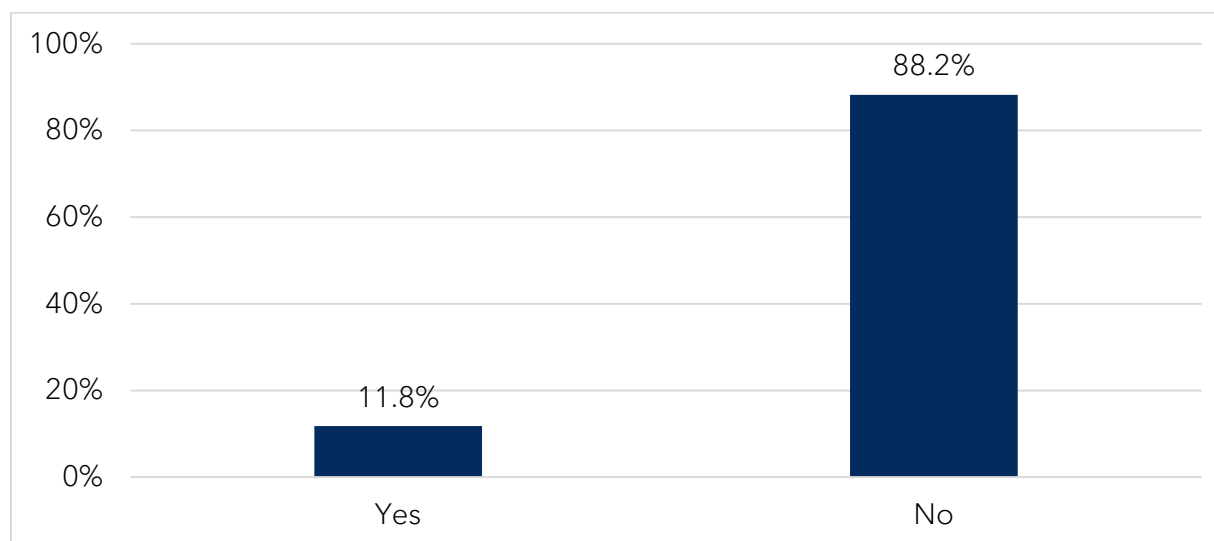
2.7. Succession

Figure 19: What Would Best Describe Your Plans for the Business Within the Next 2 Years (2025 and 2026)? (N = 81)



Typically, transition plans are an area where businesses look for support. However, for 88.2% of local businesses, assistance was viewed as not needed at this time. It is possible that this is due in part to the lack of interest, noted in Figure 19, of any form of transition in the near future.

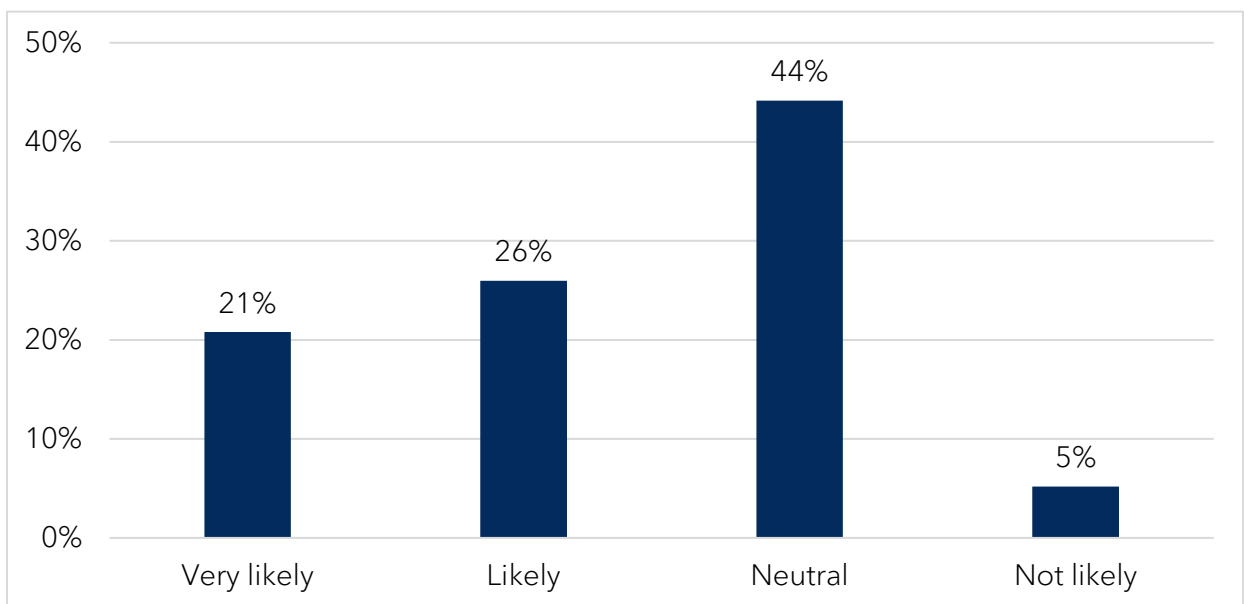
Figure 20: Do You Need Assistance with a Business Transition Plan or a Succession Plan? (N = 85)



2.8. Operating a Business in the Area

The survey sought to better understand the positives and negatives to operating a business in the Drumheller area. To gain a sense of overall satisfaction, businesses were asked how likely they are to recommend starting a business in the area. Only 5% were unlikely to recommend starting a business in the area, while 47% were either very likely (21%) or likely (26%) to do so. The remainder (44%) were neutral regarding their willingness to recommending the area to fellow entrepreneurs.

Figure 21: How likely are you to recommend starting a business in the area? (N = 77)



Next, to ensure local businesses had a chance to speak freely, businesses were asked four open-ended questions regarding the biggest perceived benefits and drawbacks of operating a business in Drumheller, whether they would still locate in Drumheller if they had to restart their business operations, and what is missing from the region from a business attraction standpoint. Responses were collected and summarized as key themes for each question.

2.8.1. Benefits to Operating in Drumheller (N = 71)

- **Strong Community Support & Connections (45.1% of respondents)** - Many respondents emphasized the close-knit nature of the community, local support, and word-of-mouth advertising were all flagged by businesses as strong benefits to the area.
- **Geographic location (22.9%)** - The area's location offers benefits such as access to oil fields, farming and ranching communities, and major highways. Respondents also noted that its proximity to larger centers while maintaining a small-town feel makes it an attractive place for both businesses and residents.
- **Thriving Tourism Industry (18.1%)** - Tourism was seen as a bit of a double-edged sword, as can be seen with the note on seasonality below. However, many did see tourism as a major economic driver, bringing in visitors who support local businesses.

2.8.2. Drawbacks to Operating in Drumheller (N = 72)

- **Seasonality & Small Market Size (45.1% of respondents)** - Many businesses noted that there can be a struggle with inconsistent customer traffic over the course of the year due to the heavy reliance on tourism. While sales are strong during the shoulder season, the off-peak period combined with a small population can make it difficult to sustain businesses year-round.
- **High Costs & Tax Burden (22.9%)** - Respondents highlighted what they felt were high local taxes, expensive utilities, property costs, and overall rising business expenses. Some respondents specifically noted that they felt these costs made the area uncompetitive compared to other nearby jurisdictions.
- **Municipal Regulations & Lack of Business Support (17.6%)** - Concerns include excessive regulations, slow municipal processes, and a perception that the town (residents and business-to-business, not the Corporation) is not business-friendly. There's also frustration with a lack of support for industries outside of tourism, limited housing development, and struggles in attracting and retaining a skilled workforce.

2.8.3. If you could start your business all over again, would you still locate in the area? (N = 74)

Respondents were very likely to confirm they would start their business in the Drumheller area if they had to "start all over again," with 76% saying they would, 13% saying they were uncertain, and only 10% stating they would not.

For those who would remain in the area if they had to start over, their two most common reasons were the **strong communal ties**, with businesses having a deep connection to the community, strong local support, and an appreciation of the relationships they had built and **uniqueness of the area**, noting that their business filled an important niche or meets a unique demand in the area, whether related to tourism, rural services, or specialized industries.

For those who were uncertain or would relocate, the two main reasons were **high costs of doing business locally** and the **seasonal consumer market and lack of growth potential**. These factors were seen as reasons that made doing business in the area more difficult than other centres nearby.

2.8.4. What is missing, from a business attraction standpoint? (N = 41)

Unsurprisingly, many of the missing pieces regarding business attraction were related to the challenges of maintaining operations, as noted above in 2.8.2. Specifically:

- **Diversification of Services (31.5% of respondents)** - Finally, many respondents felt that the lack of business support services (i.e., parts suppliers), niche needs (specialized healthcare) and retail options can make it difficult to entice new businesses (and their families) to move to the area.
- **Workforce & Infrastructure Challenges (29.3%)** - Respondents noted that from a business support standpoint, the lack of suitable, consistent labour was a challenge, as was a lack of housing options, transportation services, and flexible commercial spaces (i.e., spaces that fit the needs of different business types).
- **Year-Round Tourism & Attractions (26.8%)** - Again noting that there are challenges with sustaining operations year round, businesses felt this challenge would lead to non-established businesses hesitating to invest locally.
- **Business Incentives & Lower Costs (19.5%)** - Many respondents felt there was a need for lower business taxes, grants, and incentives to attract and retain businesses in the area, especially as it compares to surrounding areas.

This last point was supported by a follow-up question asking “considering the local business environment, would your business benefit from “more similar businesses, more complimentary businesses, or a greater range of businesses and services.” While only **7% of respondents wanted more similar businesses**, **34% thought they would benefit from more complimentary businesses** and **75% felt their organization would benefit from an overall greater range of businesses and services** in the area.

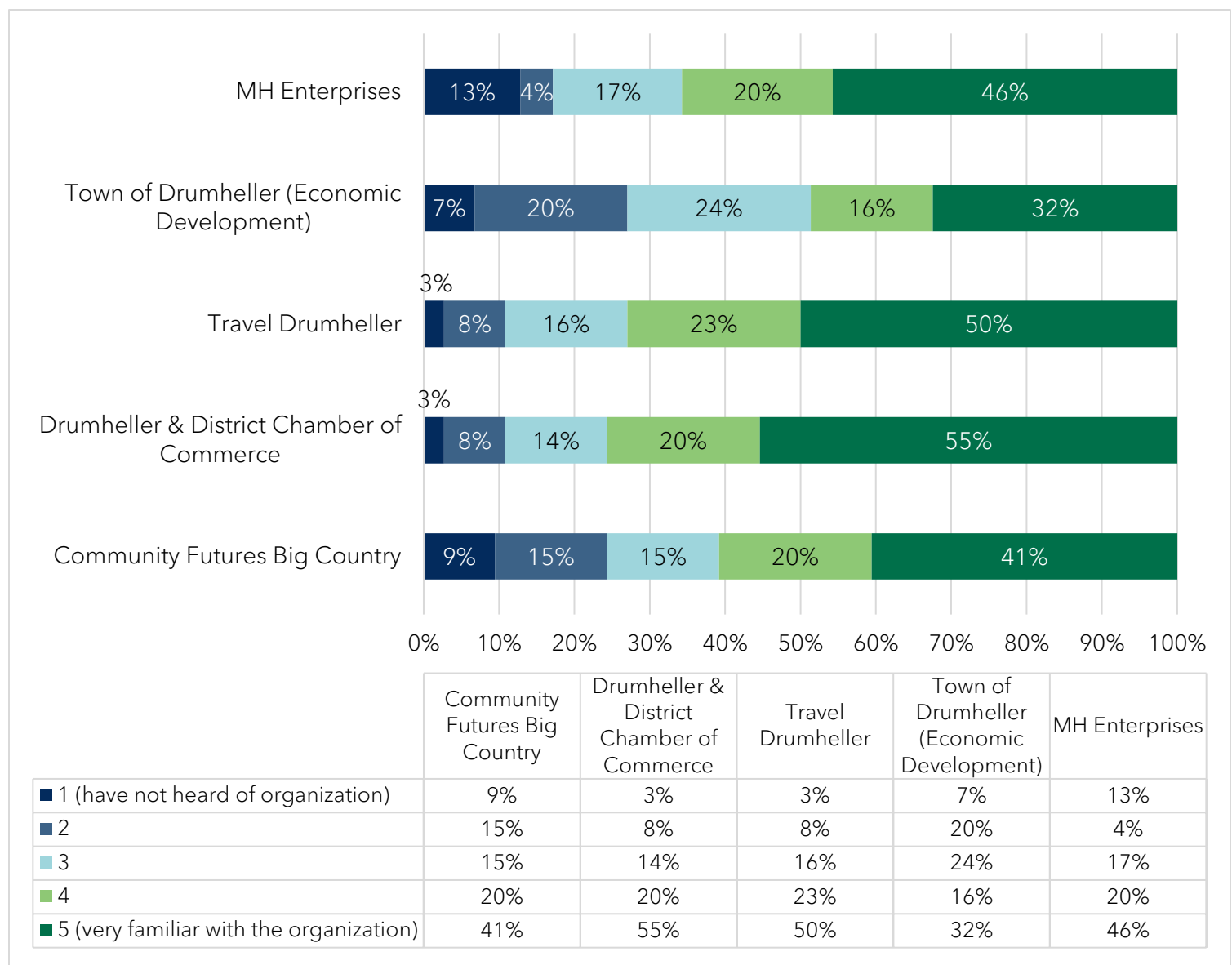


2.9. Familiarity with Partners

Respondents were asked to rate, on a scale from 1 (have not heard of the organization) to 5 (very familiar with the organization), how familiar they were with each of the five partner organizations (Community Futures Big Country, Drumheller & District Chamber of Commerce, Travel Drumheller, Town of Drumheller – Economic Development, and MH Enterprises).

