



## Agenda

Call to Order

National Anthem

1.0 Additions to the Agenda

2.0 Adoption of Agenda

3.0 Corrections or Amendments:

3.1. July 15, 2015, Regular Meeting of Council Minutes 3-9

4.0 Adoption of:

4.1. July 15, 2015, Regular Meeting of Council Minutes

5.0 Delegations

5.1. Jennelle Russell – Imagine Drayton Valley Winner

6.0 Proclamations

6.1 International Youth Day – August 12, 2015 10

7.0 Public Time

8.0 Decision Items

Pages 11-167

8.1.	Councillor Bossert	Emergency Management Bylaw 2015/07/P	11 – 22
8.2.	Councillor Nadeau	Request for Funding – Max Centre	23 – 29
8.3.	Councillor Long	Bus Transfer Site Agreements	30 – 50
8.4.	Councillor Wheeler	43 <sup>rd</sup> Avenue Connection Awarding of Tender	51 – 54
8.5.	Councillor Shular	Roger Coles Memorial Youth Sport Grant Application – Avery Wiseman	55 – 81
8.6.	Councillor Bossert	Branding Standards and Communication Strategy Awarding of Contract	82 – 162
8.7.	Councillor Nadeau	Resiliency Study on Children and Youth	163 - 164
8.8.	Councillor Long	Old H.W. Pickup Community Open Space Design	165 – 166
8.9.	Councillor Wheeler	In Camera Discussion	167



## Regular Meeting of Council

August 5, 2015

Page 2 of 2

9.0 Information Items Pages 168-174

9.1.	May 2015 Waste Management Committee Meeting Minutes	168 – 171
9.2.	June 2015 Communities in Bloom Committee Meeting Minutes	172 - 174

## 10.0 Department Reports

10.1.	Planning & Development	Jenn Martin
10.2.	Engineering & Transportation	Ron Fraser
10.3.	Community Services, FCSS & Sustainability	Annette Driessen
10.4.	Protective Services	Tom Thomson
10.5.	Administration	
	• Legislative Services	Chandra Dyck
	• Economic Development, Communications and Marketing and Information Services	Nesen Naidoo
	• CAO Report	Manny Deol

## 11.0 Council Reports

11.1.	Councillor Shular
11.2.	Councillor Wheeler
11.3.	Councillor Bossert
11.4.	Councillor Nadeau
11.5.	Councillor Long
11.6.	Mayor McLean

## 12.0 Adjournment





## Meeting Minutes

### **THOSE PRESENT:**

Mayor McLean  
Deputy Mayor Shular  
Councillor Long  
Councillor Bossert  
Councillor Nadeau  
Manny Deol, Town Manager  
Nesen Naidoo, Assistant Town Manager  
Annette Driessen, Director of Community Services  
Ron Fraser, Director of Engineering & Planning  
S/Sgt. Malcolm Callihoo, RCMP  
Chandra Dyck, Legislative Services Coordinator  
Rita Bijeau, Executive Assistant

Dan Aronyk, Audio/Video  
Denis Poulin, Workplace Safety & Emergency Management Coordinator  
Cathy Weetman, Drayton Valley Western Review  
Cassandra Jodoin, CIBW Radio  
Members of the Public

### **ABSENT:**

Councillor Wheeler  
Councillor Fredrickson  
Tom Thomson, Director of Emergency Services  
Jenn Martin, Planning & Development Officer

### **CALL TO ORDER**

Mayor McLean called the meeting to order at 9:05 a.m.

#### **1.0 Additions to the Agenda**

Item 7.8 "Request for Funding – Max Centre", Item 7.9 "Community Event Grant Application – Drayton Valley Minor Baseball Mosquito Division Tournament", and 7.10 "In Camera Discussion" were added to the agenda.

#### **2.0 Adoption of Agenda**

##### **RESOLUTION # 179/15**

Councillor Shular moved to adopt the Agenda for the July 15, 2015, Regular Meeting of Council as amended with the additions of Item 7.8 "Request for Funding – Max Centre", Item 7.9 "Community Event Grant Application – Drayton Valley Minor Baseball Mosquito Division Tournament", and 7.10 "In Camera Discussion".

**CARRIED UNANIMOUSLY**

#### **3.0 Corrections or Amendments:**

##### **3.1. June 24, 2015, Regular Meeting of Council Minutes**

There were no corrections or amendments to the June 24, 2015, Regular Meeting of Council Minutes.

#### **4.0 Adoption of:**

##### **4.1. June 24, 2015, Regular Meeting of Council Minutes**

##### **RESOLUTION #180/15**

Councillor Bossert moved to adopt the Minutes of the June 24, 2015, Regular Meeting of Council as presented.

**CARRIED UNANIMOUSLY**



**5.0 Delegation****5.1. Member of Parliament Jim Eglinski, Yellowhead**

Member of Parliament Jim Eglinski provided Council with background about himself and expressed enthusiasm for the role as MP. Mr. Eglinski further explained that the Prime Minister will drop the writ in September with an election to follow in mid-October. When the writ is dropped it will also result in a change in the Yellowhead riding with the boundaries being adjusted to the north and extended to the south.

Tourism is an area that the Federal Government has been targeting of late, with \$211 million being granted to Jasper National Park for infrastructure, highways, programming, and improvements to camping facilities. As more funding streams open up to smaller municipalities, Drayton Valley will be made aware.

Councillor Bossert advised that rural municipalities are in need for federal assistance for the purpose of providing accessible and affordable housing.

Mayor McLean thanked MP Jim Eglinski for the information and expressed a willingness to host Minister Leitch when her schedule allows.

**5.2. S/Sgt. Malcolm Callihoo – RCMP May-June Report**

S/Sgt. Callihoo provided Council with a report on activity in May & June, as well as the Quarterly Report for the Drayton Valley Detachment. S/Sgt. Callihoo noted that in May there were 115 false alarm calls with June receiving 147 calls, which makes the adoption of the False Alarm Bylaw 2015/09/P at the June 24, 2015, Council Meeting very timely.

Mayor McLean thanked S/Sgt. Callihoo for the report.

**6.0 Public Time**

No comments were received.

**7.0 Decision Items****7.1. Fortis Franchise Fee Agreement**

Councillor Shular explained that FortisAlberta wishes to renew their Agreement with the Town of Drayton Valley using a new template. The existing 10 year Franchise Agreement (Bylaw 2006/35/F) is set to expire December 31, 2016; Administration has reviewed the proposed new Agreement and recommends its approval with an increase in the franchise fee from 8% to 10%. The additional funds generated by the 2% increase, approximately an increase of \$1.38/month/household, will be dedicated towards supporting clean energy initiatives indicated within the Community Sustainability Plan.

Nikki Smith from FortisAlberta provided Council with a summary of the amendments to the Agreement. There is a dissolution clause which was added to the Agreement as per Section 96.2 of *Municipal Government Act*.

Mr. Deol inquired as to the process of notifying the municipality when an outage occurs. Ms. Smith advised that the current practice is to notify a staff member in Public Works however this can be changed. She added that there is an app for FortisAlberta which highlights outages as well. This matter will be discussed further administratively.



**RESOLUTION #181/15**

Councillor Shular moved that Council give First Reading to Fortis Electrical Distribution System Franchise Agreement Bylaw 2015/11/F which authorizes the new Franchise Agreement with FortisAlberta, with a franchise fee rate of 10%.

**CARRIED UNANIMOUSLY**

7.2. Community School Resource Officer

Councillor Bossert advised that an Agreement is in development which will allow for an RCMP member to be dedicated to the schools within Drayton Valley. This position would be referred to as the Community School Resource Officer. There is a deficit in the proposed budget of \$10,000 due to an amendment of scope to only include schools within Drayton Valley. Brazeau County Council has agreed to cover half of the proposed deficit.

**RESOLUTION #182/15**

Councillor Bossert moved that Council approve contributing up to an additional \$5,000.00 towards the Community School Resource Officer position and allow Administration to proceed with Agreement negotiations.

**CARRIED UNANIMOUSLY**

7.3. Policy A-14-15, Not-for-Profit Annual Fundraisers – First Right of Refusal

Councillor Nadeau explained that the Omniplex and MacKenzie Conference Centre have several Not-For-Profit groups that host fundraising events annually. In order to ensure that these Not-For-Profit groups have security in knowing that their dates are held year to year for their events, a First Right of Refusal Policy for rentals has been developed. Administration has also prepared the appropriate eligibility procedures that address the type and nature of events that will be accommodated with this Policy. Councillor Nadeau inquired to the exclusion of the Clean Energy Technology Centre; Administration advised that the Policy may be amended upon completion of that facility.

