



**TOWN OF DRUMHELLER**  
**REGULAR COUNCIL MEETING**

**AGENDA**

TIME & DATE: 4:30 PM – Monday, August 25, 2025

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

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1. CALL TO ORDER

2. OPENING COMMENTS

Oath of Office – Deputy Mayor for September/October 2025.

3. ADDITIONS TO THE AGENDA

4. ADOPTION OF AGENDA

4.1 **Agenda for the August 25, 2025, Regular Council Meeting**

Proposed Motion: That Council adopt the agenda for the August 25, 2025, Regular Council Meeting, as presented.

5. MEETING MINUTES

5.1 **Minutes for the August 11, 2025, Regular Council Meeting**

[Regular Council Meeting – August 11, 2025 – Draft Minutes](#)

Proposed Motion: That Council approves the minutes for the August 11, 2025, Regular Council Meeting, as presented.

5.2 **Minutes for the August 18, 2025, Special Council Meeting**

[Special Council Meeting – August 18, 2025 – Draft Minutes](#)

Proposed Motion: That Council approves the minutes for the August 18, 2025, Special Council Meeting, as presented.

6. COUNCIL BOARDS AND COMMITTEES

6.1 **Drumheller Valley Sports Committee**

[June 25, 2025 – Regular Meeting – Minutes](#)

Proposed Motion: That Council accepts the Drumheller Valley Sports Committee meeting minutes for the June 25, 2025, Regular Meeting, as information.

## **6.2 Municipal Planning Commission**

[June 12, 2025 – Regular Meeting – Minutes](#)

Proposed Motion: That Council accepts the Municipal Planning Commission meeting minutes for the June 12, 2025, Regular Meeting, as information.

## **6.3 Drumheller Public Library Board**

[June 4, 2025 – Annual General Meeting – Minutes](#)

[June 4, 2025 – Regular Meeting - Minutes](#)

Proposed Motion: That Council accepts the Drumheller Public Library Board meeting minutes for the June 4, 2025, Annual General Meeting, and the June 4, 2025, Regular Meeting, as information.

## **DELEGATIONS**

### **PUBLIC HEARING AT 5:30 P.M.**

## **7. REPORTS FROM ADMINISTRATION**

### **OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER**

#### **7.1 Chief Administrative Officer**

##### **7.1.1 Encroachment Bylaw #02.25 (1<sup>st</sup> Reading)**

[Request for Decision](#)

[Bylaw #02.25 – Encroachment Bylaw \(1st Reading\)](#)

Proposed Motion: That Council gives first reading to Encroachment Bylaw #02.25, as presented.

Proposed Motion: That Council gives second reading to Encroachment Bylaw #02.25, as presented.

##### **7.1.2 Flood Mitigation Project Designated Officer Bylaw #30.25 (1st Reading)**

[Request for Decision](#)

[Bylaw #30.25 – Flood Mitigation Project Designated Officer Bylaw #30.25 \(1<sup>st</sup> Reading\)](#)



Proposed Motion: That Council gives first reading to Flood Mitigation Project Designated Officer Bylaw #30.25, as presented.

Proposed Motion: That Council gives second reading to Flood Mitigation Project Designated Officer Bylaw #30.25, as presented.

Proposed Motion: That Council gives unanimous consent for third reading of Flood Mitigation Project Designated Officer Bylaw #30.25.

Proposed Motion: That Council gives third and final reading to Flood Mitigation Project Designated Officer Bylaw #30.25, as presented.

#### **7.1.3 Downtown Area Revitalization Plan (DARP) – Year 4 Review**

[Briefing Note](#)  
[Downtown Area Revitalization Plan](#)

Proposed Motion: That Council accepts the Downtown Area Revitalization Plan (DARP) – Year 4 Review, as information.

#### **7.1.4 Economic Task Force Strategy Progress Report**

[Briefing Note](#)  
[Economic Task Force Council Presentation April 2018](#)

Proposed Motion: That Council accepts the Economic Development Task Force Strategy Progress Report as information and directs Administration to bring the identified future Economic Development priority areas to the 2026 Municipal Budget deliberations.

CORPORATE & COMMUNITY SERVICES

EMERGENCY AND PROTECTIVE SERVICES

INFRASTRUCTURE SERVICES

### **8. CLOSED SESSION**

#### **8.1 Sandstone Manor and Personnel**

**ATIA 28 – Local public body confidences**  
**ATIA 29 – Advice from officials**

Proposed Motion: That Council close the meeting to the public at \_\_\_\_\_ p.m. to discuss Sandstone Manor and Personnel as per ATIA 28 – Local public body confidences and ATIA 29 – Advice from officials.

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

9. ADJOURNMENT

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



**TOWN OF DRUMHELLER**  
**REGULAR COUNCIL MEETING**

**MINUTES**

TIME & DATE: 4:30 PM – Monday, August 11, 2025

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

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**IN ATTENDANCE:**

Mayor Heather Colberg  
Councillor Patrick Kolafa  
Councillor Stephanie Price  
Councillor Tony Lacher  
Councillor Crystal Sereda  
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  
IT Support: Angela Keibel  
Recording Secretary: Mitchell Visser

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1. **CALL TO ORDER**

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

2. **OPENING COMMENTS**

Councillor Zariski congratulated and thanked the Badlands Amphitheatre for their successful Great Big Weekend, featuring three incredible concerts. He also thanked the approximately 100 volunteers and noted the events would not be possible without them.

Councillor Kolafa wished good luck to all the athletes who will be participating later this month in the Leduc at the Alberta 55+ games, and shared there is an opportunity to give them a send off with a picnic in the park pep rally this Wednesday at the newly developed Centennial Park.

Mayor Colberg announced there will be a Special Council Meeting on August 18, 2025. The following items will be on the agenda: the proposed 2026 schedule for the Dino Drifter Community Event Float; the Q2 Quarterly Report for Corporate & Community Services; the third reading of the Record Retention and Disposition Bylaw #25.25; and the retirement of Chief Administrative Officer Darryl Drohomerski and the appointment of new CAO Esther Quiambao. She reminded residents that all Council meetings are open to the public and everyone is welcome to attend.

3. **ADDITIONS TO THE AGENDA**

4. **ADOPTION OF AGENDA**

4.1 **Agenda for the August 11, 2025, Regular Council Meeting**

**M2025.275** Moved by Councillor Sereda, Councillor Kolafa  
That Council adopt the agenda for the August 11, 2025, Regular Council Meeting, as presented.

CARRIED UNANIMOUSLY.

5. MEETING MINUTES

5.1 **Minutes for the July 21, 2025, Regular Council Meeting**

Agenda Attachment: Regular Council Meeting – July 21, 2025 – Draft Minutes

**M2025.276** Moved by Councillor Price, Councilor Zariski  
That Council approves the minutes for the July 21, 2025, Regular Council Meeting, as presented.

CARRIED UNANIMOUSLY.

COUNCIL BOARDS AND COMMITTEES

DELEGATIONS

7. REPORTS FROM ADMINISTRATION

YouTube Timestamp: 5:23

INFRASTRUCTURE SERVICES

7.1 **Director of Infrastructure Services**

7.1.1 **Infrastructure Services – 2025 Q2 Quarterly Report**

Agenda Attachments: Briefing Note; 2025 Q2 Quarterly Report Presentation.

**M2025.277** Moved by Councilor Zariski, Councillor Kolafa  
That Council accepts the 2025 Q2 Quarterly Report of the Infrastructure Services Department, as information.

CARRIED UNANIMOUSLY.

Mayor Colberg called a recess at 5:26 p.m.

Mayor Colberg resumed the meeting at 5:30 p.m.

6. PUBLIC HEARING AT 5:30 P.M.

YouTube Timestamp: 1:03:21

## 6.1 Proposed Municipal Development Plan Amending Bylaw #26.25

Agenda Attachments: Briefing Note; Bylaw #26.25 - Municipal Development Plan Amending Bylaw (1st Reading); Consolidated Municipal Development Plan Bylaw #17.20; (Draft) Consolidated Municipal Development Plan Bylaw #17.20 (including proposed amendments from Bylaw #26.25); Written Submission – Wheatland County.

Mayor Colberg notified the public that the Public Hearing was held in accordance with Part 7 of the *Municipal Government Act* and the *Town of Drumheller Council and Committee Procedure Bylaw #04.21* to provide all persons or groups affected by proposed *Bylaw #26.25 – Municipal Development Plan Amending Bylaw* the opportunity to provide feedback prior to approval. She confirmed no decisions will be made at this meeting; Council will consider all submissions and will deliberate on this feedback at a future meeting of Council.

Mayor Colberg asked Chief Administrative Officer D. Drohomerski to introduce Bylaw #26.25, and he delegated the presentation to Development Officer A. Strilisky, who provided a brief explanation of the Bylaw's intended purpose. Legislative Services Coordinator, Angela Keibel, reviewed the rules of conduct and the procedure for the Public Hearing.

### Presentations in Support

- No one registered to present in-person or remotely.
- One written submission from Wheatland County was received in support of Bylaw #26.25 and was published in the agenda package.
- Mayor Colberg then called three times for anyone present, either in person or remotely, who wished to express support for Bylaw #26.25, to come forward. There were no submissions and no speakers came forward.

### Presentations in Opposition

- No one registered to present in-person or remotely, and no written submissions were received in opposition of proposed Bylaw #26.25.
- Mayor Colberg then called three times for anyone present, either in person or remotely, who wished to oppose proposed Bylaw #26.25, to come forward. There were no submissions and no speakers came forward.

Mayor Colberg requested clarifying questions from Council. Councillor Zariski asked the Manager of Economic Development if Bylaw #26.25 would be used for Economic Development purposes. Mayor Colberg indicated that the Manager of Economic Development not respond; the only clarifying questions that are permitted are those relating directly to a presentation. Mayor Colberg then called for a motion to close the Public Hearing.

### **M2025.278** Moved by Councillor Lacher, Councillor Kolafa

That the Public Hearing for proposed Municipal Development Plan Amending Bylaw #26.25 be opened at 5:30 p.m.

CARRIED UNANIMOUSLY.

**M2025.279** Moved by Councillor Sereda, Councillor Price  
That the Public Hearing for proposed Municipal Development Plan Amending Bylaw #26.25 be closed at 5:38 p.m.

CARRIED UNANIMOUSLY.

7. REPORTS FROM ADMINISTRATION

YouTube Timestamp: 1:11:58

INFRASTRUCTURE SERVICES

7.1.1 **Downtown Streetscape Improvement Task Force Appointments**

Agenda Attachments: Request-for-Decision; Bylaw #22 – Downtown Streetscape Improvement Task Force Bylaw; Tracy Gendron Application – redacted; Patti Richardson Application – redacted; John Shoff Application – redacted; Chris Lorenz Application – redacted; Albert Ancis Application – redacted; Candace Lorenz Application – redacted; Michelle Fournier Application – redacted; Linnea Kenworthy Application – redacted; David Schinnour Application – redacted; Andrew Berdahl Application – redacted.

**M2025.280** Moved by Councillor Sereda, Councillor Price  
That Council appoints Tracy Gendron, Patti Richardson, John Shoff, Chris Lorenz, Candace Lorenz, Albert Ancis, Michelle Fournier, Linnea Kenworthy, Andrew Berdahl, and David Schinnour to the Downtown Streetscape Improvement Task Force for a term beginning August 11, 2025, and ending March 31, 2026.

CARRIED UNANIMOUSLY.

7.1.2 **Memorial Bench Program**

Agenda Attachments: Request-for-Decision; Policy # CS-A-01 Memorial Bench.

**M2025.281** Moved by Councillor Kolafa, Councillor Lacher  
That Council directs Administration to continue with a fulsome audit of the Memorial Bench Program and furthermore to develop and present an updated Memorial Program Policy for Council's consideration by December 2025.

CARRIED UNANIMOUSLY.

7.1.3 **Bridge 11 Replacement – Additional Funding**

Agenda Attachment: Request-for-Decision.

**M2025.282** Moved by Councillor Lacher, Councillor Kolafa  
That Council approves the unbudgeted expense of \$231,475.50 to fund the completion of the Bridge 11 Project to be funded from the Transportation Reserve.

CARRIED UNANIMOUSLY.

OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER

YouTube Timestamp: 1:28:09

## **7.2 Chief Administrative Officer**

### **7.2.1 General Design Standards and Construction Specifications**

Agenda Attachments: Request for Decision; Town of Drumheller General Design Standards and Construction Specifications (Draft).

**M2025.283** Moved by Councilor Zariski, Councillor Price  
That Council adopts the General Design Standards and Construction Specifications, as presented.

CARRIED UNANIMOUSLY.

### **7.2.2 Natural Gas Distribution Franchise Agreement Bylaw #20.25 (2nd Reading)**

Agenda Attachments: Request for Decision; Bylaw #20.25 – Natural Gas Distribution Franchise Agreement (2nd); Bylaw #10.15 – Natural Gas Distribution System Franchise Agreement; AUC Disposition Letter 30192-D01-2025.

**M2025.284** Moved by Councillor Lacher, Councillor Kolafa  
That Council gives second reading to Natural Gas Distribution Franchise Agreement Bylaw #20.25, as presented.

CARRIED UNANIMOUSLY.

**M2025.285** Moved by Councillor Kolafa, Councillor Lacher  
That Council gives third and final reading to Natural Gas Distribution Franchise Agreement Bylaw #20.25, as presented.

CARRIED UNANIMOUSLY.

### **7.2.3 North Michichi Creek Land Designation Bylaw (1st Reading)**

Agenda Attachments: Request for Decision; Bylaw #28.25 – North Michichi Creek Land Designation (1st Reading).

**M2025.286** Moved by Councillor Price, Councillor Kolafa

That Council gives first reading to North Michichi Creek Land Designation Bylaw #28.25, as presented, and sets a Public Hearing date for Monday, September 8, 2025, at 5:30 p.m.

CARRIED UNANIMOUSLY.

#### 7.2.4 **Lehigh Land Designation Bylaw #29.25 (1st Reading)**

Agenda Attachments: Request for Decision; Bylaw #29.25 – Lehigh Land Designation Bylaw (1st Reading).

**M2025.287** Moved by Councillor Sereda, Councilor Zariski  
That Council gives first reading to Lehigh Land Designation Bylaw #29.25, as presented.

CARRIED UNANIMOUSLY.

**M2025.288** Moved by Councilor Zariski, Councillor Lacher  
That Council gives second reading to Lehigh Land Designation Bylaw #29.25, as presented.

CARRIED UNANIMOUSLY.

**M2025.289** Moved by Councillor Lacher, Councillor Kolafa  
That Council gives unanimous consent for third and final reading of Lehigh Land Designation Bylaw #29.25.

CARRIED UNANIMOUSLY.

**M2025.290** Moved by Councillor Price, Councillor Sereda  
That Council gives third and final reading to Lehigh Land Designation Bylaw #29.25, as presented.

CARRIED UNANIMOUSLY.

CORPORATE AND COMMUNITY SERVICES

EMERGENCY AND PROTECTIVE SERVICES DEPARTMENT

#### 8. CLOSED SESSION

YouTube Timestamp: 1:53:58

##### 8.1 **Capital Projects Discussion**

**ATIA 29 – Advice from officials**  
**ATIA 32 – Privileged information**



**M2025.291** Moved by Councillor Lacher, Councillor Sereda  
That Council close the meeting to the public at 6:21 p.m. to discuss Capital Projects  
as per ATIA 29 – Advice from officials and ATIA 32 – Privileged information.

CARRIED UNANIMOUSLY.

**M2025.292** Moved by Councillor Lacher, Councilor Zariski  
That Council open the meeting to the public at 7:51 p.m.

CARRIED UNANIMOUSLY.

9. ADJOURNMENT

**M2025.293** Moved by Councillor Kolafa, Councillor Price  
That Council adjourn the meeting at 7:52 p.m.

CARRIED UNANIMOUSLY.

\_\_\_\_\_  
MAYOR

\_\_\_\_\_  
CHIEF ADMINISTRATIVE OFFICER



**TOWN OF DRUMHELLER**  
**SPECIAL COUNCIL MEETING**

**MINUTES**

TIME & DATE: 4:30 PM – Monday, August 18, 2025

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

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IN ATTENDANCE:

Mayor Heather Colberg  
Councillor Patrick Kolafa  
Councillor Stephanie Price  
Councillor Tony Lacher  
Councillor Crystal Sereda (remote)  
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 (regrets)  
Dir. of Emergency & Protective Services: Greg Peters  
Communications Officer: Erica Crocker  
IT Support: Angela Keibel  
Recording Secretary: Mitchell Visser

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1. CALL TO ORDER

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

2. OPENING COMMENTS

Mayor Colberg reminded residents that Election Day for the Battle River-Crowfoot By-Election is today until 8:30 p.m. and encouraged residents to do their civic duty and vote!

3. ADOPTION OF AGENDA

3.1 **Agenda for the August 18, 2025, Special Council Meeting**

**M2025.294** Moved by Councillor Lacher, Councillor Kolafa

That Council adopt the agenda for the August 18, 2025, Special Council Meeting, as presented.

CARRIED UNANIMOUSLY.

4. REPORTS FROM ADMINISTRATION

YouTube Timestamp: 5:26

CORPORATE & COMMUNITY SERVICES

4.1 **Director of Corporate & Community Services**

#### 4.1.1 Corporate & Community Services – 2025 Q2 Quarterly Report

Agenda Attachments: Briefing Note; 2025 Q2 Quarterly Report Presentation.

- M2025.295** Moved by Councilor Zariski, Councillor Sereda  
That Council accepts the 2025 Q2 Quarterly Report of the Corporate & Community Services Department, as information.

CARRIED UNANIMOUSLY.

#### 4.1.2 Proposed Dino Drifter Community Event Float 2026 Schedule

Agenda Attachment: Request-for-Decision.

- M2025.296** Moved by Councillor Sereda, Councillor Kolafa  
That Council accepts the proposed Dino Drifter Community Event Float 2026 Schedule as information, and furthermore, directs Administration to bring it to the 2026 Municipal Budget deliberations for Council consideration.

DEFEATED UNANIMOUSLY.

OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER

YouTube Timestamp: 47:41

#### 4.2 Chief Administrative Officer

##### 4.2.1 Record Retention and Disposition Bylaw #25.25 (3<sup>rd</sup> Reading)

Agenda Attachments: Request for Decision; Bylaw #25.25 – Record Retention and Disposition Bylaw (3rd Reading); Policy #C-04-99 – Retention and Disposition of Inactive Records.

- M2025.297** Moved by Councillor Kolafa, Councillor Price  
That Council gives third and final reading to Record Retention and Disposition Bylaw #25.25, as presented.

CARRIED UNANIMOUSLY.

##### 4.2.2 Transition of Chief Administrative Officer

Agenda Attachment: Request for Decision.

- M2025.298** Moved by Councilor Zariski, Councillor Kolafa  
That Council accepts the resignation and retirement of Chief Administrative Officer, Darryl Drohomerski, effective August 23, 2025.

CARRIED UNANIMOUSLY.

- M2025.299** Moved by Councillor Price, Councillor Lacher  
That Administration brings a Designated Officer Bylaw to Council to allow for the Flood Program Authority delegation in accordance with section 210 of the Municipal Government Act.

CARRIED UNANIMOUSLY.

- M2025.300** Moved by Councillor Kolafa, Councillor Sereda  
That Council appoints Esther Quiambao as the Chief Administrative Officer for the Town of Drumheller, effective August 24, 2025.

CARRIED UNANIMOUSLY.

5. ADJOURNMENT

- M2025.301** Moved by Councillor Lacher, Councillor Price  
That Council adjourn the meeting at 5:30 p.m.

CARRIED UNANIMOUSLY.

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MAYOR

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CHIEF ADMINISTRATIVE OFFICER

<b>Drumheller Valley Sports Committee Meeting</b> <b>June 25, 2025</b> <b>Badlands Community Facility – Small Boardroom - 6:00pm – 7:30 pm</b>	
<b>Committee Members</b>	<b>Administration</b>
Kaylyn Jensen – Acting Manager of Recreation, Arts & Culture, Town of Drumheller	Victoria Chan – Chief Financial Officer / Director of Corporate & Community Services
Stephanie Price - Appointed Committee Councilor, Town of Drumheller	Sandra Leitner – Secretary for Committee Meeting
William Buchanan - Alberta Soccer Association	
Ken Fournier - Drumheller Titans Football	
Amber Hodgson - Drumheller Dragons	
Vice Chair -Colin Kloot - Drumheller Pickleball Club	
Chair - Gavin Makse - Drumheller Minor Soccer	
Kristi Murphy - Drumheller Mixed Slo Pitch	
Linda Traquair - Alberta 55+ Board	
Julia Fielding – Travel Drumheller	

## 1. Call to Order

The meeting was called to order at 6:02 PM by Kaylyn Jensen, who served as acting Chair until the election of the official Chair.

## 2. Welcome

Kaylyn Jensen welcomed all committee members and introduced herself. Each committee member then introduced themselves and shared a brief overview of their background, as reflected in the committee members listing.

## 3. Housekeeping/Emergency Evacuation Procedure

Kaylyn Jensen reviewed housekeeping rules and outlined the emergency evacuation procedures, including where to go and the location of the muster point.

## 4. Review of Committee's Terms of References

Victoria Chan presented an overview of the Committee's Terms of Reference and reviewed the relevant bylaw, including the structure and process for electing the Chair and Vice Chair.

## 5. Election of Chair

Colin Cloot nominated Gavin Makse for the position of Chair. Gavin accepted the nomination. No other nominations were received. Gavin Makse was unanimously elected and acclaimed as Chair of the Committee.

## 6. Election of Vice Chair

William Buchanan (Bill) nominated Colin Kloot for the position of Vice Chair. Colin accepted the nomination. No other nominations were received. Colin Kloot were acclaimed as Vice Chair of the Committee.

## 7. Appointment of Chair & Vice Chair

Following the elections, the appointments of Gavin Makse as Chair and Colin Kloot as Vice Chair were formalized in accordance with the bylaw.

## 8. Proposed Meeting Schedules for 2025 and 2026

The committee reviewed a draft meeting schedule and agreed to hold meetings more frequently than the minimum requirement of four per year, as outlined in the bylaw. To accommodate varying schedules and encourage broader participation, meeting times will alternate between afternoons and evenings and be held as needed.

It was also confirmed that virtual attendance will count toward quorum. For decision-making purposes, a minimum of five voting members is required, with a committee consisting of eight voting members in total.

The tentative date for the next meeting is Wednesday, July 9, 2025, from 12:00 PM to 1:00 PM.

## 9. Sports Tourism Grant – Travel Drumheller

A discussion was held regarding the Sports Tourism Grant, including:

- **Budget Timing:** Planning to begin in September with budget proposals in anticipation of the new council in November.
- **Subcommittees:** Suggested for targeted topics such as sports field development or events. Not all members need to attend all subcommittee meetings.
- **Use of Funds:** \$17,000 remains in the grant. The funds are intended to support events that bring visitors to Drumheller (e.g., advertising, event coordination).
- **Project Proposals:** The committee expressed interest in issuing a Call for Proposals to other community groups, encouraging the submission of ideas that align with the grant's objective of increasing visitation. Members are also encouraged to submit written proposals for review. All proposals should support initiatives that enhance community engagement and attract more visitors to the area.

### Next Steps:

- Members to provide written proposals to the Chair before the next meeting.
- Proposals may be evaluated based on whether the funds would support one large event or several smaller events throughout the fall.
- Suggested outreach to local sports groups to solicit ideas.
- A possible survey may be distributed to gather interest from external organizations.
- Clarification was requested on whether funding can be allocated to facilities. Currently, it must be event-based and aimed at drawing visitors to Drumheller.

## 10. Roundtable

Open floor discussion included:

- Potential ideas such as football camps, clinics (e.g., parasport ski), and coordination with events like the Dragons' tournaments.
- Interest in maximizing the grant's impact by spreading funds across multiple events.
- Discussion of timelines for events, with an emphasis on September and October opportunities.
- Noted interest from groups like pickleball, baseball, and AG Society's demolition derby.

## 11. Adjournment

The meeting was adjourned at 7:31 pm

Next Meeting: Wednesday, July 24th , 2025, Noon – 1 pm (*Tentative*)

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

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**Present:**

Tony Lacher – Councillor/Member – Chair  
Crystal Sereda – Councillor/Member  
Shelley Rymal – Member  
Aaron Hamilton – Member  
Art Erickson – Member  
Andrew Luger – Member  
Devin Diano – Palliser Regional Municipal Services  
Gary Wilson - Palliser Regional Municipal Services  
Antonia Strilisky – Development Officer  
David Vidal – Reality Bytes IT  
Bridget Unland – Municipal Planning Commission Secretary  
  
Lyle Stevenson – Guest

**Regrets:**

Kirk Mclean – Member

**1.0 CALL TO ORDER**

T. Lacher 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 June 12, 2025 Municipal Planning Commission Meeting.

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



**MPC2025.020** The Municipal Planning Commission adopt the agenda for the June 12, 2025 Meeting as presented.

**CARRIED UNANIMOUSLY**

#### **4.0 MINUTES FROM PREVIOUS MEETINGS**

##### **4.1 Minutes for the May 29, 2025, Municipal Planning Commission Meeting.**

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

**MPC2025.021** The Municipal Planning Commission adopt the minutes for the May 15, 2025 Municipal Planning Commission meeting, as presented.

C. Sereda requested a friendly **amendment** to the motion to "...adopt the minutes for the May 29, 2025 Municipal Planning Commission meeting..." A. Hamilton accepted the friendly amendment.

**MPC2025.021A** The Municipal Planning Commission adopt the minutes for the May 29, 2025 Municipal Planning Commission meeting, as amended.

A. Hamilton was not present at the May 29, 2025 meeting. He is unable to second the motion. C. Sereda requested a friendly **amendment** to obtain a different seconder. A. Erickson accepted the friendly amendment.

**CARRIED UNANIMOUSLY AS AMMENDED**

#### **5.0 PALLISER REGIONAL MUNICIPAL SERVICES**

##### **5.1 Proposed Residential Subdivision: Creation of 15 lots plus laneway**

**FILE No. 80/172 PRMS No. 2025-007**

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

**MPC2025.022** The Municipal Planning Commission support Palliser Regional Municipal Services recommendations and conditions as presented for FILE No. 80/172.

**CARRIED** – A. Luger abstained

**6.0 OTHER DISCUSSION ITEMS**

**7.0 NEXT MEETING DATE – June 26, 2025 at 12:00 pm**

**8.0 ADJOURNMENT**

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

**MPC2025.023** The Municipal Planning Commission adjourn the meeting at 12:25 pm.

**CARRIED UNANIMOUSLY**



**Chairperson**



**Development Officer**

**Drumheller Public Library Board  
Agenda – Annual General Meeting**

**Date:** Wednesday, June 4, 2025  
**Time:** 6:30 pm  
**Location:** Hybrid in-person/Zoom  
**Chair:** Cheryl McNeil  
**Secretary:** James Foster  
**Regrets:**  
**Trustees:** Jade Scott (left at 7:18 pm), Tracy Abildgaard, Lynn Fabrick (arrived at 6:56 pm),  
Andrea Roberts, Brook Gipman, Ken Enns, Stephanie Price, Rebecca Harvey  
**Marigold:** Margaret Nielsen  
**Guests:** Linda Traquair, Margaret Nielsen, BJ Gallagher, Debbie LaPlante  
**Library Director:** Melody Polych

1. Call to Order – C McNeil called the meeting to order at 6:31 pm.
2. Introduction of Trustees and Guests – Everyone introduced themselves.
3. Approval of Agenda – no changes, agenda approved as presented.
4. Approval of Minutes from May 29, 2024 AGM – S Price motioned to approve the AGM minutes, all in favour, motion carried.
5. 2024 Financial Review – BDO (Review and Approval) – Renee McIntosh from BDO presented the financial review. The financial review is issued with a qualified conclusion, but this is a common practice for this sort of financial review. Net assets are down, largely due to fewer grants – last year there were centennial events and grants issued for those. GIC interest is down compared to last year. Accounts payable is down a great deal, mostly due to a Dolly Parton's Imagination Library payment that was made. Many expenses were lower in 2024 due the absence of a library director to make some spending decisions. M Polych asked about a discrepancy between budgeted board expenses presented by BDO and the one the library director had access to – so R McIntosh will check if the correct budget was sent from QuickBooks. J Scott thinks that the budget sent to BDO might have been one generated by Ascend, which would not necessarily be updated. C McNeil asked that the budget numbers be checked before the financial review is finalized. J Scott stated that we need to send the original budget, rather than the revised budget, so that the financial review can be completed correctly. The budget line for indirect payments from Town of Drumheller should be factored into the direct payments from the Town. McIntosh affirmed that she will make sure that the budget names and allocations are designated in a way that meets the library's needs.
  - a. Most notes at the end of the review are consistent from last year. We prepare our financial statements using a 4200 series form, but we can only use this type of filing if our total income remains below \$500,000. Once we are above \$500,000 in income, we will need to follow new policies, and the amount of change is unclear until we actually have to make it happen. J Scott brought up that last year the idea was brought forward to begin tracking library assets in the event that we are not longer covered by 4200 series.
  - b. R McIntosh asked if BDO needed to prepare the library's charity review, but C McNeil stated that the library should be able to manage this.

C McNeil thanked J Scott for their time on the board, especially the amount of time taken to get the library finances in order. J Scott will need all library email, Payworks and other signing authority access removed. J Scott will make sure that the library Google Drive access is owned by M Polych.

- a. Secretary – L Fabrick nominated J Foster to be secretary of the library board – no other nominations, by acclamation James Foster is re-elected the Secretary of the Drumheller Public Library Board.
- b. Treasurer – S Price nominated K Enns to be treasurer of the library board – no other nominations, by acclamation Kenneth Enns is elected Treasurer of the Drumheller Public Library Board.
- c. Vice Chair – S Price nominated R Harvey to be Vice Chair of the library board – no other nominations, by acclamation Rebecca Harvey is elected Vice Chair of the Drumheller Public Library Board.
- d. Chair – L Fabrick nominated C McNeil to be Chair of the library board, no other nominations, by acclamation Cheryl McNeil is re-elected Chair of the Drumheller Public Library Board.