Generally, each of the four partners are well known, with over 70% of respondents selecting answers between “3” and “5” for each of the organizations and over 30% of respondents being “very familiar” with each of the organizations.

Figure 22: How Familiar are You with the Following Organizations and Their Roles? (N = 74)



REQUEST FOR DECISION

TITLE:	Human Resources Management Policy
DATE:	July 21, 2025
PRESENTED BY:	Esther Quiambao, Assistant CAO
ATTACHMENTS:	Appendix A: Human Resources Management Policy #HR-C-08 Appendix B: Personnel Policy #C-03-89

SUMMARY:

Administration is seeking Council approval of a new Human Resources Management Policy #HR-C-08 as part of the first phase of an update to the Town's Human Resources Management Program including the HR Policy and Procedure Manual.

RECOMMENDATION:

Administration recommends that Council adopts Policy #HR-C-08, as presented, thereby repealing Policy #C-03-89 Personnel Policy established in 1989.

DISCUSSION:

The Town of Drumheller is committed to fostering a positive and thriving workplace through up-to-date, effective and empowering human resource management practices. Proposed Policy #HR-C-08, provided in Appendix 'A,' clearly defines governing principles to guide fair, transparent and consistent HR practices in compliance with employer legal responsibilities that also align with municipal values and strategic goals. The governing principles outlined in this policy are:

- Equity and Fairness
- Transparency
- Accountability
- Professional Development
- Health, Safety and Well-being

This policy provides the necessary framework for Administration to successfully complete the second phase of the HR Management Program Review Project which is the fulsome review of the current HR Policy and Procedure Manual that was established in 2004. This review will result in a revised and streamlined Manual containing all administrative HR policies and procedures in one, easy to reference, comprehensive document.

The Manual's numerous policies and procedures change frequently to reflect new laws, collective bargaining, and industry developments affecting personnel management. The ability to revise, update, and approve policies in an expedient manner through the authority established in *CAO Bylaw #21.21* is important to ensuring a strong attraction and retention program is in place to recruit and maintain effectual staff teams that are dedicated and committed to public service excellence.

FINANCIAL IMPACT:

N/A

STRATEGIC POLICY ALIGNMENT:

The establishment of guiding principles for Human Resources ensures that the management of employees is conducted in a transparent, consistent and ethical manner.

COMMUNICATION STRATEGY:

Administration will circulate the changes internally to Town staff. As this is an internal change, no communication with the public is required.

MOTION:

That Council adopts Human Resources Management Policy #HR-C-08, as presented.

Valerie Lefin

Prepared by:
Valerie Lefin
Interim Human
Resources Manager



Approved by:
Esther Quiambao, CLGM
Assistant Chief Administrative
Officer



Reviewed by:
Mitchell Visser
Manager of Legislative Services

COUNCIL POLICY

NAME: Human Resources Management Policy	POLICY NUMBER: HR-C-08
DEPARTMENT: Human Resources	SUPERSEDES: C-03-89
DATE APPROVED: July 21, 2025	Review Date: July 21, 2028

1. PURPOSE

The Town of Drumheller desires to foster a positive and thriving workplace by establishing a strong framework for effective human resources management in the municipality. This policy provides clear guidelines to ensure fair, transparent, and consistent human resource practices that reflect the Town's values, support its strategic goals, and uphold legal responsibilities.

2. POLICY STATEMENT

To foster a workplace environment in which employees are recognized, supported, and empowered to meaningfully contribute to the community's overall success.

3. SCOPE

This policy applies to all employees of the *Town of Drumheller*.

4. DEFINITIONS

- 4.1. "Municipal Government Act" or "MGA" means the *Municipal Government Act, R.S.A. 2000 M-26*, as amended from time to time, and its successor legislation; and
- 4.2. "Town of Drumheller" or "Town" means the Town of Drumheller, a municipal corporation in the Province of Alberta, and includes the area contained within the corporate boundaries of the *Town of Drumheller*, as the context may require.

5. GUIDING PRINCIPLES

- 5.1. The *Town of Drumheller* is committed to fostering a professional, inclusive, and respectful workplace by adhering to the following principles:
 - a) **Equity and Fairness:** All employees shall be treated equitably and without discrimination;
 - b) **Transparency:** Human Resource policies and decisions will be clearly communicated and consistently applied;
 - c) **Accountability:** Employees and management will be held accountable for their actions and performance;
 - d) **Professional Development:** Employees will be encouraged to develop their skills and advance their careers; and

- e) **Health, Safety, and Well-being:** The *Town* will ensure a safe and supportive work environment.

6. EMPLOYMENT AND RECRUITMENT

- 6.1. The *Town* will maintain a fair and transparent recruitment and selection process that attracts and retains qualified candidates.
- 6.2. Hiring decisions will be based on merit, qualifications, and alignment with the *Town's* needs.

7. WORKPLACE CONDUCT AND ETHICS

- 7.1. Employees are expected to conduct themselves with professionalism and integrity, adhering to ethical guidelines and *Town* policies on harassment, discrimination, and conflict of interest.

8. EMPLOYEE DEVELOPMENT AND TRAINING

- 8.1. The *Town* will provide learning and development opportunities to enhance employee skills and leadership capabilities.

9. HEALTH AND SAFETY

- 9.1. The *Town* is committed to providing a safe work environment in compliance with occupational health and safety regulations.

10. EMPLOYEE RELATIONS

- 10.1. Open communication will be encouraged to resolve workplace concerns effectively and respectfully.

11. POLICY REVIEW AND AMENDMENTS

- 11.1. This policy will be reviewed every three (3) years or as required to align with legislative changes and organizational needs.

12. RELATED DOCUMENTS

- 12.1. Town of Drumheller Human Resources Policy and Procedure Manual
- 12.2. Health & Safety Policy #HS-C-01

13. TRANSITIONAL

- 13.1. This policy comes into effect on the day it is approved by resolution of Council.
- 13.2. This policy repeals Personnel Policy #C-03-89.

MAYOR

CHIEF ADMINISTRATIVE OFFICER

**TITLE: CITY OF DRUMHELLER
PERSONNEL POLICY**

DEPARTMENT: General

POLICY NO. : 3-89

APPROVAL DATE:

SUPERCEDES: 1-84, 2-85, 1-87

PURPOSE:

Provide an informative summary to all City employees, both union and non-union, as to the benefits provided by the City and rules and regulations governing staff members and their employment with the City. This Policy supercedes Policy 1-84, 2-85, and 1-87.

POLICY STATEMENT:

All new staff members should familiarize themselves with this policy in order to have a clear understanding as to benefits provided to, and the requirements expected of, City staff members. The employee's Department Head shall be responsible for the orientation to the the Policy or may delegate as appropriate.

4.3.2 Policy #3-89 - Personnel - Doyle, Bertamini
that Policy #3-89 relating to personnel be
accepted. Cd.

*Regular CNCL Mtg
Oct. 10, 1989*

CITY OF DRUMHELLER

PERSONNEL POLICY

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PERSONNEL POLICY

1. APPLICATION

This policy applies to all employees except in those instances where this policy is in conflict with an existing contract or where it is inconsistent with their terms of employment.

2. INTERPRETATION

In this policy, unless the context otherwise requires:

- 2.1 A word used in the masculine gender applies also in the feminine;
- 2.2 A word used in the singular applies also in the plural;
- 2.3 "Anniversary Date" means the anniversary of the date of commencement of employment with the City or such date established by promotion, or by the City Manager.
- 2.4 "City Manager" means the City Manager of the City as designated by City Council, or his designate.
- 2.5 "Civic Service" means the positions established by the City of Drumheller for the administration of its local government programs;
- 2.6 "Demotion" means:
 - 2.6.1. the transfer of an employee to a position assigned a lower maximum salary, or
 - 2.6.2. the reclassification of the position occupied by an employee to a classification assigned a lower maximum salary;
- 2.7 "Department" means the various organizational units of the Civic Service designated by the City Manager as departments;
- 2.8 "Department Head" in relation to any department in the Civic Service means the head of that Department as designated by the City Manager;
- 2.9 "Temporary layoff" means
 - (i) a layoff of less than 60 days, or
 - (ii) a layoff of 60 days or more if during the period of layoff

2. INTERPRETATION

(A) the laid-off employee receives wages or payment in place of wages in an amount agreed to by the employer and employee, or

(B) the employer makes payments for the benefit of the laid-off employee pursuant to a pension or employee insurance plan or the like.

3. DEFINITIONS OF EMPLOYEES

Definitions of Positions:

- 3.1 "Permanent" is an established position which has been duly authorized by the City as part of the normal organizational structure of the City of Drumheller.
- 3.2 "Part time" is a position which requires an employee to work less than the standard working hours of the Department and may be filled by a permanent or temporary employee.
- 3.3 "Temporary" is a position established by the City of Drumheller for a specific duration, not to exceed eleven (11) months of continuous service in the same position.

Definitions of Employees:

- 3.4 "Permanent" is an employee who has been selected for an established permanent position and has successfully completed the required probationary period.
- 3.5 "Part time" is an employee who works less than the standard working hours and may work in a permanent or temporary position.
- 3.6 "Temporary" is an employee selected for a temporary position for a specific duration and who has not attained permanent employee status.
- 3.7 "Probationary" is an employee who has been selected for an established permanent position and who is serving the required probationary period.

4. CONTRACT EMPLOYEE

- 4.1 A contract employee is one who has been employed according to the terms of a specific contract, not including a collective agreement. The expressed terms of this contract take precedence over equivalent City policy.
- 4.2 No contract of employment shall be executed by a Department Head without the approval of the City Manager or Personnel Committee.
- 4.3 The City Manager/Personnel Committee shall be responsible for determining the conditions of employment for a contract employee and the rates of compensation.

5. ELECTED OFFICIAL

- 5.1 Elected officials are not subject to regulation by this policy.

6. MERIT PRINCIPLE

- 6.1 Each appointment to, and promotion within, the Civic Service shall be based upon selection of the most suitable applicant.

7. PROBATIONARY PERIOD

- 7.1 All newly hired employees selected for a permanent position shall be required to serve a six (6) month probationary period, and to have a third party medical completed by a Physician retained by the City of Drumheller.
- 7.2 In instances where a temporary employee is awarded a permanent position in the same job, they shall be considered to have served the probationary period upon the completion of six (6) months of continuous service.
- 7.3 The employer may, for proper and sufficient reason, dismiss an employee on probation, or may extend the probationary period up to an additional three months. The employee shall be informed of an extension of the probationary period or dismissal in writing.

8. TRANSFERS, PROMOTIONS, APPOINTMENTS

- 8.1 In making promotions, permanent transfers and demotions, the determining factors shall be knowledge, ability, performance and skills and other relevant attributes.
- 8.2 All employees selected for Transfers, Promotions, or Appointments shall be required to serve a six (6) month probationary period. Should such employees fail to succeed during the probationary period, the City may revert the employee to another position if it is available.