**RESOLUTION #183/15**

Councillor Nadeau moved that Town Council approve the First Right of Refusal Policy No. A-14-15 for Not-For-Profit groups renting the Omniplex and/or MacKenzie Conference Centre.

**CARRIED UNANIMOUSLY**

7.4. Library Board Appointment – Member at Large

Councillor Long advised that on October 31, 2015, Rosemarie Mayan's term on the Library Board as a member at large will expire. In anticipation of the upcoming expiration, Mrs. Mayan has expressed interest in renewing her three year term, ending October 31, 2018.

**RESOLUTION #184/15**

Councillor Long moved that Town Council appoint Rosemarie Mayan to the Drayton Valley Municipal Library Board for another three year term, ending October 31, 2018.

**CARRIED UNANIMOUSLY**

7.5. Lockdown Policy A-06-15

Councillor Shular explained that Administration has prepared a municipality wide Lockdown Policy to provide guidance for all Town of Drayton Valley facilities to develop site-specific lockdown procedures. Through the use of hazard assessments, this Policy provides a template that each facility can use and modify in the development of lockdown procedures specific to their needs. Approval of the Lockdown Policy will require a change in a single paragraph of the associated



Violence in the Workplace Prevention Policy A-06-14 allowing for assessment of hazards that would identify the need for a Lockdown Policy to be implemented.

**RESOLUTION #185/15**

Councillor Shular moved that Council approve the attached Lockdown Policy A-06-15.

**CARRIED UNANIMOUSLY**

**RESOLUTION #186/15**

Councillor Shular moved that Council approve the amended Violence in the Workplace Prevention Policy A-06-14.

**CARRIED UNANIMOUSLY**

7.6. Admission Standard and Swimming Competency Policy RC-01-15

Councillor Bossert explained that new swimming pool legislative standards adopted by Alberta Health in July of 2014 require that a Swim Standard and Admission Policy be adopted for all public pools.

**RESOLUTION #187/15**

Councillor Bossert moved that Council approve the attached Admission Standard and Swimming Competency Policy RC-01-15.

**CARRIED UNANIMOUSLY**

7.7. Total Works HSG Fitness Centre Report

Councillor Nadeau advised that, over the course of the past couple of years, the Town of Drayton Valley has been addressing the current operations of the Total Works Health and Fitness Centre with the objectives of enhancing its services to its member and accommodating the programming needs of youth and families. Last year the Town engaged the services of Health Systems Group (HSG) to conduct a gap analysis and to produce a report with recommendations to achieve the objectives mentioned above.

**RESOLUTION #188/15**

Councillor Nadeau moved that Town Council accept the Total Works Health and Fitness Centre Operating Plan Report as prepared by Health Systems Group as information.

**CARRIED UNANIMOUSLY**

7.8. Max Centre Funding Request

Councillor Long explained that the Max Centre Performing Arts Society is seeking support from the Town for \$7,200 to revitalize the Max Centre. The requested funds are a portion of the matching funds for their \$75,000 application to the Community Initiatives Program with the Province of Alberta. Administration has reviewed the application and supporting documentation and recommends that Council at this time deny the request as Town funds for capital undertakings have already been budgeted. However, Administration does see value in working with the Society to provide non-financial support for potential grant applications.

Council discussed the request and expressed concerns regarding the timing of the request as the amount is not budgeted for, although they recognize the importance of the project. Administration will work with the Society to gain clarification on the timeframe and advise them as to Council's desire to include the request in the 2016 budget process.



**RESOLUTION #189/15**

Councillor Long moved that approve funding to the Max Centre Performing Arts Society in the amount requested of \$7,200.00.

**MOTION TABLED****RESOLUTION #190/15**

Councillor Shular moved to table Resolution #189/15, to the August 5, 2015, Regular Meeting of Council to allow Administration to find out more information.

**OPPOSED: Councillor Nadeau****CARRIED**

7.9. Community Event Grant Application – Drayton Valley Minor Baseball Mosquito Division Tournament

Councillor Nadeau explained that Administration has received the attached Application for a Community Event Grant of \$2,000.00 from Drayton Valley Minor Baseball in support of their upcoming Mosquito “AA” Tier II Tournament, set to run from July 23-25, 2015. The total Community Events Grant fund is \$10,000.00 for the 2015 calendar year. To date \$6,485.00 has been granted as cash and \$1,664.50 has been granted as an in kind contribution, for a total of \$8,149.50 and an available amount of \$1850.50.

**RESOLUTION #191/15**

Councillor Nadeau moved that Council approve to a grant to the Drayton Valley Minor Baseball Association for the Mosquito Division Tournament on July 23-25, 2015, in the amount of \$1,850.50.

**CARRIED UNANIMOUSLY**

7.10. In Camera Discussion

**RESOLUTION #192/15**

Councillor Shular moved that Council move to “In-Camera” at 10:30 a.m.

**CARRIED UNANIMOUSLY****RESOLUTION #193/15**

Councillor Shular moved that Council move out of “In-Camera” at 10:53 a.m.

**CARRIED UNANIMOUSLY****RESOLUTION #194/15**

Councillor Shular moved that Council authorize Mayor Glenn McLean to sign the Confirmation Letter with Conroy Ross Partners Limited, as discussed in camera, for the purpose of recruiting a Chief Administrative Officer.

**CARRIED UNANIMOUSLY****8.0 Information Items**


---

8.1. Brazeau Seniors Foundation May Minutes

---

8.2. Yellowhead Regional Library Board Meeting Minutes – March 2015

---

8.3. Legacy Project Meeting Notes – June 2015

---

8.4. STAR Catholic News Release

---

8.5. RCMP Stats – May-June 2015

---

8.6. Letter of Intent – FCM International Program

---



**RESOLUTION #195/15**

Councillor Bossert moved that Council accept the above items as information.

**CARRIED UNANIMOUSLY****9.0 Department Reports****9.1. Development & Planning**

Ms. Cook provided Council an update, stating that there were 4 new Businesses Licenses and 16 Development Permits issued since the last report to Council.

**9.2. Engineering, Transportation & Sustainability**

Mr. Fraser updated Council on the Engineering and Transportation capital projects. Mr. Fraser advised Council of an increase in maintenance for a sewer trunk line as there have been rags found in the line, so far there has been no impact on the budget, however Administration will work on an educational piece for the public.

**9.3. Community Services, FCSS & Sustainability**

Ms. Driessen advised Council that the Department is evaluating the 2015 capital project status and planning for 2016. Additionally, a Request for Proposal is being drafted for a Recreation and Culture Master Plan and Lee Adam Nelles has been hired as the Recreation and Culture Manager, with an anticipated start date of August 10.

**9.4. Protective Services**

Fire Chief Thomson was absent.

**9.5. Administration**

- **Legislative Services**

Ms. Dyck advised that after the First Reading of the Community Standards Bylaw a summary is available on the website, town page, and at the front counter. In follow up from the By-Election, candidate Randy Rye has failed to submit his campaign disclosure statement.

- **Economic Development, Communications and Marketing, and Information Services**

Mr. Naidoo provided Council the following report:

- Attended a training/information session for the Alberta Emergency Alert System
- There are currently 792 downloads on the Town app, there was no spike in downloads from Canada Day; however there was a spike in the use of the events page. The "Report a Problem" feature is being utilized and will be monitored.
- Annual Report was sent out two weeks ago.
- Results from the Canada Day question have been compiled and distributed. The top three items were Facilities/Amenities, Culture/Recreation, and Kids/Youth Activities

- **CAO Report**

Mr. Deol advised Council that the Fire Chief will be undertaking the development of a Request for Proposal for the airport and that there have been land acquisition issues which have resulted in a postponement of constructing the service road at the south end of the 50<sup>th</sup> Street.



## Regular Meeting of Council

Minutes of July 15, 2015

Page 7 of 7

**10.0 Council Reports**10.1. Councillor Wheeler

Councillor Wheeler was absent.