9. Questions from Guests – L Traquair asked if there were objectives or a mission for 2025, especially as those relate to requests from the Library Society. M Polych stated that improving meeting spaces, refreshing the children's space (specifically children's chairs), and getting adult programming functioning well. L Traquair noted that casino funding is now open to funding for seniors, which is a very recent change. C McNeil noted that the plan of service is our focus for the remainder of this year, and that the special projects committee is working towards supporting M Polych in that area.

10. Adjournment – A Roberts moved to adjourn the AGM at 7:46 PM.

## **Town of Drumheller Public Library Board Meeting Minutes**

**Date:** Wednesday June 4, 2025  
**Time:** 6:00 – 6:30; then following AGM  
**Location:** Large Program Room, Drumheller Public Library  
**Chair:** Cheryl McNeil  
**Secretary:** James Foster  
**Regrets:**  
**Trustees:** Stephanie Price, Jade Scott, Tracy Abildgaard, Andrea Roberts, Brook Gipman, Ken Enns, Rebecca Harvey, Lynn Fabrick (not present)  
**Marigold Rep:** Margaret Nielsen (arrived at 6:22 pm)  
**Guests:** Margaret Nielsen, BJ Gallagher, Debbie Laplante, Linda Traquair.  
**Library Director:** Melody Polych

1. Call to Order – *note meeting will adjourn for the AGM at 6:30* – C McNeil called the meeting to order at 6:01 pm.
2. Meeting Procedures
  - a. Welcome guests – Board members introduced themselves, BJ Gallagher from the Library Society introduced herself, R Harvey was introduced as a formal member of the board, and the library director introduced herself.
  - b. Land acknowledgement – C. McNeil – S Price read the land acknowledgement.
  - c. Confirmation of quorum (6/10) – 9 members present, quorum achieved.
  - d. Correspondence – Marigold Library Services (4 items) – C McNeil sent forward the Marigold annual report, which contains a lot of interesting information. Other correspondence will be addressed later.
  - e. Accepting of regrets – no motion needed.
  - f. Agenda review – additions/changes to agenda – none put forward.
  - g. Review/approval of Meeting Minutes (April 9, 2025) – S Price noted in 3C a spelling mistake – Mayor Colberg needs to be corrected. – S Price motioned to approve the minutes as amended, all in favour, motion carried.
3. Reports
  - a. Financials: J. Scott
    - i. March 2025 month end – review/approve – J Scott presented the March financial statement - not much of note occurred in this period. J Scott motioned to approve the March 2025 financial statement, all in favour, motion approved.
    - ii. April 2025 month end – review/approve – J Scott presented the financial statement. Income is high due to a periodic large lump payment from the town, and expenses are on track. J Scott motioned to approve the April financial statement, all in favour, motion carried.
  - b. Library Director – April/May reports - M. Polych – Children's programming continued to have strong participation. The grand-friends event and monthly Minecraft tournament both had strong attendance. Weather makes library program attendance hard to predict. A staff member lent their expertise for a cupcake decorating event, and it had strong attendance and this type of event would be a good addition to library programs. Graham Christensen

presented on tornadoes and the event packed the large program room. Some money was received from FCSS for programming, but it was about 10% of what was requested, so a planned Adulting 101 program might not be possible. In facilities news, the library meeting rooms are smaller than thought, and maximum room occupancy is lower than has been posted. C McNeil pointed out that maybe some events need to be held twice rather than once if they might experience high attendance. Pronunciator is no longer being offered as a language resource, but hopefully something else will be offered in its place. The library received funding for Canada Summer Jobs and the director hired two student interns who will start on June 30. The Marigold Conference in Calgary went well and provided many new ideas for staff to use. The Badlands Pride Story Time went well in collaboration with the library. The Drumheller Lyons donated to the summer reading program and the free little pantry program. The Library collaborated with the Napier for a magic event, which also included Lothar the Magician, but only four people attended. R Harvey asked about the low attendance, and M Polych replied that a popular sports event took place at the same time, which probably impacted attendance. S Price pointed out that sometimes advertisements are sent home with students from the Greentree School, which can help inform parents.

MEETING PAUSED HERE: S Price moved to adjourn at 6:28 pm in order to hold the AGM, meeting reconvened at 7:47 pm.

- c. Marigold: M. Nielsen – no report tonight.
- d. Society: M. Nielsen / C. McNeil – Reel Alternative is done till September.
- e. Committees:
  - i. HR Committee (J. Scott, J. Foster, C. McNeil)
  - ii. Special Projects Committee: committee formed w/ goal to support Plan of Service work – set June meeting (L. Fabrick, T. Abilgaard, B. Gipman, S. Price, C. McNeil) – no date set yet.
  - iii. Policy Committee: set June/July meeting (S. Price, C. McNeil) – M. Polych provided useful Code of Conduct policies – no date set yet, but there is additional work set by the government for OHS.

#### 4. Ongoing/Unfinished Business

- a. Board member orientation/training –
  - i. Orientation/Training – completed April 23
- b. Board Basics Workshops – will be posted once PLSB announces these

#### 5. New Business

- a. Signing authority – sign cheques; electronic approval access for Library account with ConnectFirst/Servus
  - i. J Foster motioned to remove Jade Scott from Drumheller Public Library signing authority, Quickbooks Online, Payworks and all other library online accounts, S Price seconded, all in favour, motion carried.

- ii. J Foster motioned to add Ken Enns, in his capacity as Treasurer of the Drumheller Public Library Board, to Drumheller Public Library signing authority through Connect First/Servus Credit Union (including online banking), Quickbooks Online, and Payworks, L Fabrick seconded, all in favour, motion carried.
- iii. S Price motioned to add Rebecca Harvey as Vice Chair of the Drumheller Public Library Board to Drumheller Public Library signing authority through Connect First/Servus Credit Union (including online banking), J Foster seconded, all in favour, motion carried.

- b. For Discussion – 2025 Cost of Living Staff increases – M. Polych will provide background information – decision tabled to July meeting – C McNeil stated that the desire is that staff earn a living wage, and last year when a living wage increase was approved, it was approved retroactively to April 1, 2024.

6. Adjournment –S Price motioned to adjourn at 7:58 pm.

**Next Meeting: July 9, 2025 6:30 pm**

**Minutes Signatures:**

Cheryl McNeil

Chair, Town of Drumheller Library Board

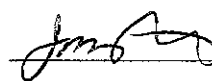
Signature & Date:

 July 10, 2025

James Foster

Secretary, Town of Drumheller Library Board

Signature & Date:

 July 10, 2025

## REQUEST FOR DECISION

<b>TITLE:</b>	Encroachment Bylaw #02.25 (1 <sup>st</sup> Reading)
<b>DATE:</b>	August 25, 2025
<b>PRESENTED BY:</b>	Antonia Strilisky, Development Officer
<b>ATTACHMENTS:</b>	Bylaw #02.25 – Encroachment Bylaw (1 <sup>st</sup> Reading)

### SUMMARY:

Administration has become aware of an increase in the number of structures or objects (encroachments) onto Town-owned lands including reserves and streets over the last several years. Currently, there is no formalized process in place with how to manage these encroachments of varying types or sizes.

The proposed Encroachment Bylaw #02.25 aims to establish formal guidelines for managing encroachments that extend onto Town land within the municipality. The regulations within the proposed Bylaw will apply to both existing and future encroachments and set out definitions, procedures, responsibilities, prohibitions, and enforcement mechanisms.

### RECOMMENDATION:

That Council gives first and second reading to proposed *Encroachment Bylaw #02.25*, as presented.

### DISCUSSION:

Typically Administration identifies encroachments when completing Certificates of Compliance relating to land transactions for private property owners. There have been an increase in Certificates over the last several years, which have highlighted a number of encroachments. In addition, the Development Officer and Municipal Enforcement frequently handle complaints that highlight encroachments of various forms.

Within the proposed Bylaw, “encroachment” means anything that is placed in a fixed location on or in the ground, or attached to something that extends on or over Town-owned land. It includes any structures (e.g., fences, decks, and garages and includes projecting signage and lighting fixtures, hard landscaping, utilities, etc.).

The proposed Bylaw outlines the Chief Administrative Officer (CAO) as the decision-making authority. Under the provision of the proposed Bylaw, the CAO or their designate:

- has broad discretion to approve, reject, or set terms for encroachments;
- can issue written authorization or formal encroachment agreements, which must be registered as a caveat by the Land Titles Office; and
- can revoke or amend approvals and order removal of encroachments at any time.

Some of the general prohibitions outlined within the proposed Bylaw are as follows:

- No encroachments are allowed onto Town land without written authorization from the Town. Written authorization may be in the format of a letter of consent, or an Encroachment Agreement registered on the subject property’s Certificate of Title;
- Encroachments onto reserve land would be strictly prohibited unless permitted through other Town Policies, Bylaws, or the *Municipal Government Act*.



Additionally, within the proposal, the Town would be required to deny an encroachment application and issue a letter of rejection if the encroachment jeopardizes public safety, interferes with the operation of the Town or a utility provider, obstructs public access to Town property, or is not in the best interest of the Town or its citizens.

Provisions for Municipal Enforcement have been included within the Bylaw, so that a Peace Officer may issue an Enforcement Order under sections 545 or 546 of the *Act*. Failure to comply with this order constitutes an offence. If the property owner or occupier does not comply, the Town may apply to a court for an injunction, or in some cases remedy the violation at the violator's expense, which may be added to their tax roll. Those who receive an Enforcement Order can request a review by the Community Standards Appeal Board within 15 days of receiving the order, following the procedures outlined in the *Community Standards Appeal Board Bylaw*.

**FINANCIAL IMPACT:**

No financial impact based on additional Administration. Costs associated with any Written Authorization or Encroachment Agreement shall be at the expense of the property owner. Any costs associated with Enforcement Orders issued under sections 545 or 546 of the *Act* shall be expensed to the violator's property tax roll.

**STRATEGIC POLICY ALIGNMENT:**

Changes align with the objective to reduce red tape and establish clear and consistent standard operating procedures throughout the organization.

**COMMUNICATION STRATEGY:**


After third and final reading, the Bylaw will be uploaded on our website, and internal staff as well as Municipal Planning Commission members will be notified of the change. The Planning and Development webpage will be updated to reflect the new Bylaw.

**MOTION:**

That Council gives first reading to Encroachment Bylaw #02.25, as presented.

**MOTION:**

That Council gives second reading to Encroachment Bylaw #02.25, as presented.

  
Prepared by:  
Antonia Strilisky  
Development Officer  
Reviewed by:  
Reg Johnston  
Manager of Economic  
Development  
Approved by:  
Esther Quiambao, CLGM  
Chief Administrative Officer

**TOWN OF DRUMHELLER**  
**BYLAW NUMBER 02.25**  
DEPARTMENT: DEVELOPMENT AND PLANNING

ENCROACHMENT BYLAW

A BYLAW OF THE TOWN OF DRUMHELLER, IN THE PROVINCE OF ALBERTA TO ADDRESS  
ENCROACHMENTS INTO TOWN-OWNED LAND, STREETS AND EASEMENTS

**WHEREAS** the Municipal Government Act, R.S.A. 2000, c. M-26, empowers municipalities to pass bylaws dealing with the use and management of their property, and prohibiting or regulating any development;

**AND WHEREAS** the Municipal Government Act, R.S.A 2000, c. M.26 authorizes a municipality to pass bylaws regarding the remedying of the contraventions of bylaws;

**AND WHEREAS** section 651.2 of the Municipal Government Act, R.S.A 2000, c. M.26 allows municipalities to permit encroachments onto a road by agreement;

**AND WHEREAS** section 72 of the Land Titles Act, R.S.A. 2000, c. L-4, permits the registration of encroachment agreements on the affected parcels of land;

**AND WHEREAS** the Town of Drumheller recognizes its responsibility to its citizens to maintain and operate effective and safe services and to enable public access to lands intended for public use and enjoyment;

**AND WHEREAS** the Town of Drumheller recognizes the importance of upholding these responsibilities by effectively managing encroachments onto Town-owned land, streets, and easements;

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

**1. CITATION**

1.1 This Bylaw shall be cited as the Town of Drumheller "Encroachment Bylaw."

**2. DEFINITIONS**

2.1 For the purposes of this Bylaw, the following definitions shall apply:

- a) *"Certificate of Title"* means the record of that title to land that is maintained by the Registrar as defined in the *Land Title Act, R.S.A 2000, c. L-4*;
- b) *"Chief Administrative Officer"* or *"CAO"* means the person appointed as Chief Administrative Officer for the Town of Drumheller, or their designate;
- c) *"Community Standards Appeal Board Bylaw"* means the means the *Community Standards Appeal Board Bylaw #31.24*, as amended from time to time, and its successor legislation;
- d) *"Easement"* means any right of way, including a *Utility Right of Way*, located on

privately owned property, established for the installation, construction, repair and maintenance of utilities, or for the access and passage of persons, identified by a registered plan or by description and documented by a registered caveat or easement agreement at the Alberta Land Titles Office.

- e) “*Encroachment*” means anything placed with a fixed location on the ground or attached to something having a fixed location on the ground that extends on, over, or under *Town land*, including the immediate airspace, and includes, but is not limited to, the following:
- i) buildings, all projections (including eaves, footings, foundations, weeping tiles, cantilevers, etc.) and siding;
  - ii) garages;
  - iii) extensions of adjacent lands by fill or any deposit of fill;
  - iv) fences;
  - v) sidewalks, curbs, parking pads, aprons, or driveways made from asphalt, concrete, or brick;
  - vi) structures (including decks, stairs, patios, gazebos, satellite dishes, antennas, decorative walls, etc.);
  - vii) walls;
  - viii) swimming pools and hot tubs;
  - ix) shrubs, trees or other organized landscape materials;
  - x) hard landscaping (including asphalt, concrete paving stones, retaining walls, fire places, planters, etc.);
  - xi) lighting fixtures;
  - xii) permanent signs;
  - xiii) underground electrical wiring (excluding utilities authorized by the *Town* and located within *Town land*); and
  - xiv) underground irrigation systems (excluding utilities authorized by the *Town* and located within *Town land*).
- f) “*Encroachment Agreement*” means an agreement between the owner and the *Town* permitting an *encroachment* subject to agreed-upon terms and conditions;
- g) “*Enforcement Order*” means an order written pursuant to section 545 or 546 of the *Municipal Government Act*;
- h) “*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;
- i) “*Notice to Remedy*” means a written notice pursuant to this Bylaw that instructs a *person* to remedy a condition that is not in compliance with any provision of this Bylaw within a specified timeframe;

- j) “*Peace Officer*” has the same meaning given to it in the *Provincial Offences Procedure Act, R.S.A. 2000, c. P-34*;
- k) “*Person*” means a natural person or a corporation, and includes a partnership, an association, or a group of people acting in concert unless the content explicitly necessarily implies otherwise;
- l) “*Property Owner*” means the person(s) shown as the owner(s) of land on the *Certificate of Title* for a parcel in which an *encroachment* originates;
- m) “*Real Property Report*” means a survey document prepared, signed and stamped by an Alberta Land Surveyor, illustrating the location of all structures and visible improvements situated on a parcel of land relative to the property boundaries.
- n) “*Reserve Land*” means any parcel designated as municipal reserve, environmental reserve, municipal and school reserve, school reserve, conservation reserve, or community services reserve, as defined in the *MGA* or noted as community reserve on a *Certificate of Title*;
- o) “*Street*” means the entire area located within a road right of way, whether developed or not, and includes the roadway, sidewalks, boulevards, ditches and any other improvements located within the right of way;
- p) “*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;
- q) “*Town Land*” means all titles and non-titled lands owned by or under the direct responsibility of the *Town of Drumheller*, and includes all *streets*, *Utility Right of Ways* and easements.
- r) “*Utility*” means any lines, systems, infrastructure, or other facilities relating to any one or more of the following:
  - i) The distribution or transmission of electricity, telephone, cable television or telecommunications;
  - ii) The distribution or transmission of natural gas;
  - iii) The storage, transmission, treatment, distribution or supply of water;
  - iv) The collection, treatment, movement or disposal of sanitary sewage, including but not limited to pipes, force mains, and pumping stations; or
  - v) The drainage, collection, treatment, movement or disposal of storm sewer water, including but not limited to collection devices, drainage swales, pipes, pumping stations, storm water ponds and wetlands;
- s) “*Utility Provider*” means the *Town* or a third-party provider of *utilities*, which has authority to access and use a *Utility Right of Way* to construct, install, maintain, repair, replace, and operate its *utilities* pursuant to a *Utility Right of Way agreement*;
- t) “*Utility Right of Way*” means a *Utility Right of Way* granted pursuant to the *Land*

*Titles Act, R.S.A. 2000, c L-4; and*

- u) “*Violation Ticket*” has the same meaning given to it in the *Provincial Offences Procedure Act, R.S.A. 2000, c. P-34*.

### 3. INTERPRETATION

- 3.1 In this Bylaw, words in the singular include the plural and words in the plural include the singular.
- 3.2 In the event of conflict between a provision of this Bylaw and another *Town* bylaw, the provisions that is the most restrictive in relation to encroachment prevails.

### 4. SCOPE

- 4.1 This Bylaw applies to all *encroachments* into *Town Land*.
- 4.2 This Bylaw applies to all *encroachments* which currently exist at the time this Bylaw is passed, regardless of when they were first placed, as well as all *encroachments* placed after this Bylaw is passed.
- 4.3 Nothing in this Bylaw relieves a *person* from complying with any federal or provincial law, other *Town* bylaws, or any requirements of any lawful permit, order, or restriction on a *Certificate of Title* or license.

### 5. PROHIBITIONS AGAINST ENCROACHMENTS

- 5.1 A *person* must not place or allow to be placed an *encroachment* onto *Town Land* without the written authorization of the *Chief Administrative Officer* or the execution of an *encroachment agreement* with the *Town*.
- 5.2 Notwithstanding any other provision in this Bylaw, a *person* must not place or allow to be placed an *encroachment* onto *Reserve Land*, unless permitted otherwise by *Town* policy, bylaws or the *Municipal Government Act*.

### 6. ENCROACHMENTS INTO TOWN LAND

- 6.1 Notwithstanding section 5, the following improvements shall be permitted to encroach into a *street* and shall not require prior written approval:
  - a) driveways of any material adjacent to a road or lane;
  - b) sidewalks; and
  - c) emergency access ramps, wheelchair or other accessibility ramps, fire escapes or similar structures.
- 6.2 Notwithstanding section 5, the following improvements shall be permitted to encroach into a *Utility Right of Way* and shall not require prior written approval:
  - a) Driveways of any material that cross over the *Utility Right of Way*, though do not run parallel to or with it;

- b) Sidewalks, including steps; and
  - c) Emergency access ramps, wheelchairs or other accessibility ramps, fire escapes or similar.
- 6.3 *Encroachments* outlined within Schedule “A” of this Bylaw may be permitted by written authorization of the *Chief Administrative Officer* subject to the terms, conditions, and duration of the authorization;
- 6.4 *Encroachments* that exceed the requirements of Schedule ‘A’ of this Bylaw may be permitted upon the application and execution of an *encroachment agreement* with the *Town*, subject to the terms, conditions, and duration of the agreement;
- 6.5 The *Chief Administrative Officer* is responsible for establishing the terms, conditions, and duration of all written authorizations or *encroachment agreements* established pursuant to section 6.3 and section 6.4 of this Bylaw, respectively.

## 7. ENCROACHMENT APPLICATION

- 7.1 Notwithstanding section 6 of this Bylaw, no *encroachment* shall be permitted until the *property owner* has submitted a duly completed encroachment application, in the form prescribed by the *Chief Administrative Officer*, along with all required supporting documentation, and the *Chief Administrative Officer* has reviewed and approved the application.
- 7.2 To begin the application process pursuant to Section 7.1, a *property owner* must submit the following:
- a) A completed application in the prescribed form;
  - b) An original copy of a *real property report* for the subject parcel, issued within six (6) months of the date of submission, or within two (2) years of the date of submission if accompanied by a sworn affidavit stating that no changes to the property have been made;
  - c) A current copy of the *Certificate of Title* for the subject parcel;
  - d) Photographs of the *encroachment*, if required; and
  - e) The prescribed fee, as outlined in the *Fees, Rates and Charges Bylaw*;
- 7.3 If an *encroachment agreement* is required, pursuant to section 5 of this Bylaw, the *property owner* must submit an agreement, drafted by a lawyer authorized to practice in the Province of Alberta, which shall include:
- a) the location and identification of the *encroachment*;
  - b) the owner’s responsibilities to maintain the *encroachment*;
  - c) terms or conditions under which the agreement is terminated;

- d) the *Town's* right to have access to the land;
- e) indemnification of the *Town*, its agent and licensees; and
- f) any other clauses deemed necessary by the *Town*.

7.4 When an *encroachment agreement* has been executed, the *property owner* shall register the *encroachment agreement* by caveat on the *Certificate of Title*.

## 8. FEES

8.1 The *property owner* shall be responsible for all costs related to facilitating an *encroachment*, which includes but is not limited to:

- a) the fees associated with the application for an *encroachment*, as outlined in the *Rates, Fees and Charges Bylaw*.
- b) fees arising from the use of *Town Land* in accordance with an *encroachment agreement*;
- c) any additional costs related to the processing of an application for an *encroachment agreement*, including legal fees, registration of the *encroachment agreement*, road closure applications, subdivision applications, disposal of reserves or other related costs; and
- d) any costs of utility relocation or reconstruction required to facilitate an encroachment.

8.2 The *property owner* shall, at their sole expense, be responsible for the costs of removing and restoring lands encumbered by an *encroachment*, as directed by the *Chief Administrative Officer*.

## 9. REFUSAL OF ENCROACHMENT

9.1 Notwithstanding section 6 and section 7 of this Bylaw, the *Chief Administrative Officer* may refuse to permit an *encroachment* if, in the *Chief Administrative Officer's* sole opinion, the proposed or existing *encroachment*:

- a) interferes with the safety of the public, the *Town*, or a *utility provider*;
- b) interferes with the *Town's* or the *utility provider's* ability to access, maintain, and operate its *utility* on *Town Land*;
- c) interferes with the public's ability to access *Town Land* intended for public use and enjoyment; or
- d) is not in the best interest of the *Town* or the citizens of Drumheller.

9.2 Any *property owner* who receives a refusal letter pursuant to section 9.1 shall not place an *encroachment*, and if applicable, must remove the *encroachment* within thirty (30) days of receiving the letter.

## 10. NOTICE TO REMEDY

- 10.1 Where the *Chief Administrative Officer* believes that an *encroachment* exists that should be removed or remedied, the *Chief Administrative Officer* shall provide a *Notice to Remedy*, which shall include written instruction to the *property owner* to remove or remedy the *encroachment*.
- 10.2 The *Notice to Remedy* shall include:
- a) the location of the *encroachment(s)*;
  - b) a description of the condition or conditions that are in violation of this Bylaw;
  - c) the remedial action that is required; and
  - d) the deadline for completion of remedial action, which shall be no less than seven (7) days and no more than one (1) year from the date of service.
- 10.3 Any owner who receives a *Notice to Remedy* and fails to fully comply with the requirements of the *Notice to Remedy* in the timeframe allotted commits an offence under this Bylaw.

## 11. ENFORCEMENT ORDERS

- 11.1 If the *Chief Administrative Officer* finds a *property owner* to be in violation of this Bylaw, they may issue an *Enforcement Order* in accordance with section 545 or 546 of the *MGA* that provides instructions to remedy the conditions found to be in violation of this Bylaw.
- 11.2 Any *property owner* or occupier who receives an *Enforcement Order* and fails to fully comply with the requirements of the *Enforcement Order* commits an offence under this Bylaw.
- 11.3 If a *property owner* or occupier receives an *Enforcement Order* and fails to fully comply with its requirements, the *Town* may take action to remedy the contraventions on the *Enforcement Order* at the *property owner's* or occupier's expense; this expense shall be added to the tax roll of the *property owner* and the *Town* shall recover the expense in the same manner as other taxes, pursuant to the *Municipal Government Act*.
- 11.4 Any *person* who receives an *Enforcement Order* may, by written notice within fifteen (15) calendar days after the date the order is received, request that the *Enforcement Order* be reviewed by the Community Standards Appeal Board.
- 11.5 The application for appeal, and the review of the *Enforcement Order* shall be done in accordance with the *Community Standards Appeal Board Bylaw*.

## 12. PENALTIES

- 12.1 A *person* who contravenes or fails to comply with a provision of any section of this Bylaw is guilty of an offence and shall be liable, upon summary conviction, to a penalty not less than \$100.00 and not exceeding \$5000.00, or to imprisonment for not more than six months for non-payment of a fine. Specified penalties to be issued by *Peace Officers* are found in Schedule "B" of this Bylaw.
- 12.2 Offences of a continuing nature shall be deemed to constitute a separate offence for



each day or part of a day that the offence continues.

- 12.3 A *Peace Officer* who has reasonable and probable grounds to believe that any *person* has contravened any provision of this Bylaw may issue and serve a *violation ticket*, allowing voluntary payment of the specified penalty to the court, or requiring a *person* to appear in court without the alternative of making a voluntary payment.
- 12.4 The recording of the payment of the specified penalty made to the court pursuant to a *violation ticket* shall constitute acceptance of a guilty plea and conviction for the offence.

### 13. TERMINATION OF AUTHORIZATION OR AGREEMENT

- 13.1 Notwithstanding any provision of this Bylaw, the *Town* may, at any time and in its sole discretion, terminate the written authorization of an encroachment or an *encroachment agreement* by providing written notice to the *property owner*, where the encroachment is affected by future plans for *utilities*, street widening, or other municipal development, or for any other reason the *Chief Administrative Officer* deems necessary for the public interest.

### 14. SCHEDULES

- 14.1 Schedule 'A' and Schedule 'B' are attached to and form part of this Bylaw.

### 15. SEVERABILITY

- 15.1 If any portion of this Bylaw is found to be invalid, that portion shall be severed from the remainder of the Bylaw and shall not invalidate the whole Bylaw.

### 16. TRANSITIONAL

- 16.1 This Bylaw comes into full force and effect upon third and final reading.

READ A FIRST TIME THIS \_\_\_\_\_ DAY OF \_\_\_\_\_, 2025.

READ A SECOND TIME THIS \_\_\_\_\_ DAY OF \_\_\_\_\_, 2025.

READ A THIRD AND FINAL TIME THIS \_\_\_\_\_ DAY OF \_\_\_\_\_, 2025.

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MAYOR

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CHIEF ADMINISTRATIVE OFFICER

## **SCHEDULE 'A'**

### **ENCROACHMENTS INTO TOWN LAND THAT REQUIRE WRITTEN AUTHORIZATION**

#### **1. ENCROACHMENTS INTO TOWN LAND OR STREETS**

- 1.1 Fence sections that encroach up to 0.10 metres into a street, providing no public utilities are captured within the fence sections.
- 1.2 Concrete garage aprons encroaching up to 0.10 metres into streets.
- 1.3 Steps which do not interfere with public sidewalks or trails and do not decrease the usable width of a street.
- 1.4 Retaining walls less than 0.60 metres in height, encroaching less than 0.10 metres into a street, except where the retaining wall is located adjacent to Town utilities or other above-ground surface utilities.
- 1.5 Retaining walls authorized as a condition of a development permit.
- 1.6 Non-permanent surface improvements within a boulevard area, including landscaping features, ground cover, driveways, and irrigation systems, which extend beyond a property line to a sidewalk, curb, or edge of pavement.
- 1.7 Signs, awnings, or canopies projecting into a street provided they:
  - a) project less than 2.4 metres measured horizontally over the street;
  - b) are not located closer than 1.0 metres measured horizontally to the portion of the street used for the passage of motor vehicles; and
  - c) are not less than 2.4 metres measured vertically above the surface of the street.
- 1.8 Outdoor/sidewalk patios that have received approval from the necessary Town departments.

#### **2. ENCROACHMENTS INTO EASEMENTS**

- 2.1 Driveways, sidewalks, or similar grade-level features which provide access to a residential dwelling or commercial business, that in the opinion of the Chief Administrative Officer are features directly benefiting the access or which may adversely affect access to or use of the *easement*.
- 2.2 Fence sections that encroach less than 0.10 metres into an *easement*.
- 2.3 Portable sheds not greater than 10 square metres, not constructed on a permanent foundation, nor connected to utility services.
- 2.4 Retaining walls less than 0.6 metres in height, encroaching less than 0.3 metres into an *easement*, except where the retaining wall is located adjacent to Town utilities or other above ground surface utilities.
- 2.5 Non-permanent surface improvements within a boulevard area, including landscaping features, ground cover, driveways, and irrigation systems.
- 2.6 Eaves encroaching less than 0.1 metre into an *easement*.

**SCHEDULE 'B'**  
**SPECIFIED PENALTIES**

<b>Bylaw Section #</b>	<b>Description of Offence</b>	<b>Penalty</b>
General Penalties	All violations of this Bylaw not specified within this schedule	\$250.00
5.1	Place unauthorized encroachment on Town land	\$1000.00
5.2	Place unauthorized encroachment on lease land	\$500.00
16.3	Fail to comply with Notice to Remedy	\$250.00
17.2	Fail to comply with an Enforcement Order	\$500.00

## REQUEST FOR DECISION

<b>TITLE:</b>	Flood Mitigation Project Designated Officer Bylaw #30.25 (1 <sup>st</sup> Reading)
<b>DATE:</b>	August 25, 2025
<b>PRESENTED BY:</b>	Esther Quiambao, Chief Administrative Officer
<b>ATTACHMENTS:</b>	Bylaw #30.25 – Flood Mitigation Project Designated Officer Bylaw (1 <sup>st</sup> Reading)

### **SUMMARY:**

With the multi-year Flood Mitigation Project nearing construction completion, and the necessity to complete a number of long-standing land and financial transactions for the program, it is recommended that Council assign the responsibility of the execution of these documents and process on behalf of the Town from the Chief Administrative Officer to retired CAO Darryl Drohomerski, who is remaining as a contracted consultant to the Town for the remainder of the Project.