9. RELATIVES IN SERVICE

Subject to the approval of the City Manager, more than one member of a family may be employed with the City of Drumheller provided:

- (i) that no opportunity exists to exercise favoritism;
- (ii) that no employee is allowed to be in direct supervision of another member of the family;
- (iii) that no employee is employed in the same department as another member of the family;
- (iv) For the purposes of this section, "family" means father, mother, son, daughter, brother, sister, husband/wife, parent-in-law, brother-in-law, sister-in-law, son-in-law, daughter-in-law, grandparent, grandchild, niece, nephew, and any common-law relationship.

10. MOONLIGHTING

Providing there is nothing in his employment agreement to the contrary, any employee is allowed to moonlight, that is, to take a secondary job in his off hours providing:

- (i) that the employment does not place an employee in a position where a conflict of interest could arise;
- (ii) that the employment does not adversely affect the employees energies, attention, and loyalty to the City;
- (iii) that the employment does not detract in any way from the public image of the Civic Service;
- (iv) an employee shall inform his Department Head of all secondary employment on commencement of any such employment and a Department Head shall inform the City Manager.

11. ANNIVERSARY DATE

- 11.1 Anniversary date is the anniversary of the date of commencement of employment with the City.
- 11.2 Notwithstanding clause 11.1, the City Manager may establish uniform anniversary dates on any date or dates.

12. ATTENDANCE AND HOURS OF WORK

- 12.1 Any employee who is absent from duty without prior authorization shall communicate the reason for his absence to a senior official at his place of work or home prior to the start of the shift.
- 12.2 An employee who is late in arriving at work shall report such lateness to his Superior and/or Department Head who may, if circumstances warrant it, authorize deductions from salary, in accordance with the following provisions:
 - (i) for each lateness 1 to 15 minutes, one quarter hour's pay;
 - (ii) for each lateness 16 to 30 minutes, one half hour's pay;
 - (iii) for each additional half hour lateness or fraction thereof, an additional half hour's pay.

- 12.3 If an employee is absent from duty with or without authorization, he shall forfeit pay for the period of absence in question unless leave with pay in respect of such absence is allowable prior to start of shift.
- 12.4 Any unauthorized absences may lead to dismissal.

13. LONG SERVICE BENEFIT

- 13.1 Effective January 1st, 1982 and thereafter, the following conditions shall apply to new permanent employees:
- (i) Upon the fifth anniversary date of continuous employment with the City, an employee shall be credited with ten (10) working days as a long service bonus to be paid to him upon retirement, resignation or permanent lay-off at the then current rate of pay.
 - (ii) Upon each annual anniversary date of continuous employment thereafter, an employee shall be credited with an additional two (2) days.
 - (iii) Temporary lay-offs will not be considered breaks in continuous employment as referred to above.
- 13.2 For all those permanent employees on staff prior to January 1st, 1982, the following conditions shall apply:
- (i) All personnel covered by this policy in the employ of the City of Drumheller as of December 31, 1981 shall be frozen at their December 31, 1981 accrued sick leave level until such time as the new Article 13.1 would provide greater benefit and be paid in accordance with (ii) below.
 - (ii) Upon termination or retirement, an employee having accrued sick leave to his/her credit shall receive an allowance in the amount equal to fifty percent (50%) of accrued sick leave as of December 31, 1981 at the rate of pay effective immediately prior to severance or retirement.

13.4 Upon termination by permanent disability, death, retirement, permanent lay-off or resignation, at the employees or the estates request, the employee or the estate may request, the payment of this allowance shall be:

- (i) a lump sum payment at the time of termination or retirement, or
- (ii) for income tax purposes, held over to any taxation year following termination of employment.
- (iii) converted into a paid pre-retirement vacation equivalent.

13.5 No part of this section 13 will apply to an employee dismissed for just cause.

14. LENGTH OF VACATION

For the purpose of this Section a year is defined as the Anniversary of employment year.

14.1 An employee shall receive an annual vacation with pay in accordance with his years of employment as follows:

- (i) after one (1) year of continuous service - 2 weeks;
- (ii) after two (2) years of continuous service - 3 weeks;
- (iii) after eight (8) years of continuous service - 4 weeks;
- (iv) after sixteen (16) years of continuous service - 5 weeks;

14.2 If employment is terminated and proper notice given, the employee covered by this agreement shall be entitled to vacation pay on the following pro-rata calculation:

- (i) 2 weeks entitlement - 4% of regular earnings excluding all overtime.
- (ii) 3 weeks entitlement - 6% of regular earnings excluding all overtime.
- (iii) 4 weeks entitlement - 8% of regular earnings excluding all overtime.
- (iv) 5 weeks entitlement - 10% of regular earnings excluding all overtime.

- 14.3 Where a permanent employee qualifies for sick leave, bereavement or any other approved leave during his period of vacation, or holidays, there shall be no deduction from vacation or holiday credits for such absence. The period of vacation so displaced shall either be added to the vacation or holiday period or reinstated for use at a later date, at the mutual agreement of the employee and the department head.
- 14.4 Vacation pay for each week of vacation shall be the employee's regular rate of pay immediately prior to the vacation period.
- 14.5 Each employee shall submit, on a form provided by the City, his request for vacation to his supervisor by April 1st of each year and insofar as the efficient operation of a department will permit, and employee shall have the right to choose his period of vacation according to seniority. If, in the opinion of the head of the department, the period of vacation leave chosen by an employee conflicts or interferes with the efficient operation of the department, the Department Head shall, on or before May 1st, give the employee notice of this and such employee shall have the right to choose an alternative period. In the event that the employee does not choose an alternative period acceptable to the Department Head, the Department Head shall assign the vacation period.
- 14.6 An employee shall be entitled to receive his vacation in an unbroken period except where his vacation entitlement is in excess of THREE (3) WEEKS. In such a case, the employee's vacation entitlement may be taken in an unbroken period only with the approval of the City.
- 14.7 An employee who has been on leave of absence without pay for THIRTY (30) or more consecutive calendar days, except where the leave is for the purpose of attending a training course, shall, for the year in which the absence occurs, earn annual vacation with pay proportionate to the number of months that the employee worked with pay in the service of the City.
- 14.8 No employee shall be allowed to accumulate more than two years of holiday entitlement and any excess shall be revoked.
- 14.9 Annual vacation must be taken in periods of at least five working days, unless special permission is granted.

15. NAMED HOLIDAYS

15.1 The employer recognizes the following as holidays:

New Year's Day	Thanksgiving Day
Good Friday	Remembrance Day
Victoria Day	Christmas Day
Canada Day	Boxing Day
August Civic Holiday	
Labour Day	Family Day Feb. 3rd Mon.
Easter Monday	

and any other day proclaimed as a Holiday by the Federal, Provincial or Municipal Government.

15.2 An employee must be employed for at least thirty (30) days during the twelve month period prior to a named holiday in order to qualify for such a holiday with pay.

15.3 All employees shall receive the recognized statutory holidays for which they are eligible with pay, or other days with pay in lieu of such statutory holidays, providing that they are available for work in accordance with their regular hours of work preceding, during and following the designated day for observance of the holiday.

15.4 Where the City designates a day off in lieu of the actual statutory holiday for the majority of its employees, the employees may be allowed off on such day. In the event that this will interfere with any services which the City considers to be essential, the employee may be allowed a day off in lieu of the statutory holiday at a time mutually agreed upon between the employee and his supervisor. If such a day cannot be agreed upon, the City may designate the day off or the City may pay the employee a regular days pay at overtime rates in lieu of the statutory holiday.

16. EMPLOYEE BENEFITS

16.1 Eligible employees shall be permanent or part time permanent who work in excess of fifteen hours per week.

- (i) The employee agrees to pay one hundred percent (100%) of the cost of a mutually agreeable Group Life insurance plan.
- (ii) The employee agrees to pay one hundred percent (100%) of the cost of the Long Term Disability Plan presently in force.

16.2 The benefits of this section only apply to permanent employees who meet the criteria for coverage and shall be prorated for employees working less than the normal annual hours.

- (i) The City agrees to pay seventy percent (70%) of the cost of Alberta Blue Cross fees on a group basis.
- (ii) The City agrees to pay seventy percent (70%) of the cost of Alberta Health Care fees on a group basis.
- (iii) Any employee who is eligible for the Group Life Insurance Plan, and of family status is required to pay 100% of the cost of Dependent Life Insurance.
- (iv) The City shall pay seventy percent (70%) of the Dental Plan providing employee reimbursement costs as follows:

Basic Services Preventative, Diagnostic, etc. - 100%
Option 1 Endodontic, Periodontal, & Oral Surgery - 100%
Option 2 Removable Prosthetics (Dentures) - 50%
Option 3 Orthodontics (Dependant children to 21) - 50%
Option 4 Major Restorative - 50%

16.3 In addition to Canada Pension, every eligible employee shall join the Local Authorities Pension Plan. The Employer and the employee shall make contributions in accordance with the provisions of the plan.

17. LONG TERM DISABILITY

From the date a permanent employee is placed on Long Term Disability:

- (i) The person shall be eligible for benefits under Section 16 only, for one month for each year of service to a maximum of 24 months.
- (ii) Benefits as listed in Clause 16 will continue to be paid until termination, provided the employee pays one hundred per cent (100%) of the premiums.

16. DEATH OF A MEMBER OF THE FAMILY OR NEAR RELATIVE

- 16.1 Leave of absence to an employee in order to carry on responsibilities incurred by the demise of a relative may be permitted at the discretion of the Department Head. Where the Department Head is satisfied that the request is a legitimate one, it will be permissible to grant leave of absence with pay up to but not exceeding three (3) consecutive working days. Bereavement leave shall be extended to four (4) days if travel is necessary (greater than 400 km) with prior approval by their supervisor. For this purpose a relation shall be defined as mother, father, brother, sister, wife, husband, common-law-spouse, child or foster child, guardian, mother-in-law or father-in-law and grandparent of the employee.
- 16.2 Leave with pay to attend funeral services only, of persons related more distantly than those listed above, may be granted to a permanent employee at the discretion of the Department Head. Employees who are requested to be a pall bearer at a funeral shall be allowed one half (1/2) day off with pay.

19. URGENT DOMESTIC CONTINGENCY

19.1 Any permanent employee may be allowed three (3) days leave of absence per year with pay. Any granting of a request for a leave of absence will be at the discretion of the Dept. Head, in accordance with guidelines established by the Labour Management Committee.

19.2 Examples of circumstances for which special leave may be granted:

- (1) demise of relative, friend, former co-worker not defined in policy.
- (2) serious medical illness or accident involving a relative.
- (3) fire in home, flooding, sewer backup, heating equipment failure.

19.3 Examples of circumstances for which special leave with pay will not be granted:

- (1) moving of household goods.
- (2) extension of sick leave when sick leave credits are exhausted.
- (3) legal and banking appointments
- (4) non statutory holidays
- (5) attendance at a social function.
- (6) missing a train, bus, plane, etc.
- (7) breakdown of private transportation.
- (8) studying for examinations.
- (9) marriage.
- (10) settling of an estate.
- (11) attendance at routine medical appointments for other family members.

20. COURT LEAVE

20.1 Special leave with pay shall be granted to an employee who is required to:

- (i) serve on a jury to the extent of the law
- (ii) by summons or subpoena to attend Court as a witness

20.2 Leave may be granted with pay, based on the employee's regular rates and working hours, providing any additional compensation received for such attendance is refunded to the City.

21. SICK LEAVE

21.1 Definition:

Sick leave means the period of time a permanent employee is absent from work with full pay due to bona fide sickness and/or injury that does not come under the provision of the Workers' Compensation Act.

21.2 Annual Paid Sick Leave and Accumulation of Sick Leave:

Every permanent employee shall earn sick leave credits at a rate of two (2) working days per month. The same to be cumulative from year to year to a maximum of one hundred and twenty (120) days.

The employer shall advise each permanent employee in writing of the amount of sick leave accrued to his credit by January 31 of the following year.