10.2. Councillor Bossert

- Primary Care Network event
- July 1<sup>st</sup> – Canada Day
- July 6<sup>th</sup> – Homelessness Reduction and Poverty Team Meeting
- July 10<sup>th</sup> – Waste Management Committee Meeting

10.3. Councillor Nadeau

- July 7<sup>th</sup> – Delegation to Brazeau County Council Meeting to meet with Insp. De Goeij

10.4. Councillor Long

- June 30<sup>th</sup> – Tour of Drayton Valley RCMP Detachment
- FCSS Tour
- July 14<sup>th</sup> – Legacy Project Meeting

10.5. Councillor Shular

- July 6<sup>th</sup> – SBI Ground Breaking in Edmonton
- July 7<sup>th</sup> – Delegation to Brazeau County Council Meeting to meet with Insp. De Goeij
- Assistant Deputy Minister, Tom Davies, toured the CETC
- Councillor Shular raised his concerns regarding the full-page ad in the July 14, 2015, edition of the Western Review and the misleading information contained within the ad.

10.6. Mayor McLean

Mayor McLean advised that he was away on vacation and thanked Deputy Mayor Shular for being available.

**11.0 Adjournment****RESOLUTION # 196/15**

Councillor Long moved that Council adjourn the July 15, 2015, Regular Meeting of Council at 11:26 a.m.

**CARRIED UNANIMOUSLY**


---

MAYOR

---

CHIEF ADMINISTRATIVE OFFICER



# Town of Drayton Valley

## *Proclamation*

### INTERNATIONAL YOUTH DAY

August 12, 2015

- WHEREAS the United Nations defines the worlds' youth as the age group between 15 and 24 years old, making up one-sixth of the human population;
- AND WHEREAS the United Nations established International Youth Day on August 12 each year to recognize efforts and achievements of the world's youth in enhancing global society;
- AND WHEREAS International Youth Day aims to promote ways to engage youth in becoming more actively involved in making positive contributions to their communities;
- AND WHEREAS Drayton Valley is a community of actively involved youth, who engage in many areas of interest and, in turn, help to shape the growth of their community;
- NOW THEREFORE I, Glenn McLean, Mayor of the Town of Drayton Valley, do hereby proclaim August 12, 2015 as International Youth Day in the Town of Drayton Valley.

---

Glenn McLean  
MAYOR

DATED at Drayton Valley, AB  
this 5<sup>th</sup> day of August, 2015.





<b>AGENDA ITEM:</b>	<b>Emergency Management Bylaw 2015-07-P</b>
<b>Department:</b>	<b>Emergency Services</b>
<b>Presented by:</b>	<b>Director of Emergency Services</b>
<b>Support Staff:</b>	<b>Tom Thomson &amp; Denis Poulin</b>

**BACKGROUND:**

A need was identified to update the Town of Drayton Valley's exiting Emergency Management Bylaw to provide more detailed direction and control of the Town of Drayton Valley's emergency operations under the *Emergency Management Act*.

The Bylaw details the establishment and functions of the Emergency Management Committee and the Emergency Management Agency, as well as the powers delegated to these groups. The updated Bylaw also sets the groundwork for the development of the Joint Emergency Management Plan.

This Bylaw has been reviewed by the Town's legal counsel and reflects their advice.

**RECOMMENDATION:**

That Council give first reading to the attached Emergency Management Bylaw 2015-07-P.





## **BYLAW NO. 2015-07-P**

**BEING A BYLAW OF THE TOWN OF DRAYTON VALLEY, IN THE PROVINCE OF ALBERTA, TO PROVIDE FOR THE ESTABLISHMENT OF A MUNICIPAL EMERGENCY MANAGEMENT COMMITTEE AND A MUNICIPAL EMERGENCY MANAGEMENT AGENCY.**

**WHEREAS**, pursuant to the *Emergency Management Act*, R.S.A. 2000, c.E-6.8, the Town of Drayton Valley is responsible for the direction and control of the Town of Drayton Valley's emergency response;

**AND WHEREAS**, pursuant to section 11.1(1) of the *Emergency Management Act*, the Town of Drayton Valley is required to appoint a Committee consisting of a member or members of the Town of Drayton Valley Council, to advise on the development of emergency plans and programs;

**AND WHEREAS**, pursuant to section 11.2 of the *Emergency Management Act*, Council for the Town of Drayton Valley is required to establish and maintain a Municipal Emergency Management Agency to act as the agent of the Town of Drayton Valley Council in exercising its powers and duties under the *Act*;

**AND WHEREAS**, pursuant to section 145(a) of the *Municipal Government Act*, R.S.A. 2000, c.M-26, the Town of Drayton Valley Council may pass Bylaws in relation to the establishment and functions of Council Committees;

**AND WHEREAS**, pursuant to section 203(1) of the *Municipal Government Act*, R.S.A. 2000, c.M-26, the Town of Drayton Valley may by Bylaw delegate any of its powers, duties, or functions under the *Municipal Government Act* or any other enactment or Bylaw to a Council Committee, the Chief Administrative Officer or a designated officer, unless the *Municipal Government Act* or other enactment or Bylaw provides otherwise;

**NOW THEREFORE** the Council of the Town of Drayton Valley, duly assembled, hereby enacts as follows:



## PART I – PURPOSE, DEFINITIONS AND INTERPRETATION

### 1. TITLE

This Bylaw may be cited as the “Emergency Management Bylaw” of the Town of Drayton Valley.

### 2. PURPOSE

The purpose of this Bylaw is to provide for the direction and control of the Town of Drayton Valley’s emergency operations under the *Emergency Management Act*.

### 3. DEFINITIONS

In this Bylaw, including this section, unless the content otherwise requires:

- (a) **"Act"** means the *Emergency Management Act*, R.S.A. 2000, c.E-6.8;
- (b) **"Agency"** means Emergency Management Agency established under this Bylaw;
- (c) **"BEMA"** means the Brazeau County Emergency Management Agency;
- (d) **"Committee"** means the Emergency Management Committee established under this Bylaw;
- (e) **"Council"** means the municipal council of the Town of Drayton Valley;
- (f) **"Councillor"** includes the Mayor;
- (g) **"Director of Emergency Management (also referred to as the “Director”)"** means the person appointed Director of the Emergency Management Agency under this Bylaw;
- (h) **"Deputy Director"** means the person appointed Deputy Director of the Emergency Management Agency under this Bylaw;
- (i) **"disaster"** means an event that has resulted or may result in serious harm to the safety, health, or welfare of people, or in widespread damage to property;



- (j) **"emergency"** means a present or imminent event that requires prompt coordination of action, or special regulation of persons or property to protect the health, safety or welfare of people or to limit damage to property;
- (k) **"Emergency Operations Centre (EOC)"** means a designated site within the Town of Drayton Valley from which civic officials monitor, coordinate, and support the emergency response and recovery activities during an emergency or disaster;
- (l) **"Joint Emergency Management Plan"** means the plan developed jointly between the Town of Drayton Valley, Brazeau County, and the Village of Breton, to cooperatively respond to an emergency or a disaster.
- (m) **"Minister"** means the Minister charged with the administration of the Act;
- (n) **"Municipal Emergency Management Plan"** means the emergency plan prepared by the Director of the Emergency Management Agency or a designate, to coordinate response to an emergency or disaster;
- (o) **"Town"** means the municipal corporation of the Town of Drayton Valley
- (p) **"Town Manager"** means the Chief Administrative Officer of the Town of Drayton Valley within the meaning of the *Municipal Government Act*, or his designate;

#### 4. RULES FOR INTERPRETATION

- 4.1 The marginal notes and headings in this Bylaw are for reference purposes only.
- 4.2 Words used in the singular include the plural and vice-versa.
- 4.3 When a word is used in the masculine or feminine it will refer to either gender.
- 4.4 Words used in the present tense include the other tenses and derivative forms.