### **RECOMMENDATION:**

Administration recommends that Council give all three readings to proposed Flood Mitigation Project Designated Officer Bylaw #30.25, as presented.

### **DISCUSSION:**

Council may by bylaw, in accordance with the *Municipal Government Act* (MGA), establish designated officer positions and specify which powers, duties, and functions are to be carried out. Additionally, section 213(4) of the MGA allows agreements and cheques and other negotiable instruments to be signed or authorized by a designated officer acting alone if so authorized by Council.

The proposed Bylaw #30.25 establishes retired CAO Darryl Drohomerski as the Flood Mitigation Project Designated Officer. As such, he will be authorized to complete the remaining work for the flood mitigation project, including land designations and consolidations, financial reporting, and approvals for scopes related to contract responsibilities to complete the project. This work may continue until the end of the existing project agreements with Provincial and Federal Governments in 2028.

### **FINANCIAL IMPACT:**

There is no financial impact to the passing of a Designated Officer bylaw, as per the MGA.

### **STRATEGIC POLICY ALIGNMENT:**

N/A

### **COMMUNICATION STRATEGY:**

N/A

**MOTION:**

That Council gives first reading to Flood Mitigation Project Designated Officer Bylaw #30.25, as presented.

**MOTION:**

That Council gives second reading to Flood Mitigation Project Designated Officer Bylaw #30.25, as presented.

**MOTION:**

That Council gives unanimous consent for third reading of Flood Mitigation Project Designated Officer Bylaw #30.25.

**MOTION:**

That Council gives third and final reading to Flood Mitigation Project Designated Officer Bylaw #30.25, as presented.



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Reviewed by:  
Angela Keibel  
Legislative Services Coordinator



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Approved by:  
Esther Quiambao, CLGM  
Chief Administrative Officer

**TOWN OF DRUMHELLER**  
**BYLAW NUMBER 30.25**  
DEPARTMENT: LEGISLATIVE SERVICES

FLOOD MITIGATION PROJECT DESIGNATED OFFICER BYLAW

A BYLAW OF THE TOWN OF DRUMHELLER, IN THE PROVINCE OF ALBERTA, TO  
ESTABLISH THE POSITION OF A DESIGNATED OFFICER FOR THE MUNICIPALITY

**WHEREAS** a Council may by bylaw, in accordance with section 210 of the *Municipal Government Act, R.S.A 2000, c.M.26*, establish one or more designated officer positions and give each of the positions a title and specify which powers, duties, and functions of a designated officer under this or any other enactment or bylaw are to be carried out;

**AND WHEREAS** section 213(4) of the *Municipal Government Act* allows agreements and cheques and other negotiable instruments to be signed or authorized by a designated officer acting alone if so authorized by Council;

**AND WHEREAS** section 180(3) of the *Municipal Government Act* allows Council to do something by bylaw if it is required to do something by resolution under any enactment.

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

**1. CITATION**

- 1.1 This Bylaw shall be cited as the Town of Drumheller "Flood Mitigation Project Designated Officer Bylaw."

**2. DEFINITIONS**

- 2.1 For the purposes of this Bylaw, the following definitions shall apply:

- a) "*Chief Administrative Officer*" or "CAO" means the person appointed as *Chief Administrative Officer* for the *Town of Drumheller*, or their designate;
- b) "*Council*" means the Mayor and Councillors of the *Town of Drumheller*;
- c) "*Designated Officer*" means individuals appointed to designated officer positions under the *Municipal Government Act*;
- d) "*Qualified Person*" means a person who holds the credentials required, if any, to perform the powers, duties, and functions of a *designated officer*;
- e) "*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
- f) "*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.

### 3. SCOPE

- 3.1 This Bylaw applies to any of the remaining work for the flood mitigation project, including, land transfers, financial reporting and approvals for scopes related to contract responsibilities to complete the project. This work may continue until the end of the agreement with Provincial and Federal Governments in 2028.

### 4. PURPOSE

- 4.1 The purpose of this Bylaw is to:
- a) establish a *designated officer* position as permitted or required by the MGA, and the terms and conditions of appointment; and
  - b) identify the powers, duties, and functions of the Flood Mitigation Project *Designated Officer* position.

### 5. DESIGNATION

- 5.1 The Flood Mitigation Project *Designated Officer* position is hereby established.
- 5.2 Council shall appoint Darryl Drohomerski as a qualified person as the Flood Mitigation Project *Designated Officer* position.
- 5.3 The Flood Mitigation Project *Designated Officer* of the *Town* with the following powers, duties, and functions:
- a) The duties shall include:
    - i) the approval of invoices, payments, or change orders for the flood mitigation project as the secondary approver to the Flood Mitigation Project Director.
    - ii) signatory for land designations or consolidations related to lands that included with the flood mitigation project; and
    - iii) any other duties assigned by the CAO.
  - b) The Duration of Power shall be until project completion or such time the CAO and/or *Council* desire to assume the responsibility for the items noted above.
- 5.4 Unless otherwise directed by *Council*, *designated officers* are accountable to, and are under the supervision of, the CAO.
- 5.5 *Designated officers*, when absent or otherwise unable to perform their powers, duties, and functions, will delegate any or all of their powers, duties, and functions to the CAO.
- 5.6 The *Town* will indemnify and save harmless *designated officers* in relation to errors and omissions made in good faith in exercise of their powers, duties, and functions.

## 6. SEVERABILITY

- 6.1 If any portion of this Bylaw is found to be invalid, that portion shall be severed from the remainder of the Bylaw and shall not invalidate the whole Bylaw.

## 7. TRANSITIONAL

- 7.1 This Bylaw comes into full force and effect upon third and final reading.

READ A FIRST TIME THIS \_\_\_\_\_ DAY OF \_\_\_\_\_, 2025.

READ A SECOND TIME THIS \_\_\_\_\_ DAY OF \_\_\_\_\_, 2025.

READ A THIRD AND FINAL TIME THIS \_\_\_\_\_ DAY OF \_\_\_\_\_, 2025.

\_\_\_\_\_  
MAYOR

\_\_\_\_\_  
CHIEF ADMINISTRATIVE OFFICER



## BRIEFING NOTE

<b>TITLE:</b>	Downtown Area Revitalization Plan (DARP) – Year 4 Review
<b>DATE:</b>	August 25, 2025
<b>PRESENTED BY:</b>	Reg Johnston, Manager of Economic Development
<b>ATTACHMENTS:</b>	Downtown Area Revitalization Plan

### SUMMARY:

The Town of Drumheller *Downtown Area Revitalization Plan* (DARP) is a statutory plan enabled under the *Municipal Government Act* and guided by the [Town's Municipal Development Plan Bylaw](#). It sets policies for development, investment, and initiatives in the downtown area, aiming to attract investment over 15 years. With DARP's approval on July 28, 2021, this report is a review of some of the accomplishments after four years of progress.

The Plan has five (5) pillars that, when utilized together, work toward a vibrant, beautiful, comfortable, inclusive, and welcoming downtown:

1. The Heart of Public Life
  - Activity and number of people
2. A Place to Discover
  - Increase number of visitors and their length of stay
3. A Prosperous Centre of Business
  - Increase the year-round active frontage along Main Streets
4. A Growing Community
  - Increase the number of residents living and working downtown
5. A Landscape Connection
  - Increase access and visual links to the river in downtown

DARP has two actionable subject areas: Priority Places that were identified for investment and development, and Section 5 Actions which were more program related. In the first four (4) years of the 15-year plan, results have been excellent. Eight (8) of the ten (10) places identified for investment are completed or have seen progress. As well, 25 of the 35 actions are complete or have seen progress.

Real estate performance helps measure the impact that economic development initiatives have. As our quarterly reports to Council have indicated, the Town has seen dramatic improvements since 2018. Specifically, Downtown Commercial vacancy rate was < 18% and is now < 1%.

These outcomes strongly reflect the positive trajectory established by Council through DARP, the accomplishments of Administration, and ongoing investments made by downtown businesses in property enhancements. Illustrations such as the sale of the former Reptile World and upgrades at the Wanderlust location demonstrate continuous improvement in the downtown area driven by business investment.

### DIRECTION:

That Council accepts the Downtown Area Revitalization Plan (DARP) – Year 4 Review, as information.

## DISCUSSION:

### Background

There have been many improvements to downtown since 2021, however, the Downtown Area Revitalization Plan project started prior to that in 2020. An Advisory Committee was formed to provide community input. Many other community engagements were completed to form the Plan. Below is a summary of these key milestones:

- June 16, 2020: Engagement website sneak peek and launch
- July 15, 2020: Study Area defined
- July 20 – August 31, 2020: resident & visitor survey completed
  - Newspaper ads, online social media, posters, email invitations, etc.
  - Pillars created
- October 7, 2020: Community Engagement Summary completed
- March 29, 2021: DARP Review and Triangle Plaza Project Review
- April 2021: Two online plaza information sessions were held as well as 11 in-person business visitations
- May 3, 2021: First reading at Council
- June 28, 2021: Draft Plan Review - Public Hearing

The progress for DARP in its first four (4) years of implementation is significant. The next section summarizes the program efforts.

### Priority Places

The *Places* component of DARP requires significant capital investment and capital project management capacity on the part of Administration. Results to date are highly commendable. Please note that many of the upcoming projects are contingent upon grant funding.

1. **Centennial Park** has seen a dramatic improvement because of the Flood Mitigation program. It is now one of the best places in the valley to see the river. An art exhibit has also been added. With its proximity to the Badlands Community Facility (BCF), it is used for wedding ceremonies and beautiful photo backdrop for events. It is premier park space with potential for increased future programming and now truly offers an immersive experience of the Valley.
2. **Rotary Park** has undergone enhancements to its fountain and has added shaded seating areas, courtesy of the Rotary Club. The park remains a highly frequented destination for both residents and visitors. Additionally, it continues to feature an extensive network of well-connected pathways along the river.
3. **Centre Street North Plaza** has seen the curling rink demolition, as the structure was at the end its lifespan. This has the potential to be an inviting primary public space within the Civic District.
4. **Coal Miner's Park** is mentioned in the plan as a location that could see potential improvements. Administration is collaborating with the Atlas Coal Mine for potential improvements.
5. **Third Ave Promenade Intersection** was completed in the flood program. There is good access to the river path that provides views of the river and great active transportation connections to the BCF and the parks and trail to the east.

6. **Spur Line Trail Connection** has seen some improvement with the CN Rails to Trails project, and additional improvements will continue as the project progresses.
7. **Highway at 3rd Avenue (Munchie Park)** is mentioned in the plan as a location that could see potential improvements. Given the current use and aesthetically pleasing character resulting from community-led improvements, it is the opinion of Administration that this park is well suited in its current form.
8. **Triangle Plaza** construction and opening occurred on June 1, 2023. This improvement lived up to its multi-use intent as it sees a large variety of activities, from thousands of people in dinosaur costumes trying to set a world record, to chainsaw carving events. It also hosts yoga, live music, cultural events, and is a great spot for pop-up vendors and mobile vendors during car shows. This hub of activity, visible from both highways, draws people into the downtown core and is the only outdoor all-season public washroom location in the valley. An advisory committee and extensive public engagement were used for this subtask of the overall DARP project.
9. **New Road Connection at 6th Ave Extension** is near completion. Ground break occurred summer 2025 after the design tender closed earlier this year. This intersection will direct traffic into the Valley's commercial district, increasing year-round traffic to the downtown core.
10. **Fifth Street Gateway** has seen some improvements because of the CN Rails to Trails project. Minimal improvements made to this gateway as focus shifted to the now fully realized 6 Ave SE Extension. Actively seeking grant funding to support revitalizing this area.

### Other Identified Actions

Significant work was completed on the DARP other actions area as well. Many of the tasks are program based, except for Street Beautification.

Street Beautification is a capital project that will require considerable investment. This project is included within the 10-year capital plan and is being completed with a phased approach. Starting with the planning of a few blocks along Centre and Third Avenue in the downtown core. An advisory committee and public engagement will be used for this subtask of the overall DARP project.

With respect to results, 25 of the 35 actions are complete or have seen significant effort. Of the ten (10) that have not seen significant progress, several have been worked on, but are not in the downtown or are business dependant:

1. **Pedestrian-Cyclist Bridge** (dedicated across river) was completed for CN Rails to Trails but is not located in the downtown. Kohut Crossing, though not downtown, significantly increases active transportation connectivity between areas north and south of the Red Deer River.
2. An **Off-Leash Dog Park** was completed at the Newcastle Beach area in 2021, then expanded in 2024
3. **Cross-Country Ski Trail** is available thanks to Badlands Trail Society and is located in Newcastle Beach Area.
4. The potential of **Coordinate Store Hours** has been communicated to business on several occasions, and some progress has been made. That said, we continue to work with the local business community to implement that change.

Please see the progress on the additional actions in the report card in Schedule A.

### **Future Work**

Future priority direction will assist in capacity decisions as we move into Year 5 of DARP. As for suggested next steps, these include:

- Continue to monitor and report on the progress of DARP as defined in the Plan Monitoring schedule and metrics in section 6.6;
- Include a review of the DARP vision and foundational pillars with newly elected Council in early 2026;
- Continue to lobby for grant funding and business partnerships; and
- Budget approvals for DARP projects as they continue to progress through planning and design phases.

### **FINANCIAL IMPACT:**

DARP positively impacted the economy and local business. The projects require significant administrative and financial resources as well as capital budget approvals. Grant dependency for many of the projects was highlighted as mandatory. Positive impact on an individual action/project basis is difficult to measure but Real Estate vacancy and investment examples were used as a proxy to measure overall strategic success.

### **COMMUNICATION STRATEGY:**

Economic Development reports are provided to Council 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 Downtown Area Revitalization Plan (DARP) – Year 4 Review, as information.


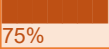




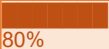

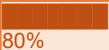
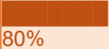


Prepared by:  
Reg Johnston  
Manager of Economic  
Development



Approved by:  
Esther Quiambao, CLGM  
Chief Administrative Officer

The \*Progress column includes procurement, acquisition of goods, contracts, drawings, reports, construction, other related construction project activities, Bylaw creation, program implementation, incentive award, etc.

Description	Timing	*Progress	Supporting information
Recycling Bins	Short	 95%	Province will implement program 2026
Public Washrooms	Short	 75%	Have 6, added first all season at Plaza
Street Beautification	Short	 10%	Planning Phase
Mural Program, support artists	Med		No Progress for program, but community lead did occur
Urban Tree Canopy	Med	 95%	Study Completed
Cycling Infrastructure	Med	 50%	Many path system improvements
Parklet Program small unused places as public space	Med		Surplus public land review complete and no locations identified
Universal Accessibility Upgrades	Short	 25%	As we do sidewalk maintenance, parking stalls considered
Pedestrian-Cyclist Bridge (dedicated across river)	Long	100%	Yes, not downtown
Seating movable chairs	Med	 80%	Significant seating available downtown
Shared Street (closed to cars)	Med	 25%	For events like car show, Festival of Lights
Off-Leash Dog Park	Long	100%	Yes, not downtown
Cross-Country Ski Trails	Med	100%	Yes, not downtown
Downtown Playgrounds	Med	 80%	McConkey Park, Old church
Temporary Placemaking	Med		
Trailer/RV Parking	Med	 80%	Railway Ave E and 3 ST E
Tourist Information Centre relocation/satellite	Med		

The \*Progress column includes procurement, acquisition of goods, contracts, drawings, reports, construction, other related construction project activities, Bylaw creation, program implementation, incentive award, etc.

Description	Timing	*Progress	Supporting information
Designated Food Truck Zones	Short	<div><div></div></div> 95%	Rotary Park, Plaza
Seasonal Patios	Short	<div><div></div></div> 95%	Three downtown in 2025
Co-working Space	Med	<div><div></div></div> 95%	Multi-tenant locations provided by private owners
Bike Scooter Share Program	Med	<div><div></div></div> 75%	Private company
Pop-up Business Program	Med	<div><div></div></div> 50%	In plaza for events and at Farmers Market
Storefront Grant	Admin	<div><div></div></div> 95%	Administered in partnership with Chamber
Downtown Campus	Long	<div><div></div></div> 50%	Campus Alberta Central
Waive Fees New Business Vacant Buildings	Med	<div><div></div></div> 95%	Business Licence and Development Permit
Vacant Building Tax Incentive	Admin	<div><div></div></div>	Incentive but not tax incentive
Downtown Event Grant	Admin	<div><div></div></div> 95%	Administered by Travel Drumheller
Business Incubator	Long	<div><div></div></div> 95%	Multi-tenant locations provided by private owners
Non-residential Development Program	Admin	<div><div></div></div> 95%	Bylaw 19.19 Incentive Program
Residential Development Grant	Med	<div><div></div></div> 50%	Tax incentive, not grant
Coordinate Store Hours (CBA)	Short	<div><div></div></div>	Business dependant
Interior Business Grant	Med	<div><div></div></div> 95%	Administered in partnership with Chamber
Mix-Use Development Grant	Med	<div><div></div></div> 50%	Can apply both residential and non-residential incentive, not grant
Inter-municipal Bus Service or Shuttle	Long	<div><div></div></div>	
Downtown Grocery Store	Long	<div><div></div></div> 50%	A lot of grocery at Shoppers and Dollarama



**DRUMHELLER**

# **DOWNTOWN AREA REVITALIZATION PLAN**

Town of Drumheller  
224 Centre Street  
Drumheller AB T0J 04Y

Drumheller Downtown Area Revitalization Plan



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# 1 Introduction

Downtown Drumheller sits inside a small arc of the Red Deer River, nestled deep between the valley walls of Alberta's badlands. Over the last century, it has been shaped by rise and fall – the rise and fall of flood waters, of the coal industry, and of the settlement that followed.

Just as millions of years are documented on the cliff faces that loom above the town, so the history of the downtown is inscribed in its streets and buildings. There have been good times and bad times. Rail times and highway times. World-changing discoveries. Ideas that lasted, and ideas that did not.

Many Drumheller residents have called the valley home for decades. They remember a time when the downtown was the core of the community. Today, they mostly see potential. Potential for the downtown to reclaim its role as a civic heart, to be an amazing place to live, to be a thriving business hub, to reconnect to the badlands landscape, and to become an unmissable destination.

Downtowns are as important as ever – not just as great neighbourhoods, but also as signals of the social and economic health of the entire region. Fortunately, this plan is built upon significant momentum toward revitalizing downtown Drumheller. Successful new enterprises have arrived and joined the ranks of well-established local businesses.

Flood mitigation investment is reducing risk, increasing resiliency, and leveraging new opportunities for connectivity in downtown and across the valley. The nearby Royal Tyrrell Museum continues to carry its reputation as an international destination. Most importantly, the citizens and their local government have a driving passion to help their downtown live up to its unmistakable potential.

This revitalization plan offers policies and actions that work together to achieve coordinated change for the downtown area. It is a road map that will help the community navigate the next 15 years of evolution – and ensure the next chapter in the story of downtown Drumheller is one of growth and discovery.

The plan itself is only a small component of revitalization. Its vision needs to invite collaborators and stakeholders to gather around a core idea – ***that a vital and thriving downtown benefits the entire Drumheller Valley.***

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## 1.1 Plan Structure

The Downtown Area Revitalization Plan aims to harness existing momentum and revitalization efforts into a coordinated strategy toward a thriving and self-sustaining place.

**Chapter 1** outlines the plan's purpose and authority. It locates the plan both in space and in the decision-making hierarchy.

**Chapter 2** sets out a new vision, focused through five key pillars of change and offers a concept that makes this vision tangible

**Chapter 3**, supports the vision and concept through policy in three categories: mobility, open space, and land use.

**Chapter 4**, identifies and provides direction for key places within downtown.

**Chapter 5** provides a library of strategic actions and initiatives, inspired and vetted by the community, that can be deployed to fulfill a range of opportunities

**Chapter 6** closes the plan by providing more detailed direction for implementation.

## 1.2 Plan Authority

The Downtown Area Revitalization Plan (DARP) is a statutory area redevelopment plan enabled in Part 17 of the Municipal Government Act. This means that the policies of the DARP3 are legally enforceable under the Act. Area Redevelopment Plans are used to designate an area of land for the purpose of improving land, buildings, or other infrastructure in the area. Though the policies are enforceable, the plan does not bind the municipality to proposed investments. Any capital projects in the DARP must be passed through regular budgetary approvals process.

The DARP fits within a hierarchy of Town plans and policies and is directed by the Municipal Development Plan, which outlines a vision for Drumheller from a planning and development perspective and provides direction for how and where the town should grow. The DARP is to be used in conjunction with the Land Use Bylaw, which establishes rules and regulations for land development as well as the process of making decisions for development permit applications within the Town.

This Plan replaces the 1991 Downtown Area Plan.

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### 1.2.1 Limitations of the Plan

The Downtown Area Revitalization Plan is a long-term planning document. As such, it promotes a vision for the area and puts in place policies and guidelines that work toward achieving that vision over time. The policies and guidelines in the plan are not to be interpreted as an approval for a use on a specific site as the policies do not address the specific situation or condition of each site within the plan area. Specific site conditions and constraint must be assessed on a case-by-case basis as part of an application for subdivision, land use, or development permit approval.

address unique circumstances that will otherwise render compliance impractical or impossible, and the intent of the policy is still achieved.

Should - Where "should" is used in a policy, the policy is not mandatory, but still relates to a strongly preferred course of action.

May - Where 'may' is used in a policy, the policy is not mandatory and is up to the discretion of the Town.

### 1.2.2 Policy Interpretation

The policies in this plan provide the framework and requirements for all new development and built improvements to downtown. These serve as the key statutory component of the Downtown Area Revitalization Plan.

The following key terms outline how the DARP's policies should be interpreted and implemented.

Shall/Will/Must - Where "shall", "will", or "must" is used in a policy, the policy is considered mandatory. Exceptions may be allowed when a policy includes quantities or numerical standards. The quantities or standards may be deviated from, as determined by Council, provided that the deviation is necessary to

## 1.3 Plan Area

The plan area for the Downtown Area Revitalization Plan is shown in Figure 1. It is bounded to the east by the properties that flank 5th Street E, to the north by the Red Deer River, and to the south by the former Canadian National (CN) rail corridor. To the west, the plan area closes where the river bends down to meet the rail corridor.

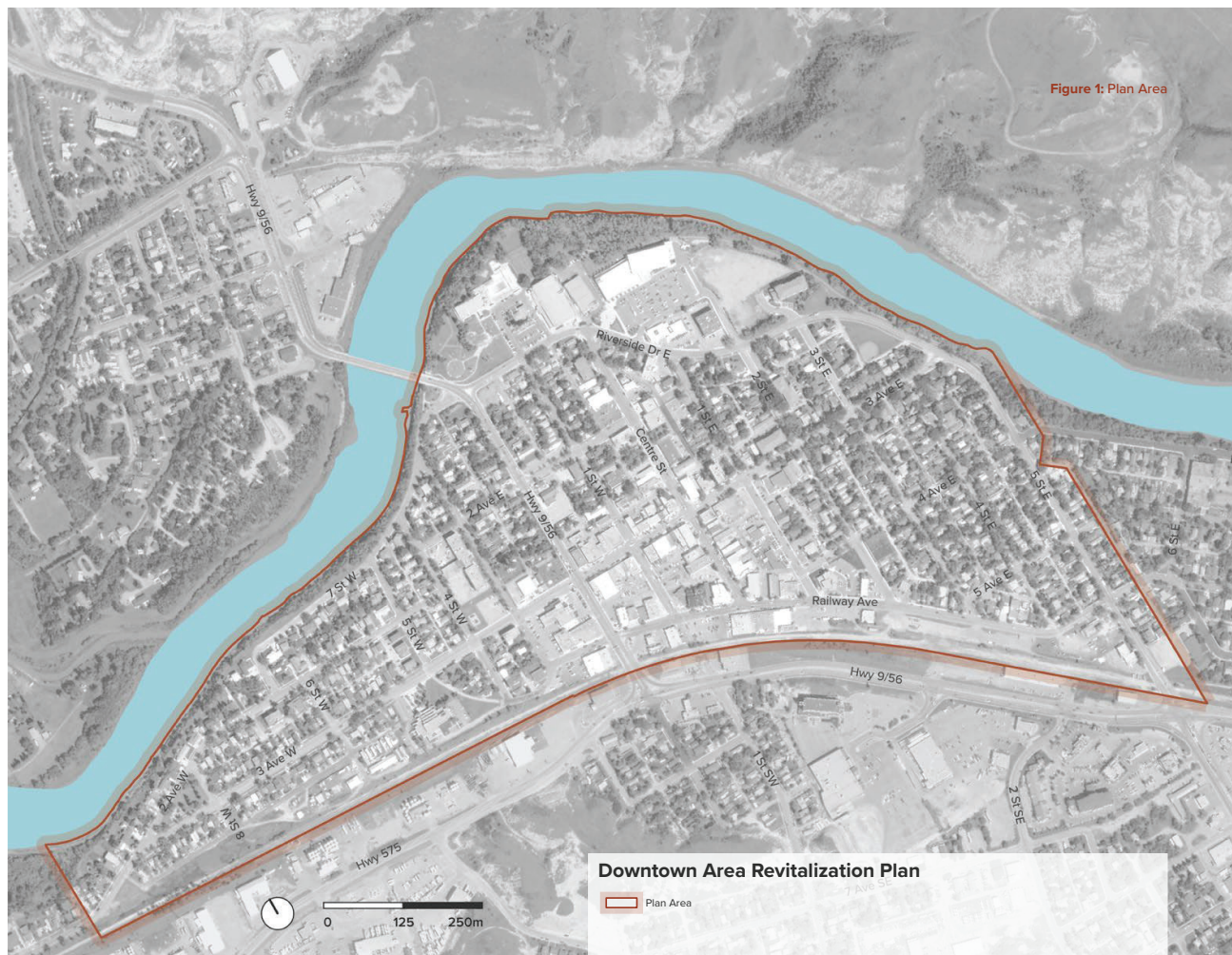


Figure 1: Plan Area

## 1.4 Plan Development

The Downtown Area Revitalization Plan (DARP) project was initiated in December 2019. An initial background assessment was conducted in the Spring of 2020, including a preliminary market analysis (Appendix A). This background assessment provided a critical baseline of information and helped to identify preliminary opportunities. At this time, the Town convened a DARP Advisory Committee and solicited applications for membership from the public. The Advisory Committee was appointed in March 2020. The DARP Advisory Committee consists of:

- The Mayor
- Members of Town Administration and the Resiliency and Flood Mitigation Office
- Members of the Chamber of Commerce
- Downtown business owners
- Local residents

The Advisory Committee met virtually for the first time on July 11, 2020 and a total of seven times throughout the development of the plan. The Committee was instrumental in testing the plan concepts and providing ongoing inspiration and guidance for the project.

The next phase of the project involved the development of the five pillars of the plan and initial concepts for open space, land use, and mobility. These pillars and initial concepts were confirmed with the

Advisory Committee, and informed policies within Drumheller's Municipal Development Plan and Land Use Bylaw, which were developed in parallel. Due to social gathering restrictions caused by the COVID-19 pandemic, Phase 1 Public Engagement was run online through August and September of 2020. This engagement affirmed the five pillars with the public and provided a forum to capture what Drumhellerites want to see for the future of their downtown.

Following Phase 1 Public Engagement, the project team generated a library of actions for downtown revitalization. These were vetted by the Advisory Committee and provided to the public for assessment and input via the project website in February 2021. This Phase 2 Engagement saw broad uptake, with over 325 survey respondents. Throughout March, the team workshopped the actions with the Advisory Committee to further prioritize them and establish an implementation strategy for the DARP actions.

The first draft of the Plan was received by Council for first reading on May 31, 2021. The public hearing was held on June 28, 2021. Following revision, the Plan received second and third reading on July 28, 2021.



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## 1.5 The Case for Revitalization

Drumheller's magnetism is inextricably linked to its geology. The discovery of coal seams in the 1880s drew significant settlement that grew with the industry through the mid-twentieth century. As that wave of resource development slowly receded, it left behind a community that retained close ties to each other and to the badlands landscape. The area's world-class fossil beds, discovered alongside the coal, set Drumheller on a course to also become a global hotspot for palaeontology. Both coal and dinosaurs have become entrenched components of the valley's identity, anchored by its museums and scattered throughout its names, art, and amenities. The valley's historical and prehistorical riches continue to draw hundreds of thousands of visitors every year.

Unfortunately, this magnetism has largely bypassed Drumheller's downtown. If revitalization has a single driver it is this: **downtown Drumheller has not capitalized consistently on the magnetism of the valley.** Today, the downtown faces a range of challenges that build the case for revitalization. Some of these challenges, like perception of inactivity or seasonal business peaks, are self-perpetuating. Their feedback loops need to be carefully reoriented to

work in the downtown's favour. Other challenges are structural, like fragmentation or wayfinding, and need coordinated schemes that help reorganize space and people. Other issues may be addressed through the tactical application of investment and policy over time.

Fortunately, the DARP does not need to start from scratch. Though there are challenges ahead, several initiatives, such as the introduction of public patios, improvement grants, programming, and the commitments to the creation of new public spaces have already begun to establish momentum towards downtown revitalization. The time is right for downtown Drumheller to leverage its enviable position.

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## 2 Vision

Many of Drumheller's citizens have lived in the valley for decades, and they remember a time when downtown was the place's thriving social heart.

In their memories, downtown was a place to linger, to gather, to explore, and to play. It was the place to connect with friends and family, and to enjoy these connections in the company of food, art, and everyday life. There was always something happening.

While this reflection offers an attractive blueprint for downtown, revitalization cannot look only to the past for answers. **It must also be premised on new ideas, new opportunities, new modes of public life, new technologies, and new economies.**

A clear and inspiring vision is a core ingredient in revitalization because it provides a solid departure point – recognizing where downtown has emerged from while setting a course for what it can become. The vision sets the tone and provides base criteria to evaluate projects and initiatives.