21.3 Proof of illness:

- (i) An employee may be required to produce a certificate from a medical practitioner for any illness or injury, certifying that the employee was unable to carry out his duties due to such illness or injury.
- (ii) All employees, shall prior to or within thirty (30) minutes of the commencement of their scheduled shift, notify their supervisor that they will be unable to report for work due to sickness.
- (iii) Failure by an employee to comply with the requirements of the above noted item may result in the employee losing entitlement to pay for the absence.
- (iv) The employer has the right to request the employee attend to a doctor of the Cities' choice for the purpose of confirming proof of illness.

21.4 A deduction shall be made from accumulated sick leave of all normal working days absent for sickness, exclusive of holidays. Deduction shall be made on the basis of all time absent from work.

For the purpose of sick leave or medical leave, absences shall be allocated in half-day blocks.

- 21.5 Any permanent employee using all their accumulated sick leave to go on long term disability shall upon returning from long term disability have their previously accumulated sick leave reinstated should it be required due to an unrelated subsequent illness or accident of a duration exceeding thirty (30) days.
- 21.6 When a permanent employee is incapacitated and unable to work as a result of an accident of any kind while engaged in the City's service, he shall receive such compensation as provided by the Workers' Compensation Board. This compensation will be paid directly to the employee by the City.

22. MATERNITY LEAVE

- 22.1 A full-time employee with one years service or more who becomes pregnant and who wishes to continue her employment after confinement must make out an application of leave form.
- 22.2 Such application must be filed three (3) months prior to the expected birth date.
- 22.3 Such leave shall be granted in accordance with applicable Employment Standards Code.

23. TRAVEL AND SUBSISTENCE ALLOWANCES

23.1 Accommodation:

Actual accommodation costs with receipts - employees should request the "Municipal Rate" when registering at a hotel or motel while on Municipal business.

23.2 Reimbursement for Meals:

- (1) Employees shall be reimbursed for meal expenses on the basis of the following maximums:

Breakfast	\$ 7.50
Lunch	10.00
Dinner	15.00 (Amended 96-10-28)

- (2) The meal allowances include an amount for gratuity. Therefore, a gratuity may not be claimed in addition to the meal allowance.
- (3) Claims for meals on a receipt basis where the cost of the meal exceeds the meal allowance, may be made in those cases where:
- (i) the employee is not in close proximity to an eating establishment which can provide a reasonable meal at a cost similar to the amount of the meal allowance, or
 - (ii) when it clearly disrupts the municipal business being conducted to move to an eating establishment that provides meals similar in cost to the amounts of the meal allowances.
- (4) Meals claimed on a receipt basis shall exclude any charges for alcoholic beverages.

23.3 Meals Not Reimbursed:

A meal allowance may not be claimed for any meal which is provided to the employee and does not require an expenditure to the employee. For other claimable meals during that day of travel status, that employee may claim the appropriate meal allowance or meal by receipt. The purpose of this provision is to ensure that claims for meal costs are not duplicated. For example, meal costs are frequently already covered in the cost of air fare, seminars or training programs, or covered by another organization or employer with which the employee, on behalf of the municipality, is conducting business.

23.4 Kilometre Rates: (Amended 96-10-28)

City - \$0.32/km

To covert miles to kilometres, multiply the number of miles by 1.609344 and round the result to the nearest kilometre.

Consideration should be given to using City vehicles, when practical, for travel when performing City business.

23.5 Taxi Fares:

Claims for taxi fares of \$6.00 or less do not require a receipt. Claims for taxi fares of more than \$6.00 from point of departure to point of arrival do require a receipt.

24. OVERTIME - NON-UNION STAFF

- 24.1 All overtime must be authorized by the Department Heads in advance. Authorized overtime will be paid at a rate of one and a half (1.5) times the wages of an employee.
- 24.2 In place of overtime pay, employees may take time off in lieu of overtime pay. Arrangements shall be made between the employee and his supervisor in this regard.
- 24.3 Overtime does not apply to employees employed entirely in a supervisory or management capacity.

25. SPECIAL LEAVE FOR MANAGEMENT/SUPERVISORY STAFF

All requests for special time off shall be directed to the City Manager for consideration.

26. SPECIAL LEAVE FOR STAND-BY SERVICES

- 26.1 Management/Supervisory employees who serve in an emergency response capacity shall be allotted five (5) days of additional vacation period per year.
- 26.2 The five (5) days must be taken in the year in which it is earned and is not transferable.

27. AUTOMOBILES

- 27.1 All employees using their own vehicles for City Business (except for occasional use in the conference, seminar, and training category) shall carry a minimum ONE Million dollars of public liability and property damage insurance. Proof that a policy is in effect must be submitted to the Finance Department.
- 27.2 The employee's supervisor shall be informed immediately of the loss or of limitations of their Operator's License.
- 27.3 If an employee is required to take a medical examination to maintain a Special Operator's License, the City will meet such cost.

28. GENERAL CONDUCT

- 28.1 Substance abuse (alcohol/drugs) while on duty or reporting to work while under the influence of substances will not be tolerated under any circumstances.
- 28.2 Sales representatives or canvassers who are not on City Business are to be discouraged.
- 28.3 The performance of non-city business during normal hours of work is not permitted and non-compliance will result in disciplinary action being taken.
- 28.4 Personal use of city equipment or property shall not be allowed unless with written approval of the City Manager.
- 28.5 Employees should not purchase materials from the Municipality which have been purchased for Municipal purposes unless with written approval of the City Manager.

29. EFFECTIVE MARCH 16, 1994 - LEAVE OF ABSENCE

29.1 All permanent employees shall be required to take six (6) days leave of absence per year without pay. One day of the leave of absence shall be taken every two (2) months at a time and on a schedule approved by the employer. Provided the employer and employee agree, all six days leave of absence may be taken consecutively. The leave of absence shall be pro-rated for part-time employees.

BRIEFING NOTE

TITLE:	Office of the CAO – 2025 Quarter 2 Report
DATE:	July 21, 2025
PRESENTED BY:	Esther Quiambao, Assistant CAO Mitchell Visser, Manager of Legislative Services Erica Crocker, Communications Officer Reg Johnston, Manager of Economic Development Valerie Lefin, Interim HR Manager
ATTACHMENTS:	Quarter 2 2025 CAO Office Department Report Presentation

SUMMARY:

The CAO Office Department remains committed to fostering excellence in community engagement and upholding high standards in public service delivery. Through our collaborative efforts across all municipal departments, we strive to enhance the well-being of Drumheller Valley residents and ensure that our initiatives align with the evolving needs of the community. This report summarizes the department's projects and operations from April to June 2025, highlighting performance monitoring statistics and trend identification. The department areas included are Legislative Services, IT Services, Communications, Economic Development including Planning & Development, and Human Resources.

DIRECTION:

That Council accepts as information the 2025 Second Quarter Department Report for the Office of the CAO, as presented.

DISCUSSION:

N/A

STRATEGIC POLICY ALIGNMENT:

The aim of the quarterly reports is to promote transparent and accountable government, while creating an effective channel for communication between administration, council and the public.

COMMUNICATION STRATEGY:

Quarterly reports are provided to Council by each department on an ongoing basis and are included for future public reference in the agenda package and on the Town YouTube Channel.

MOTION:

That Council accepts the 2025 Q2 Quarterly Report of the Office of the CAO, as information.



Prepared by:
Mitchell Visser
Manager of Legislative
Services



Reviewed by:
Esther Quiambao, CLGM
Assistant Chief Administrative
Officer



**DRUMHELLER
VALLEY**

CAO Office

2025 Second Quarter Report



**DRUMHELLER
VALLEY**

Legislative Services



Important Legislative Changes

- Bill 18 – Provincial Priorities Act
- Bill 33 – Protection of Privacy Act
- Bill 34 – Access to Information Act
- Bill 50 – Municipal Affairs Statutes Amendment Act, 2025
- Bill 54 – Election Statutes Amendment Act, 2025



Council Activity

	Q2 2025
Meetings	9
• Regular Council	6
• Committee of the Whole	3
• Special Meetings	1
Motions	137
• Actionable	83
• Procedural	54



Public Participation

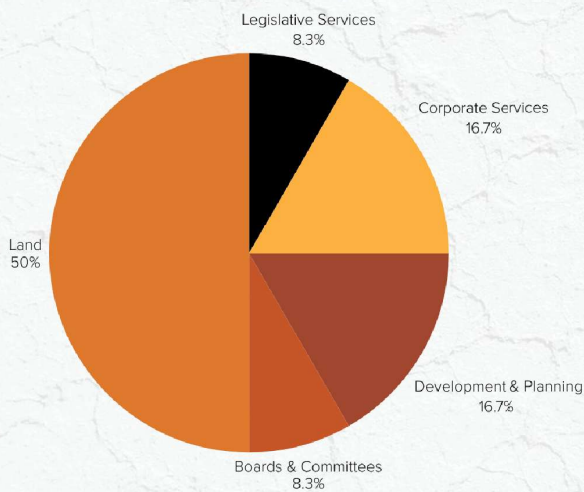


Q2 2025	
Public Hearings	2
Delegations	4
FOIP Access Requests	1
Board Appointments	16
Letters of Support	8
Community Standards Appeal Board Hearings	0



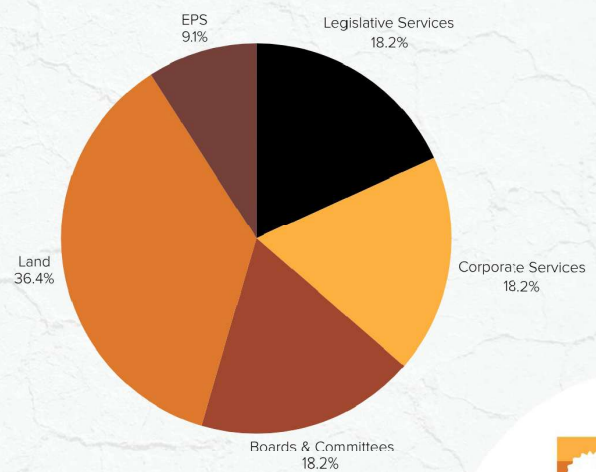
Bylaws

12 Completed (3rd Reading)



(Q2 2024 = 3 completed)

11 Started (1st Reading)



(Q2 2024 = 6 started)



Records Management

January 1, 2025 – December 31, 2025

Task	Completion	Start Date	End Date
Phase #1: RRDS (Department Consultation)	100%	January 1, 2025	May 1, 2025
Phase #2: RRDS (Implementation)	80%	March 24, 2025	July 7, 2025
Phase #1: SharePoint Migration (Limited Migration)	0%	May 1, 2025	September 1, 2025
Phase #2: SharePoint Migration (Departmental Migration)	0%	August 1, 2025	December 1, 2025
Phase #1: Digital File Standardization (Policy Framework)	0%	July 1, 2025	October 1, 2025
Phase #2: Digital File Standardization (Implementation)	0%	October 31, 2025	December 31, 2025
Phase #1: Land File Digitization (Gap Analysis)	0%	July 1, 2025	November 1, 2025



Municipal Election 2025

January 1, 2025 – December 31, 2025

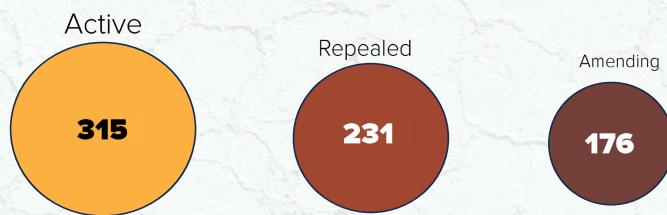
Task	Completion	Start Date	End Date
March Campaign	100%	March 1, 2025	April 30, 2025
Registration Campaign	100%	May 1, 2025	June 30, 2025
Election Worker Campaign	15%	July 1, 2025	August 15, 2025
August Campaign	0%	August 15, 2025	September 23, 2025
Election Campaign	0%	September 23, 2025	October 20, 2025
Post-Election Campaign	0%	October 21, 2025	March 1, 2026



Municipal Legislation Review

January 1, 2025 – December 31, 2025

Task	Completion	Start Date	End Date
Phase #1: Internal Audit	15%	March 1, 2025	September 1, 2025
Phase #2: Departmental Review	0%	July 1, 2025	November 1, 2025
Phase #3: Website Update	15%	September 1, 2025	November 1, 2025
Phase #4: Internal Training	0%	November 1, 2025	February 1, 2026
Phase #5: Council Review	0%	September 1, 2025	September 1, 2026