## PART II – EMERGENCY MANAGEMENT COMMITTEE

- 5. ESTABLISHMENT**
- 5.1 An Emergency Management Committee is hereby established in accordance with Section 11.1 of the *Emergency Management Act*.
  - 5.2 All Councillors are members of the Committee.
  - 5.3 The Mayor is the Chair of the Committee. If the Mayor is absent, the Deputy Mayor or designate will chair the Committee.
  - 5.4 The members of the Committee, including the Chair, will be entitled to reasonable expenses in accordance with Council Remuneration Policies that may be in effect from time to time.
- 6. FUNCTIONS**
- 6.1 The Committee will review the Municipal Emergency Management Plan and related plans and programs annually.
  - 6.2 The Committee shall make recommendations to Town Council regarding the approval of the Town of Drayton Valley's Municipal Emergency Management Plan, the Joint Municipal Emergency Management Plan, and other associated programs and plans, as required;
  - 6.3 The Committee may, in accordance with section 21(1) of the *Emergency Management Act*, declare or renew a state of local emergency.
  - 6.4 The Committee may, in accordance with section 23(1) of the *Emergency Management Act*, terminate a state of local emergency.
  - 6.5 Subject to section 6.6, Council may, by Bylaw that is not advertised, borrow, levy, appropriate and expend all sums required for the operation of the Agency.
  - 6.6 Council may, during or within 60 days after the declaration of the state of local emergency, by Bylaw that is not advertised but is approved by the Minister, borrow any money necessary to pay expenses caused by the emergency, including payment for services provided by the Government of Alberta or by the Government of Canada, when the services were provided at



the request of the Town of Drayton Valley.

- 6.7 The Town may enter into Agreements with and make payments or grants, or both, to persons or to organizations for the provision of services in the development or implementation of emergency plans or programs.
- 6.8 The Committee shall work in cooperation with the Emergency Management Committees of Brazeau County and the Village of Breton in support of the Joint Emergency Management Plan.

## **7. EMERGENCY MEETING**

- 7.1 The Director of Emergency Management or designate may call an emergency meeting of the Committee when a Councillor, Town Manager, or a member of the Agency considers that an emergency exists or may exist in the Town.
- 7.2 The Director of Emergency Management or designate must give notice of the time and place of an emergency meeting to as many Councillors as possible under the circumstances.
- 7.3 The notice required in section 7.2 will be by such means of communication considered by the Director of Emergency Management or designate to be the most likely to notify the Councillors.
- 7.4 Those Councillors in attendance at any particular time during an emergency meeting of the Committee constitute a quorum.

## **PART III – EMERGENCY MANAGEMENT AGENCY**

### **8. ESTABLISHMENT**

- 8.1 The Agency is hereby established to carry out the local authority's statutory powers and obligations under section 11.2(1) of the *Emergency Management Act*.
- 8.2 The Council shall, by resolution, appoint one of the members of the Emergency Management Agency to hold the position of Director of Emergency Management;
- 8.3 The Council shall, by resolution, appoint one or more members of the Emergency Management Agency to hold the position(s) of Deputy Director;



## **9. MEMBERS OF THE AGENCY**

- 9.1 The Agency will consist of:
- (a) the Town Manager;
  - (b) the Assistant Town Manager;
  - (c) the Workplace Safety & Emergency Management Coord.;
  - (d) the Public Information Officer or designate;
  - (e) the Director of Community Services or designate;
  - (f) the Director of Corporate Services or designate;
  - (g) the Public Works Manager or designate; and
  - (h) the Fire Chief or designate;
- 9.2 In addition to the members appointed under section 9.1, other organizations may be invited by the Director or their designate to nominate representatives to serve as members of the Agency, including but not limited to:
- (a) representative(s) from the RCMP;
  - (b) representative(s) from Emergency Medical Services;
  - (c) representative(s) from health agencies;
  - (d) representative(s) from service organizations;
  - (e) representative(s) from School Board(s);
  - (f) representative(s) from adjacent communities, which have entered into Mutual Aid Agreements;
  - (g) representative(s) from local utility providers;
  - (h) representative(s) from local business, industry or relevant associations;
  - (i) representative(s) from the Alberta Government;
  - (j) any representatives from Brazeau County Municipal Emergency Management Agency (BEMA) with comparable roles and responsibilities for operations under the Joint Emergency Management Plan; and



- (k) any other representative that, in the opinion of the Director or their designate, may assist in the preparation or implementation of the Municipal Emergency Management Plan.

## **10. DUTIES OF THE DIRECTOR**

10.1 The Director of the Emergency Management will:

- (a) prepare and co-ordinate the Municipal Emergency Management Plan and related plans and programs for the Town of Drayton Valley;
- (b) act as Director of the Emergency Operations Centre, or ensure that someone is designated under the Municipal Emergency Management Plan to so act, on behalf of the Agency;
- (c) co-ordinate all emergency services and other resources used in an emergency.
- (d) ensure the Municipal Emergency Management Plan is reviewed bi-annually by the Agency and any time conditions arise or opportunities for improvement occur;
- (e) ensure that the Committee is briefed bi-annually on the Town's Emergency Management Program and the Municipal Emergency Management Plan; and
- (f) ensure that the Agency is briefed bi-annually on the Town's Emergency Management Program and the Municipal Emergency Management Plan.

## **11. FUNCTIONS**

11.1 The Agency will act as the agent for Council to carry out all statutory powers and obligations of Council under the Act, except for:

- (a) powers which may only be exercised by bylaw or which are retained by Council pursuant to this bylaw; and
- (b) those powers and duties delegated by this Bylaw to the Emergency Management Committee.



## **PART IV – STATE OF LOCAL EMERGENCY**

### **12. DECLARATION OF STATE OF LOCAL EMERGENCY**

- 12.1 The Committee may, at any time when it is satisfied that a disaster or emergency exists or may exist, by resolution, declare a state of local emergency.
- 12.2 The Committee must ensure that the declaration identifies the nature of the disaster or emergency and the area of the Town of Drayton Valley in which it exists.
- 12.3 When a state of local emergency is declared, the Director will:
  - (a) cause the details of the declaration to be published immediately by such means of communication considered most likely to notify the population of the area affected; and
  - (b) forthwith forward a copy of the declaration to the Minister.

### **13. MUNICIPAL EMERGENCY PLAN EXTRAORDINARY EMERGENCY POWERS**

- 13.1 When a state of local emergency is declared, the Agency may at any time, in accordance with the Municipal Emergency Management Plan and related plans and programs:
  - (a) acquire or utilize any real or personal property considered necessary to prevent, combat or alleviate the effects of an emergency or disaster;
  - (b) authorize or require any qualified persons to render aid of a type he or she is qualified to provide;
  - (c) control or prohibit travel to and from any area of the Town of Drayton Valley;
  - (d) provide for the restoration of essential facilities and the distribution of essential supplies;
  - (e) provide, maintain and co-ordinate emergency medical, welfare and other essential services in any part of the Town of Drayton Valley;



- (f) cause the evacuation of persons and the removal of livestock and personal property from any area of the Town of Drayton Valley that is or may be affected by the emergency or disaster, and make arrangements for the adequate care and protection of those persons or livestock and of the personal property;
- (g) authorize the entry into any building or on any land, without warrant, by any person in the course of implementing an emergency plan or program;
- (h) cause the demolition or removal of any trees, structures or crops if the demolition or removal is necessary or appropriate in order to reach the scene of a disaster, or to attempt to forestall its occurrence or to combat its progress;
- (i) procure or fix prices for food, water, clothing, fuel, equipment, medical supplies, or other essential supplies and the use of any property within the Town of Drayton Valley for the duration of the state of local emergency; and
- (j) authorize the conscription of persons needed to meet an emergency.

#### **14. PROTECTION FROM LIABILITY**

- 14.1 No action lies against the Committee, the Agency, and any member of the Committee or Agency or any person acting under the Committee's or Agency's direction or authorization for anything done or omitted to be done in good faith while carrying out a power or duty under this Bylaw during a state of local emergency.
- 14.2 The Committee, Agency and any person acting under the direction or authorization of the Committee or Agency may not be held liable for gross negligence in carrying out their duties under this bylaw.

#### **15. TERMINATION OF LOCAL EMERGENCY**

- 15.1 When, in the opinion of the Committee, an emergency no longer exists in relation to which the declaration was made, the Committee shall, by resolution, terminate the declaration.



- 15.2 A declaration of a state of local emergency is considered terminated and ceases to be of any force or effect when;
- (a) a resolution is passed under section 15.1;
  - (b) a period of seven days has lapsed since it was declared, unless it was renewed by resolution;
  - (c) the Lieutenant Governor in Council makes an order for a state of emergency under the Act, relating to the same area; or
  - (d) the Minister cancels the state of local emergency.
- 15.3 When the declaration of a state of local emergency has been terminated, the Director shall cause the details of the termination to be published immediately by such means of communication considered most likely to notify the population of the area affected.