In brief, this chapter answers the question, "What does it look like for downtown Drumheller to live up to its potential?"

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### 2.1 A New Direction for Downtown

The vision in this plan sets out an aspirational future for downtown. It provides a central idea toward which all initiatives and improvements must be aligned. The vision for the Drumheller DARP draws on a range stakeholder conversations and public engagements. It imagines a downtown that is thriving, vibrant, clean, charming, and inviting for people of all ages. It imagines a downtown that is not closed, vacant, dated, and inactive.

#### DOWNTOWN TODAY

- Dying / ghost town / not prospering / struggling
- Nothing to do / lack of activity
- Closed / vacant
- Old / dated / uncared for
- Rustic / quaint
- Historic
- Expensive Rent
- Tourist-oriented / tacky
- Better than it was / becoming more vibrant
- Too many services

#### DOWNTOWN TOMORROW

- Booming / open for business / all-hours
- Vibrant / busy / foot traffic
- Clean / cared for / beautiful
- Unique eclectic / odd
- Historic / vintage charm
- Inviting for all ages / for tourists and locals
- Accessible / affordable
- Collaborative
- Fun
- Green
- Pre-historic theme
- Gainful Employment
- Where the adventure starts

Figure 2: Downtown Today vs Downtown Tomorrow, Phase 1 engagement results

# Downtown Vision

Downtown Drumheller will capitalize on the magnetism of the Drumheller Valley.

- affirming its role as the heart of public life;
- becoming an unmissable part of the visitor experience;
- hosting diverse and thriving businesses;
- supporting a growing community of residents
- and connecting people to the river and badlands landscape.

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## 2.2 Five Pillars

Five pillars emerge from the project vision to help focus the plan. These pillars, which were developed closely with the DARP Advisory Committee, are woven throughout the plan to ensure consistency and clarity in direction. They will function as a valuable touchpoint to ensure that the plan's policies are applied in service of its vision.

Taken together, the five pillars work toward a vibrant, beautiful, comfortable, inclusive, and welcoming downtown that enhances the quality of life for residents, supports economic development, and boosts visitor experience.



### The Heart of Public Life

Downtown is the bustling heart of public life. It is a place for gathering and celebrating, where people can be connected to the greater Drumheller community through shared experience. Public spaces in downtown are high quality, setting the stage for seasonal events and everyday gatherings with friends, family, and strangers

#### Goals

1. Increase the activity level and number of people in downtown in all seasons.
2. Beautify downtown's streets and public spaces.
3. Improve residents' perceptions of downtown and boost community pride.
4. Create spaces that enable festivals, events, and other large gatherings and celebrations.
5. Provide amenities (like washrooms, change rooms, and water fountains) that allow people to linger in the downtown area.



### A Place to Discover

Downtown Drumheller becomes an unmissable destination for visitors to the Drumheller Valley. Improved wayfinding, careful coordination of new landmarks and trail systems, and diverse attractions animate the downtown, drawing visitors to the vibrant centre year-round. Downtown becomes a launching point for adventures throughout the valley.

#### Goals

1. Increase the number of visitors that stop in downtown and the length of their stay during their visit to the Drumheller Valley.
2. Make it easy to walk downtown and navigate between destinations and surrounding neighbourhoods.
3. Improve vehicle wayfinding and access to parking throughout the downtown, in coordination with overall wayfinding for the valley.
4. Make downtown the central stop in Drumheller's visitor experience, and the base for exploring all other natural and cultural attractions in the valley.
5. Foster programs and events that draw visitors to the downtown throughout the year.



### A Prosperous Centre of Business

Downtown is the commercial core of the valley and a showcase of local creativity and entrepreneurship. There is an innovative, collaborative, and coordinated business community that explores ways to leverage space, resources, and marketing.

#### Goals

1. Increase the year-round active frontage along Main Streets.
2. Develop a thriving mix of retail options that appeals to both residents and visitors.
3. Catalyze local business development and enterprise downtown.
4. Decrease the number of vacant or inactive properties in downtown.
5. Locate downtown amenities and activities in ways that benefit downtown businesses.



### A Growing Community

Downtown is a great place to live. A variety of housing types are available throughout downtown, supporting a diverse range of residents, including families and seniors. Shopping, services, childcare, parks, and other amenities are developed and enhanced in the downtown, bolstering the allure for residents and residential developers.

#### Goals

1. Increase the number of residents living and working downtown.
2. Increase choice in dwelling unit types, and support a mix of ownership and rental housing.
3. Improve the safety and accessibility of downtown spaces.
4. Create a downtown where residents can walk or bike to meet everyday needs.



### A Landscape Connection

Downtown Drumheller is immersed in the Canadian Badlands and celebrates its connection to the Red Deer River. Views, connections, and access to the river and landscapes surrounding downtown are celebrated and enhanced, inviting these incredible natural features into the everyday life of the downtown.

#### Goals

1. Increase access and visual links to the river within downtown.
2. Foster a sense of immersion within the badlands by enhancing views of natural spaces from downtown.
3. Support the downtown's role as a 'base-camp for the valley' by providing amenities that link to the valley-wide trail system.

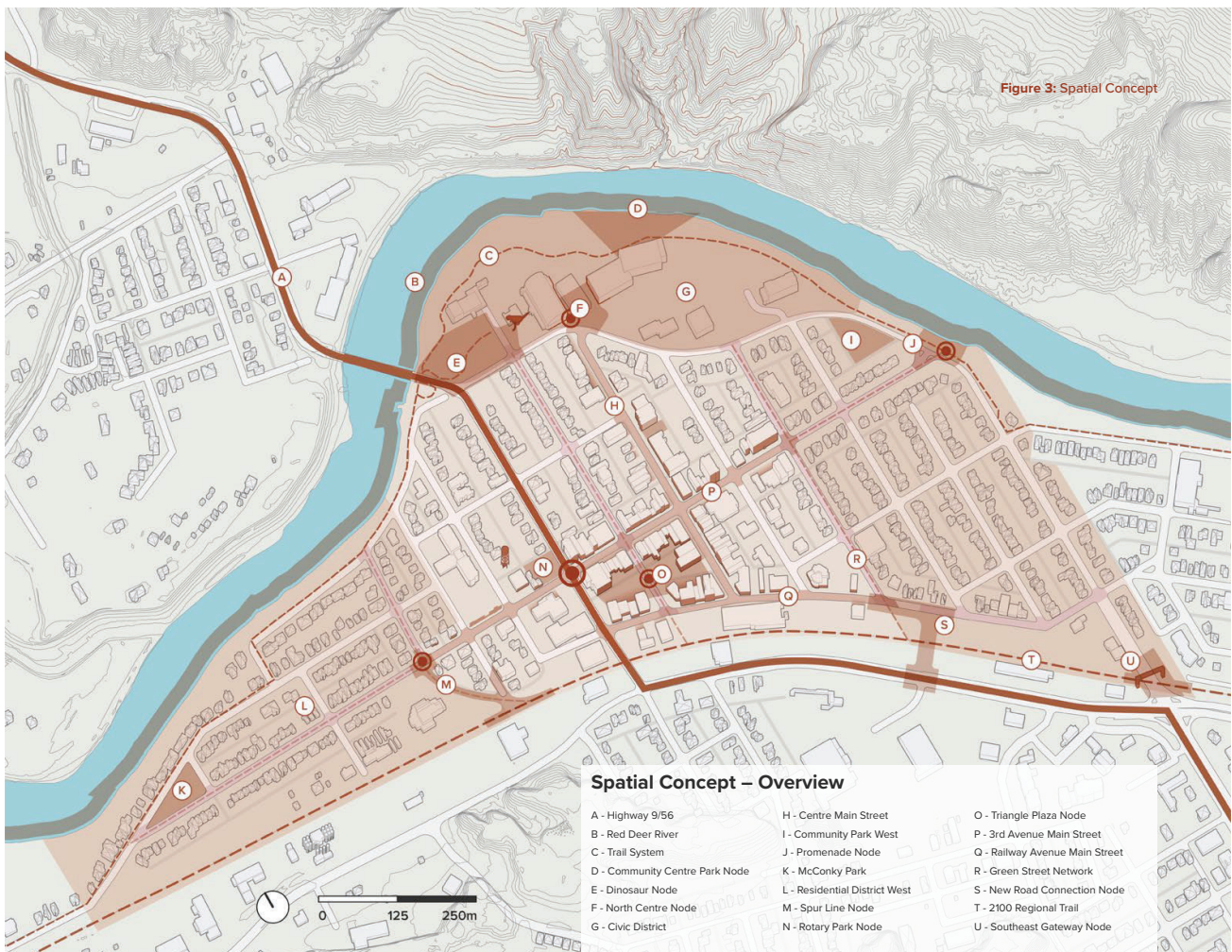
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## 2.3 Spatial Concept

The plan's spatial concept draws Downtown Drumheller's assets and opportunities together into a functional urban fabric (Figure 3). It weaves together key nodes and places, reconnecting fragmented areas, rerouting flows, and refocusing the downtown experience. This section provides a high-level overview of the spatial concept. Chapter 3 introduces policies that reinforce the concept, and Chapter 4 provides greater detail about the specific place opportunities that emerge from the vision of Downtown Drumheller.



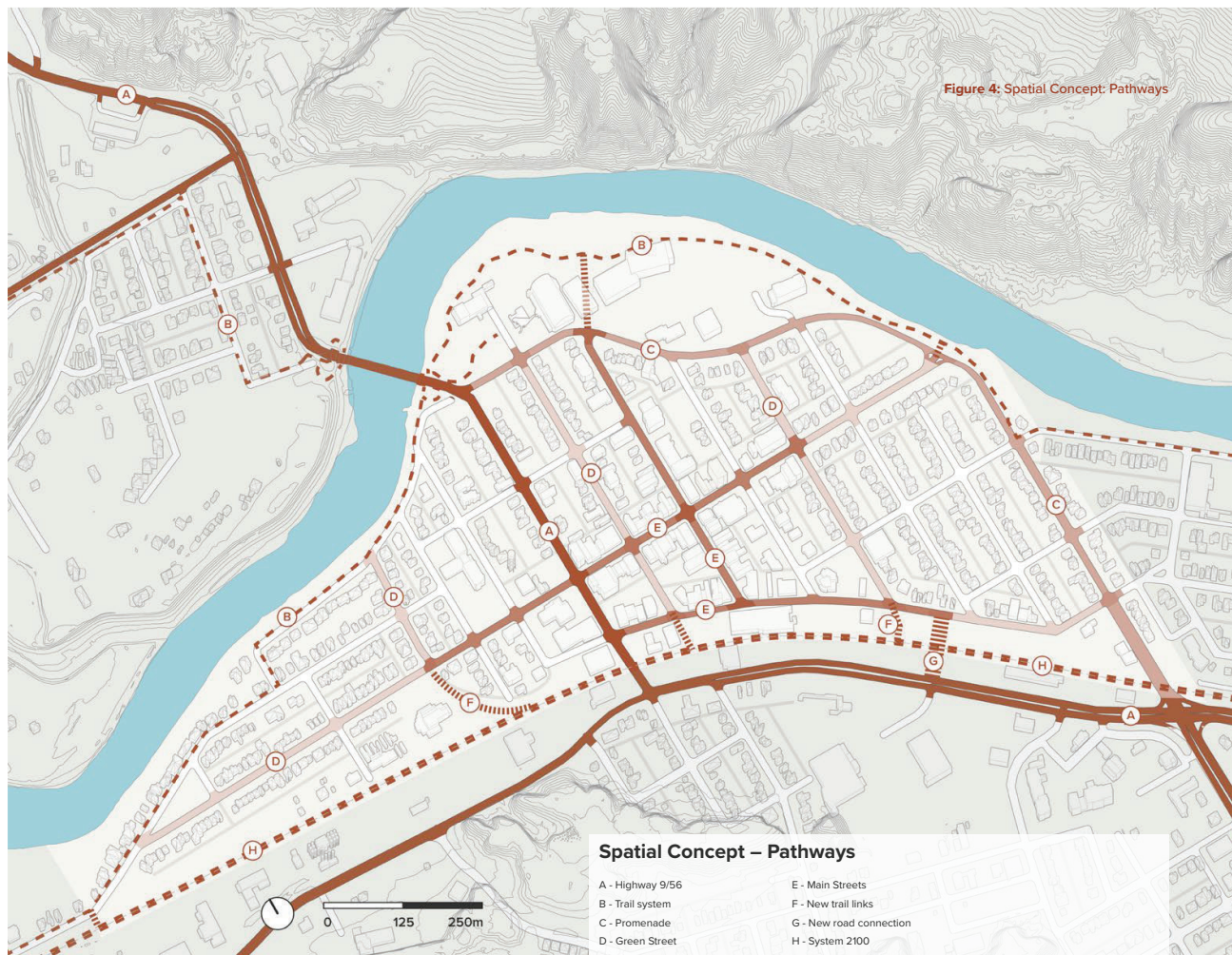


### 2.3.1 Pathways

Pathways, including both roads and trails, are the lifeblood of urban places. They define movement, hierarchy, connection, legibility, and experience. In their best forms, pathways enable both highly planned movement and unscripted exploration. Downtown Drumheller is home to a well-ordered street grid, framed by the riverside trail to the north and the planned System 2100 trail to the south (Figure 4).

The spatial concept has four priorities within this system. First, it establishes a stronger hierarchy between street types within the regular grid, emphasizing the role of Main Streets and Riverside Avenue. Second, it 'strings the harp' by identifying a regular pattern of pedestrian-oriented Green Streets that link the two trail systems, on 2nd Street E, 1st Street W, and 5th Street West. Third, it seeks to relink the street grid to the trail systems throughout the perimeter of downtown. Finally, it identifies a new road connection from Railway Avenue south to Highway 9/56. Together, these gestures create a clearer and more connected system for all modes of transportation, providing additional choice and a better frame for future growth.



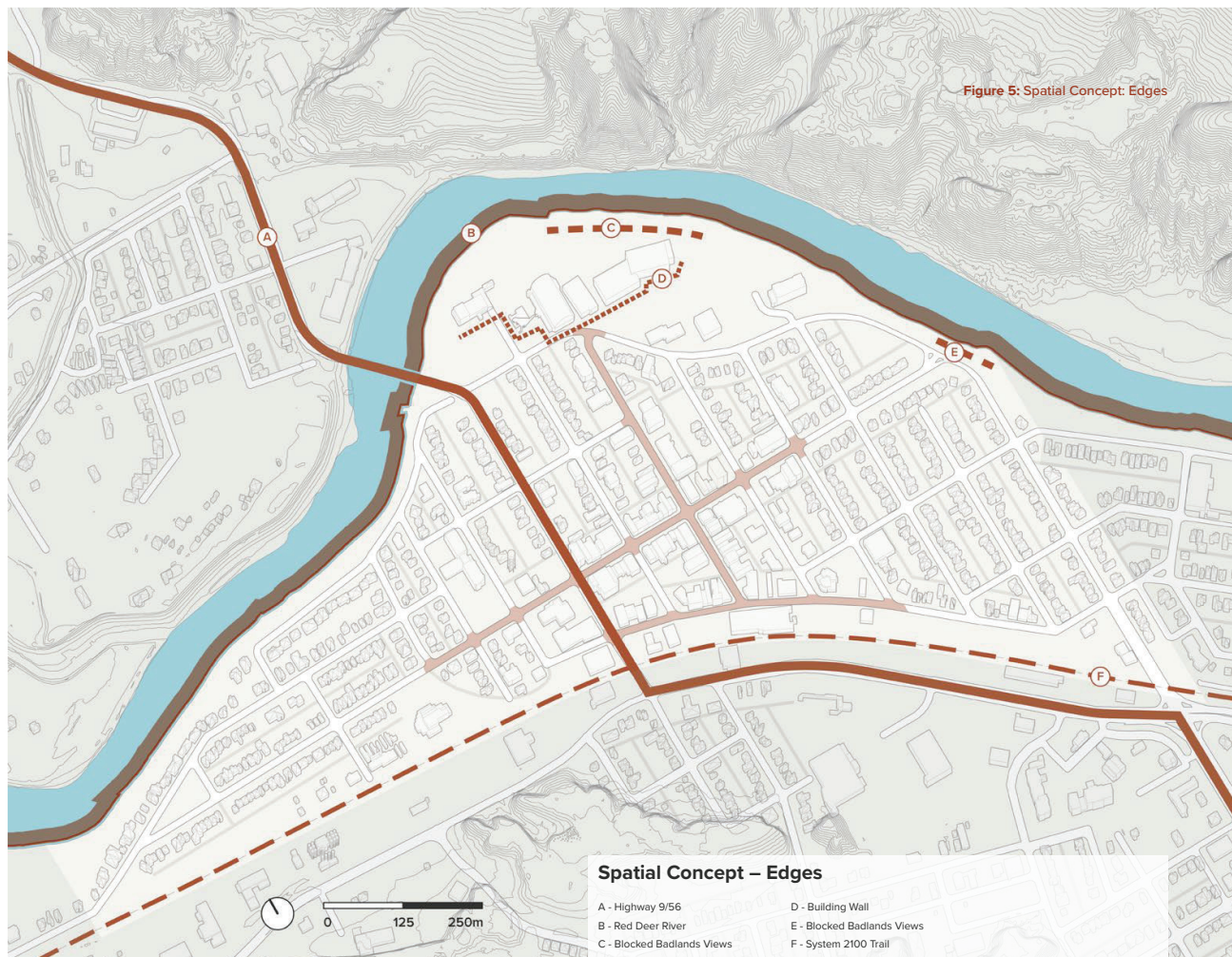


### 2.3.2 Edges

Spatial 'edges' can have many roles in urban structure. They define space, carry important flows, and sometimes act as unwanted barriers. At a broad scale, three key edges give shape to Downtown Drumheller: the Red Deer River, wrapping the north edge of downtown; Highway 9/56, driving north-south alongside the core; and the planned System 2100 Trail, arcing along the downtown's south edge in the former CN right-of-way (Figure 5). Each of these edges acts as a conduit, carrying vital flows that will help fuel downtown's revitalization. The concept addresses each of these edges as a key source of value to the downtown.

Not all existing edges in the downtown have a positive impact. The community facilities north of Riverside Drive are arranged in a tight row, creating a physical and perceived barrier that hides the park space to the north. In a similar fashion, vegetation along the riverbank creates a visual barrier to the badlands landscapes to the north and east. In both cases, the concept seeks to open these barriers and provide better access and visual connection.



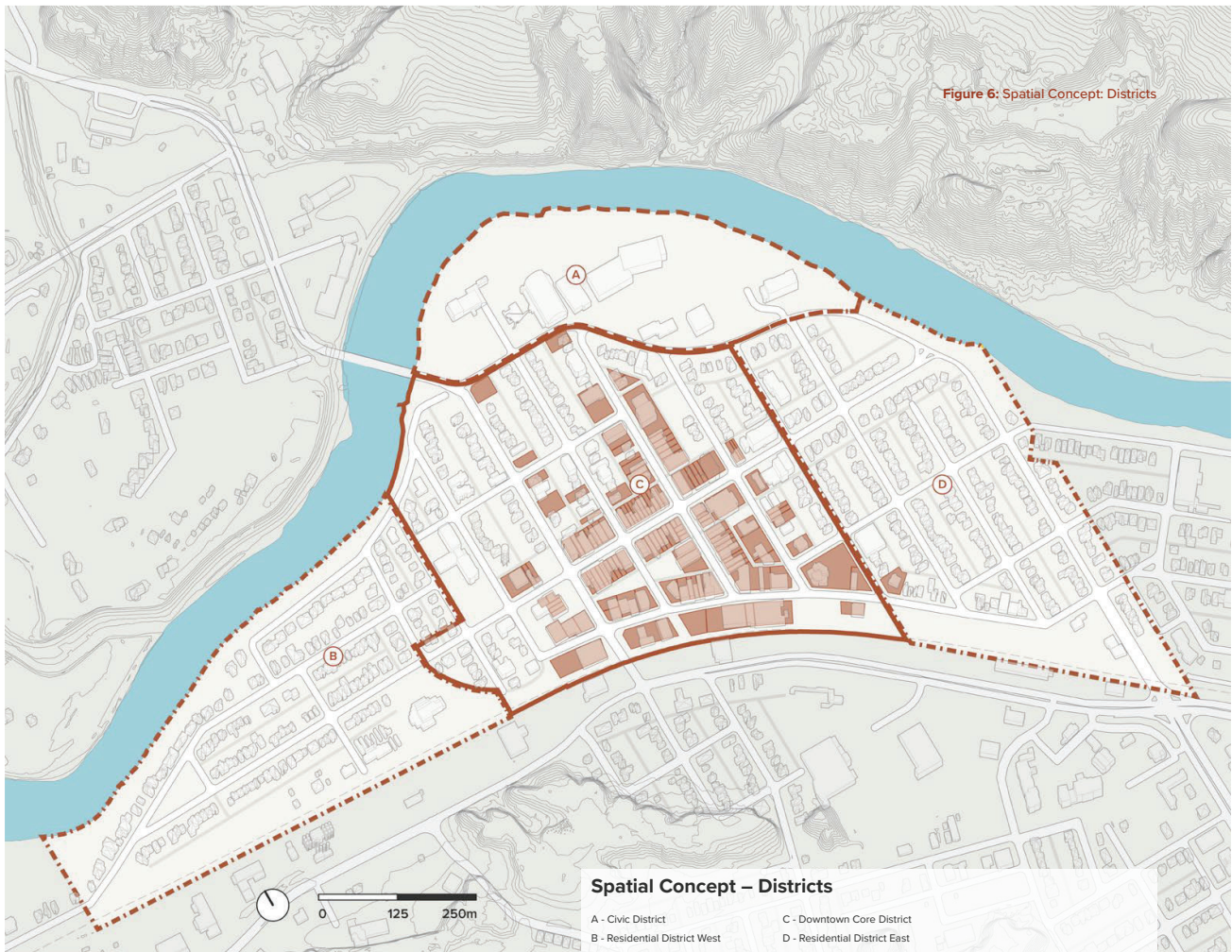


### 2.3.3 Districts

Districts are defined areas that share a consistent spatial character and function. Strong districts help create legible urban places, and diverse district types can work together to address a variety of different needs. Downtown Drumheller is read as having four districts: the Downtown Core District at the centre, which contains most of the commercial retail space and Main Street activity; the Civic District to the north, which contains visitor amenities, community recreation amenity and civic park space; and two residential areas, flanking the Downtown Core to the east and west (Figure 6).

Each of these districts provides the downtown area with unique benefits that are vital to the pillars of revitalization. The Downtown Core district houses the Main Street experiences that support great businesses and the heart of civic life. The civic district includes amenities and green spaces that enhance the liveability of the downtown area and create great opportunities to enrich the visitor experience. The residential districts act as the green lungs of downtown; providing quiet, walkable streets that are resident-oriented and will grow with the downtown over time.

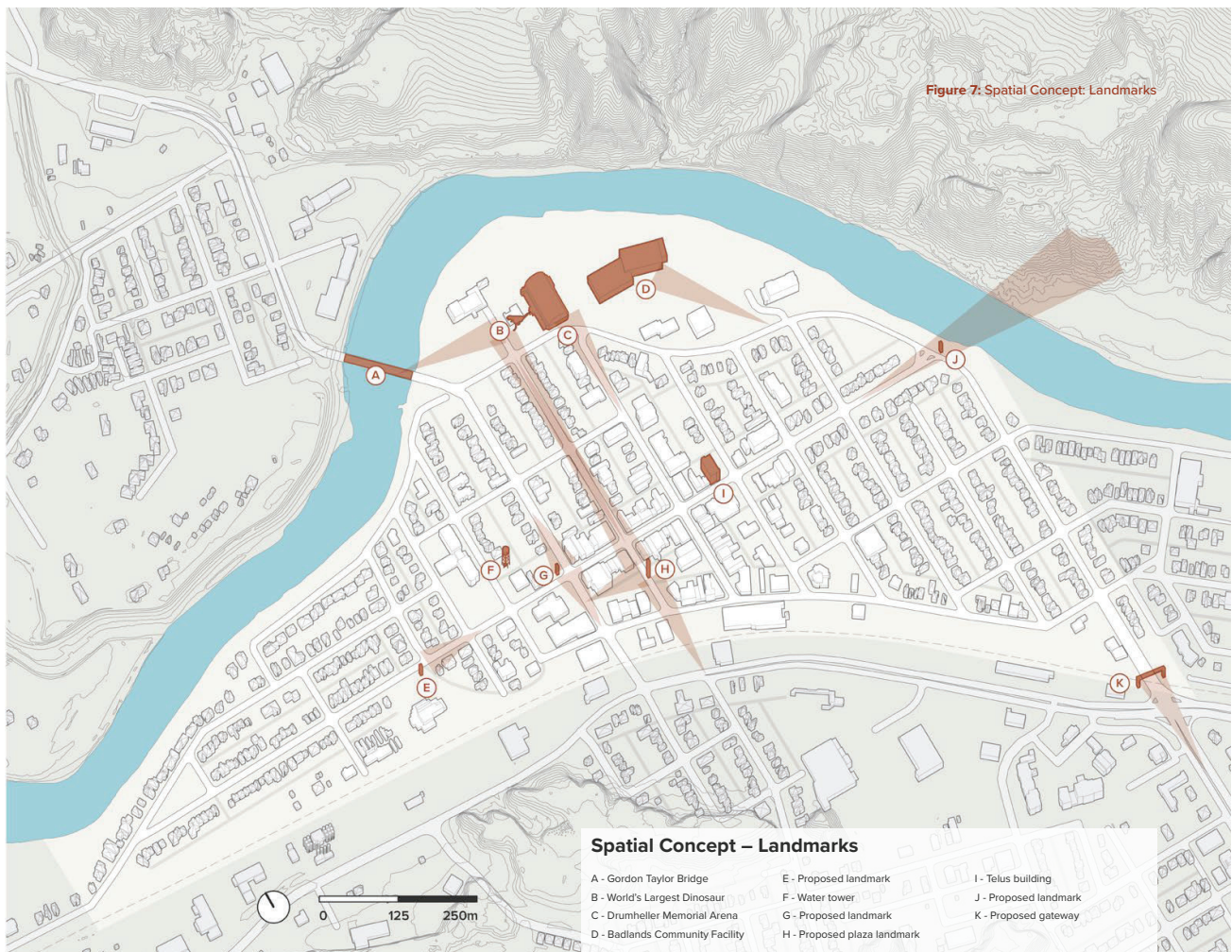




### 2.3.4 Landmarks

Landmarks are critical components urban structure, impacting both wayfinding and identity. Downtown Drumheller has a variety of strong landmarks (Figure 7), including the water tower and the World's Largest Dinosaur. These landmarks have great bearing on the downtown's identity, but they are not located in ways that produce intuitive wayfinding or allow Main Street businesses to capitalize on their magnetism. The concept identifies several points that would be well served by landmark elements that reinforce the downtown's spatial structure, invite visitors into the downtown, and help people find their way through its reconnected networks. Key among these proposed landmarks are three points: a signage element at the intersection of 3rd Avenue and Highway 9/56; a gateway element where 5th Street E meets the highway; and a visual 'magnet' on 1st Street W south of 3rd Avenue. These three locations provide notable opportunities to signal – both implicitly and explicitly – that downtown is a worthwhile destination.





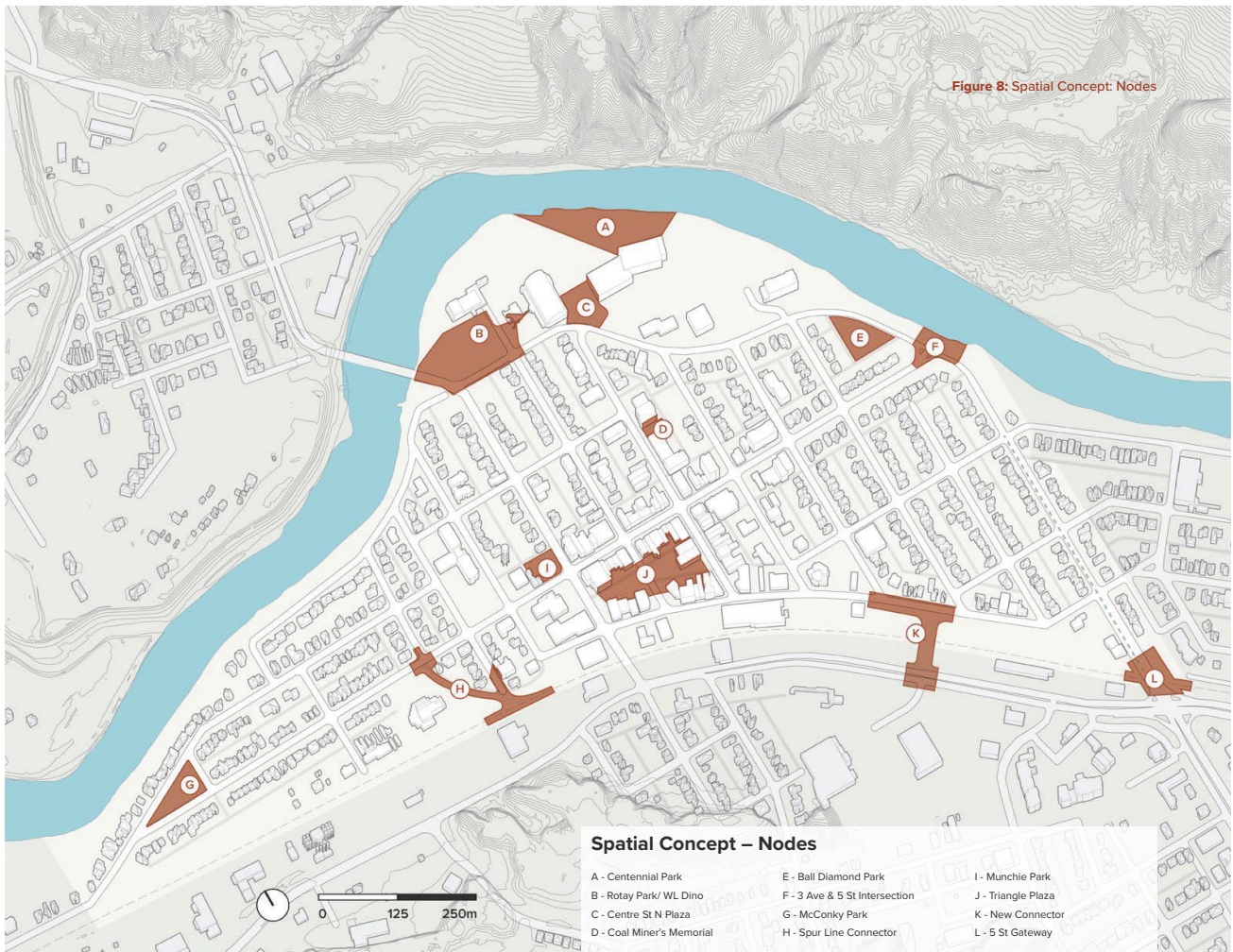
### 2.3.5 Nodes

Nodes are places that provide a strategic focus within the urban landscape. They can be intersections, gathering spaces, parks, plazas, or new connections. The spatial concept identifies twelve key nodes throughout Downtown Drumheller (Figure 8).