**DRUMHELLER
VALLEY**

IT Services

IT Patching Tasks Statistics (Q2 2025)



852 Installations of Software patches, Operating System (OS) patches, and other updates
(769 total in Q1)

213 OS patches completed;
equivalent to 28% of all installations
(237 completed in Q1; 30% of all installations)



IT Support Tickets Statistics (Q2 2025)



Tickets Opened

Q2: 446
(Q1: 384)



Tickets Closed

Q2: 449
(Q1: 357)



Avg. Resolution Time

Q2: 40 minutes
(Q1: 47 min)



Information Technology

Projects Status Report

- Windows 11 upgrade project (upgrade or replace ALL windows 10 before Oct deadline)
 - Q2 update: now 95% complete
- Water System SCADA Server – Q1 replaced and moved to new hardware.
 - Q2 update: with the new IT Services Agreement in place, RBI completed a full evaluate
- New Password Management System Pilot Project
 - Q2: Planning phase 95% complete. Staff test group pilot to be initiated in Q3
- Development of a new Online HR Onboarding/Offboarding System
 - Q2 update: Development phase with HR dept 75% complete. Launch to be initiated by end of Q3



**DRUMHELLER
VALLEY**

Communications

Communications Stats (Q2 2025)

Public Communications

- 29 website posts (4 in Q2 2024)
 - 17 media releases (1 in Q2 2024)
 - 9 Council Highlights - NEW
- 296 social media posts (365 in Q2 2024)
- 7 media relations events

Customer Service

- 1,294 inbound messages (712 in Q2 2024)
- 7 website inquiry responses

Internal

- 3 internal newsletters (1 per month)



Public Information vs. Marketing vs. Public Participation

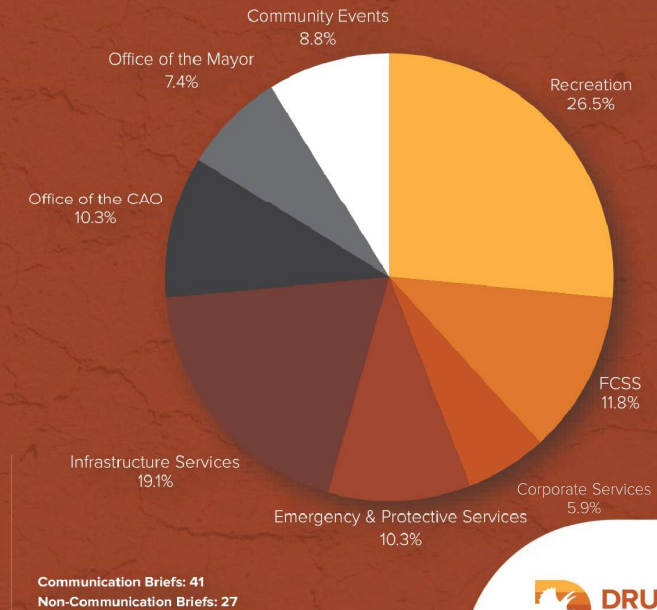
Category	Goal	Action	Example
1. Marketing	Drive participation	Promote	Yoga Class
2. Public Information	Share facts/updates	Inform	Service change
3. Public Participation	Include the public in decision making	Engage	New bylaw or policy, capital projects

**DO.
KNOW.
INFLUENCE.**



Public Communications (Q2 2025)

- Classes & programs
- Governance
- Events
- Public Information/advisories
- Project announcements/updates
- Good news stories/community pride
- Routine operations
- Infrastructure failures
- Lost/found animals
- Concerned citizen responses
- Sudden changes in services
- Crisis
- Public Participation opportunities
- Career recruitment



Major Marketing Campaigns



Are you registered to vote for the upcoming Municipal Election?

Changes by the Government of Alberta to the Local Authorities Election Act now requires everyone in Alberta to register to vote in local elections.



- 2025 Municipal Elections Campaign (Phase 2)
- Chainsaw Wizards
- Camp BCF
- Canada Day
- Summer at the Plaza



PUBLIC ADVISORY

COUGAR SPOTTED IN MIDLAND
PLEASE REPORT TO FISH & WILDLIFE



DRUMHELLER STREETSCAPE TASK FORCE SEEKING APPLICANTS

SUBMIT YOUR APPLICATION BEFORE JUNE 30
VISIT DRUMHELLER.CA TO APPLY!

Significant Weather Warning in Effect

June 20 - 23, 2025

- 175mm of rain is possible in some areas
- Scattered thunderstorms that may produce hail
- Wind gusts up to 90 km/h may break tree limbs or down trees
- Smaller creeks and streams could rise quickly
- Flooding in low-lying areas and pooling on roads is likely



Routine Hydrant Flushing Begins May 26



Are you registered to vote for the upcoming Municipal Election?

Changes by the Government of Alberta to the Local Authorities Election Act now requires everyone in Alberta to register to vote in local elections.

CANADA DAY IN THE DRUMHELLER VALLEY 2025

CANADA! CANADA! CANADA!

PARADE STARTS AT 10 A.M.
O'Canada AT 2 P.M.
LIVE MUSIC STARTS AT 3:30 P.M.
FIREWORKS AT 11 P.M.

See the full list of activities happening in the Valley at drumheller.ca

See the full list of activities here



July - August 2025

DRUMHELLER SUMMER RECREATION

KIDS EDITION

SUMMER STARTS WITH CAMP BCF
We are offering 8 awesome themed weeks of action packed fun! Open up and see what's available all summer long!
EARLY DROP-OFF 7-45AM AVAILABLE!

SWIM LESSONS
Swim lessons are available at the Drumheller Aquaplex's outdoor pool for all age groups!

DRUMHELLER VALLEY

Summer @ The Plaza

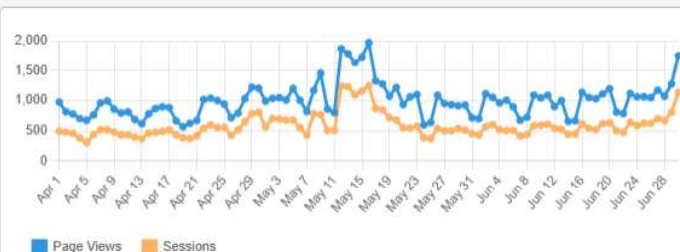
2025

STAY UP TO DATE WITH OUR EVENTS

LIVE MUSIC
EVERY FRIDAY AND SATURDAY
2:30 PM - 6:30 PM
AT DRUMHELLER'S DOWNTOWN PLAZA

Drumheller.ca site visits Q2 2025

Analytics From 04/01/2025 - 06/30/2025



53,506

Total Sessions

90,818

Total Page Views

48,014

Total Users

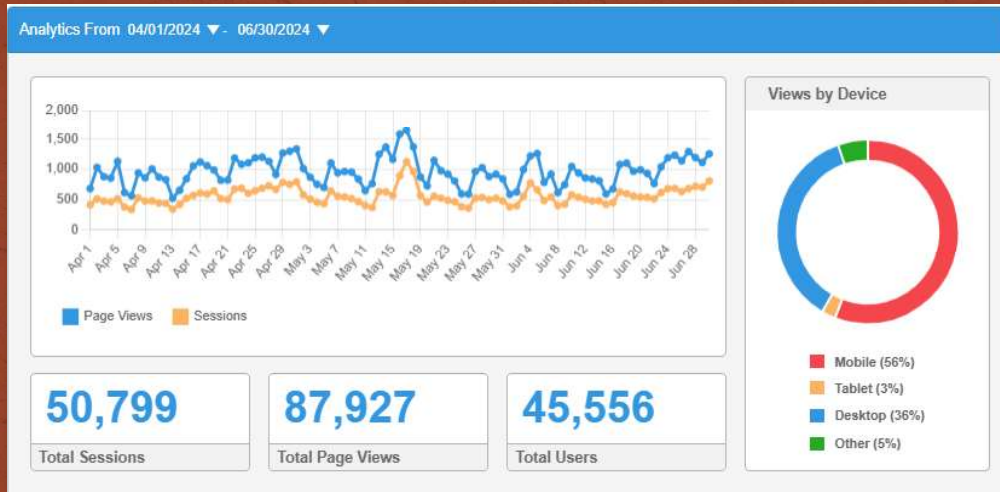
Views by Device



- Mobile (54%)
- Tablet (2%)
- Desktop (36%)
- Other (8%)

Drumheller.ca site visits

Q2 2024



Social Media Statistics

Q2 - 2025

Views

- 1.1M

Reach

- 245K

Interactions

- 11.6K

Click through

- 7.7K

Q2 - 2024

Views

- unavailable

Reach

- 149K

Interactions

- 3.5K

Click through

- 1.6K

Meta





**DRUMHELLER
VALLEY**

Economic Development

Economic Development

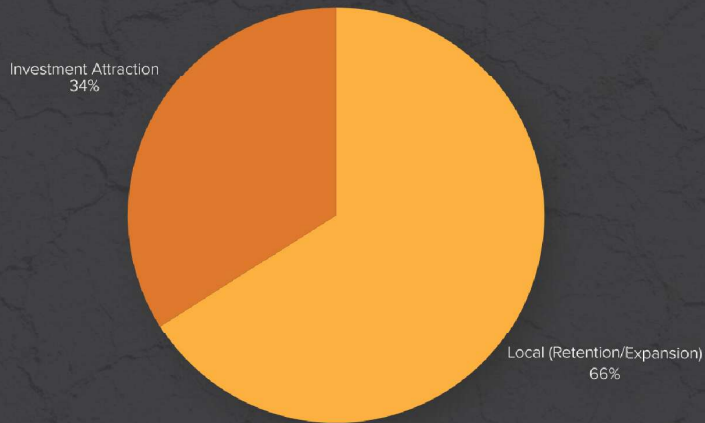
Q2 2025 Business Development Wins

- 4 new businesses
- 8 municipal land sales (7 of 8 pending removal of conditions)
 - Record-setting quarter
 - Includes Residential and Industrial
- 2 Private land sales assisted
 - 1 70-acre industrial lot
 - 1 commercial lot



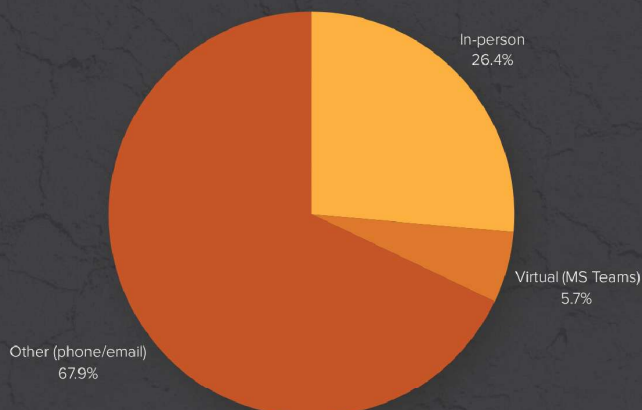
Development & Investment (Q2 2025)

- 53 Lead/opportunities



Development & Investment (Q2 2025)

- 53 Lead/opportunities



Developer Focus

- 34% of interactions



Marketing & Film (Q2 2025)

Marketing

- Film section of the Town Website updated
- Released Business Needs Survey with partners

Film Activity:

Shows Aired	1
Permits Issued	4
Current Leads:	3
Did Not Proceed	0
In Progress	0



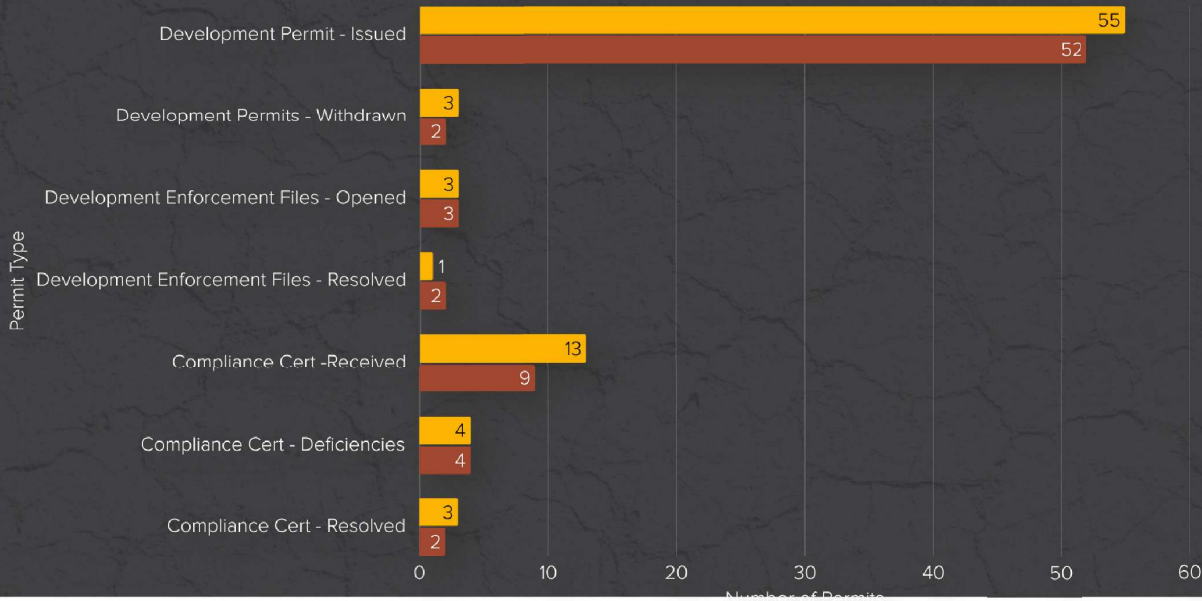
Administrative Activities (Q2 2025)

- Safety Codes Permit Amending Bylaw #08.25
- Development Authority Bylaw #01.25 (third Reading)
- 2025 Residential Development Incentive Programs
- Briefing Note - Municipal Development Plan Review Project



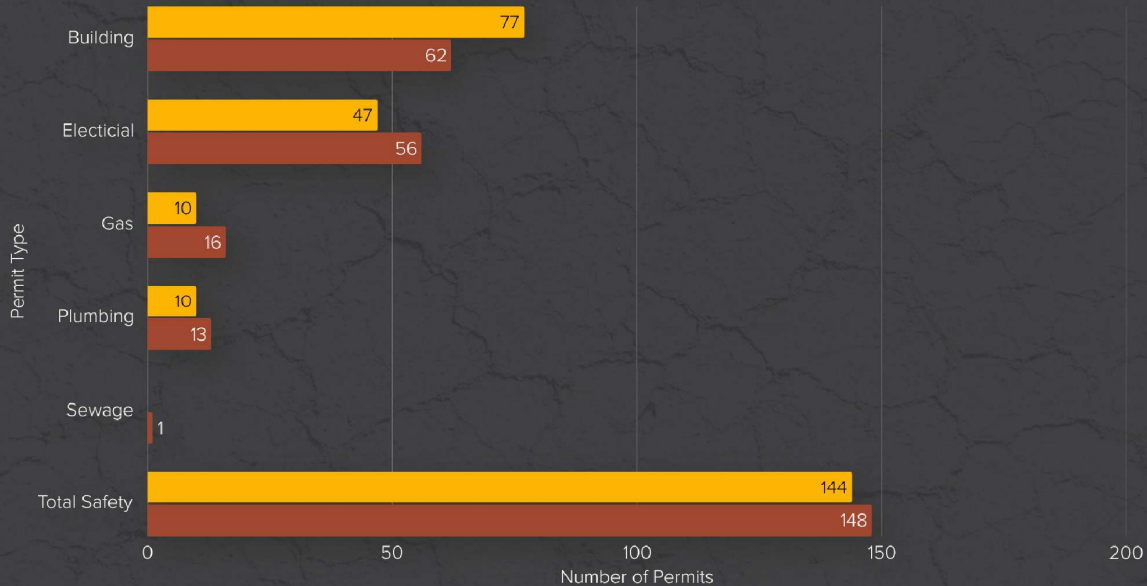
Development Permits (Year to Date)

● Q2 2024 ● Q2 2025



Safety Code Permits (Year to Date)

● Q2 2024 ● Q2 2025



Planning & Development Statistics

(Q2 2025)

- Short-Term Rental Renewals and Registrations:
 - 9 in Q2 2025,
 - 64 total to date in 2025
- Municipal Planning Commission Meetings Held: 3
- Subdivision Applications: 1 (15 lots created)
- Subdivisions Applications Approved: 1

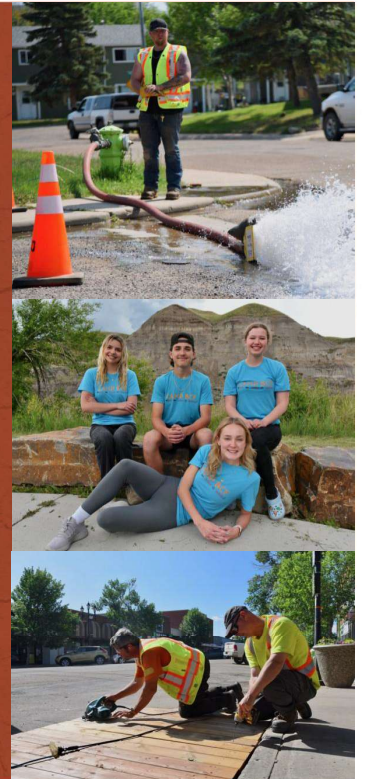


**DRUMHELLER
VALLEY**

Human Resources

Human Resources Statistics

Total Count	Q2 = 154	Q1 = 155
Active F/T, P/T, Casual Employees	104	107
Fire Services Volunteers	37	37
Employees on Leave	7	4
Council	6	7



Celebrations!

- After 40+ years of dedication, Finance Manager Elin Gwinner was celebrated at a retirement party held at the BCF
- All Staff and Council Summer kick-off BBQ was held at the Public Works building





Administrative & Project Updates

(Q2 2025)

- **Employee Group Benefits Program**
 - New Individualized Compensation Statements – Design phase complete; Production phase 90% complete
- **All-Staff New Customer Service Training**
 - Research phase – 50% complete
- **Acting Assignments**
 - aylyn Jensen – A/Manager, RAC
 - Zeyu Zhang – A/Manager, Finance
- **HR Department Recruitment**
 - New administrative support hired – Senior CAO Office Assistant
 - HR Manager recruitment – 75% complete
 - Q1 presented projects on hold until Q4 2025



Administrative & Project Updates cont.

(Q2 2025)

- **Compensation Survey Participation**
 - Participated in two (2) Compensation/Labour Survey requests in Q2 for the Town of Olds and Statistics Canada.
 - We will see 3 more in Q3 including AB Munis, Morinville and Statistics Canada.
 - We will also see other municipalities requesting compensation and benefits information for various reasons including comparisons for Collective Bargaining .
- **Union Labour Relations**
 - CUPE Local 135 and CUPE Local 4604 – Q2 meetings complete
 - Collective Agreements expiring December 31, 2025 – negotiations to commence in Q1 2026



BRIEFING NOTE

TITLE:	Flood Mitigation Program Update
DATE:	July 21, 2025
PRESENTED BY:	Deighen Blakely, P.Eng. - Flood Program Director Mark Steffler, P.Eng. – Technical Advisor
ATTACHMENTS:	Flood Mitigation Program Update Presentation

SUMMARY:

The final three projects included in the current Flood Mitigation Program are well underway, and scheduled to be substantially complete by Fall 2025, significantly improving Drumheller's level of flood resiliency.

Below is status of individual Flood Mitigation projects:

Table 1 – Project Status

PROJECT	STATUS	COMMENTS
Nacmine	<ul style="list-style-type: none"> Construction on-going 	<ul style="list-style-type: none"> Substantial completion Fall 2025
Newcastle	<ul style="list-style-type: none"> Complete/Maintenance 	<ul style="list-style-type: none"> Final Acceptance (FA) June 2025
Midland	<ul style="list-style-type: none"> Complete/Maintenance 	<ul style="list-style-type: none"> FA August 2025
North Drumheller <ul style="list-style-type: none"> Hospital/Michichi West Michichi East 	<ul style="list-style-type: none"> Construction Substantially Complete Fall 2024 Vegetation Spring 2025 	<ul style="list-style-type: none"> FA Fall 2026/27
Grove Plaza	<ul style="list-style-type: none"> Complete/Maintenance 	<ul style="list-style-type: none"> FA December 2025
Downtown	<ul style="list-style-type: none"> Complete/Maintenance 	<ul style="list-style-type: none"> FA June 2026
Willow Estates	<ul style="list-style-type: none"> Complete/Maintenance 	<ul style="list-style-type: none"> FA August 2025
Rosedale	<ul style="list-style-type: none"> Construction on-going 	<ul style="list-style-type: none"> Substantial completion fall 2025
Scarlett	<ul style="list-style-type: none"> Construction on-going 	<ul style="list-style-type: none"> Substantial completion fall 2025
East Coulee <ul style="list-style-type: none"> Phase 1 West Phase 2 East 	<ul style="list-style-type: none"> Complete/Maintenance Complete/Maintenance 	<ul style="list-style-type: none"> FA December 2026 FA Spring 2027
Property Buyout	<ul style="list-style-type: none"> All Properties Acquired Demo and Cleanup Complete Expropriation - Ongoing 	<ul style="list-style-type: none"> Tree Planting Spring 2026 Road and Utility Abandonment 2026
Adaptive Fill	<ul style="list-style-type: none"> Planning underway, construction 2026 	<ul style="list-style-type: none"> Covered under Town's 2025 Capital Budget, defer to 2026 pending potential for grant funding

DIRECTION:

Council decided in February 2025 to move forward with the remaining three berm projects, despite the forecast budget overruns presented at that time, to provide Drumheller residents with much-needed flood protection as soon as possible by constructing the final three berms for the program. This document provides an update on the current budget forecast to complete the remaining work and provides an overview of the current funding status.

DISCUSSION:

The current program budget is \$82.545M which is comprised of the following sources (noting the interest earned amount was not included in the previous Flood Program Update):

• Original Program Budget	\$53,400,000 (Federal/Provincial/Town)
• 2023 Provincial ACRP top up	\$27,300,000
• Misc Grants	\$ 436,000
• Interest earned on grant funding	<u>\$ 1,410,000</u>
TOTAL CURRENT BUDGET	\$82,545,000

In addition to the above, Flood Office had submitted grant applications in late 2024 and early 2025 for an additional \$1.478M to supplement the program budget. The Town has heard back that we were not successful on all of these grant funding requests; however there is one grant application for \$1M currently outstanding and the Flood Office has identified additional grant programs which the Flood Office will apply for over the coming months. If successful on the current outstanding request, this would bring the program budget to \$83.545M.

Based on updated end-of-year reconciliations for 2024 and estimated expenditures for 2025 to the end of May, a total of \$66.985M or 81.1% of the project budget has been spent over the 6.5 years of the program. This includes roughly \$1.5M spent to date in expropriation-related legal costs for the purchase of land necessary to complete the project. It does not include the cost of land outside of the berm footprint purchased in the full buyouts for five properties in Nacmine and one in Rosedale. These parcels will be resold once the berms are complete and the land needed for the berms is subdivided from these lots. The purchase cost of these properties was financed using the Town Land Reserve as approved by Council on May 21, 2024 (M2024.180)

A summary of the project cost to date and the estimated cost to complete the program is provided in Table 2. The table is divided into two components.

- **Committed Cost** — projects that are currently underway and under contracts. Costs include 2 year maintenance and approved, but uninvoiced, project cost as of May 31, 2025.
- **Remaining Project Cost** — projects that have not been started yet and for which there are no existing contracts awarded for the project.

The **Committed Cost** and **Remaining Cost to Complete** are estimated to be \$15.704M and \$2.475M respectively. With the updated cost to date the Total Program Cost is estimated at \$85.169M or \$2.624M over the current program budget. If the outstanding grant funding request is approved and the expropriation-related legal cost spent to date are deducted, the program would be \$0.134M over budget.