## **PART V – MUNICIPAL EMERGENCY MANAGEMENT PLAN**

- 16. PLAN ACTIVATION**    16.1 When a state of local emergency is declared, the Committee may cause the Municipal Emergency Management Plan or any related plans or programs to be put into operation, if not already in operation.

## **PART VI - GENERAL**

- 17. DELEGATION**    17.1 The Agency is authorized to delegate and authorize further delegations of any powers, duties, and functions delegated to the Agency under this Bylaw.

## **18. SEVERABILITY**

If any provision of this Bylaw is held to be invalid by a court of competent jurisdiction, that decision will not affect the validity of the remaining provisions of the Bylaw.



**AND THAT** this Bylaw shall rescind Bylaw No. 2009/14/P of the Town of Drayton Valley, and shall have force and come into effect from and after the date of third reading thereof.

READ A FIRST TIME THIS \_\_\_\_\_ **DAY OF** \_\_\_\_\_ , **2015**, A.D.

READ A SECOND TIME THIS \_\_\_\_\_ **DAY OF** \_\_\_\_\_ , **2015**, A.D.

READ A THIRD AND FINAL TIME THIS \_\_\_\_\_ **DAY OF** \_\_\_\_\_ , **2015**, A.D.

\_\_\_\_\_  
MAYOR

\_\_\_\_\_  
TOWN MANAGER  
1449966



		<b>SECTION:</b>	<b>7</b>
<b>AGENDA ITEM: 8.2</b>	<b>Max Centre Funding Request</b>		
<b>Department:</b>	<b>Administration</b>		
<b>Presented by:</b>	<b>Councillor Nadeau</b>		
<b>Support Staff:</b>	<b>Annette Driessen</b>		

### **BACKGROUND:**

Following receipt of a request for funding of \$7,200 for the Max Centre located within Frank Maddock High School; Wayne Tourneur attended the June 24, 2015, Council Meeting to further explain the need for funding from the Town.

In an effort to revitalize the Max Centre, which the Town assisted in funding in its original development, the Max Centre Performing Arts Society is seeking support from the Town, as well as Brazeau County. The Society is further pursuing grant support of \$75,000.00 through the Community Initiatives Program (CIP) with the Province of Alberta; as the CIP grant requires matching funding, the Society is seeking support from the municipalities.

Administration has reviewed the application and supporting documentation and recommends that Council at this time deny the request as Town funds for capital undertakings have already been budgeted. However, Administration does see value in working with the Society to provide non-financial support for potential grant applications.

Attached for Council's review and consideration is additional information to supplement the Request for Funding following the tabling of the approval motion from the July 15, 2015 Council meeting.

### **OPTIONS:**

- A: Council approve funding to the Society in the amount requested.
- B: Council approve funding to the Society in the amount of \$\_\_\_\_\_.
- C: Council tables the decision on the request, noting a meeting date to bring it to in the future and the reasons why to table.
- D: Council deny the requested funding of \$7,200 or any other amount.

### **RECOMMENDATION:**

I move to take "from the Table" Resolution No. 189/15 to approve funding to the Max Centre Performing Arts Society in the amount requested of \$7,200.00.

I move to approve funding to the Max Centre Performing Arts Society in the amount requested of \$7,200.00.



## **The MAX Centre**

Additional Information to supplement the Request for Funding

Timing of Project: The Society wishes to complete the work this year, with some of the work to be done this summer while the facility is vacant.

Nature of work: The following work will be completed:

- painting full facility
- theatre lighting upgrade
- window coverings replaced
- cafeteria appliance upgrades and replacements
- floor coverings refurbishment

Cost of Project: \$150,000 total

Date of CIP Application: Grant application was submitted July 15, 2015

Confirmed Sources of Funding: Brazeau County - \$ 5,400.00  
Rotary Club - \$6,000.00  
Community Foundation - Pending

Potential In-kind Work: There is no opportunity for the Town to provide in-kind services.

Facility Ownership: The property is under the School Board's title; however the Society has a life-time lease and controls the MAX Centre.

Cafeteria Operation: The cafeteria opened up again last year and serves the student population.





PO Box 5329 Drayton Valley, Alberta T7A 1A7

May 12, 2015

Mayor and Council  
 Town of Drayton Valley  
 Box 5327  
 Drayton Valley, AB  
 T7A 1A1

Dear Mayor McLean and Council:

The Max Centre in Drayton Valley has been a core facility in Drayton Valley for Community gatherings since 1997. Operated by The Max Centre for the Performing Arts Society which is a non-profit and charitable society (For clarification purposes it is important to note that the Facility and Board receive no funding support from the Wildrose School Division). The Max serves the Town of Drayton Valley and Brazeau County community as a live dinner theatre/music venue offering quality entertainment in a dinner theatre setting with a catered dinner. Funds raised from the Max's entertainment series and facility bookings for private parties and meetings are utilized to offset the costs of it daytime purpose as a cafeteria and study hall for the students of Frank Maddock High School, offering them a safe place to 'hang out' during study periods and lunch hours. The cafeteria offers lunch menus that are a wholesome alternative to fast foods.

It has also undergone a transition in its operating philosophy, and will be pursuing a more aggressive sponsorship program, volunteer recruitment program and business planning, all of these will contribute to a more financially sustainable facility in the future. We also work well with the Eleanor Pickup Arts Centre to ensure that we are not in competition, realizing that there is a large enough market for two cultural facilities in our community. The facility at this time has not had a facelift since it was built and is requiring an update of its décor. We will be applying for numerous grants and corporate donations to kick off the revitalization of The Max, the largest which is that of the Community Initiatives Program (CIP) - Project Based Grant from the Government of Alberta, the budget for the grant is attached. To apply for this grant we require both cash and in-kind donations from other entities. Just one of the pieces of the revitalization (total CIP grant will be \$75,000.00) is the painting of the facility which was last done when it was built. Attached is a quote from Dueck Construction who have graciously offered to donate 20% of the quote back to the Max in support of the project. The attached quote includes the donation back. We are requesting a cash contribution of \$7,200.00 from the Town of Drayton Valley, which we can use towards the CIP Grant. All sponsors of the Revitalization of The Max will be acknowledged at every event, and sponsors will be invited to a grand re-opening to be held in the winter of next year. We have not requested funding from The Town of Drayton Valley since the Max was built in 1997. We appreciate your consideration in this request for this Community Hall. Please feel free to contact me at 780-542-8946.

Yours Truly,

Wayne Tourneur  
 Chairman



Dueck Construction  
Ph. (780) 621-3658

Attention: Kelly Starling  
The Max Centre  
PH: 780-621-8460

Regarding: Painting of the Max Centre (Main sitting area and stage)

Description: This quote only includes repairing and painting of the walls.  
There will be a coat of tinted primer as well as 1-2 coats of paint,  
depending on coverage as it is going from a dark color to light.

Paint, materials and Labor are include in this quote.

Supplies and Labor	\$9000.00
G.S.T.	\$ 450.00

Total \$9450.00

Dueck Construction would like to donate 20% of this total quote back to  
this organization in appreciation for the arts and community services that  
this facility supports.