These nodes vary in scale, but each one plays a special role in ensuring that the urban structure provides a diverse and connected experience, reinforcing the downtown structure and serving the five pillars of revitalization. In some cases, the nodes already exist and require slight renovations to point them in the right direction. In other cases, the nodes are entirely new places that can emerge over time as the plan takes root.



Figure 8: Spatial Concept: Nodes



## 3 Policies

Revitalization is driven by a consistent application of strategy over time.

This chapter provides the direction for that strategy in the form of policies, organized into three layers:

- Mobility Policies
- Public Space Policies
- Land Use Policies

These policies work together with the Municipal Development Plan and Land Use Bylaw to inform and regulate development toward a revitalized downtown. As noted in Section 1.3.2, the policies of the Downtown Area Revitalization Plan are statutory and must be interpreted and implemented as such.

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### 3.1 Mobility Policies

The main mobility corridors through downtown are streets and trails. The overall intent of the mobility concept and policies is to improve connectivity and safety for all modes of transportation along these corridors. When looking at key modes of transportation downtown, this includes everything from active modes like walking, biking, and even paddling in addition to vehicular modes like driving a personal car or motorcycle. Planning for multiple modes requires an understanding that each mode has its own needs and user experience, requiring different approaches to ensure safety, accessibility, and wayfinding.

#### 3.1.1 Mobility Concept

The mobility concept for downtown provides direction for streets and trails, the main corridors throughout downtown (Figure 9). The concept provides and overall hierarchy of these corridors, which includes:

- Highway 9/56
- Main Streets
- Riverside Drive Promenade
- Green Streets
- Trails

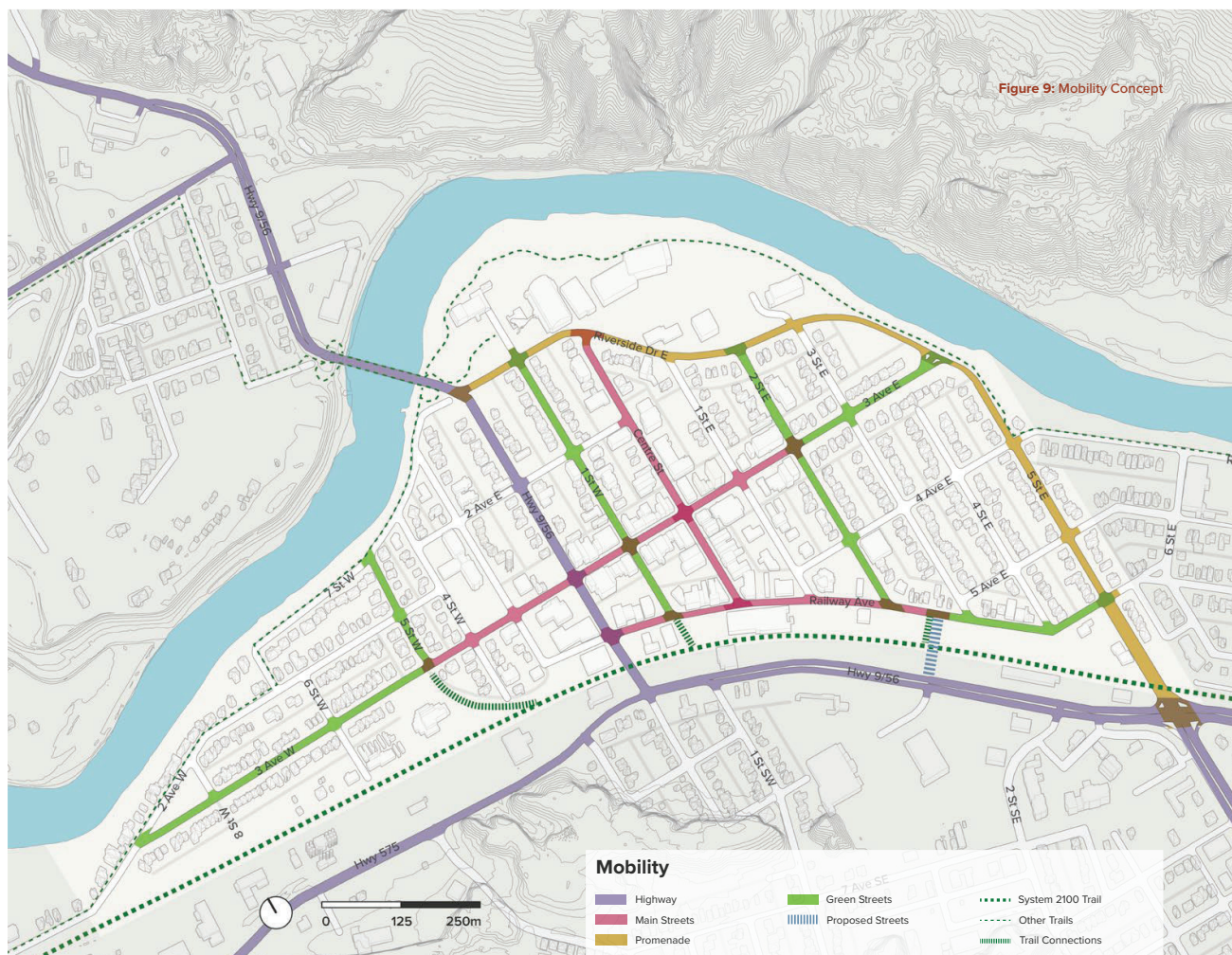
Connectivity for active modes is enhanced in the mobility concept by creating continuous loops and linkages that allow for both everyday movement and exploration. The riverside trails and System 2100 Trail provide framing arcs that bound the Downtown Core and provide connections to the river and badlands. Between these trails, key north-south Green Streets provide active modes linkages through downtown to the trails network. The three Main Streets form the central pedestrian frame of the downtown, with Centre Street serving as the central north-south connection and 3rd Avenue and Railway Avenue linking east to west. These Main Streets will serve not only as connections, but as vibrant public spaces. Within this hierarchical network, key intersections will be enhanced to provide intuitive wayfinding and opportunities for programming. Protected crossings will also be enhanced to ensure greater permeability across the highway.

Highway 9/56, as the highest order corridor through downtown, brings most vehicular traffic. This key route connects downtown north-south to key destinations, including the Royal Tyrrell Museum. Visitors travelling along this corridor will be encouraged to visit

downtown with improved wayfinding into downtown and views of several key attractions and landmarks teased from the highway.

Riverside Drive Promenade will provide a different user experience into downtown. This street will provide a park-like promenade experience for drivers and pedestrians. Significant street tree canopy and landscaping will make the edge feel more like a park edge. The concept and accompanying policies will guide all future transportation improvements and upgrades, establishing the structure for the public realm and land use concepts. Intersections between each of the different corridors also have specific functions within the mobility concept and associated policies.





### 3.1.2 Complete Streets Design

All streets within downtown should be complete streets, meaning that they support all modes of transportation through their design. The complete streets design policies provide direction for sidewalks, vegetation, street furniture, and public parking. These policies apply to all public streets within downtown.

#### Sidewalks

- a) Provide an even, and clear sidewalk surface to ensure pathways remain safe, accessible, and easy to maintain/clear of snow and ice.
- b) Remove driveway curb cuts where they are no longer required in order to make sidewalks level and more accessible.
- c) Consolidate traffic and parking signage where possible to reduce the total number of freestanding signposts on sidewalks.
- d) Locate utility infrastructure, municipal signage, and lighting standards so that they do not impede pedestrian flow on sidewalks.

#### Trees and Vegetation

- e) Use hardy tree and plant species that are well adapted to Drumheller's climate and winter conditions. Where possible, use native vegetation in landscaping or xeriscaping to reduce watering requirements.

- f) Consider clustering trees and vegetation for easier maintenance and irrigation.
- g) Ensure street trees are provided with ample soil for root growth and protection from soil compaction.
- h) Where possible, integrate trees and vegetation as part of green stormwater management infrastructure, such as bio-swales or rain gardens.
- i) Ensure vegetation does not impede driver and pedestrian sightlines at intersections.
- j) Locate street trees so that they do not block business signage, where possible.

#### Street Furniture

- k) Where possible, provide waste/recycling receptacles near street corners for ease of use and maintenance.
- l) Use public art strategically to:
  - i) Break up impermeable building façades;
  - ii) Activate leftover spaces;
  - iii) Screen vacant lots;
  - iv) Signal important intersections; and
  - v) Mitigate setbacks from the street.

- m) When providing lighting on a street, consider the use of light fixtures that can be used for interchangeable displays such as festive signage/displays/banners.

#### Public Parking and Drop-offs

- n) Provide off-street surface public parking that is easily to access, clearly signed, and located to minimize impact on the pedestrian experience of downtown.
- o) Provide Recreational Vehicle parking on the periphery of the Downtown Core where it has minimal impact on the pedestrian experience of downtown.
- p) Demarcate street parking areas with curb bumpouts, where possible.
- q) Integrate bus drop off and pickup into the design of public streets near activity centres.



### 3.1.3 Highway 9/56

The Highway is the primary vehicular corridor through downtown, connecting it to the Royal Tyrrell Museum and beyond. Vehicular traffic travelling along this corridor is a source of great value to the downtown. Traffic should be slowed as it moves through the downtown to enable enticing views into downtown and better connectivity between the east and west segments of downtown.

Efforts should be made to increase pedestrian safety along this corridor. All modes should see better wayfinding that is suited to the scale of the place.

- a) Encourage more visitors travelling along Highway 9/56 to stop and visit downtown by:
  - i) Considering additional traffic calming measures or reduced speeds on Highway 9/56 through downtown; and

- ii) Enhancing wayfinding, gateways, and views of key downtown landmarks from Highway 9/56.

- iii) Change the sign currently directing southbound traffic left onto 2nd Ave for visitor information. This sign should direct traffic to turn left on the 3rd Avenue Main Street.

- b) Enhance the safety and experience of Highway 9/56 for active modes by:

- i) Widening sidewalks where feasible; and
- ii) Enhancing active mode crossings at key intersections to increase east-west permeability.

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### 3.1.4 Main Streets

Main Streets are the central pedestrian frame within the Downtown Core. Main Streets include Centre Street running north-south and both 3rd Avenue and Railway Avenue running east-west within the Downtown Core. In addition to be corridors for movement and exploration, these streets will also serve as destinations, inviting people to gather and spend time. Main Streets will be reinforced by active uses along their edges. Sidewalks displays, parklets, patios, public art, and other street furnishings and activities should be supported to make these streets feel vibrant and alive. Here, sidewalks will be wider with narrow drive lanes to calm traffic. On street parking will provide valuable parking spaces in front of businesses while also providing a buffer between pedestrians and vehicular traffic. Seating, public art, and other furniture and amenities will be provided to encourage people to linger and enjoy Main Streets as public space.

- a) Re-establish Main Streets as the highest order pedestrian and commercial streets in the downtown by:
  - i) Minimizing the width of vehicle travel lanes, where possible;
  - ii) Maximizing the width of sidewalks;
  - iii) Maintaining street parking on both sides of the street, as angled parking where possible;

- iv) Providing a consistent program of pedestrian amenities and street furnishings; and
- v) Enabling active frontages to populate the sidewalk with seating, signage, and product display, while maintaining a minimum clear space of 1.5 metres.

- b) Make Main Streets safe and accessible for all users and modes by:

- i) Providing adequate pedestrian scaled lighting;
- ii) Placing accessible seating at approximately 30 metre intervals or closer along Main Streets;
- iii) Providing designated accessible street parking on every block;
- iv) Providing bike racks at regular intervals along Main Streets;
- v) Designing sidewalks and streets to account for snow and ice removal; and
- vi) Prioritizing snow clearance of Main Streets and Main Street sidewalks in the winter.

- c) Conduct an accessibility review of downtown Main Streets to inform accessibility improvements.
- d) Retain existing trees on Main Streets, where possible.





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### 3.1.5 Green Streets

Green Streets offer a secondary network of pedestrian routes that connect downtown to the Badlands River Parks and Trails system and the System 2100 Trail. The intent of these streets is to provide a quieter and more shaded walking/riding experience than the concentrated activities along Main Streets. In addition to prioritizing pedestrians, these streets are also intended as the north-south bicycle routes within downtown.

- a) Establish Green Streets as the main cycling and pedestrian connections to the Badlands River Parks and Trails System through downtown by:
  - i) Maintaining a minimum sidewalk width of 2 metres on Green Streets;
  - ii) Maintaining parallel parking on both sides of Green Streets to serve as a buffer between pedestrians and vehicles;
  - iii) Retaining the green boulevard between the sidewalk and the road on Green Streets where it already exists;
  - iv) Preserving and enhancing the existing tree canopy on Green Streets to provide shade for pedestrians in the summer; and
  - v) Providing cycling infrastructure and amenities.

- b) Conduct a cycling mobility study of the downtown to inform new cycling routes and infrastructure on Green Streets.
- c) Place accessible seating at least every 30-metres along the street along 1st Street W.

### 3.1.6 Riverside Drive Promenade

Meandering from Railway Avenue at the southeast corner of downtown along the river to the south edge of the Civic and Recreation Precinct, Riverside Drive provides unique opportunities within the downtown. The intent of this street is to create a district identity for the Civic and Recreation Precinct to the north, provide a park-like experience for vehicles and pedestrians, and engage with downtown's northern amenities and destinations, including the World's Largest Dinosaur and community recreation facilities. As it meets the river to the east, this street will also play a role in providing access to the flood mitigation measures in emergencies.

- a) Create a park-like multi-modal experience into downtown along the Riverside Drive Promenade by:
  - i) Maintaining a minimum sidewalk width of 2 metres;
  - ii) Widening the sidewalk to 3 or more metres on the north side of the street within the Civic and Recreation Precinct to establish a promenade, where possible;

- iii) Creating a green setback from the street to any surface parking in the Civic and Recreation Precinct; and
- iv) Establishing tree cover along the street to help provide shade and screen existing surface parking.

- b) Consider making Riverside Drive one-way travelling east between Highway 9/56 and Centre Street to route vehicular traffic leaving the Civic and Recreation Precinct through the Downtown Core and its Main Streets.

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### 3.1.7 Trails

Trails provide safe, enjoyable routes for bicycles and pedestrians through the downtown. They also connect the downtown to the System 2100 Trail and other local trails, establishing the downtown as a key node within the valley wide Badlands River Parks and Trails System. Improvements to trails will focus on connectivity, safety, and linking key amenities, while also creating a sense of immersion within the natural badlands landscapes.

- a) Reinforce downtown's role as the primary node within the Badlands River Parks and Trails System by:
  - i) Extending existing valley-wide wayfinding systems to ensure trails are adequately signed with distances and destinations.
  - ii) Connecting trail fragments to produce a continuous system, wherever possible;
  - iii) Creating well-signed pathway routes on Green Streets to connect existing and planned trail networks; and
  - iv) Providing new amenities for trail users, including shade, seating, viewpoints, and drinking water refill stations.
- b) Reinforce a trail connection along the former rail spur from 3rd Avenue W to 4th Street SW by paving the lane and providing wayfinding.

- c) Enhance views of the badlands along the riverside trails in the north-east within Centennial Park by clearing or reducing the density of vegetation along sections of the trail.

### 3.1.8 Key Intersections, Landmarks, and Wayfinding

Intersections between streets and trails must be considered to enable safe crossings and determine which corridors are given priority within the hierarchy. Planning for landmarks and views of them helps with the overall legibility of downtown and navigating the destinations within it. The mobility concept identifies key landmarks in downtown and directs the creation of major gateway features to announce arrival in downtown at key intersections. The following policies provide direction for these key intersections and landmarks.

#### Gateway Features and Wayfinding

- a) Develop a signature gateway feature at the intersection of Highway 9/56 and 3rd Avenue W to signal the arrival at Main Street and encourage traffic along the highway to turn off and explore the downtown. Consider coordinating this entrance feature with upgrades to Munchie Park.
- b) Provide a significant downtown gateway feature at the CN rail ROW crossing over 5th Street E at Highway 9/56.



- c) Retain views of the World's Largest Dinosaur from the Gordon Taylor Bridge and the intersection of Highway 9/56 and Riverside Drive.
- d) Move the visitor information sign on southbound Highway 9/56 off 2nd Avenue and instead direct traffic along 3rd Avenue to Centre Street
- i) Investigate the addition of traffic signals at the intersection of Highway 9/56 and Railway Avenue to enable east-west travel across the highway.
- j) Enhance the under-bridge pedestrian crossing at the Gordon Taylor Bridge or provide an alternate connection.

#### Intersections Types

- e) Where trails meet streets, ensure that trail entrances are well marked so that pedestrians, bicycles, and vehicles are alerted to the possibility of oncoming traffic. In heavier traffic areas, consider crossing signals.
- f) Provide high-quality pedestrian focused treatment at all intersections with Main Streets, including:
  - i) Curb extensions;
  - ii) Directional curb cuts;
  - iii) Street braille;
  - iv) High-visibility crosswalk markings on the roadway; and
  - v) Pedestrian-scale lighting.
- g) Where Green Streets meet Main Streets, provide pedestrian oriented signage/wayfinding.
- h) Develop a new multi-modal connection into downtown across the CN Right of Way that links Highway 9/56 to Railway Avenue between 2nd and 3rd Street E.
- k) Where Riverside Drive Promenade and 3rd Avenue E intersect:
- l) Establish emergency vehicle access to the flood mitigation system that will also serve as a pedestrian ramp onto the trail; and
- m) Narrow the vehicular right of way at the intersection and create a clearly marked crossing for pedestrians and cyclists.

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## 3.2 Public Space Policies

Public spaces are the stage for activities in downtown, and are key to inviting more civic life and vitality. These spaces should serve as the outdoor living room of downtown, facilitating informal gathering and providing amenities for residents. Some of these spaces should also enable hosting of larger civic events and festivities, inviting visitors to experience the downtown and its culture. Vibrant public spaces will signal activity in downtown, encouraging people travelling by to stop and participate in what downtown has to offer.

### 3.2.1 Public Spaces Concept

Public spaces should serve as activity nodes along the streets and trails network and provide amenities for both residents and visitors. In this way, the Public Spaces Concept is highly tied to the Mobility Concept. In downtown the primary public spaces, in addition to streets, are parks and plazas. There are different types of parks and plazas that each have their own roles within the overall public spaces concept for downtown (Figure 10 Public Spaces Concept).

Parks are public lands dedicated for leisure and recreation. They primarily provide open spaces where people can rest, play, connect with nature, and participate in a variety of outdoor pursuits and sports. Parks tend to have a significant amount of green open space.

The Parks in downtown are divided into four types:

- Civic Parks
- Neighbourhood Parks
- Linear Parks
- Pocket Parks

**Civic Parks** include Centennial Park and Rotary Park. These are the major riverfront open spaces within downtown, providing large scale amenities for residents and visitors. Serving as major activity nodes, these spaces have the greatest connection to the river and badlands. The Public Spaces Concept for downtown sees enhancements to the Civic Parks along the riverfront which will entrench them as the central launching point for those exploring the Badlands River Parks and Trails network.

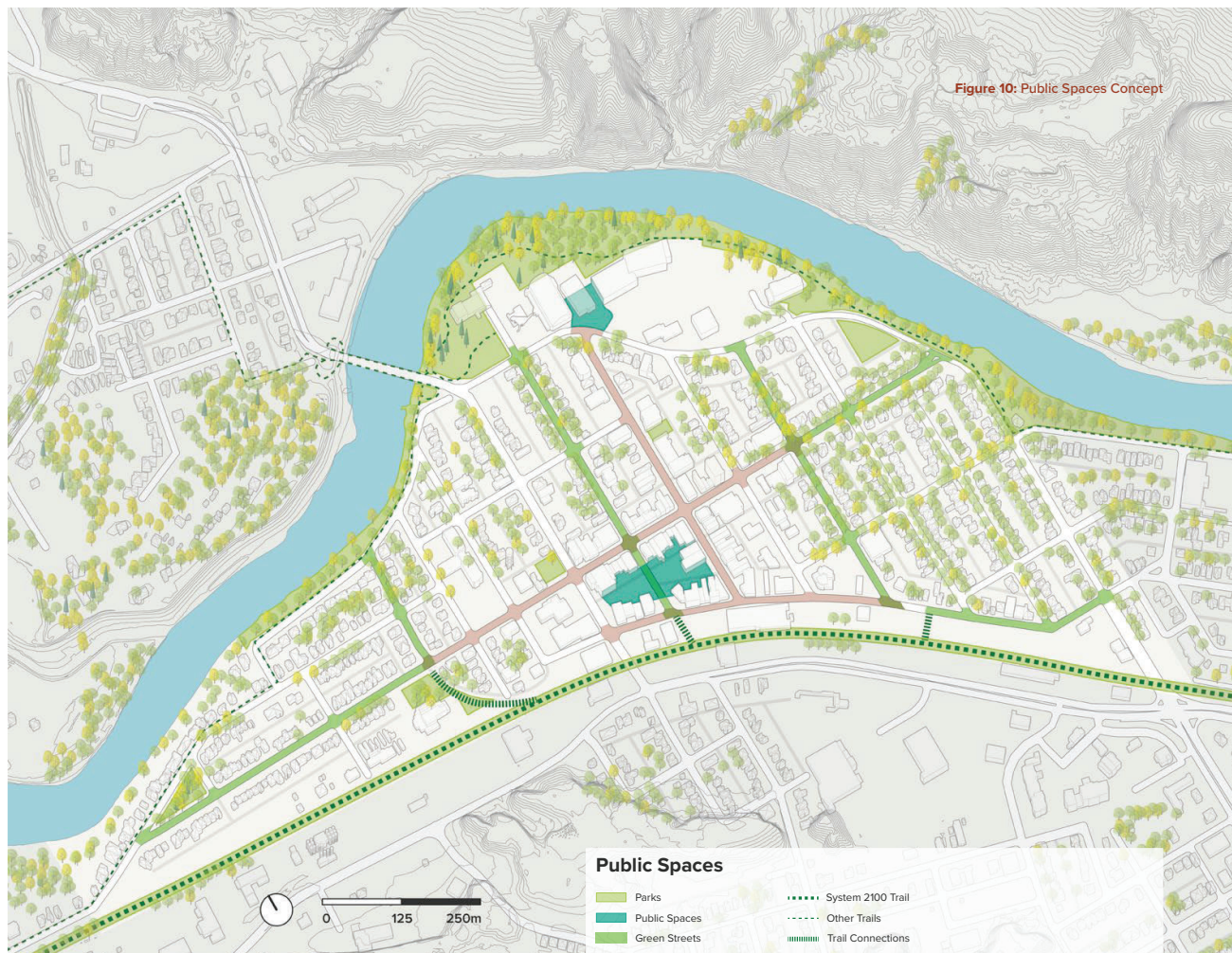
**Neighbourhood Parks** include McConkey Park and the Riverside Drive Ball Diamond. The primary role of neighbourhood parks is to provide leisure and recreational amenities for the growing community of downtown residents.

**Linear Park** refers to the proposed park along the former railway corridor. This park will contain the System 2100 Trail, which will connect downtown to the rest of the valley. The primary purpose of the linear park is to provide trail connectivity and some amenities or points of interest along the way.

**Pocket Parks** include Miner's Memorial Park beside Town Hall and Munchie Park at the intersection of Highway 9/56 and 3rd Avenue. These parks serve as mini green respites within the downtown. They provide amenities for both visitors and residents, and offer spaces for people to sit and linger.

**Plazas** main functions are as central gathering spaces. Downtown plazas include the temporary Plaza at Centre Street and the planned Triangle Plaza between 3rd Avenue and Railway Avenue. The new plaza will be able to support large celebrations and gatherings, while also providing amenities and programming for non-event days. The plaza will be more urban than park spaces, with increased hardscaping to enable a greater capacity of people. The plaza will benefit greatly from active frontage its edges, and adjacencies to busy public streets.

There are also **privately owned public spaces** in downtown, which can function similarly to public parks or plazas, but are maintained by a private landowner.



### 3.2.2 General

The following public space policies apply to all public spaces, including parks and plazas.

#### Safety and Inclusivity

- a) Engage with First Nations, residents, community organizations, business owners, visitors, and other relevant stakeholders in the design or upgrading of public spaces.
- b) Ensure that parks invite and support a wide range of activities for diverse users.
- c) Design public spaces to be welcoming and accessible to all users by:
  - i) Avoiding the use of defensive architecture intended to exclude certain groups or activities;
  - ii) Designing spaces to be universally accessible for people of all ages and abilities; and
  - iii) Providing positive signage that speaks to what types of activities are encouraged in public spaces, rather than signage on what activities are prohibited.
- d) Implement Crime Prevention Through Environmental Design (CPTED) principles in the design of public spaces, including:
  - i) Ensuring all public spaces are well lit;

- ii) Creating or incentivizing active frontage or street edges along public spaces to enable passive surveillance; and
- iii) Maintaining clear pedestrian sightlines throughout public spaces.

- e) Use directional lighting to mitigate light impacts on the surrounding residential and natural areas.
- f) Consider access to public washrooms (temporary or permanent) in the design of public spaces.
- g) Provide clusters of accessible seating in all public spaces with accessible paths leading to them.

#### Four Season Design

- h) Design pathways and hardscaped spaces to accommodate snow removal and storage.
- i) Provide a mix of spaces with shade and shelter from the elements as well as sunny open spaces.
- j) Provide a mix of vegetated and hardscaped areas to increase water infiltration and reduce urban heat island impacts.
- k) Consider providing temporary and/or movable seating in highly trafficked public spaces or to support events.
- l) Ensure infrastructure is provided for electrical and or water hookups to support activities like food trucks, events, and seasonal lighting/and or music.

- m) Integrate stormwater management into the design of public spaces, and investigate opportunity for water capture, storage, and recycling for irrigation.

#### Wayfinding

- n) Ensure all public space has visible/defined entrances on public streets with pedestrian-scaled signage.
- o) Use public art and other landmark features to assist in wayfinding.
- p) Coordinate wayfinding in public spaces with wayfinding on streets.
- q) Work with online mapping platforms or search engines to update/provide the most accurate wayfinding information and park names.

#### Amenities and Furnishings

- r) Where possible, use similar street furnishings or elements as public streets for continuity of the public realm, such as benches, bicycle racks, and waste receptacles.
- s) Collaborate with local artists and fabricators in the design of park amenities, public art, and furnishings.
- t) Ensure frequent waste and recycling receptacles are provided and are located where they can be easily collected/maintained.



- u) Consider the multi-functionality of amenities, such as planters that also serve as seating.
- v) Incorporate innovative features and technologies into furnishings, such as tables with phone-charging capabilities or QR Codes that provide links to park information and maps.
- w) Design any surface parking for parks to be easily adapted as programmable event space.

### 3.2.3 Parks

The parks policies only apply to the parks identified in the Public Spaces Concept. Parks provide critical respite within downtown, providing spaces to connect with nature and participate in leisure pursuits. Different scales of parks exist throughout downtown, each serving their own functions. Large Civic Parks serve as gathering spaces for both residents and visitors, while smaller neighbourhood and pocket parks provide more amenities for residents living in downtown.

- a) All parks must have a clear linkage to streets and pathways, and associated amenities for those travelling along these corridors.
- b) Civic Parks, including Centennial Park and Rotary Park will continue to host significant amenities for both tourists and residents, serving as a major activity node within the Civic and Recreation Precinct.

- c) Neighbourhood Parks will provide a range of amenities to support the growing community of residents in downtown, such as playgrounds, sports facilities, and leisure spaces.
- d) Pocket Parks will provide green space within the downtown for rest and leisure, appealing to downtown employees, residents, and visitors.

### 3.2.4 Plazas

The plaza policies apply to the triangle plaza and the temporary plaza on Centre Street. Plazas serve as central gathering spaces within downtown, providing opportunities for events and every day programming. These spaces will often contain more permanent amenities and hardscape to enable them to support a larger capacity of people in a concentrated space. Plazas should be a hub of downtown activity.

- a) Work closely with adjacent landowners in the design of the triangle plaza.
- b) The Triangle Plaza will support larger events in addition to providing seating and amenities for everyday use and social gathering.
- c) Once the triangle plaza is completed, consider decommissioning the temporary plaza on Centre Street.

### 3.2.5 Privately-Owned Public Spaces

The Privately-Owned Public Space policies apply to spaces located on private property that are not operated by the Town.

- a) Privately-owned public spaces should follow the general parks and public space policies in Section 1.1.1.
- b) Operators of privately-owned public spaces are encouraged to coordinate programming with Town events and other downtown revitalization initiatives.

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## 3.3 Land Use Policies

The Land Use Policies provide direction for the types of uses that are supported in downtown and how those uses should be developed. To fulfill the vision for a vibrant and active downtown, uses need to support a high level of pedestrian activity and provide a mix of services and functions for residents and visitors. The form of buildings and their setback, height, and building design also influence a building's relationship to public streets and spaces.

The plan provides general land use policies that apply to all three of these land use area types as well as specific direction for each of the areas. The Land Use Policies of the DARP will be implemented through the Land Use Bylaw districts and overlays.