Table 2: Forecast Cost to Completion

	Project	Construction	Engineering	TOTAL
	Project Cost Paid to May 31, 2025			\$ 66,990,000
	Nacmine	\$ 3,955,000	\$ 708,000	\$ 4,663,000
Committed Cost	Newcastle	\$ 15,000	\$ 10,000	\$ 25,000
	Midland	\$ 35,000	\$ 10,000	\$ 45,000
	North Drumheller	\$ 2,698,000	\$ 141,000	\$ 2,839,000
	Grove Plaza	\$ 13,000	\$ 15,000	\$ 28,000
	Downtown Berm	\$ 180,000	\$ 56,000	\$ 236,000
	Rosedale/Scarlett	\$ 6,034,000	\$ 1,089,000	\$ 7,123,000
	Willow Estates	\$ 30,000	\$ 15,000	\$ 45,000
	East Coulee	\$ 225,000	\$ 95,000	\$ 320,000
	Flood Buyout	\$ 320,000	\$ 60,000	\$ 380,000
	Subtotal Committed Cost			\$ 15,704,000
Remaining Project Cost	Adaptive Fill	\$ 400,000	\$ 50,000	\$ 450,000
	Tree Replacement	\$ 100,000	\$ 25,000	\$ 125,000
	DFO Offsetting	\$ 600,000	\$ 50,000	\$ 650,000
	Project Administration		\$ 1,250,000	\$ 1,250,000
	Subtotal Remaining Project Cost			\$ 2,475,000
TOTAL PROJECTED FINAL PROJECT COST				\$ 85,169,000

FINANCIAL IMPACT:

Based on the February 3, 2025 Flood Program Update to Council, the Flood Program was forecasting a \$2.301M exceedance of our program budget. Since that time, project tenders have been awarded for Nacmine and Rosedale/Scarlett Berms, and work has been progressing over the past several months. Based on progress of the work to the end of May 2025, the overall program budget is now forecast to be \$2.624M over the current available funding. The Flood Office is currently applying for additional funding and lobbying the Provincial government to provide additional funds to cover expropriation-related legal costs, which are a significant portion of this forecast cost overrun. Should the Flood Office be unable to secure additional funding, the Town would be responsible for covering these extra costs, in addition to the Town's \$5M program contribution funds previously approved in the Drumheller Flood Mitigation Borrowing Bylaw #09.22. The need for additional funds will be more certain in the fall of 2025 once the on-going construction is substantially complete and more information is available on the outstanding grant funding application.

COMMUNICATION STRATEGY:

The Flood Mitigation Program update presentation will be available for public review in the Council Meeting agenda as well, the presentation will be available for viewing in the Council Meeting recording. As this is primarily intended as an update for Council, no further communication will be required.

MOTION:

That Council accepts the Drumheller Flood Mitigation Program update presentation, as information.



Prepared by:
Deighen Blakely, P. Eng.
Flood Program Director



Reviewed by:
Mark Steffler, P. Eng.
Flood Program
Technical Advisor



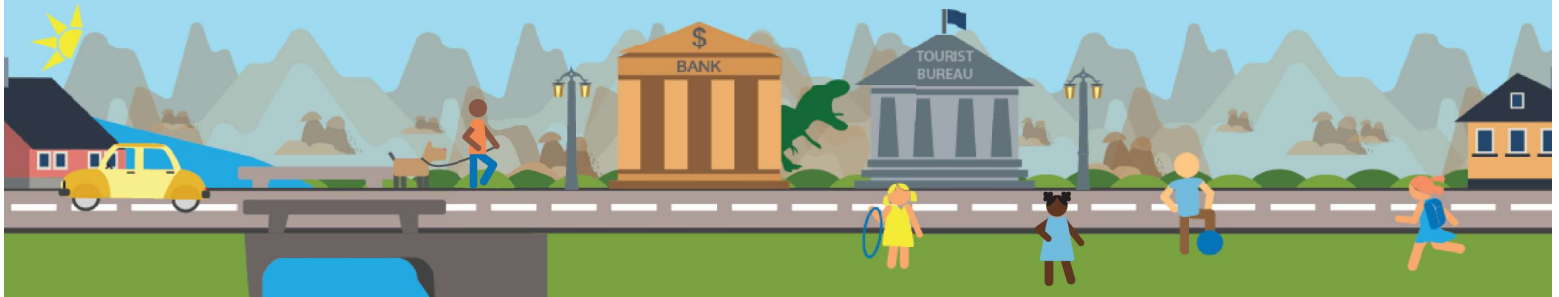
Approved by:
Darryl Drohomerski, C.E.T.
Chief Administrative Officer



Reviewed by:
Esther Quiambao, CLGM
Assistant Chief Administrative Officer

Drumheller Resiliency and Flood Mitigation Office

Program Update
July 21, 2025



Status of Berm Projects

Berm`	Prelim. Design	Landowner 1:1	Community Info Session	Tender Package Ready	Land Acquisition Complete	Tree Clearing Completed	Construction Underway/ Complete	Project Hand- Over to the Town
Nacmine	✓	✓	✓	✓	✓	✓	✓	
Midland	✓	✓	✓	✓	✓	✓	✓	August 2025
Newcastle	✓	✓	✓	✓	✓	✓	✓	August 2025 (deficiencies pending)
North Drumheller Upgrades	✓	✓	✓	✓	✓	✓	✓	
N. DH Grove Plaza Berm	✓	✓	✓	✓	✓	✓	✓	December 2025
Downtown Berm	✓	✓	✓	✓	✓	✓	✓	June 2026
Willow Estates	✓	✓	✓	✓	✓	✓	✓	August 2025
East Coulee Berm – Ph 1	✓	✓	✓	✓	✓	✓	✓	December 2026
East Coulee Berm – Ph 2	✓	✓	✓	✓	✓	✓	✓	
Rosedale/Scarlett	✓	✓	✓	✓	✓	✓	✓	

Status of 2024 Berm Projects

- East Coulee Phase 2 completed in fall 2024, revegetation on-going this spring
- North Drumheller Flood Improvements final touch-ups and revegetation completed this spring



Status of Floodway Buyout Program

- Lehigh
 - Water service abandonment complete
 - Department Fisheries and Oceans fish habitat offsetting tree planting in Lehigh, revegetation, and gravel road reclamation Fall 2025/Spring 2026
- 2206 Newcastle Trail (beside Midland Rail Bridge)
 - Town-owned lot but house had historical lease
 - House vacated May 2025
 - Demolition/cleanup occurring Aug/Sept 2025



Nacmine & Rosedale Project Updates

Nacmine

- Project awarded – Feb 3, 2025
- Tree clearing – March
- Approvals in place – March/April
- Riprap placement on Red Deer River bank – early April
- Site prep commenced – mid-April (demolitions) early May (stripping)
- Clay import, placement and compaction – June to July
- Drainage Structures installation - late June to July
- Berm shaping and topsoil placement – July and August
- Revegetation – fall 2025 and spring 2026



Nacmine & Rosedale Project Updates

Rosedale/Scarlett

- Project awarded – Feb 3, 2025
- Tree clearing – March to April
- Approvals in place – March/April
- Riprap /bioengineering on Rosebud Riverbank – Apr-May
- Site prep – Scarlett demos started in mid-April, stripping in Rosedale late May
- Clay import, placement and compaction – late May-Sep (stockpiling for Swinging Bridge Parking placement in fall)
- Drainage Structures installation – end of August-October
- Berm shaping and topsoil placement – fall 2025
- Revegetation – fall 2025 and spring 2026



Program Funding

Grant Date	Grant	Government	AMOUNT	STATUS
March 2021	Disaster Mitigation and Adaptation Fund (DMAF)	Federal	\$22.0M	
December 2019	Floodway Buyouts	Provincial	\$20.0M	
March 2018	Community Resiliency	Provincial	\$6.4M	
		Town	\$5.0M	
	ORIGINAL GRANT		\$53.4M	
August 2023	Community Resiliency Top Up	Provincial	\$27.3M	
March 2023	Water Resiliency & Restoration (WRRP)	Provincial	\$75,000	Riverbank Restoration at Raw Water Reservoir
June 2024	Drought & Flood Protection (DFPP)	Provincial	\$226,000	Lehigh Reclamation
	Adaptive Fill Capital Budget	Town	\$135,000	
	Interest on Grants		\$1,410,000	
	CURRENT PROGRAM FUNDING		\$82,545,000	

Current Grant Funding Applications

- Unsuccessful previous grant applications (2024 – 2025) - \$478,000
- Still exploring future grant funding opportunities
 - Federation of Canadian Municipalities – Green Municipal Fund – Adaptation in Action (up to \$1M, 60% share) – due August 2025
 - Drought & Flood Protection Program (up to \$10M, 70% share) – due October 2025
 - Federation of Canadian Municipalities – Green Municipal Fund – Growing Canada's Canopies – Tree Planting Grant Application submitted Oct. 2024 (\$1M, 50% share) - *still pending*

Program Cost to Date

YEAR	COST
2019	\$ 401,000
2020	\$ 7,567,000
2021	\$ 6,013,000
2022	\$ 14,372,000
2023	\$ 18,188,000
2024	\$ 17,239,000
Subtotal	\$63,780,000
2025 (To May 31)	\$3,206,000
TOTAL PROGRAM EXPENDITURE	\$ 66,990,000

- Cost includes \$1.49M Expropriation-related legal cost spent to date – an additional \$250K spent in 2025
- Cost does not include Full Property Acquisitions where Property to be Resold Following Project Completion (6 Properties)
- Town-carried property costs = \$3.6M (from land reserves)
- February Council Projected 2024 Year End Cost \$62,034,000
 - Increase \$1,746,000 once Year End adjustments completed (late invoicing)

	Cost to Complete Projection			
	Project	Construction	Engineering	TOTAL
	Project Cost Paid to May 31, 2025			\$ 66,990,000
Committed Cost	Nacmine	\$ 3,955,000	\$ 708,000	\$ 4,663,000
	Newcastle	\$ 15,000	\$ 10,000	\$ 25,000
	Midland	\$ 35,000	\$ 10,000	\$ 45,000
	North Drumheller	\$ 2,698,000	\$ 141,000	\$ 2,839,000
	Grove Plaza	\$ 13,000	\$ 15,000	\$ 28,000
	Downtown Berm	\$ 180,000	\$ 56,000	\$ 236,000
	Rosedale/Scarlett	\$ 6,034,000	\$ 1,089,000	\$ 7,123,000
	Willow Estates	\$ 30,000	\$ 15,000	\$ 45,000
	East Coulee	\$ 225,000	\$ 95,000	\$ 320,000
	Flood Buyout	\$ 320,000	\$ 60,000	\$ 380,000
	Subtotal Committed Cost			\$ 15,704,000
Remaining Project Cost	Adaptive Fill	\$ 400,000	\$ 50,000	\$ 450,000
	Tree Replacement	\$ 100,000	\$ 25,000	\$ 125,000
	DFO Offsetting	\$ 600,000	\$ 50,000	\$ 650,000
	Project Administration		\$ 1,250,000	\$ 1,250,000
	Subtotal Remaining Project Cost			\$ 2,475,000
	TOTAL PROJECTED FINAL PROJECT COST			\$ 85,169,000

*Cost Includes all Land Acquisition but excludes future expropriation and legal costs

TOTAL PROJECTED FINAL PROJECT COST	\$ 85,169,000
CURRENT AVAILABLE FUNDING	\$ 82,545,000
PROJECTED BUDGET SHORTFALL	-\$ 2,624,000

February 2025 Projected Program Cost = \$83,436,000

- July adjustment of + \$1,733,000
- Changes include:
 - 2024 expenditures update to reflect late invoicing
 - Additional \$250K of expropriation related legal fees, not budgeted
 - Increase in expected fish habitat compensation cost of \$365K
 - Construction admin consultant fees- \$100K increase due to construction delays
 - Addition of one property to floodway buyout demolitions program - \$60K

Land Acquisition for Berm Construction & Expropriations

PROJECT	LAND NEGOTIATIONS	EXPROPRIATIONS
Midland	2	0
Grove Plaza	0	0
Downtown	1	0
Willow Estates	1	0
Newcastle	4	2
Flood Buyouts	27	5
North Drumheller	14	4
East Coulee	8	4
Nacmine	14	12
Rosedale/Scarlett	9	3
TOTAL	76	30

Expropriations status:

- 2 cancelled (Nacmine)
- 2 settlement agreements signed (Nacmine, Lehigh)
- 17 Applications for Determination of Compensation received, 9 outstanding
- Initial questioning completed for 4 properties, 3 more scheduled for fall
- Initial mediation date set for 1 property

Summary



- Nacmine and Rosedale/Scarlett Berms construction anticipated to wrap up fall 2025, with revegetation in late fall or spring 2026 – contractor maintenance period on-going for 2 years
- Continued maintenance work on 2023 and 2024 projects, handover of 2022 projects to Town in 2025
- At completion, program currently expected to be \$2.624M over budget (excluding expropriation related legal fees and damages), additional borrowing may be required in 2026

Summary



- Alberta Transportation and Economic Corridors design work on Michichi Creek flood wall and bridge replacement on-going with public consultation planned for 2026 and construction in 2027, ATEC funding dependent
- Grant funding applications and government lobbying for additional project funding and to cover land acquisition expropriation-related costs will be on-going
- Provincial & Federal funds must be spent by Dec 31, 2028

Contact Us



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FLOODREADINESS@DRUMHELLER.CA



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FLOODREADINESS.DRUMHELLER.CA



EMAIL - COMMUNITY ADVISORY
FLOODCOMMITTEE@DRUMHELLER.CA



BRIEFING NOTE

TITLE:	Emergency & Protective Services – 2025 Quarter 2 Report
DATE:	July 21, 2025
PRESENTED BY:	Greg Peters – Director of Emergency & Protective Services Derian Rosario – Fire Chief Trent Kure – Manager of Municipal Enforcement
ATTACHMENTS:	Quarter 2 2025 EPS Department Report Presentation

SUMMARY:

The Department of Emergency & Protective Services (EPS) is dedicated to enhancing community safety and well-being by delivering a variety of diverse public services. Additionally, the department is committed to ensuring the health and safety of all Town employees. Quarter two represents the start of the tourist season in Town and results in a general increase in calls for service and other department related activities. This report will inform Council on call volume and incident statistics, paid parking earnings, project updates, and other key initiatives that took place during the second quarter of 2025.

DIRECTION:

That Council accepts, as information, the 2025 Second Quarter Department Report for Emergency & Protective Services, as information.

DISCUSSION:

N/A

STRATEGIC POLICY ALIGNMENT:

The aim of the quarterly reports is to promote transparent and accountable government, while creating an effective channel for communication between administration, Council and the public.

COMMUNICATION STRATEGY:

Quarterly reports are provided to Council by each department on an ongoing basis and are included for future public reference in the agenda package and on the Town YouTube Channel.

MOTION:

That Council accepts the 2025 Q2 Quarterly Report of the Emergency & Protective Services Department, as information.



Prepared by:
Trent Kure
Manager of Municipal
Enforcement



Reviewed by:
Greg Peters
Director of Emergency &
Protective Services



Approved by:
Esther Quiambao, CLGM
Assistant Chief
Administrative Officer



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VALLEY**

Emergency & Protective Services

2025 Second Quarter Report



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Municipal Enforcement



Q2 Staffing & Scheduling

April 2025

Monday – Friday
8:00 a.m. – 4:30 p.m.



May & June 2025

Monday – Thursday 8:00 a.m. – 4:30 p.m.
Friday 8:00 a.m. – 6:30 p.m.
Saturday/Sunday 10:00 a.m. – 6:30 p.m.

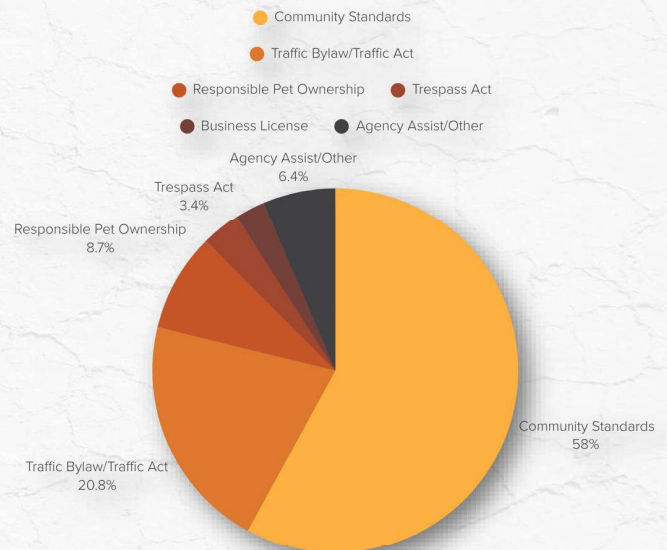


Municipal Enforcement

264 Total Investigations

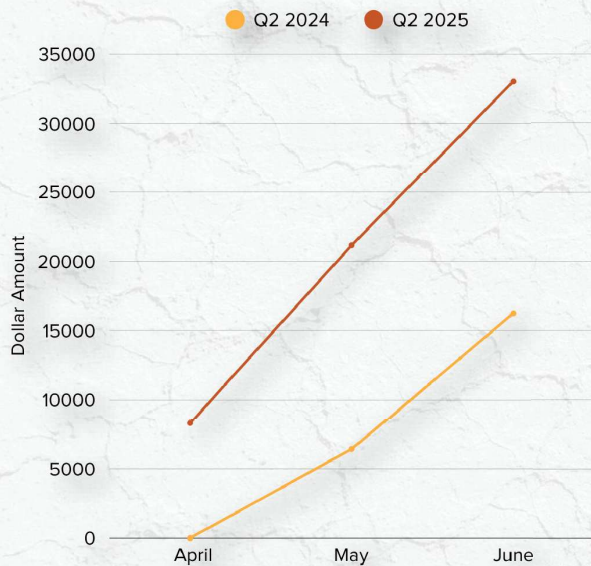
30 Charges Laid

**1 Municipal Government Act
injunction commenced**



Enforcement Investigations

Paid Parking Hotspot Revenues



2024	2025
January – March: N/A	January – March: \$4,173.56
April: N/A	April: \$8,324.13
May: \$6,428.59	May: \$21,143.46
June: \$16,246.23	June: \$33,048.48
Total: \$22,674.82	Total: \$66,689.63



Paid Parking - Other

Fines: \$3,800.00

Physical Passes Sold:

- **447 Day Passes**
- **31 3-Day Passes**
- **1 Monthly Pass**

Year to date total program net profit: \$34,601.04



Gordon Taylor Bridge Construction



8-10 hours of active monitoring

5 traffic related charges laid

3 traffic related official warnings

1 joint operation with Drumheller RCMP



Animal Control Kennels



Custom Dog Kennels constructed by Canadian Fence Contracting LTD

- **\$6,900.00**

Cat or small dog isolation kennels on order

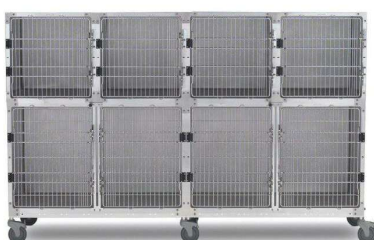
- **\$9,344.00**

Kennel Supplies

- **\$500.00**

Total Project: \$16,744.00

(\$3,250.00 under budget)





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Health & Safety

Incidents



**13 total incidents
involving staff**

**6 injuries with 1
resulting in lost
time**



Proactive Safety Measures



798 site specific hazard inspections:

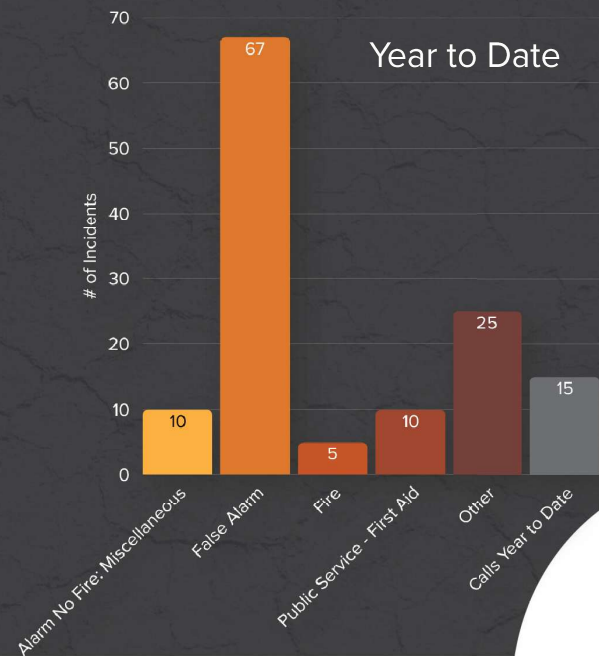
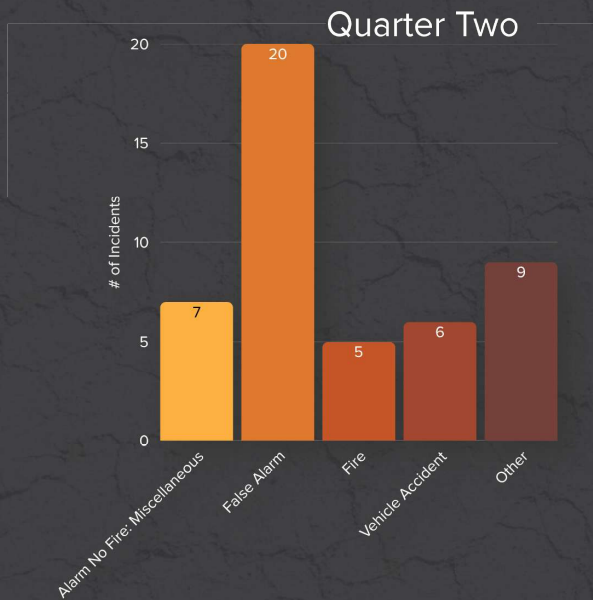
- 214 in April
- 316 in May
- 268 in June



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Fire Services

Incident Response



Fire Bylaw #25.24 Invoicing

- \$27,000 in invoicing
- 40% of invoicing from multiple alarm responses



Training



- 8 Firefighters completed National Fire Protection (NFPA) 1001 and NFPA Hazardous Materials
- 52% of all Drumheller Firefighters are trained to the NFPA 1001 Standard
- Fire Investigators Association of Alberta Fatal Fire Investigations Course



Maintenance



- All yearly Fire Department Apparatus and appliances have been tested
- Station 1 Fire Engine repairs





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Emergency Management

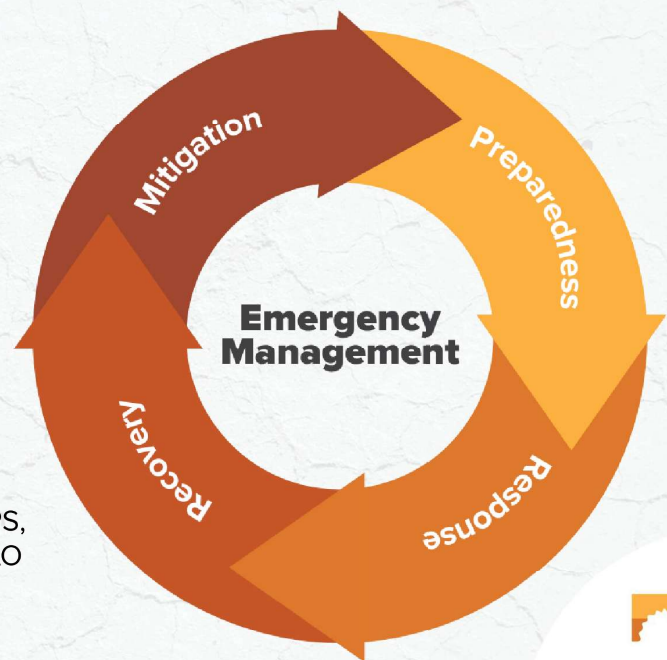


Agency Meeting

Date: April 30, 2025

Attendees:

- Apex Utilities
- Moon Heavy Haul
- Gallaghers Trucking
- Travel Drumheller
- Alberta Emergency Management Association
- TOD Staff from various department including EPS, Infrastructure Services, and the Office of the CAO



Other Activities

- June Rainfall Event – Press releases, provincial weather meeting, collaboration with Travel Drumheller
- Planning stage – ICS 200 course
- Ongoing Emergency Operations Center upgrades and maintenance