G.S.T. # 898304241

Dueck Construction also carries W.C.B. and Liability Insurance



# **MAX SOCIETY - FINANCIAL SUMMARY - MONTHLY AVERAGE** **SEPTEMBER TO AUGUST 2014 (12 MONTHS)**

## **EXPENSES - AVERAGE MONTHLY**      (previous year in brackets)      **REVENUES - AVERAGE MONTHLY**

\$2 316	(3 631)	<b>EVENTS/CATERING</b>		
4 978	(5 523)	goods & supplies - services	\$10 416	(14 989)
235	(132)	payroll & wages		
1 307	(898)	facility (non-capital)		
		admin/promotions/maintenance		
		facility rental	762	(1 534)
		entertainment supplies - services & grant	1 187	(1 521)
<u>1 631</u>	<u>(4 266)</u>	total	\$12 365	(18 044)
\$10 467	(14 450)			

NET = \$1 898 per month (\$5 710)

		<b>OTHER</b>		
		donations	0	(170)
		game machines, display cases, ABM, interest	116	(275)
		GST net		
150	(150)	town loan		
809	(1 400)	total	\$116	(445)
<u>\$959</u>	<u>(1 550)</u>			

NET = - \$843 per month (- \$1 105)

\$11 426 (\$16 000)

### OVERALL TOTAL

\$12 481 (\$18 489)

**MONTHLY NET: \$1 055 (\$813)**

**ACCUMULATED NET: \$12 660/year (\$13 140/year)**

### BALANCE SHEET SUMMARY (August 31, 2014)

Current Assets (excluding fixed assets)	\$23 072
Contingency Fund	1 608
Capital Expenditures	0
Town Loan (balance owing)	0
Current Liabilities	- 3 359
Balance	\$21 321

### CAPITAL & ONE-TIME EXPENDITURES (September 1, 2013 - August 31, 2014)

Light & Sound Equipment & Systems	\$0
Cafeteria Equipment & Systems	0
Furnishing Equipment & Systems & Computer Hardware	0
Facility Enhancement/Promotion	0
Total Capital Expenditures 2013-2014	\$0

### MAX INTERIOR ENHANCEMENTS (ACCUMULATED CAPITAL ASSETS)

Cafeteria Equipment & Systems	\$ 70 838
Light & Sound Equipment & Systems	141 777
Furnishing Equipment & Systems	82 146
General Facility Enhancements	128 048
Office Equipment & Systems	9 939
Total Interior Enhancements	\$432 748

### MAX EXTERIOR ENHANCEMENTS

\$122 432

### NOTES

Refer to *Income Statement/Balance Sheet* August 31, 2014 in MAX Sage Simply Accounting records for details.

September 2014



# **THE MAX CENTER FOR PERFORMING ARTS - FINANCIAL REPORT 2013-2014**

## **MAX INCOME STATEMENT (SEPTEMBER 2013 TO AUGUST 2014)**

### **EXPENSES (previous year)**

\$ 0	(68 659)
27 793	(43 573)
19 576	(38 793)
2 815	(3 180)
59 731	(132 539)
15 690	(21 544)
9 708	(16 800)
1 800	(1 800)
<u>\$137 113</u>	<u>(\$326 888)</u>

cafeteria & vending  
events & catering  
entertainment/entertainment grant  
facility maintenance - facility rental  
games, display cases, ABM, interest  
donations (non-capitalized)  
payroll & wages  
admin/promotions/maintenance  
town loan (7 months)  
GST net

### **REVENUES (previous year)**

\$ 0	(118 166)
124 993	(179 871)
14 240	(18 254)
9 147	(18 409)
1393	(3 300)
0	(2 044)
<u>\$149 773</u>	<u>(\$340 044)</u>
total	
surplus/loss	\$12 660 (\$13 156)

Refer to *Income Statement* 9/1/13 to 8/31/14 and *Balance Sheet* 8/31/14 for details.

## **BALANCE SHEET SUMMARY (August 31, 2014)**

Current Assets (excluding fixed assets)	\$23 072
Contingency Fund	1 608
Capital Expenditures	0
Current Liabilities	<u>3 359</u>
Balance	\$21 321

## **CAPITAL & ONE-TIME EXPENDITURES (2013 - 2014)**

Light & Sound Equipment & Systems	\$0
Cafeteria Equipment & Systems	0
Furnishing Equipment & Systems	0
Facility Enhancement/Promotion	0
Total	\$0

## **FIXED ASSETS**

Light & Sound Equipment & Systems	\$141 777
Cafeteria Equipment & Systems	70 838
Furnishing Equipment & Systems	82 145
Facility Enhancement	128 048
Office Equipment & Systems	8 219
Computer Equipment & Systems	<u>1 490</u>
Total	\$432 517

## **EXTERIOR ENHANCEMENTS**

\$122 432

## **MAX CONSTRUCTION EXPENDITURES**

Total Construction Costs	\$1 397 747
Furnishings & Equipment *	<u>\$ 31 216</u>
Total Expenditures	\$1 428 963

\* Originally to be carried by FMHS but ultimately carried by the MAX.

.../2



- 2 -

**MAX CONSTRUCTION FUNDS**

WRSD Grant	\$300 000
WRSD Loan (interest free)	\$568 200
Town of DV Loan (interest free)	\$250 000
MD of Brazeau Grant	\$ 30 000
Teens In Action Grant	\$100 000
CFEP Grants	\$100 000
Private Donations	\$ 30 800
Alberta Initiatives In Education Prize/Grant	<u>\$ 50 000</u>
Total Funds	\$1 429 000

**LOAN #1 - WRSD CONSTRUCTION/MAINTENANCE (August 31, 2014)**

Original amount owing WRSD	\$568 212
Original planned amount owing WRSD	\$550 000
Reduced amount in lieu of caretaking/maintenance costs	\$559 106
Payments made to August 31, 2012	\$256 649
Loan principal reduction by WRSD	<u>\$302 457</u>
Net owing WRSD	\$0

**LOAN #2 - TOWN OF DRAYTON VALLEY (August 31, 2013)**

Original amount owing Town of DV	\$250 000
Payments made to August 31, 2014	<u>\$250 000</u>
Net owing Town of DV	\$0

**MISCELLANEOUS NOTES**

The MAX facility and DJ services are available at no charge to Students' Union for school dances. Proceeds are shared between the MAX and Students' Union with all expenses being covered by the MAX.

**AUDITOR DECLARATION**

This financial statement was audited/reviewed by the society's auditors and presented at the society's annual general meeting on October 22, 2014.

Wally Heinrichs  
(auditor)

Date

Wayne Tournour  
(auditor)

Date

Trevor Nickle  
(auditor)

Date

October 2014



<b>AGENDA ITEM: 8.3</b>	<b>Bus Transfer Site Agreements</b>
<b>Department:</b>	<b>Administration</b>
<b>Presented by:</b>	<b>Councillor Long</b>
<b>Support Staff:</b>	<b>Manny Deol</b>

**BACKGROUND:**

Earlier this year the Town of Drayton Valley entered into negotiations with the Wild Rose School Division (WRSD) with respect to a transfer of school properties to the Town, as well as the development and construction of a bus transfer site to serve the greater community. This project required the development of two formal agreements recognizing the terms and conditions for the construction of the bus transfer site and the lease of that space back to the WRSD following the transfer of the land to the Town.

This initiative between the two authorities will result in the community acquiring lands dedicated to the purpose of a community open space to revitalize the community as well as provide a home for the outdoor rink. This proposed community space will provide a unique combination of opportunities for passive and active leisure activities in a central location. By consolidating these lands, the two authorities are creating a better open space for the community, which meets the needs not only of the Town and the WRSD, but also those needs of the community

The Town is working diligently to commence site the work this year and has received advice and review from legal counsel regarding the attached agreements.

**RECOMMENDATION:**

That Council authorize the Mayor and Town Manager to execute the attached Sale Agreement and Lease Agreement between the Board of Trustees of Wild Rose School Division No. 66 and the Town of Drayton Valley.





**PRELIMINARY**  
FOR DISCUSSION  
PURPOSES ONLY



This Agreement made this \_\_\_\_ day of \_\_\_\_\_ 2015.

**BETWEEN:**

**THE BOARD OF TRUSTEES OF  
WILD ROSE SCHOOL DIVISION NO. 66**  
(hereinafter called "the Board")

of the first part

and

**TOWN OF DRAYTON VALLEY**  
(hereinafter called "the Town")

of the second part

**WHEREAS** the Board owns land in the Town legally described as:

FIRST  
PLAN 6570KS  
BLOCK 39  
LOT B  
CONTAINING 1.21 HECTARES (3 ACRES) MORE OR LESS  
EXCEPTING THEREOUT:

	HECTARES	(ACRES)	MORE OR LESS
A) PLAN 1224843 SUBDIVISION	0.199	0.49	
EXCEPTING THEREOUT ALL MINES AND MINERALS			

SECOND  
PLAN 6570KS  
BLOCK 39  
LOT D  
EXCEPTING THEREOUT ALL MINES AND MINERALS  
AREA: 0.445 HECTARES (1.1 ACRES) MORE OR LESS

THIRD  
PLAN 6570KS  
BLOCK 39  
LOT E  
EXCEPTING THEREOUT ALL MINES AND MINERALS  
AREA: 0.364 HECTARES (0.9 ACRES) MORE OR LESS

(the "Lands");