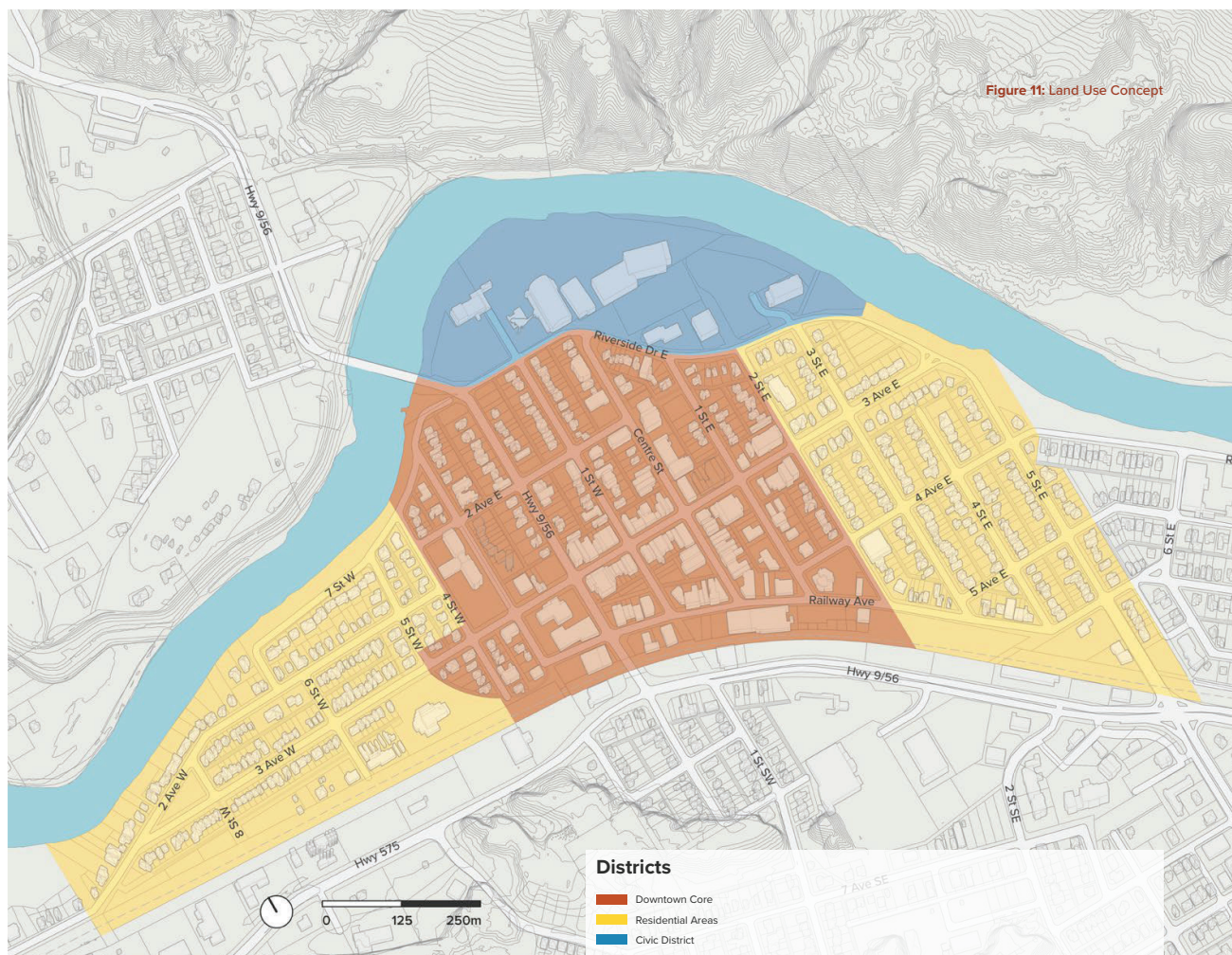
### 3.3.1 Land Use Concept

To address the different intensities of uses and their locations within the plan area, the DARP establishes a land use concept with three main land use areas (Figure 11):

- Downtown Core
- Civic and Recreation Precinct
- Downtown Neighbourhoods

The Land Use Concept concentrates activity within the Downtown Core by ensuring new development along Main Streets provides active ground floor uses and by guiding how existing properties can further support a vibrant pedestrian experience in downtown. To the north, the Civic and Recreation Precinct continues to facilitate major recreation and tourism destination functions, while ensuring that future development or renovations fosters a more cohesive relationship with the river, new trails, and the surrounding badlands landscapes. To the east and west of the Downtown Core, Downtown Neighbourhoods continue to support residential uses, with increased opportunities for infill, live-work, and home-based businesses as well as focused commercial development at the east and west transition of Main Streets.





### 3.3.2 General Land Use

The general policies apply to all of the Land Use Areas within downtown. The general policies provide direction on overall conformance, flood resilient development requirements, heritage, and specific policies for residential dwellings and commercial development throughout the plan area.

#### Conformance

- a) All existing development shall be considered conforming to this Plan.
- b) Future development must conform to the policies of the relevant Land Use Area.
- c) Future land use re-designation must conform to the policies of the relevant Land Use Area.

#### Flood Resilient Development

- d) All development must comply with the relevant flood overlay regulations in the Land Use Bylaw.

#### Heritage

- e) The heritage value and character of existing properties should be retained and enhanced through adaptive re-use and retrofit where feasible.

- f) The Town will support the municipal designation of heritage properties where there is interest from the landholder.
- g) Development next to an identified heritage property should be developed in a manner that is contextually sensitive to the heritage property.
- h) Development should avoid 'fake' or 'mock' heritage.
- i) Retain historic or 'ghost' signs, where possible.

#### Residential Dwellings

- j) Dwelling units in new mixed-use buildings should be located above or behind commercial uses.
- k) Entrances to dwelling units within mixed-use buildings should be accessed via a separate lobby on the street, with a potential secondary access from a lane.
- l) Where dwelling units are located on the main floor in a multi-family residential development along a public street, the dwelling units should have separate dedicated entrances on the street. Patios and porches are encouraged.

- m) Residential and mixed-use development should provide a range of dwelling types to accommodate different income levels, age groups, households, tenures, and lifestyles, including larger family units, seniors' units, rental units, and accessible units.
- n) New multi-family residential and mixed-use developments are encouraged to provide rooftop amenity areas and balconies that capitalize on the incredible views of the river and badlands.
- o) New multi-family residential and mixed-use developments are encouraged to provide modern amenities and services for residents.

#### Commercial Uses

- p) Commercial buildings with frontages exceeding 15 metres wide should provide multiple entrances on the street.
- q) Restaurants, drinking establishments, and entertainment establishments are encouraged to provide outdoor patio extensions onto streets and public spaces.
- r) When patios are located along a street, a minimum 1.5 metre unobstructed pedestrian pathway must be maintained per the Town's Seasonal Patios on Public Lands Bylaw.



- s) Clear glass windows and doors should be provided on the ground floor to maximize transparency of frontage on public streets and break up longer building facades. Mirrored glass should be avoided.
- t) New blank walls should be avoided. Murals should be used to activate existing blank walls.
- u) Roll shutters are highly discouraged. If provided, they must be located on the inside of windows.



### 3.3.3 Downtown Core

The Downtown Core is the commercial heart of downtown, which includes the Centre Street, 3rd Avenue, and Railway Avenue main streets. This will be where the highest concentration of commercial and mixed-use development is, and the highest percentage of active frontage along public streets. Active frontage means first level shopfronts and businesses that can be seen walking along the street. These spaces should have frequent entrances onto the street and generate a lot of foot traffic in and out. Ideally, uses from these frontages will spill out onto the street in the form of patios or sidewalk displays, adding to the interest and overall vibrancy of the area. New vacant or less active spaces, such as surface parking lots, will be avoided, and existing ones programmed or screened to create consistent activity and vibrancy along main streets.

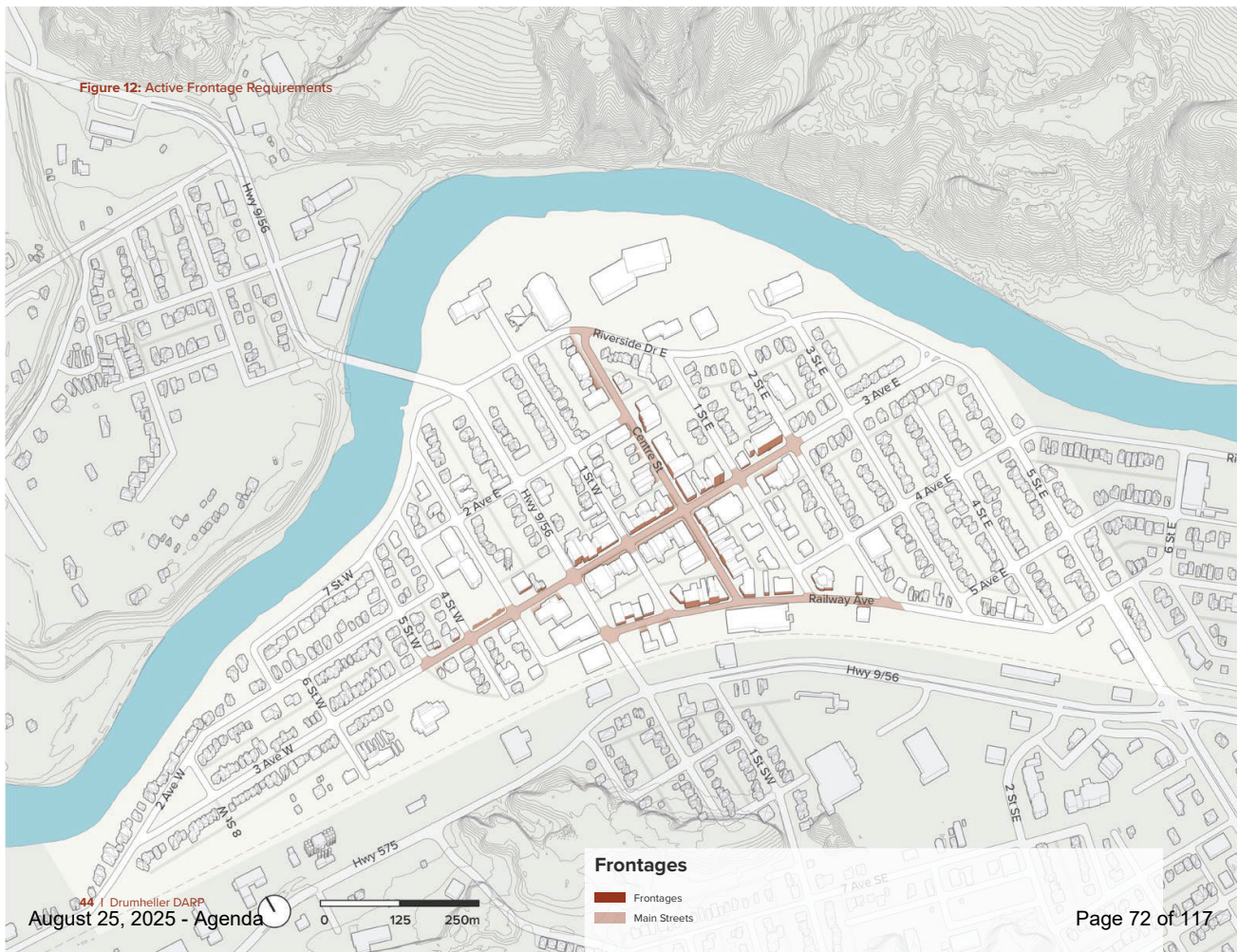
In addition to active uses on the ground floor of buildings, professional services and residential uses will be encouraged throughout the core to increase the number of people living and working here. New development will capitalize on the strengths of the existing main streets, including adaptive re-use of heritage buildings where possible.

### Land Use

- a) Encourage mixed use buildings in the Downtown Core to increase active frontage and the number of residential dwelling units in downtown.
- b) Encourage active uses, that are generally open on evenings and weekends throughout the year, in the Downtown Core to create a sense of destination, such as restaurants, microbreweries, gyms/studios, and artist galleries/collectives.
- c) Allow for new single-use commercial buildings in the Downtown Core if they contribute to a high-quality public realm and meet any applicable active frontage requirements of Main Streets Identified in Figure 13.
- d) Allow for single-use residential buildings in the Downtown Core in areas not subject to active frontage requirements of Main Streets identified in Figure 13.
- e) Do not allow new single-unit detached dwellings in the Downtown Core.
- f) Do not allow new, large format commercial uses or auto-oriented uses, that are disruptive to the pedestrian experience of downtown, in the Downtown Core.

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Figure 12: Active Frontage Requirements



### Active Frontage

- g) Increase the active frontage and uses along the Main Streets identified in Figure 12 by:
  - i) Requiring a minimum of 60% visible active commercial frontage, such as retail, consumer/tourist service, artist gallery, or restaurant on the ground floor of new buildings;
  - ii) Locating less active uses, such as office, residential, and institutional uses behind or above active frontage uses in new mixed use buildings, unless they are occupying the additional 40% of ground floor frontage not dedicated to active uses;
  - iii) Encouraging existing development to provide permanent or temporary active frontage uses, such as a small retail/food vendor, interactive game, artist display, outdoor seating area, photo opportunity, etc.; and
  - iv) Screening vacant lots and buildings from the street or activating them through temporary programming, such as park space, pop ups, public art, etc.
- h) To support the programming of vacant spaces, the Town may negotiate agreements with landowners to address legal liability.
- i) Encourage rooftop and ground floor patios along the Triangle Plaza.

- j) Development facing the Triangle Plaza should provide plaza access, coordinated with loading and servicing requirements.

### Height and Setbacks

- k) Ensure new development in the Downtown Core is a minimum of two storeys (6 metres) in height above grade. Exception may be granted if the one storey development will contribute significantly to the pedestrian realm and/or if it involves the revitalization of a building deemed to have heritage value.
- l) New development shall be set back 0-3 metres from the street to allow for expansion of the pedestrian realm while maintaining an active interface for pedestrians. The front yard setback applies to both street-facing lot lines on corner lots.

### Parking and Servicing

- m) Provide new on-site parking at the rear of properties, accessible from the lane. Where there is no lane, driveways providing site access should be as narrow as possible and consolidated to minimize impacts on street parking and the pedestrian environment.
- n) Discourage the provision of new on-site surface parking lots along public streets, except for along the south side of Railway Avenue.

- o) Encourage existing development with on-site surface parking lots adjacent to the street to provide a landscaped edge or other pedestrian amenities along the sidewalk.
- p) Locate servicing and loading access where it is least disruptive to the pedestrian environment, such as at the rear of buildings with access from a lane, where feasible.
- q) Locate utilities, vents, and other utilitarian elements away from the lower levels of building facades adjacent to the public realm. Where they are already located on the lower levels, they should be screened.

### Façade Design Guidelines

- r) Front entrances should face the street and be easily identifiable through:
  - i) Material changes and/or colour accents;
  - ii) Accent paving in front of entrances; and
  - iii) Lighting.
- s) Corner properties should provide entrances on both public streets or a feature corner entrance.
- t) High-quality materials, such as wood, masonry, metal, and textured concrete should be used in façade design.
- u) Architectural features of a building façades, including the base, middle, and cap, should be highlighted with material changes.

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- v) The number of materials and colours used in one façade should be limited.
- w) The façades of multi-tenant buildings should provide a consistent and robust repetition of the materials, details, styles, and shapes that provide visual interest to the streetscape.
- x) Storefronts and upper storeys of buildings should be illuminated at night for pedestrian safety and to provide visual interest.

### Signage and Weather Protection

- y) Snow, wind, and rain protection should be provided such as canopies, awnings, recessed entrances. Weather protection should:
  - i) Be provided at a consistent height;
  - ii) Be designed to compliment the building design, material, and colour; and
  - iii) May encroach over the sidewalk if it does not obstruct pedestrian movement.
- z) Signage should:
  - i) Be limited in number;
  - ii) Compliment the architectural style of the building;
  - iii) Be visible from the sidewalk;
  - iv) Not impede pedestrian movement; and
  - v) Not obstruct the view into the building from the sidewalk.

### 3.3.4 Civic and Recreation Precinct

The Civic and Recreation Precinct is located to the north of the Downtown Core, along the Red Deer River. The area will continue to support a range of civic and recreation uses and attractions for residents and visitors, serving as a major activity node. In contrast to the gridded development in the Downtown Core and Downtown Neighbourhoods, the civic and recreation precinct is more of a campus-like area, with buildings surrounded by amenities and pathways in a park-like setting. All future development and retrofits within the area will emphasize downtown's connection to the river and the surrounding badlands, encouraging frontage that activates river pathways and contributes to a more inviting pedestrian experience. Care will need to be taken to ensure that existing and future development are resilient to flooding, given the area's location within the floodplain.

- a) Existing and new public recreation, cultural, tourism, and institutional uses are supported in the Civic and Recreation Precinct.
- b) Small-scale private recreation uses are encouraged in the Civic and Recreation Precinct, such as watercraft rentals and e-bike rentals, to increase mobility options and usage of the river and trails systems.





- c) Commercial uses and services may be allowed in the Civic and Recreation Precinct if they meet the overall intent of activating the area and providing amenities for visitors and residents.
- d) All development in the Civic and Recreation Precinct must consider building orientation and design that engages the river, the river trail system, and views of the badlands.
- e) Development along Riverside Drive must provide a landscaped edge along Riverside Drive.
- f) The Town will review opportunities to establish a pedestrian connection north-south through the Civic and Recreation Precinct to connect the river and Riverside Drive at Centre Street.

### 3.3.5 Downtown Neighbourhoods

Downtown Neighbourhoods are the primarily residential areas located on the east and west sides of the Downtown Core. These areas are anticipated to remain primarily residential, with contextual infill development gradually providing additional density over time. Live-work opportunities and home-based businesses will be encouraged throughout, with focused local commercial at the transition of Main Streets from the Downtown Core. Development in Downtown Neighbourhoods will take advantage of the area's walkable grid of public streets, residential lanes,

and lush existing tree canopy, and will benefit from enhanced connections along Green Streets to the Badlands River Parks and Trails System.

#### Residential

- a) Existing small lot and scale single-family residential is supported throughout Downtown Neighbourhoods, including the preservation of heritage residences.
- b) Ground-oriented infill residential development is encouraged throughout Downtown Neighbourhoods, such as duplexes, four-plexes, and townhouses.
- c) Front yard gardens and landscaping is encouraged.

#### Commercial

- d) Local commercial uses are encouraged at the transition of Main Streets from the Downtown Core into Downtown Neighbourhoods.
- e) Live-work uses and home occupations (minor and urban) are encouraged throughout Downtown Neighbourhoods.





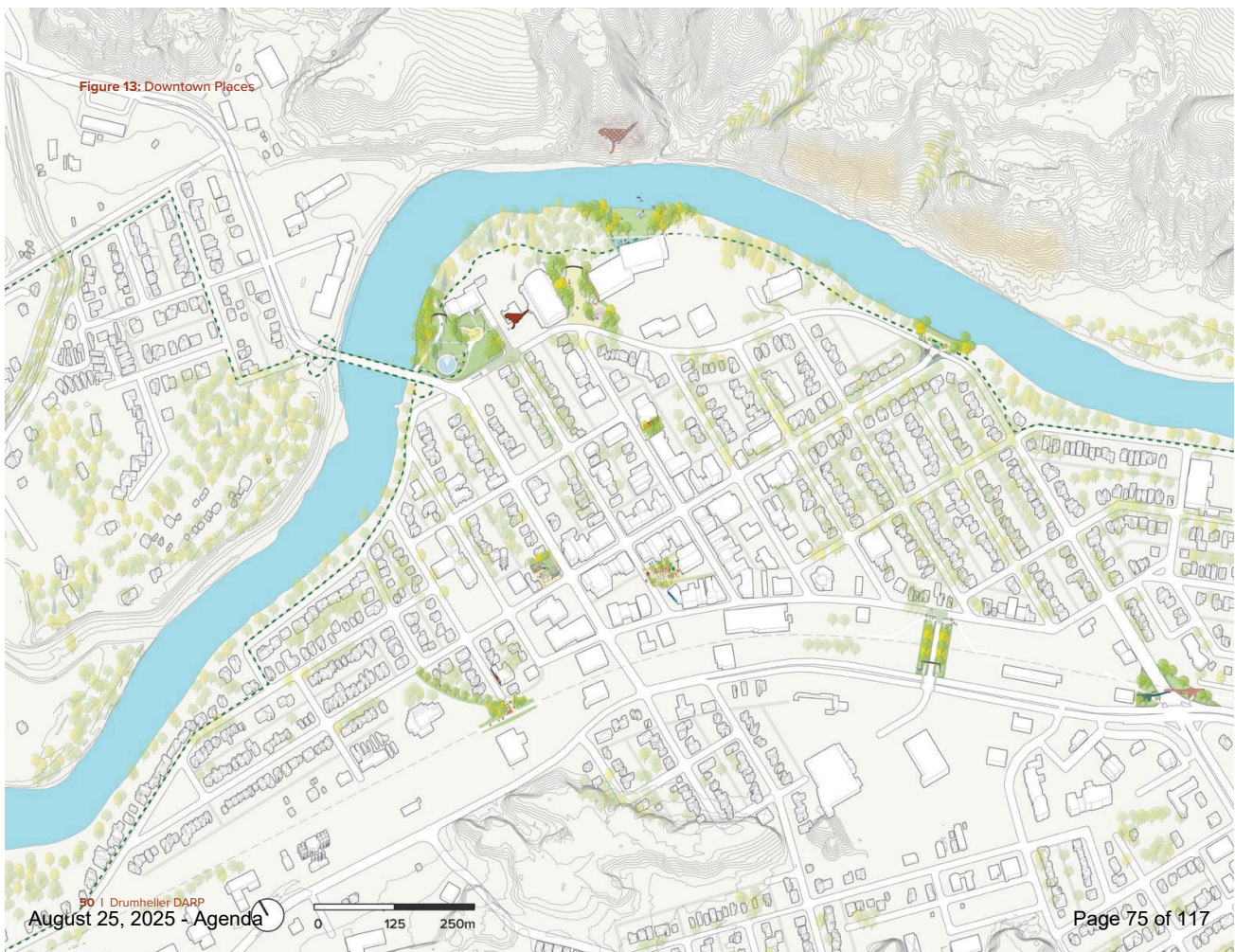
## 4 Places

Revitalization relies on specific places – pressure points with small footprints that can have big impacts. These places are focal points that catalyze change, and they play special roles that supplement the broader downtown strategies.

The previous chapter outlined policies that are applied broadly through the downtown, along streets, in open spaces, and across districts. It presented critical directives that will guide long-term development in the downtown, creating the base conditions for renewal. But revitalization also relies on specific places. This plan has identified 12 key places that present opportunities – big and small – to enable the plan and allow it to live up to its aspirations.

The following chapter outlines opportunities observed for each place, including a series of design guidelines that support the place's potential. These guidelines should be interpreted as departure points; more specific design direction for each site will emerge through more detailed analysis, constraint mapping, and community input.

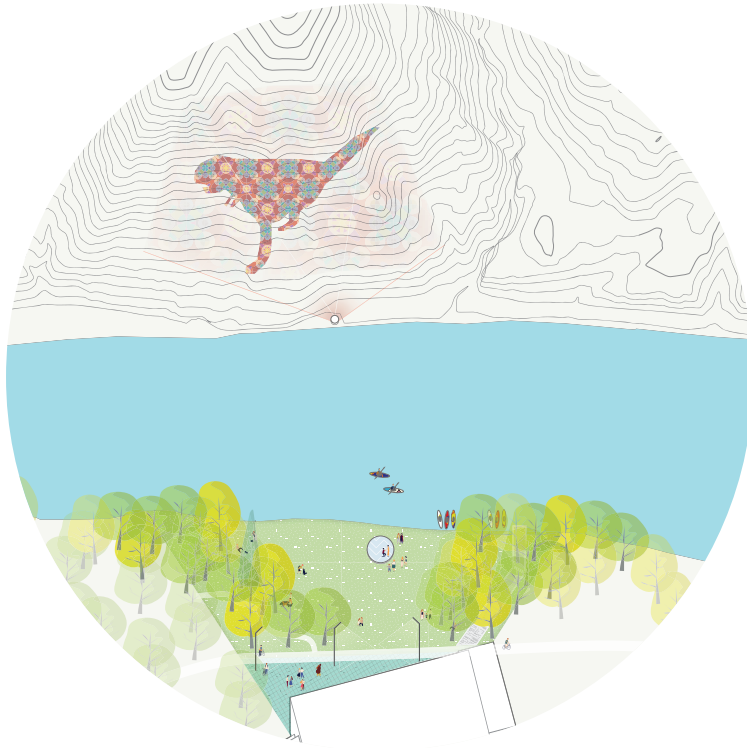
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## 4.1 Centennial Park

Centennial Park is the Drumheller Valley's premiere riverfront park space. Adjacent to several community and recreation facilities in the civic district, the park is an important space for social gathering and community events. Its location presents a key opportunity to reconnect downtown to the dramatic badlands cliffs to the north and east. Planned flood mitigation improvements through the park space present an unparalleled chance to re-emphasize the park's connection to the Badlands Community Facility, provide access to the river, and to open the park to the badlands cliffs to the north.

- a) Clear vegetation in strategic areas along the riverbank to establish viewpoints to the badlands cliffs.
- b) Explore Son et Lumiere projections or more basic up-lighting on the cliffs in the evening to make them a stronger landmark, provide a rich experience for people on the river and river trails, and entice visitors to stay later into the evening, particularly in the shoulder seasons.
- c) Provide regular seating at viewpoints and along pathways.
- d) Establish a river access point for watercraft to get on and off the river.
- e) Provide picnicking facilities, including tables and/or barbecues.
- f) Consider additional opportunities for winter programming, such as toboggan hills, fire pits, light displays, warming huts, etc.



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## 4.2 Rotary Park

The Rotary Park is a highly visible space east of Highway 9/56 just south of the Gordon Taylor Bridge. It includes several public amenities, including a water feature, an outdoor spray park, and the World's Largest Dinosaur. The space provides excellent amenities for both residents and visitors, and the World's Largest Dinosaur is a strong and well-rated attraction. It forms the western gateway to the civic district and the western extent of the Promenade. Efforts should be made to ensure that this space is well-kept, as it is a key signal of downtown for southbound traffic across the bridge.

- a) Repair and reactivate the fountain near the highway.
- b) Consider all-season presence of the fountain space through lighting, public art, and pedestrian amenities.
- c) Leverage flood mitigation work to bring attention to the new trail system that leads into Centennial Park.
- d) Explore designating Riverside Drive as a one-way eastbound road so that visitor traffic is routed south along Centre Street into the commercial core before returning to the highway.
- e) Explore alternative intersections configurations at Riverside Drive and Highway 9/56 that improve pedestrian safety and reduce vehicle speed in the area.





### 4.3 Centre Street North Plaza

Centre Street currently terminates to the north at Riverside Drive. A small plaza sits at this node, but the existing recreation facilities form a barrier that separates Centennial Park from the rest of the downtown. This space is a key intersection between a Main Street (Centre Street) and Promenade (Riverside Drive) and should become an open and intuitive gateway to Centennial Park.

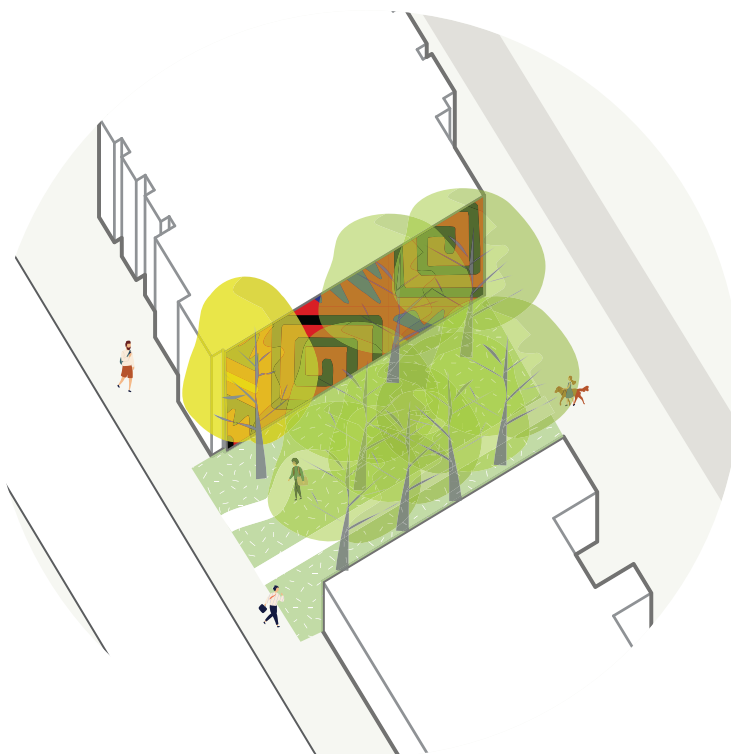
- a) When the curling rink building reaches the end of its lifespan, consider demolishing the structure and replacing it with a public connector that effectively extends Centre Street for pedestrians up into the park and to the river.
- b) Use strategic plantings to hide the back-of-house facades on the ice rink and Community Facility.
- c) If the site is redeveloped with a new building, site the building so that there is clear, outdoor pedestrian access through this corridor.
- d) Explore gateway elements that invite people into Centennial Park to the north.
- e) Ensure the space is well lit, safe, and inviting.
- f) Leverage the nearby community facilities and parking to activate this space with a range of programming, including small markets or other events.

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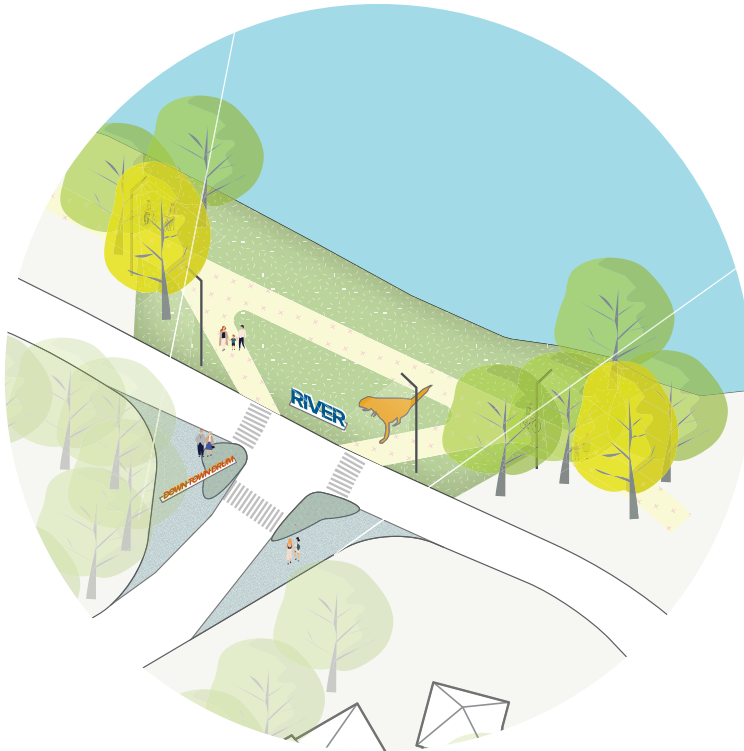
### 4.4 Coal Miner's Memorial Park

Miner's Memorial Park is a pocket green space adjacent to Town Hall on Centre Street. It contains seating, trees, a paved walkway, and interpretive information about the history of coal mining in the valley. It serves to anchor the Town Hall with a public space and provides a small green respite between the commercial streets and Centennial Park to the north.

- a) Continue to maintain this park as a key component of the open space system downtown.
- b) Future improvements to the roads or sidewalks of this block of Centre Street should find ways to enhance Miner's Memorial Park and draw its greenery out onto the street.
- c) Consider adding seating with tables.
- d) Consider a mural feature on the side of the Town Hall adjacent to the park to brighten the space.
- e) Ensure the space is well-lit at night.







## 4.5 Third Avenue & Promenade Intersection

The 3rd Avenue Main Street terminates at Riverside Drive/5th Street on the east. This T-intersection presents an opportunity to achieve a range of outcomes for the downtown. The intersection is a key node within the street network and should signal to Riverside Drive traffic that 3rd Avenue is a Main Street and leads to the core. For the active mobility system, it is a bridging point between the riverside trail system and the street grid, which can be configured to double as emergency access to the berm top in a flood. For both vehicles and pedestrians looking eastbound along 3rd Avenue, the intersection is an opportunity to frame a view of the badlands.

- a) Fill in the turn lanes in the intersection's concrete 'pork chops' to create a safer crossing condition for pedestrians.
- b) Establish wayfinding and other landmark elements that signal the importance of this intersection for both vehicles and active modes.
- c) Create an access route from the riverside trail that connects smoothly to the intersection crossings. Explore the opportunity for this route to double as emergency vehicle access to the trail/berm top.
- d) Clear vegetation from the riverside at this node to open views east to the badlands.

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## 4.6 Spur Line Trail Connection

The Spur Line Trail Connection describes a future node that draws together the System 2100 and the residential street grid west of Highway 9/56. It reimagines the laneway that arcs east of the Provincial Courthouse, connecting the 2100 north to the terminus of the Main Street at 3rd Avenue and onward to the riverside trail system. It draws into this node the small piece of commercial development on 4th Street, which is a unique moment in the otherwise mostly residential district.

- a) Widen, pave, and mark the laneway that arcs between 4th and 5th Streets W, and connect this route to the System 2100 trail.
- b) At the trail intersection, create a small landing space and consider adding signage with trail system mapping and interpretive information.
- c) Create a well-marked pedestrian crossing at the intersection of 3rd Avenue and 5th Street W.
- d) Explore a small landmark element that signals the importance of the intersection at 3rd Avenue and 5th Street W.





## 4.7 Highway at 3rd Avenue (Munchie Park)

Munchie Park sits on the northwest corner of the entrance to downtown at Highway 9/56 and 3rd Avenue W. It is the primary public open space on the west side of the highway in the downtown. The space is leased in perpetuity to the Town. Munchie Park will invite continued use as a green gathering space, with improvements that facilitate flexible programming. As a highly visible component of downtown, Munchie Park should be well-kept through all seasons. It presents a strong opportunity to provide wayfinding and landmark elements that signal the intersection of 3rd Avenue W from both directions of the highway.

- a) Establish a strong landmark that signals the intersection of Highway 9/56 and 3rd Avenue and provides some identity for Downtown Drumheller. Consider a structure that extends the Main Street form westward from the east side of the highway.
- b) Continue to support outdoor patio activity along the west side of the park and consider hardscaping this edge.
- c) Create a more inviting and permeable interface between the park and the adjacent sidewalks.
- d) Explore integrating the rear lane into the design of the space.
- e) Provide inviting lighting in the park, and on the entry sign.

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## 4.8 Triangle Plaza

The Triangle Plaza is a Town-owned space framed by Main Streets in the downtown. It is comprised of two parcels that flank 1st Street W, between Centre Street and Railway Avenue. There is a strong opportunity to develop a plaza here that will become a new civic anchor in the south of downtown, creating a focal point for events and other daily use. Highly visual elements within the Plaza will also signal to travellers on Highway 9/56 that downtown is a hub of activity, drawing them in along the Main Streets. Over time, development on the plaza's laneway perimeter can leverage the opportunities the plaza presents for frontage and use.

- a) Ensure plaza design accounts for the servicing and access needs of surrounding properties, universal design and accessibility, safety and inclusivity, and event planning.
- b) Consider providing public washrooms at this location as an additional magnet and an amenity that enables longer downtown visits and events.
- c) Explore multi-use configurations that allow for a mix of event scales, everyday use, and parking.
- d) Review 1st Street W to identify opportunities to expand the plaza space and create more effective parking configurations.
- e) Work with adjacent property owners to coordinate and screen servicing and garbage disposal.
- f) Provide a significant landmark feature or that can be seen from Highway 56.
- g) Provide infrastructure to support programming and events, such as electrical outlets, water outlets, and lighting.
- h) Consider designs that enable food trucks and/or market stalls.

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## 4.9 New Road Connection

Currently, the CN right-of-way that runs along the south edge of downtown acts as a visual and physical barrier between the highway and the downtown. Nearby areas, including the commercial and hotel clusters to the south, have limited options to connect to the downtown grid. For pedestrians in these areas, there are few highway crossings and limited infrastructure to bring them north to Railway Avenue and into downtown. The addition of the System 2100 Trail along this right-of-way invites new consideration of the corridor and potential crossing points. There is a strong opportunity to draw a new road connection across at the intersection of Highway 9/56 and 6th Avenue E (near the Freson Brothers & Canadian Tire). The intersection is already signaled and provides a range of landing points on Railway Avenue to the north.

- a) Explore connecting 6th Avenue to the northeast across the former CN right-of-way to Railway Avenue.
- b) Alter the route of the 2100 to create a safe crossing point for the pathway at an intersection.
- c) Plant trees that provide shade and provide a transition to the downtown street grid.
- d) Explore wayfinding and signage options that activate this space.







## 4.10 Fifth Street Gateway

Traffic near Downtown Drumheller is largely directed along the highway corridors, with limited invitations to exit these main routes between key destinations in the valley. One underutilized opportunity exists at the intersection of Highway 9/56 and 5th Street E. To invite traffic arriving from the south (a main access point from Calgary) into downtown. From here, vehicles can choose to access parking along Railway Avenue, drive along the Main Street, or carry northwest along the Promenade route on Riverside Drive to Centennial Park and the World's Largest Dinosaur. With the System 2100 trail crossing 5th Street E here, there is a chance to create a safe crossing, establish a large gateway landmark that invites visitors into the downtown, and create an attractive destination along the trail system.

- a) Create an attractive visual gateway element that draws vehicles north on 5th Street into the downtown.
- b) Create a safe east-west crossing for the 2100 Trail at this intersection.
- c) Leverage the opportunity to create a photo-opportunity and additional wayfinding node through the creation of the gateway elements.

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# 5 Actions

This chapter identifies a suite of tools that can help achieve the goals of the DARP.

These tools are the projects and initiatives that enable investment and will work together to kick-start momentum in the Downtown. Actions include:

- **build** upgrades, like street improvements and the creation of public spaces,
- **incentives**, which encourage specific forms of private investment,
- **activities**, which bring life and vitality to public spaces, and
- **supports**, which provide the administrative resources and communications to maintain coordination across all of the work.

The actions in this chapter arose from best practice research, ideas generated by the community in Phase 1 of the project's engagement, and feedback from the project Advisory Committee. The action list was refined by the project team and then tested and prioritized through public and stakeholder engagement in the project's Phase 2 engagement.

The list of actions is not exhaustive. Many additional ideas and initiatives are likely to arise throughout the 15 year life of the DARP as new information and opportunities present themselves. The intent of this chapter is to provide the basis for a growing library of revitalization actions and tools, which can be used to attract funding and generate momentum towards revitalization.

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## 5.1 The Action Library

The Action Library is a curated collection of implementation projects and tools for realizing the goals of the Drumheller DARP. Actions in the library are classified into four overall types based on their function. These types are: Upgrades, Incentives, Activities, and Supports.

### 5.1.1 Types of Actions

#### Upgrades

Upgrades are physical built improvements to public realm, infrastructure, and building. They are usually enabled by the Town and are often done in partnership with organizations or levels of government. Many of these improvements are related to the Places identified in Chapter 4.

#### Incentives

Incentives are mechanisms or grants that change the conditions of investment toward a particular goal. Generally, incentives are provided by the Town to enable the private sector to do something considered desirable for downtown, such as encouraging a certain type of development, or to promote active uses.

#### Activities

Activities are programs or events that are intended to bring life to downtown and its public spaces. Activities can be small informal daily programs like sidewalk games, or they can be larger organized activities like civic events and parades.

#### Supports

Supports enable facilitation and coordination of all other actions. These include hiring of specific Town staff or changes to policies and other regulations that will enable and support implementation of other actions.

### 5.1.2 Ranking and Support

Each of the actions are provided with their description, level of resident support from Phase 2 Engagement, and overall priority within the revitalization of downtown. Throughout the life of the DARP, additional actions should be added to the library, informed by new ideas, innovations, lessons learned, and opportunities. Preliminary phasing of actions is provided in Chapter 6.

#### Resident Support Score

♥♥♥ 67-100% of survey participants

♥♥ 34-66% of survey participants

♥ 1-33 % of survey participants

-- not included in engagement

#### Priority

S Short term (1-5 years)

M Medium term (6-10 years)

L Long term (11-15 years)

★ **Leverage opportunity:** this project should be prioritized if another project emerges that reduces its cost or complication.



## 5.2 Upgrades

Upgrades provide the vital infrastructure and public realm improvements to support downtown revitalization. They enable activities to take place throughout downtown and contribute to a more vibrant pedestrian experience. The following upgrades are intended to be conducted throughout downtown. In some cases, targeted locations are provided to help inform where these actions should be focused first.

♥♥♥  
S

### Recycling Bins

Provide recycling bins to keep the downtown clean and provide a much-needed pedestrian amenity. Could be themed/branded.

Targeted Locations: Main Streets, Parks and Plazas



♥♥♥

S★

### Public Washrooms

Provide access to public washrooms in the downtown.

Targeted Locations: Triangle Plaza ★



♥♥♥  
S

### Street Beautification

Upgrade intersection sidewalks, landscaping, benches, and other amenities.

Targeted Locations: Main Streets, Green Streets



♥♥♥

M

### Mural Project

Establish program to add murals to blank walls downtown and support artists.

Targeted Locations: Downtown Core



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♥♥

M★

### Urban Tree Canopy

Plant trees along the downtown streets to provide visual interest, shade, and stormwater management.

Targeted Locations: Downtown Core



♥♥

M★

### Cycling Infrastructure

Conduct a cycling study of downtown. Design and sign routes and install bicycle racks.

Targeted Locations: Downtown-wide (★ street upgrades)



♥♥

M

### Parklet Program

Develop a program to turn small, unused spaces into public spaces for people to spend time in.



♥♥

S★

### Universal Accessibility Upgrades

Conduct an accessibility study of downtown and improve universal accessibility throughout the downtown public realm.



♥♥

L★

### Pedestrian-Cyclist Bridge

Build a pedestrian and cyclist dedicated crossing/bridge to improve the connection across the Red Deer River.





♥♥

M★

### Seating

Increase the amount of seating (benches, movable chairs, shared tables, etc.) throughout the downtown.










## Shared Street

Establish a shared street that can be closed to cars at designated times or designated days.

Targeted Locations: 2nd Street between 3rd Avenue and Railway Avenue











## Off-Leash Dog Park

Provide enclosed space where dogs can socialize and exercise, for locals and visitors.

Targeted Locations: Centennial Park











## Cross-Country Ski Trails

Establish cross-country ski trails and connections.

Targeted Locations: Centennial Park, System  
 2100 Trail






## Downtown Playground

Create a top-notch playground to make the downtown more family- and kid-friendly.

Targeted Locations: Centennial Park

Resident Support Score

♥♥♥ 67-100% of survey participants

♥ ♥ 34-66% of survey participants

♥ 1-33 % of survey participants

-- not included in engagement

Priority

S Short term (1-5 years)



M Medium term (6-10 years)

L Long term (11-15 years)

★ **Leverage opportunity:** this project should be prioritized if another project emerges that reduces its cost or complication.

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A graphic titled "Temporary Placemaking" with a subtitle "Add temporary low-cost interventions to enliven public spaces." The graphic includes a heart icon, a large "M" logo, and a hexagonal icon with various symbols.





## Trailer/RV Parking

Create an area in the downtown with long parking stalls for camper vans and trailers.

Targeted Locations: South of Railway Avenue







## M

### **Tourist Info Centre Relocation/Satellite**

Relocate the tourist information centre to Centre Street, or create a small kiosk downtown, to draw visitors into downtown.

## 5.3 Incentives

The incentives aim to encourage additional private investment and participation in downtown revitalization. The incentives may either be downtown-wide or may be piloted or targeted in specific areas and priority places.

### Resident Support Score

♥♥♥ 67-100% of survey participants

♥♥ 34-66% of survey participants

♥ 1-33 % of survey participants

-- not included in engagement

### Priority

S Short term (1-5 years)

M Medium term (6-10 years)

L Long term (11-15 years)

★ **Leverage opportunity:** this project should be prioritized if another project emerges that reduces its cost or complication.

♥♥♥

S★

### Designated Food Truck Zones

Relax the Mobile Vendor Bylaw to encourage mobile vendors with a permit/food license in the downtown area.



♥♥♥

S

### Seasonal Patios Incentives

Share information about the Town's Seasonal Patios Bylaw and provide incentives for providing patios throughout the year.

Targeted Locations: Main Streets



♥♥♥

M

### Co-working Spaces

Build co-working spaces in older buildings to support small start-up businesses.

Targeted Locations: Main Streets



♥♥

M

### Bike/Scooter Share Program

Incentivize shared bikes or scooters to enhance movement along the valley trail system.



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♥♥♥

M

### Pop-up Business Program

Work with property owners to accommodate "pop-up" businesses to occupy empty commercial spaces or vacant lots temporarily.



♥♥♥

O

### Storefront Enhancement Grant

Continue to provide support for downtown property owners/tenants to improve the exterior aesthetic appearance of downtown in accordance with DARP policies.



♥♥

L

### Downtown Campus

Partner with post-secondary institutions to establish additional satellite campuses downtown to bring a larger student population to live and work in the area.



♥♥

M

### Waive Fees for New Businesses in Vacant Buildings

Waive development fees for new businesses in non-residential buildings that have been vacant for 3 months.



♥♥

O

### Vacant Building Tax Incentive

Renew and promote program to incentivize businesses to use non-residential buildings that have been vacant for more than a year. Provide a tax exemption for one year of business operations.



♥♥

O

### Downtown Event Grant

Develop a program to administer grants for downtown events run by community organizations and businesses.



#### Resident Support Score

♥♥♥ 67-100% of survey participants

♥♥ 34-66% of survey participants

♥ 1-33 % of survey participants

-- not included in engagement

#### Priority

S Short term (1-5 years)

M Medium term (6-10 years)

L Long term (11-15 years)

★ **Leverage opportunity:** this project should be prioritized if another project emerges that reduces its cost or complication.

♥♥  
L

#### Business Incubator

Develop a business incubation program to subsidize lease rates in vacant storefronts for start-up businesses, to remove/lower the occupancy expenses.



♥♥

O

#### Non-residential Development Program

Renew and promote programs to incentivize permanent business improvements or expansion that creates significant return on investment for the Town.



♥

M

#### Residential Development Grant

Provide funding to build new housing of a certain size in target areas.

Targeted Locations: All Districts



♥

S

#### Coordinated Store Hours

Coordinate open hours amongst all businesses in the downtown.

Targeted Locations: Main Streets



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♥♥

M

#### Interior Business Improvement Grant

Provide support for downtown property owners/tenants to restore, rehabilitate, enhance or beautify the interior appearance of downtown buildings.

Targeted Locations: Main Streets



♥♥

M

#### Mixed-Use Development Grant

Provide funding to build housing units of a certain size in target areas, including redeveloping existing properties for mixed-use or converting floors above commercial storefronts into residential units.

Targeted Locations: Residential Districts



—

L

#### Inter-municipal Bus Service or Shuttle

Investigate incentives for a bus service from Downtown Drumheller to Calgary and/or a shuttle between locations within the valley.



♥

L

#### Downtown Grocery Store

Incentivize a downtown grocery store to help support a growing residential community in the downtown.



## 5.4 Activities

Activities are the 'what's happening' of downtown. These include events and programming, including large annual events as well as smaller everyday opportunities for play and gathering. Activities are integral to downtown becoming the heart of public life and a place to discover.

### Resident Support Score

♥♥♥ 67-100% of survey participants

♥♥ 34-66% of survey participants

♥ 1-33 % of survey participants

-- not included in engagement

### Priority

S Short term (1-5 years)

M Medium term (6-10 years)

L Long term (11-15 years)

★ **Leverage opportunity:** this project should be prioritized if another project emerges that reduces its cost or complication.

♥♥♥

S

### Festival of Lights

Explore opportunities for feature lighting to draw visitors to the downtown in the evening hours year-round. Host a winter festival with beautiful lights and winter activities.



♥♥♥

S

### Outdoor Concerts & Busking

Host free outdoor concerts in public spaces and/or shared streets. Could be supported by food trucks and/or an outdoor market. Designate busking stations throughout downtown.



♥♥♥

S

### Year-round Farmers' Market

Establish a year round farmers' and artisan market space downtown.

Targeted Locations: Triangle Plaza



♥♥♥

M

### Dino Fest

Host a dinosaur themed outdoor event in the downtown.



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♥♥♥

S

### Outdoor Movie

Host free outdoor movie showing in public spaces in collaboration with the local theatre. Could be supported by food trucks and/or a night market.



♥♥

S

### Santa Claus Parade

Host a holiday parade with activities hosted by local businesses.



♥♥

M

### Watersport Rentals

Partner with local business to provide additional kayaking, canoeing rentals and tour opportunities.



♥♥

M

### Outdoor Skating

Support outdoor skating area by combining a rink with skate rentals, a warm up hut, and potential food truck support.



♥♥

M

### Downtown Stories Project

Collect stories (historic or present day) about downtown in an interactive community map





♥♥

L

### Library Pop-ups



Host outdoor, pop-up reading events or reading room to support the local downtown public library.





## Community River Float



Host a community float down the Red Deer River to/from downtown.

**Playable Installations**



Increase opportunities for spontaneous play, such as outdoor ping pong tables or chess.






## Outdoor Games



Increase opportunities for spontaneous play, such as outdoor ping pong tables or chess.

## Alley Activation

Transform alleys to become mobility connections and destinations.

Resident Support Score

♥♥♥ 67-100% of survey participants

♥ ♥ 34-66% of survey participants

♥ 1-33 % of survey participants

-- not included in engagement

Priority

S Short term (1-5 years)

M Medium term (6-10 years)

L Long term (11-15 years)

★ **Leverage opportunity:** this project should be prioritized if another project emerges that reduces its cost or complication.

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## 5.5 Supports

Supports are the behind-the-scenes actions that enable downtown revitalization. These include communications about downtown initiatives and additional studies and strategies to advance other actions in the plan.

Resident Support Score

♥♥♥ 67-100% of survey participants

♥ ♥ 34-66% of survey participants

♥ 1-33 % of survey participants

-- not included in engagement

Priority

S Short term (1-5 years)

M Medium term (6-10 years)

L Long term (11-15 years)


★ **Leverage opportunity:** this project should be prioritized if another project emerges that reduces its cost or complication.



♥♥

S

## Downtown Initiatives Website


Provide an online hub of information about downtown events, funding availability, engagement opportunities, and spotlight all initiatives by the Town and other organizations.





## Downtown District Branding

Establish new downtown branding to encourage people to check out the heart of their community and turn around perceptions of the area.







### Downtown Coordinator

Hire a municipal employee to collaborate with municipal staff, Council, the public, local community groups, and local businesses and manage downtown programming.



### Wayfinding Strategy

Develop new signage and wayfinding strategy.



### Heritage Inventory

Maintain and publish a heritage inventory of downtown that identifies buildings that have historic value.



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## 6 Plan Implementation

The Downtown Area Revitalization Plan offers a coordinated approach to downtown revitalization, bringing together existing revitalization efforts with future inspiration and direction.

Sustained effort and investment throughout the course of implementation will be key to the plan's overall success. The following chapter outlines the key implementation actions required upon adoption of the plan, general phasing, and measures of success that will need to be monitored over the life of the plan.

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### 6.1 Priority Places

Some of the most important interventions in the downtown are the places introduced in Chapter 4. These places are nodes that produce unique experiences and enable additional upgrades and activities. Specific upgrades and direction for each of the Priority Places are described in Chapter 4. Improvements to these places should be prioritized according to leveraging opportunity – they should be built on coordinated work wherever possible. An anticipated time frame (short, medium, and long-term) is provided for the places, based on current information, but is subject to change. The following table indicates at a high level what leveraging opportunities should trigger consideration of all or some of the improvements to the places listed in the plan.

PLACE	LEVERAGING OPPORTUNITY	EXPECTED PHASE
Centennial Park Upgrades	Flood mitigation and trails infrastructure	S-M
Rotary Park Upgrades	Flood mitigation and Rotary Partnership	S-M
Centre Street North Plaza	End of life curling rink	M-L
Coal Miner's Memorial Park	Centre Street upgrades	L
3rd Avenue and Promenade Intersection	Flood mitigation and trails infrastructure	M
Spur Line Trail Connection	System 2100 Trail	M-L
Munchie Park	Flexible	S-M
Triangle Plaza	Provincial Grant Funding	S
New Road Connection	System 2100 Trail, other provincial grants	S-M
5th Street Gateway	System 2100 Trail	M-L



## 6.2 Action Prioritization

Downtown Revitalization will require sustained and strategic action. The recommended implementation strategy consists of three phases:

### **Short Term (0-5 years): Make it visible.**

Test new ideas on the ground and showcase change

### **Medium Term (5-10 years): Keep it going**

Sustain momentum and solidify success

### **Long Term (10-15 years): Go big**

Reinforce investment through large scale projects and partnerships

Each phase is explained in further detail in the following subsections, with an initial list of places projects and actions to be conducted during the phases.

### 6.2.1 Short Term (0-5 Years)

#### **Test new ideas on the ground and showcase change.**

Within the first five years of DARP implementation, actions should generally focus on upgrades and activities. Engagement with the project Advisory Committee, the public, and Town Staff identified that the initial focus of revitalization efforts should generally be on the refurbishment of public spaces in downtown and amenities that will make downtown more welcoming. The intent is to attract more visitors and residents to downtown and provide reasons for them to linger longer. Upgrades should be piloted and tested in visible locations and well communicated through Town channels and a downtown website. Where possible, upgrades should start small and be low cost to begin with and can then be scaled or re-tooled depending on their level of success.

Upgrades to select priority places will help to demonstrate visible change in downtown and catalyze other activity and investment. This will also unlock the ability to implement additional activity actions, such as events, in new and retrofit public spaces.

#### **SHORT TERM RECOMMENDATIONS**

##### **UPGRADES**

Public Washrooms  
Universal Accessibility Upgrades  
Temporary Placemaking  
Street Beautification  
Recycling Bins

##### **ACTIVITIES**

Coordinated Store Hours  
Festival of Lights  
Outdoor Concerts and Busking  
Outdoor Movies  
Year-round Farmers' Market  
Santa Claus Parade  
Outdoor Games

##### **INCENTIVES**

Seasonal Patios Incentives  
Designated Food Truck Zones

##### **SUPPORTS**

Downtown Initiatives Website  
Tourist Info Centre Relocation/ Satellite

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### 6.2.2 Medium Term (5-10 Years)

#### **Sustain momentum and solidify success.**

With exciting and visible revitalization projects and activities from the first phase continuing, medium term implementation should focus on sustaining momentum for downtown revitalization and encouraging private sector participation through targeted incentives. Additional upgrades should be trialled, and successful pilots from the short term phase should be expanded or made permanent.

With more activity and a greater sense of place, it is also recommended that this medium term phase includes the creation of downtown branding and wayfinding systems. The new branding and wayfinding should be integrated into completed an in-progress revitalization projects and coordinated with overall branding and wayfinding strategy for the Drumheller Valley.

Actions from this list that find a particularly sound leveraging opportunity could also be considered in the short term.

#### **MEDIUM TERM RECOMMENDATIONS**

##### **UPGRADES**

Mural Project  
Urban Tree Canopy  
Cycling Infrastructure  
Parklet Program  
Additional Seating  
Cross-country Ski Trails  
Downtown Playground  
Trailer/RV Parking  
Playable Installations  
Alley Activation

##### **INCENTIVES**

Co-working Spaces  
Pop-up Business Program  
Bike/Scooter Share Program  
Mixed-Use Development Grant  
Residential Development Grant  
Waive Fees for New Businesses in Vacant Buildings  
Interior Business Improvement Grant

##### **SUPPORTS**

Downtown District Branding  
Wayfinding Strategy



### 6.2.3 Long Term (10-15 Years)

#### Reinforce investment through large scale projects and partnerships.

Demonstrated success and relationship building from the first ten years of revitalization will provide the capacity and buy-in for the completion of significant capital initiatives in the final long term phase. These actions include significant infrastructure upgrades and connections, incentives for new institutional and commercial uses, and additional upgrades to the public realm. Given that new information will be available by this time, these actions will need to be reviewed to ensure their continued relevance.

### LONG TERM RECOMMENDATIONS

#### UPGRADES

Shared Street  
New Pedestrian-Cyclist Bridge  
Off-leash Dog Park

#### ACTIVITIES

Library Pop-ups

#### INCENTIVES

Post-secondary Downtown Campus  
Business Incubator  
Downtown Grocery Store  
Inter-municipal Bus Service or Shuttle

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### 6.2.4 Ongoing

As of the publication of this plan, the following actions have already been deployed in Drumheller. They should be continued, further tailored to downtown, or expanded with public support.

#### ONGOING

##### UPGRADES

Triangle Plaza

##### INCENTIVES

Storefront Enhancement Grant  
Vacant Building Tax Incentive  
Downtown Event Grant  
Non-residential Development Program

##### SUPPORTS

Downtown Coordinator

### 6.2.5 Leveraging & Clustering

In many cases, revitalization activities and upgrades can become more feasible by clustering them with larger projects and infrastructure upgrades. In the case of some elements, like curb bump-outs, the cost of the new elements can be reduced by 50% or more when housed within general streetscape upgrades. For this reason, the plan recommends that all actions and places (short, medium, and long-term) should be assessed for opportunities as infrastructure, maintenance, and ongoing upgrades change the shape of the downtown.

## 6.3 Assessing Future Opportunities

The actions and places outlined in this plan provide a strong overview of today's opportunities. There will undoubtedly be new strategic moves, places, and actions that emerge through the life of the plan. How should these new opportunities be evaluated?

The goals outlined under the five pillars outlined in Chapter 2 provide a strong basis for evaluation of future projects. They are organized here as a scorecard. In addition to these criteria, project priorities should be influenced by resident support as well as opportunities to leverage other public or private investments.



## Future Project Score Sheet

 <b>HEART OF PUBLIC LIFE</b>	 <b>A PLACE TO DISCOVER</b>	 <b>A PROSPEROUS CENTRE OF BUSINESS</b>	 <b>A GROWING COMMUNITY</b>	 <b>A LANDSCAPE CONNECTION</b>
<p>Does the project...</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Increase the activity level and number of people in downtown in all seasons?</li> <li><input type="checkbox"/> Beautify downtown's streets and public spaces?</li> <li><input type="checkbox"/> Improve residents' perceptions of downtown and boost community pride?</li> <li><input type="checkbox"/> Create spaces that enable festivals, events, and other large gatherings and celebrations?</li> <li><input type="checkbox"/> Provide amenities (like washrooms, change rooms, and water fountains) that allow people to linger in the downtown area?</li> </ul>	<p>Does the project...</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Increase the number of visitors that stop in downtown and the length of their stay during their visit to the Drumheller Valley?</li> <li><input type="checkbox"/> Make it easy to walk downtown and navigate between destinations and surrounding neighbourhoods?</li> <li><input type="checkbox"/> Improve vehicle wayfinding and access to parking throughout the downtown, in coordination with overall wayfinding for the valley?</li> <li><input type="checkbox"/> Make downtown the central stop in Drumheller's visitor experience, and the base for exploring all other natural and cultural attractions in the valley?</li> <li><input type="checkbox"/> Foster programs and events that draw visitors to the downtown throughout the year?</li> </ul>	<p>Does the project...</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Increase the year-round active frontage along Main Streets?</li> <li><input type="checkbox"/> Develop a thriving mix of retail options that appeals to both residents and visitors?</li> <li><input type="checkbox"/> Catalyze local business development and enterprise downtown?</li> <li><input type="checkbox"/> Decrease the number of vacant or inactive properties in downtown?</li> <li><input type="checkbox"/> Locate downtown amenities and activities in ways that benefit downtown businesses?</li> </ul>	<p>Does the project...</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Increase the number of residents living and working downtown?</li> <li><input type="checkbox"/> Increase choice in dwelling unit types, and support a mix of ownership and rental housing?</li> <li><input type="checkbox"/> Improve the safety and accessibility of downtown spaces?</li> <li><input type="checkbox"/> Create a downtown where residents can walk or bike to meet everyday needs?</li> </ul>	<p>Does the project...</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Increase access and visual links to the river within downtown?</li> <li><input type="checkbox"/> Foster a sense of immersion within the badlands by enhancing views of natural spaces from downtown?</li> <li><input type="checkbox"/> Support the downtown's role as a 'base-camp for the valley' by providing amenities that link to the valley-wide trail system?</li> </ul>

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## 6.4 Plan Amendment

There will always be new concepts and ideas that arise that may be constrained by or contradictory to certain policies that are not anticipated by this plan. Where such new concepts and ideas respond to and meet the intent of the Vision and Pillars, or offer a creative solution to a particular problem, efforts shall be made to find ways to allow for their implementation, including, where necessary, amendments to the plan.