**AND WHEREAS** in exchange for the transfer to it of the Lands, prior to the transfer the Town will construct a bus hub for the Board (the Project) on the portion of the Lands to be as shown outlined in red (not to scale) on the attached Schedule "A";

**AND WHEREAS** the Town has agreed to lease the bus hub to the Board on terms agreed to between the Town and the Board;



**NOW THEREFORE** the Parties have agreed as follows:

**I. INTERPRETATION**

- 1.1 "Acceptance Certificate" shall mean an assurance in writing from the Prime Consultant, in a form approved by the Board confirming that the bus hub has been constructed satisfactorily and that the Board accepts the bus hub as built in accordance with design plans approved by the Board;
- 1.2 "Cost of the Project" means all the costs of construction of the Bus Hub Project including the cost of designing, engineering and constructing the services to the boundary of the Project Lands shown outlined in red on Schedule "A";
- 1.3 "Project" or "Bus Hub Project" means all elements of the overall construction of the Bus Hub on that portion of the Lands to be leased to the Board as depicted in Schedule "A" attached hereto including, but not limited to, the cost of design and construction;
- 1.4 "Total Completion Certificate" shall mean confirmation in writing from the Prime Consultant to both the Town and the Board that the Project is complete and meets approved specifications and the Board shall approve the confirmation before the Project is considered to be complete;

**II. CONSTRUCTION STANDARDS / SPECIFICATIONS / MAINTENANCE**

- 2.1 The Board and the Town agree that, they will consult and cooperate in the design of the Project, but that the design of the Project and the construction standards to be utilized for the Project must meet the Board's approval. The Board shall approve the design of the Project prior to the commencement of construction and provide a signed copy of the design plans to the Town prior to the commencement of construction. The Town will then be responsible for constructing the Project in accordance with the design plans approved by the Board.
- 2.2 The Town shall employ a Professional Architect or Engineer, or both, who is a member in good standing of the governing body for architects (RAIC) and engineers (APEGA) in Alberta, (hereinafter called the "Prime Consultant") to design and supervise all work to be carried out under this Agreement.
- 2.3 The Town will be responsible for payment of the Prime Consultant's fees related to the Project. However, given the nature of this Project, the Town agrees that the Prime Consultant will make himself reasonably available to the Board for consultation purposes. The maximum number of consultations with the Prime Consultant for which the Prime Consultant must be available is four (4). However, once the Board has approved the design of the Project the



Board may not direct the Prime Consultant to issue change orders or incur further costs or expenses, without the express written approval of the Town.

2.4 The Town covenants and agrees to:

- (a) make application for, and pay for, all permits, inspections, approvals and other things related to the Project, it being understood and agreed that no stop order will be issued under any circumstances.
- (b) pay the full Cost of the Project including any increase in the Cost of the Project as the Project progresses, and all costs related to the Project shall be paid directly by the Town as stated in Article 4.2;
- (c) upon completion of the construction of the Project and installation of the municipal improvements serving the Project deliver to the Board "as built" drawings of the Project including any municipal improvements certified by the Prime Consultant as being accurate and complete;
- (d) maintain the Project once complete as provided for in the lease between the Town and the Board.

### III. **LEVIES**

- 3.1 The Town shall be responsible for any municipal levies related to the Lands or the Project.

### IV. **CONTRACTS**

- 4.1 In all contracts entered into by the Town relating to the Project the Town shall ensure such contracts contain provisions that:
- (a) indemnify and save harmless the Board from and with respect to any damages, claims or demands whatsoever arising out of the performance of any work undertaken by the Town or its servants, subcontractors, employees, agents or contractors or arising in any way from the negligence of the Town or its contractor's servants, agents, subcontractors or employees;
  - (b) ensure that the contract between the Town and any third party requires that the third party comply with the provisions of the *Workers' Compensation Act (WCB)* and *Occupational Health and Safety Act* for the Province of Alberta and that all available coverage under WCB is provided to the persons working on the Project site;
  - (c) ensure that the contract between the Town and any third party requires the third party to allow the Board or its authorized agent or representative access to the work for the purpose of inspection;



- (d) ensure that the contract between the Town and any third party requires the third party to coordinate with the Board and all of its employees, agents, and contractors, and others to facilitate the installation of the municipal improvements and that the third party shall protect the Project from damage unless such damage is contemplated and agreed to by the Board as a result of the design referred to in Article 2.1; and
  - (e) ensure that the third party is covered by the Town's insurance or that the third party has its own insurance which complies in all respects with the requirements of this agreement relating to insurance.
- 4.2 The Town must pay all contractors, sub-contractors or other parties hired to perform any work under Article 2.4, and failure to make such payment may constitute default under this Agreement. The Town agrees to promptly, and at its sole cost, remove any and all liens, charges or encumbrances placed on the Lands as a result of the work done under this Agreement.

## **V. INDEMNITY AND INSURANCE**

- 5.1 The Town shall indemnify and save harmless the Board, including the employees, officers, agents, elected representatives and insurers of the Board from any and all losses, costs, damages, actions, causes of action, suits, claims and demands, resulting from anything done or omitted to be done by the Town or its servants, agents, subcontractors, employees or contractors pursuant to this Agreement.
- 5.2 The Town shall, when requested by the Board, submit a statement from the Workers' Compensation Board certifying that all assessments due by the Town have been paid.
- 5.3 The Town shall, at all times during the term of this Agreement prior to the transfer of the Lands to the Town being registered, at its own expense, provide and maintain in full force and effect with insurers licensed by the laws of the Province of Alberta to issue insurance policies in Alberta, the following insurance policies in form and content satisfactory to the Board, covering the Town's obligations set out in this agreement:
- (a) a comprehensive general liability policy for bodily injury (including death) and property damage in an amount of not less than Five Million Dollars (\$5,000,000.00) inclusive limit for any one occurrence and shall name the Board as an Additional Insured;
  - (b) blanket contractual liability coverage in an amount to be determined by the Board acting reasonably.
- 5.4 The insurance policies mentioned in Article 5.3 hereof shall include provision for the Board to be given thirty (30) days written notice prior to cancellation or material change of said policies of insurance. The Town shall also be



obligated to immediately advise the Board should said policies of insurance lapse or otherwise be discontinued.

- 5.5 The Town shall provide a certificate(s) of insurance indicating compliance with Article 5.3 and Article 5.4 hereof to the Secretary-Treasurer of the Board at the inception of this Agreement and during the term of this Agreement and at the request of the Secretary-Treasurer shall furnish documentary evidence satisfactory to the Secretary-Treasurer of the renewal or continuance of such insurance coverage.
- 5.6 Nothing contained in this Article or in any policy of insurance required or provided under this Agreement shall in any way whatsoever limit the monetary amount of liability of the Town under this Agreement, or otherwise, howsoever.

## **VI. MUNICIPAL WORK**

- 6.1 The Town will insure that all work done by it or on its behalf pursuant to Article 2.4 or otherwise related to servicing the Land shall meet the Town of Drayton Valley Development Standard Guidelines.

## **VII. ARBITRATION**

- 7.1 If a dispute occurs as to any matter set out in this Agreement and the Parties are unable to reach agreement with respect to the matter in dispute, the dispute shall be determined on a final and binding basis by arbitration by three arbitrators (the Panel) appointed as follows:
  - (a) either Party may, on concluding that a dispute exists appoint a nominee to the Panel and on doing so shall forthwith give notice in writing to the other Party;
  - (b) the Party in receipt of a notice of the appointment of the nominee as aforesaid shall, within seven (7) days from the date of receiving the notice appoint a nominee to the Panel and give notice thereof to the other Party;
  - (c) if a Party does not appoint a nominee within the time period referenced in Article 7.1(b), the Party which has appointed a nominee may apply to a Judge of the Court of Queen's Bench of Alberta to appoint a nominee on behalf of and at the expense of the Party so in default;
  - (d) the nominees appointed by or for the Parties hereto shall appoint a third person to act as the Chair of the Panel and, if they fail to do so within fourteen (14) days after the last of the nominees was appointed, either Party on notice to the other may apply to a Judge of Court of Queen's Bench of Alberta to appoint a third person to act as Chair of the Panel;



- (e) the appointment of all members of the Panel except those appointed by a Judge as herein provided shall be in writing;
- (f) the Panel shall have the power to obtain the assistance, advice or opinion of such engineer, architect, surveyor, appraiser, valuator, or other expert as they may think fit and shall have the discretion to act upon any assistance, advice or opinion so obtained;
- (g) the arbitration award may include an award of costs and interest, and, notwithstanding the provisions of the Arbitration Act of Alberta, the amount of costs shall not be limited to the scale or rate provided in the Arbitration Act of Alberta;
- (h) each of the Parties will do all acts and things and execute all deeds and instruments necessary to give effect to any award made upon any such arbitration.
- (i) within (30) working days of the appointment of the Chair of the Panel, or such further period as may be agreed upon by the Parties, the Panel shall resolve the matters in dispute referred to in the terms of reference.
- (j) The decision of a majority of the Panel, or failing a majority, the decision of the Chair, which will be considered the decision of the Panel, shall be binding upon all Parties.
- (k) The costs of the Chair shall be borne equally by the Parties and each shall pay for its respective nominee.
- (l) Each Party shall bear all of their own legal costs and disbursements incurred in retaining, if necessary, legal counsel to represent their respective interests in the arbitration.