To make any change to the text or maps within the plan, an amendment to the plan that includes a Public Hearing of Council shall be required in accordance with the Municipal Government Act. Where an amendment to the plan is requested, the applicant shall submit the supporting information necessary to evaluate and justify the potential amendment and ensure its consistency with the Municipal Development Plan and other relevant policy documents.

## 6.5 Additional Administrative Actions

In addition to the actions presented in the Action Plan, Town administration will need to ensure that necessary updates are made to existing Plans, Bylaws, and other policies to ensure alignment with the Downtown Area Revitalization Plan. The following updates will be required as part of plan implementation.






- Updates to the Land Use Bylaw
- Updates to the Tourism Master Plan
- Updates to the Community Standards Bylaw



## 6.6 Plan Monitoring

Consistent monitoring of the Downtown Area Revitalization Plan is key to ensuring its success in the long term. The plan should be reviewed, and a report provided to Council, every five years. Amendments should be made at this time if necessary, to ensure the plan responds to new information and opportunities.

In addition to a comprehensive review every five years, there should be consistent reporting on the plan and its goals. The following measures of success are suggested as a framework for this reporting. Additional measures may be determined throughout the implementation of this plan. Early information gathering for these metrics will provide a useful baseline to evaluate progress.

PILLAR	POTENTIAL METRICS
<b>All</b>	<ul style="list-style-type: none"> <li>› DARP projects completed/piloted</li> <li>› Overall public perception of downtown (survey)</li> </ul>
<b>A Landscape Connection</b> 	<ul style="list-style-type: none"> <li>› New trees/landscaping</li> <li>› Formalized viewpoints (river/badlands)</li> </ul>
<b>A Place to Discover</b> 	<ul style="list-style-type: none"> <li>› Number of visitors at the tourist information centre</li> <li>› Number of visitors to the triangle plaza</li> <li>› Change in visitor experience (survey)</li> <li>› Number of vehicles turning into downtown from the highway</li> </ul>
<b>The Heart of the Public Life</b> 	<ul style="list-style-type: none"> <li>› Number of events hosted in downtown per year and per season</li> <li>› Number of event attendees</li> <li>› Change in perception of activity downtown (survey)</li> </ul>
<b>A Growing Community</b> 	<ul style="list-style-type: none"> <li>› Growth in the number of residential units downtown</li> <li>› Total population growth in downtown</li> <li>› Uptake of municipal incentives</li> <li>› Affordability of living downtown</li> </ul>
<b>A Prosperous Centre of Business</b> 	<ul style="list-style-type: none"> <li>› Number of new local businesses/startups located downtown</li> <li>› Business retainment downtown</li> <li>› Composition of businesses (service vs active)</li> <li>› Uptake of municipal incentives</li> <li>› Vacancy rates</li> </ul>

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## BRIEFING NOTE

<b>TITLE:</b>	Economic Task Force Strategy Progress Report
<b>DATE:</b>	August 25, 2025
<b>PRESENTED BY:</b>	Reg Johnston, Manager of Economic Development
<b>ATTACHMENTS:</b>	Economic Task Force Council Presentation April 2018

### SUMMARY:

The Economic Task Force reported its strategy to Council in April 2018. The Task Force was a grassroots group consisting of many businesses and community leaders. The concise strategy identified 66 actions to support eight (8) different action areas:

1. Education
2. Housing
3. Arts & Culture
4. Film and Media
5. Tourism
6. Medical and Government
7. Drumheller Advantage (i.e. communicating value proposition)
8. Industry and Entrepreneurs

This is a collaborative community strategy. The work completed based on the strategy by Administration as well as committees and businesses within the Valley have assisted greatly in the positive results and changes, we have experienced within the community.

Approximately ninety percent of the identified actions have seen significant progress or have been completed. This included the first three overall actions necessary to add the capacity to Administration and enable this work to be done, namely:

1. Hire a full time Economic Development Manager;
2. Hire a full time Communications Officer; and
3. Update the Drumheller Valley brand and website.

Real estate performance helps measure the impact that economic development initiatives have on a region. As our quarterly reports to Council indicate, the Town has seen dramatic improvements since 2018. Specifically:

- downtown commercial vacancy was <18% and is now <1%;
- industrial vacancy was <23% and is now <2 %; and
- there were more than 150 homes on MLS (Realtor.ca), and now it is a seller's market.

As a result of these low vacancies, we are seeing new investments and builds in commercial, industrial and residential lands.

These results are a great indicator of the positive direction set by Council and the Task Force through the work Administration has completed, and the buy-in, resiliency and the leadership that local business has demonstrated over the past six years.



## **DIRECTION:**

Administration requests that Council adopts this Economic Task Force Strategy Progress Report Briefing Note as information. Council may also want to provide direction on what they feel are the economic development priorities moving forward in the identified eight action areas.

## **DISCUSSION:**

Below is a summary of the progress made to date in the eight action areas. This is followed by a report card style table in Schedule A which lists the balance of the 63 individual actions identified by the Task Force. Much has changed since 2018. Council and Administration have achieved many actions to induce positive economic change in the community.

### **1. Education**

This objective was community led. Drumheller Community Learning Society is one of the leaders in education within the community and has operated here for thirty years. In partnership with Campus Alberta Central, they assist in providing educational opportunities to Drumheller and area. Campus Alberta Central (CAC) is a joint venture between Olds College of Agriculture & Technology and Red Deer Polytechnic (RDP) that provides post-secondary programs. It offers local community programs for students interested in taking the Health Care Aide Certificate (RDP) and Practical Nurse Diploma (RDP).

### **2. Housing**

Significant work was completed in the Housing study area, including a successful grant application to assist with hiring a consultant and completing a Housing Strategy.

Our Municipal Development Plan and *Land Use Bylaw* updates have enabled building of smaller footprint higher density housing, and secondary suites. As an example, a six-plex was constructed locally. We also see examples of mixed use in the downtown area. Other highlights are captured below:

1. Sales of lots to build residential homes was an action within this area that the Town has had great success. This includes lots in Hillview, the Old Hospital, three lots in Nacmine, etc.
2. We implemented our housing incentive program.
3. Seasonal worker housing was priced, as part of the Housing Strategy, but was found to be cost prohibitive. As a result, the partners worked on a Home Share program which has seen success.
4. Derelict building work on Municipal Enforcement's part has resulted in many properties cleaned up in the Town.
5. Senior's housing did see new rooms added to our facility, and additional work is being done on the kitchen to enable future expansion.
6. Lastly, Flood Mitigation to protect housing was one action within this area. The Town has completed a significant amount of work on the project.

In summary, at the beginning of the Housing Strategy there were no active housing developers within the Valley. We now have four. Though we would like to see a larger increase of new inventory come on the local market, we continue to work with developers.

### **3. Arts & Culture**

In this area the Town has completed many initiatives in collaboration with community partners. These efforts include a calendar of event, which Travel Drumheller (TD) now

hosts. Event incentives were also recommended, and TD manages a grant program related to these activities.

Downtown art installations was an action. As examples, a mural was added downtown (e.g. along the side of the Dollarama), and a community group installed an aboriginal art exhibit in the park north of the Badlands Community Facility.

The Town also completed and Parks and Recreation Master Plan in June 2023. This will guide some of the developments in this area of study.

The Town continues to support many events like Canada Day, Summer at the Plaza, and the Festival of Lights.

#### **4. Film and Media**

The Town is a film-friendly location that sees five to ten projects annually. Location packages are developed, and we also leverage the provincial site location database. Our website was recently updated. We are hosting Familiarization Tours with industry executives, and our permits are still free (incentive program recommended).

#### **5. Tourism**

We have achieved or exceeded most of the tasks within this area. Our results are very good, as reflected in the Business Needs Survey. There is \$116 Million in visitor spend impact within the region and one in four jobs are related to the sector. Some of the efforts include:

- Downtown Area Revitalization Plan
- The creation and growth of Travel Drumheller
- CN Rails to Trails
- Additional public washrooms (e.g. Plaza Project)
- High score in the Resident Sentiment Survey
- Additional Food Trucks

#### **6. Medical and Government**

The Standing Committee on Health leads the promotion of the Town for finding medical talent. Other businesses like Riverside Medical host practicums with doctors in hopes to attract and retain them to the valley.

The ambulance time advocacy did not see results nor was a Bylaw created. That said, Council and Administration continue their power cost advocacy in the region. This will help business and make the region more competitive for attraction businesses and people to the valley.

#### **7. Drumheller Advantage**

The Town's ability to communicate the value proposition for a person or business to locate here has improved. Our brochures, pitch kit presentations, and website contain more facts and statistics that help define markets and quantify opportunity. Our Business Directory on our website helps industry buy local and understand the services available in the community.

We have also found better ways to get our message out. Three examples include our article with [CBC](#), the article in [Business in Focus](#) magazine, and our [Business Needs Survey](#). All provided great perspective on the quality of life and positive local business environment. The Business Needs Survey also indicates the success of our Red Tape Reduction efforts in our permitting process.

## 8. Industry and Entrepreneurs

Many actions are completed within this area. The Town works closely with Community Futures, and other partners to support new business and entrepreneur. Other examples include:

- Tax incentive for business for new builds and expansion of real estate was implemented.
- The Town released a Request For Proposal and used local real estate brokers to list and purchase land.
- The *Community Standards Bylaw* was recently updated.
- Brownfield sites – remediation work was completed on the following sites: former Elks, Consortium and the former hospital. Work continues on the former Public Works site. Two of the four sites are now sold to private parties who are planning development.

Overall, the majority of the identified tasks have been completed however, the following action items remain:

- **Education:** Marketing Plan, Ambassador Program, Community Wellness Challenge (note: rewards are given at the BCF for active members)
- **Tourism:** Advance green lights
- **Medical and Government:** Ambulance lobby, Ambulance waiting Bylaw, Hospital rate accommodations, Women's institution, Sign to live in Drumheller at welcome sign.

## Future Work

Should Council wish to provide their input into future priorities, it will assist in capacity decisions. It will assist with determining balance of day-to-day activities and strategic initiatives.

- **Education:** Status quo, community led initiative
- **Housing:**
  - Continue to support and attract housing investment
  - Support new development while in the planning and approvals phase
  - Continue to licence and manage/enforce Short Term Rentals.
- **Complete Land Management Program**
  - Identify all surplus land for the Town
  - Continue to list land identified for sale with Real Estate brokers
- **Arts & Culture:** Status quo
- **Film and Media:** Status quo, continue to be a film friendly leader
- **Tourism:**
  - Continue to be on the Travel Drumheller Board
  - Support the Destination Development Plan Committee
- **Medical and Government:** Status quo, community lead initiative
- **Drumheller Advantage:**
  - Continue to target sectors
  - Continue to update and identify new statistics and facts to support value proposition
- **Industry and Entrepreneurs:**
  - Work on investment attraction and business outreach

- Work with the partners on the Business Needs Survey
- **Property Management:**
  - Manage agreements for all leased land within the Town's portfolio
  - Manage tenant issues
- Continue to update Bylaws and Policies to improve process within the Development Permitting and Safety Codes Permitting activities (e.g. Municipal Development Plan update).

**FINANCIAL IMPACT:**

Many actions positively impact the economy and local business. The projects require administrative resources. Positive impact on an individual action area basis is difficult to measure but real estate vacancy, new business, etc., were used as a proxy to measure overall strategic success.

**COMMUNICATION STRATEGY:**

Economic Development reports are provided to Council 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 Economic Development Task Force Strategy Progress Report as information and directs Administration to bring the identified future Economic Development priority areas to the 2026 Municipal Budget deliberations.







Prepared by:  
Reg Johnston  
Manager of Economic  
Development



Approved by:  
Esther Quiambao, CLGM  
Chief Administrative Officer





Schedule A

The \*Progress column includes procurement, study completion, contracts, drawings, reports, other related project activities, Bylaw creation, program implementation, incentive award, land acquisition and remediation, land sales, etc.

Area Of Action	Individual Actions	*Progress	Supporting information
1)Education	1. Education Marketing Plan 2. Customer Service/Ambassador Program 3. International Program 4. Community Wellness Challenge 5. New Programs/Courses 6. Advantage of Drumheller	 80%	Drumheller Community Learning Society Partnership with Campus Alberta Central (Olds/Red Deer Polytechnic). AHS Partnership with U of C
2)Housing	7. Smaller Footprint Housing 8. Greater Density 9. Flood Mitigation 10. Building Lots 11. Seasonal Workers 12. Derelict Buildings 13. Live/Work 14. Senior's housing	 95%	MDP, LUB, Market Driven  Last Berms Scheduled for 2025 High success on land sales Priced Housing, Home Share Great work being done Old Plaza, Mix Use example Downtown Grant and upgrade to kitchen approved
3)Art & Culture	15. Community Calendar 16. Community Incentives 17. Downtown Art 18. Self Promotion 19. Museum Collaboration 20. Cultural Celebrations	 95%	Travel Drumheller Grants Many examples Travel Drumheller and Town great campaigns Yes Many examples, Summer in the Plaza
4)Film and Media	21. Location Package 22. Film Friendly Policy 23. Town Website 24. Database 25. Industry Events 26. Incentives/Accommodations	 95%	Yes - Provincial site, scouting assistance tours Internal procedures are film friendly Yes – last update 2025 Yes Fam Tours Permits still free



The \*Progress column includes procurement, study completion, contracts, drawings, reports, other related project activities, Bylaw creation, program implementation, incentive award, land acquisition and remediation, land sales, etc.

Area Of Action	Individual Actions	*Progress	Supporting information
5)Tourism – Travel Drumheller (TD)	27. Create a Vibrant Downtown 28. Call them Visitors 29. Tourism Business Award 30. Awareness Program to Demonstrate Value 31. Town Criers Budget 32. Complete Gaps on Trail System 33. Visitor in Your Own Town 34. Beautification 35. Budget and Policy for Buskers/Entertainment 36. Advance Green Signals 37. Wanye Bridge Upgrades 38. Guest Services Education Program 39. Food Trucks 40. CN Rails to Trails 41. Reserve Fund for Tourist Facilities 42. Public Washrooms - Downtown	 95%	DARP – vacancy now >1% Yes, Resident sentiment survey high Yes, Celebration of Excellence Needs Survey Provides Impact TD Grant for Events Yes, CN Rails to Trails People do, and recommend to others DARP TD Grant for Events, Summer in the Plaza  No Yes Yes Yes Yes Yes, Hoodoos Plaza
6)Medical and Government	43. Celebrate Medical promote small town living 44. Awareness Campaign 45. Ambulance - Lobby 46. SL4 47. Ambulance Wait time Bylaw 48. Hospital Rate Accommodations 49. Women's Institution Lobby 50. Sign at gate to live in Drumheller	 50%	Yes, Standing Committee on Health  Yes, Brochures/presentations  Yes Seller's market
7)Drumheller Advantage	51. Value Proposition, Brochures, Stats, Presentations 52. Committee for New Business Start Up 53. Supplier/Contractors List 54. New Business Start Up 55. Red Tape Reduction Permitting	 95%	Yes, all Real Estate vacancy is low Community Futures & EDO Business List on Website 25 new businesses in 2024 Yes – LUB
8)Industry/Manu/Entrepreneurs	56. Target Sectors 57. Tax Incentives 58. Future Land Expansion 59. Recycling 60. Local Realtors 61. Community Standards Bylaw 62. Brownfield Sites (1 per year target) 63. Development Land Matrix	 95%	Yes Yes Yes Yes, Province leading Yes Yes, and continual review Old Elks, Consortium, Old Hospital, Public Works Yes

# DRUMHELLER

BREATHTAKING.



## ECONOMIC TASK FORCE

PRESENTATION TO COUNCIL

APRIL 23, 2018



# Community Narrative



## AREAS STUDIED



- Education
- Housing
- Arts & Culture
- Film
- Tourism
- Medical / Government Hub
- Business Evaluation/ Drumheller Advantage
- Industry, Manufacturing, Entrepreneurs

A selection of each committee's recommendations have been included in this presentation. Each group spent many hours discussing, researching, and writing a final summary which includes their short term, medium and long term recommendations.

Today we are highlighting some of those recommendations. Ones that we feel should be easy to implement without a lot of additional cost or effort, and ones that will have the most impact.



# 1. EDUCATION

Create an EDUCATIONAL ASSOCIATION with members from all community stakeholders (Badlands Community College, Campus Alberta, Drumheller Community Learning Society, DVSS, St. Anthony's, St. Luke's Outreach, Drumheller Outreach, etc.) who will share ideas with Council.

## EDUCATION

### Education Marketing Plan

Town can help promote existing and future opportunities



### International Programs

The Committee will provide recommendations to stakeholders on how to enhance programs- Welcome Wagon, Parent/Family Visits

### New Programs/Courses

Based on feedback from local businesses what programs/courses can be offered locally based on need



### Customer Service/ Ambassador Program

Create a program similar to the Whitehatters for residents, business owners, etc.



### Community Wellness Challenge

Working with the BCF, local businesses, etc. promote Drumheller as a healthy place to live, work, and visit



### Advantages of Drum

Educate outlying communities, businesses, people on the advantages of relocation operations to Drumheller, with specific emphasis on the Information Technology and Health sectors.







## 2. HOUSING

Create a DRUMHELLER DEVELOPMENT INITIATIVE from interested stakeholders (developers, realtors, architects, engineers, etc.) to work through issues that slow urban development. This group would recommend new policy for development, construction standards, etc.

## HOUSING

### Smaller Footprint Housing



Review bylaws to allow for smaller footprint houses (approx. 800 sq ft) to be developed on 25' & 33' lots.

### Greater Density

Allow for greater density housing throughout the Valley- for example condos, row houses, duplexes, etc.

### Flood Mitigation



Continued lobbying for mapping/zoning/mitigation

### Building Lots

Promotion of building lots available (both residential and commercial)

### Seasonal Workers



Consider options for short term/ seasonal worker housing

### Derelict Buildings

Review by-laws pertaining to derelict buildings and properties

### Live / Work

Create opportunities for live/work condo projects in downtown core and downtown transitional zoning areas



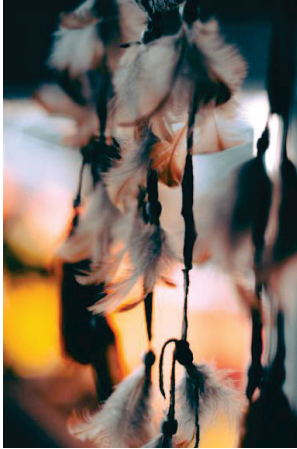
### Seniors Housing

Attract investors to create a resort style community modeled off of those in Arizona / California

Work with government and individual companies to obtain Level 4 and 4D housing







### 3.

## ARTS & CULTURE



Revive the FESTIVAL SOCIETY as it has the ability to make significant contributions to our community.

## ARTS & CULTURE

### Community Calendar

Town to coordinate and syndicate a community events , arts, culture, tourism, etc. calendar for the Valley



### Community Incentives

For cultural business development,

Creation of a Cultural Lens policy to weigh future development on an arts and culture scale



### Downtown Art



Mural Festival – to address alleys, side buildings, and existing aging signs by inviting artists to create art on buildings while working with business owners

### Self Promotion



New signage throughout the Valley using unique, exciting, highly visible signage to draw visitors in.

### Museum Collaboration



Explore possibilities of a “museums collective”, promos like “one ticket, admit to all”, and pursue a “Drumheller History Museum”

### Cultural Celebrations



Promote culture to residents and visitors alike using events like the Tree Lighting, fireworks and Canada Day celebrations, Motorcycle festivals, Caveman Days, etc. while promoting existing venues like Passion Play site



4.

## FILM AND MEDIA



Creation of an on-going GROUP to continue promoting the  
Film & Media industries in Drumheller

## FILM & MEDIA



### Location Package

The Film Media group will work with stakeholders to market the area to film makers, photographers, artists and visitors



### Film Friendly Policy

Develop a Film Friendly Declaration within the Town of Drumheller, acknowledging and promoting Drumheller as the Best Location in Canada

### Town Website

The Film Media group will provide the Town with relevant content for a Film Tab on the website and will provide updates that can be used on social media, special events promos, etc.



### Database

Film Media group will provide information to the Town so they can build a database of popular and unique locations, along with pictures, contact info, contracts, service fees, etc.

### Industry Events

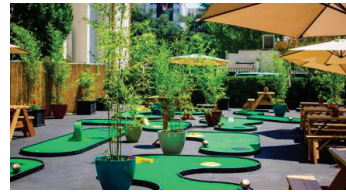


The Film Media group will promote Drumheller at film and media industry events



### Incentives / Accommodations

Town to continue to offer incentives and accommodate the Film Industry as much as possible- for example, permit process (having permits online), support workshop opportunities, possible tax incentives and offer training programs



## 5. TOURISM

Encourage every building/business downtown to contribute to the overall experience of visitors as a requirement of development permits going forward. For ex. dinosaur trivia on buildings, outdoor chess games, tables & chairs with possible partnership with DinoArts Committee

## TOURISM

Create a vibrant downtown core with lights and music. SOCAN license is essential!	Request for a budget and policy for TOWN CRIERS	Request a budget and policy for BUSKERS and other ENTERTAINMENT	Promote Drumheller as a destination for food trucks and mobile vendors
Let's start calling people coming to the Valley "VISITORS"	Complete the gaps on the trail system	Address the lack of Left Hand turns/signage in and out of downtown	Continue working on the CN Rail/ Trail project
Creation of Tourism Business Awards to be implemented ASAP	Creation of a "Visitor in Your Own Town" program	Wayne Road Bridge Upgrades – integrate history, photo ops, etc. into the plans	Creation of a reserve fund for the maintenance of tourist facilities and structures
"Follow the Dollar" awareness program to demonstrate the value of our visitors	Town Beautification	Guest Services education programs	Public Washrooms – "Use Ours" policies and possible downtown public washroom



6.

## MEDICAL AND GOVERNMENT



Create a standing committee that will continue to work and lobby on behalf of medical and government issues in Drumheller.

## MEDICAL

### Let's Celebrate!



Consider celebrating medical professionals while promoting the benefits of small town living to them so they will hopefully make Drumheller home.

### Transport Ambulance & Paramedics

Lobby for a transport ambulance and hire 4 new paramedics for the area



### Ambulance Wait Times

Create a by-law/standard regarding ambulance service and acceptable wait time, if appropriate

### Awareness Campaign

Invite physicians to refer and patients to receive their dialysis treatments, cancer care and other specialized services in Drumheller

### Hospice/ Assisted Living

Continue to address the need for a private hospice and assisted living complex with beds for aging in place (SL4)

### Hospital Rate Accommodations



Partner with local hoteliers, etc. to offer a reduced rate for those staying in town to receive medical care

## GOVERNMENT

### Lobby

Lobby (hire a professional group) and pursue the possibility of EXPANDING the Institution or BUILDING a women's institution, police training centre, etc.

### Sign

Install a sign at the end of the road at the Institution with advantages of living in Drumheller vs driving to another community

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5.

## BUSINESS EVALUATION / DRUMHELLER ADVANTAGE



### The Business Package

Let's ensure the information on location, population, markets, transportation, connectivity, education, housing, health, recreation, real estate and opportunities positively reflect Drumheller.

We support a simpler platform for this information and recommend a review of the data used to populate the current website .



## DRUMHELLER ADVANTAGES:

Breathtaking scenery	Proximity to major centres	Abundance of raw materials- electrical, agricultural, oil & gas	Transportation hub
Centrally located in Western Canada	Fibre Optic Network	Small town living- lower housing costs & insurance, easy commute	Recreational facilities like BCF, Aquaplex, arena, ball diamonds, tennis courts, soccer fields, curling rink, golf courses
Commercial and industrial properties for sale and lease	World class attractions	Cultural attractions like Canadian Badlands Passion Play & Rosebud Theatre	Educational choices
Full service health care	Ambulance service	Seniors programs and facilities	Town Council that wants to promote Drumheller

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## DRUMHELLER ADVANTAGE

### Shepherds



Create a shepherding committee to assist entrepreneurs with new business start ups as well as provide guidance and support to existing businesses

### New Business Start Up

Let's welcome new businesses and give them support as they complete the required paperwork



### Drumheller Breathtaking

Embrace the corporate slogan "Drumheller Breathtaking" and complete a vision and mission exercises keeping this in mind. New logo would be part of this

### Suppliers/Contractors

Use local wherever possible to set an example for residents

### Permit Review

Review of all permits and "simplify"

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## 8. INDUSTRY, MANUFACTURING & ENTREPRENEURS

A committee should be created to assist with prospective businesses. This group should include volunteers with experience in several areas such as: tourism, parks and recreation, local business leaders, education and any other areas deemed necessary.

## INDUSTRY & BUSINESS ATTRACTION & RETENTION

### - Retail Services



### Agriculture



### - Agricultural Equipment



### - Ag Food Processing



## INDUSTRY & BUSINESS ATTRACTION & RETENTION

### Tax Incentives

Adopted as bylaw or policy, incentives for demolition and improvements for example- the Council can decide the best way to implement- based on our recommendations . We want to get people moving and doing business here! Be competitive!

### Future Land Expansion

Drumheller is restricted from available flat land along the highway corridors. Partnership with surrounding counties, look at annexation, etc. for future development

### Recycling

Do a complete review of the current landfill facility in an effort to correct any deficiencies and start new programs

### Local Realtors

All Town properties should be listed for sale using qualified, local REALTORS eg. Rosedale Industrial Park, residential lands, etc.

### By- Law Standards

Review and update building standards/ property upkeep

### Brownfield Sites

Create a budget to deal with brownfield sites and target to clean up 1 per year

### Development Land Matrix

CAO to meet with landowners to complete an action sheet for what costs are associated with each parcel of land (serving, etc.)

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## FULL TIME ECONOMIC DEVELOPMENT OFFICER

A full time EDO should be the most knowledgeable person regarding the assets of the community and should be the number one sales person to internal and external markets.



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## #1 RECOMMENDATION COMING FROM ALMOST EVERY GROUP:



## ECONOMIC DEVELOPMENT OFFICER

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## FULL TIME COMMUNICATIONS OFFICER/ GRANT WRITER

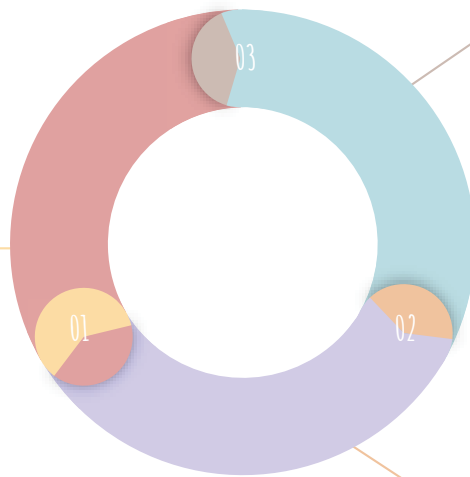


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## COMMUNICATIONS – GRANT WRITING – MARKETING POSITION

### COMMUNICATIONS

- Full time position
- Reports to the EDO
- Promote the value of tourism for all residents



### MARKETING

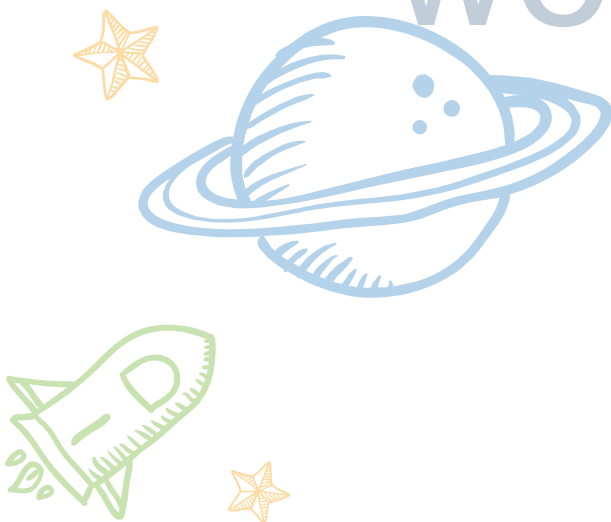
- Marketing and promotion of the Valley
- Website, social media
- Marketing with BCF and other venues for year round conventions, etc.
- Film friendly, customer service oriented, community learning, cultural lens policy

### GRANT WRITING

- Create and implement branding
- Grant writing
- Work on Tourism Designations

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## website



1. Create, maintain and link [www.drumheller.ca](http://www.drumheller.ca)
2. Microbusiness site – to promote economic development, update information to be relevant
3. Drumheller Advantage Link
4. Incentives Tab
5. Film Friendly Tab

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# DRUMHELLER

BREATHTAKING.





WE APPRECIATE THE OPPORTUNITY TO  
PROVIDE INPUT ON STRENGTHENING AND  
GROWING DRUMHELLER'S ECONOMY

Ken, Trevor, Tony, Bob, Brooke, & Kim

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