## **VIII. APPLICABLE LAW**

- 8.1 The validity and interpretation of this Agreement, and of each Article and part thereof, shall be governed by the laws of the Province of Alberta.

## **IX. FORCE MAJEURE**

- 9.1 Neither of the Parties shall be deemed to be in default in respect of non-performance of its obligations under this Agreement if and so long as the non-performance is due to strikes, lockouts, fire, tempest, or acts of God or the Queen's enemies, or any other cause (whether similar or dissimilar to those enumerated) beyond its control, but lack of finances shall in no event be deemed to be a cause beyond a Party's control.



**X. NOTICES**

- 10.1 Any notice or other communication required or permitted to be given to either the Board or the Town hereunder shall be given orally to the Secretary-Treasurer of the Board and the Chief Administrative Officer of the Town with such notice to be confirmed forthwith in writing and delivered to the main office address of the respective Party.

**XI. ASSIGNMENT**

- 11.1 This Agreement shall not be assignable by either Party.

**XII. TRANSFER ON 50 % COMPLETION OF PROJECT**

- 12.1 Upon 50% completion of the Project as confirmed by the Prime Consultant and such confirmation being accepted in writing by the Board, and execution of the lease of the bus hub between the Town and the Board, the Board shall transfer the Lands to the Town for the sum of One (\$1.00) Dollar.

**IN WITNESS WHEREOF** the parties hereto have signed and affixed their corporate seals by the hands of their proper officers in that behalf on the day and year first above written.

**THE BOARD OF TRUSTEES OF  
WILD ROSE SCHOOL DIVISION NO. 66**

Per: \_\_\_\_\_

Per: \_\_\_\_\_

**TOWN OF DRAYTON VALLEY**

Per: \_\_\_\_\_

Per: \_\_\_\_\_



## LEASE AGREEMENT

**THIS AGREEMENT** made this \_\_\_\_\_ day of \_\_\_\_\_, 2015.  
**BETWEEN:**

**TOWN OF DRAYTON VALLEY**  
 (hereinafter called "the Lessor")

of the first part

and

**THE BOARD OF TRUSTEES OF  
 WILD ROSE SCHOOL DIVISION NO. 66**  
 (hereinafter called "the Lessee")

of the second part

**WHEREAS** the Lessor will become the owner of property in Drayton Valley, Alberta legally described as:

FIRST

PLAN 6570KS

BLOCK 39

LOT B

CONTAINING 1.21 HECTARES (3 ACRES) MORE OR LESS

EXCEPTING THEREOUT:

HECTARES (ACRES) MORE OR LESS

A) PLAN 1224843 SUBDIVISION 0.199 0.49

EXCEPTING THEREOUT ALL MINES AND MINERALS

SECOND

PLAN 6570KS

BLOCK 39

LOT D

EXCEPTING THEREOUT ALL MINES AND MINERALS

AREA: 0.445 HECTARES (1.1 ACRES) MORE OR LESS

THIRD

PLAN 6570KS

BLOCK 39

LOT E

EXCEPTING THEREOUT ALL MINES AND MINERALS

AREA: 0.364 HECTARES (0.9 ACRES) MORE OR LESS

(hereinafter called "the Lands") a portion of which is to be utilized for a bus hub and this portion of the Lands is hereinafter called "the Bus Hub"

**AND WHEREAS** the Lessor and Lessee have agreed that the Lessee may lease the Bus Hub, the location of which is outlined in red on the attached Schedule "A", for its exclusive use as a Bus Hub for the pick up and drop off of students of the Lessee during each School day during School hours;



**AND WHEREAS** the Lessor and the Lessee have agreed that the Lessee will keep the Bus Hub free of snow to the extent required to allow use of the Bus Hub by the Lessee's buses, and that the cost of doing so shall be paid by the Lessee in lieu of any rent during the first fifty (50) year term of the Lease;

**AND WHEREAS** the Lessee and Lessor have agreed that only outside the periods of exclusive use granted to the Lessee the Lessor may permit parking on the Bus Hub;

**AND WHEREAS** the Lessors and the Lessee agree that this Lease should be entered into to formalize their agreement;

**AND WHEREAS** it has been agreed that the interests of the Lessee may be protected by registration of a caveat against title to the Lands;

**NOW THEREFORE** the Lessor and the Lessee agree as follows:

**I. GRANT OF LEASE**

- 1.1 The Lessor hereby agrees to lease the Bus Hub depicted in Schedule "A" attached hereto to the Lessee for the Term as defined in Paragraph 2.1 hereof and the Lessee hereby accepts the said Lease.
- 1.2 The Lessor hereby leases to the Lessee the Bus Hub, the location of which is more clearly set out outlined in red on the attached Schedule "A", on the terms and conditions set out herein. A School day shall be a day on which instruction for students of the Lessee (Students) is offered at one of the Lessee's Schools and School hours shall be from 6:00 a.m. to 9:00 a.m. and 3:00 p.m. to 5:00 p.m. on each School day.
- 1.3 The Lessee shall have exclusive use of the Bus Hub on School days during School hours.
- 1.4 The Lessor agrees that it shall not enter into any lease, lease renewal, license, disposition, or other arrangement of any nature that adversely affects the rights and obligations of the Lessor and Lessee set out in this Lease.
- 1.5 The Lessee is responsible for obtaining, complying with, and all costs associated with all permits required from any authority regarding the conduct of the Lessee's operations on or at the Bus Hub.

**II. TERM**

- 2.1 The term of this Lease shall commence on the 1st day of August, 2015 and shall be fully ended and completed on July 31, 2065, subject to renewal by the Lessee as provided for herein.
- 2.2 Provided that the Lessee continues to operate any school buses that will make use of the Bus Hub, in the Lessee's sole discretion, the Lessee may renew this Lease on the same terms and conditions set out herein, including this right of renewal, by giving written notice to the Lessor that the Lessee wishes to renew this Lease. It is intended that any notice of renewal be given at least six (6) months prior to the end of the then current term but failure to do so shall not invalidate any notice provided the



notice is given prior to the end of the then current term. Each renewal term shall be for fifty (50) years.

- 2.2.1 Notwithstanding that that the Lessee continues to operate any school buses that could make use of the Bus Hub, in the Lessee's sole discretion, the Lessee may discontinue the Lease prior to the fifty (50) year term by written notice to the Lessor of at least six (6) months.
- 2.3 Notwithstanding the above, it is acknowledged and agreed that this Lease may be terminated at any time in the event that the Lessee serves notice on the Lessor that it no longer intends to operate a Bus Hub from the Bus Hub Lands.

### III. **RENT**

- 3.1 The rent payable by the Lessee for the Term shall be a rent in kind consisting of the cost incurred by the Lessee in removing snow from the Bus Hub, and allowing use of the Bus Hub for Town parking as provide for herein, and no other payment shall be made to the Lessor. In the case of any renewal the Lessee shall on the first day of each renewal term pay the Lessor a single rent of Ten (\$10.00) Dollars for the entire renewal term.
- 3.2 The Lessee shall NOT pay any share of rates, property taxes and school taxes levied against the Lands or the Bus Hub or any other sums levied, charged, or imposed by any authority against or in respect the Lands or the Bus Hub including but not limited to local improvement charges or levies or any development charges, or off-site levies, over sizing of utilities levies, or any other charges or any kind.

### IV. **USE OF BUS HUB**

- 4.1 The Lessee agrees that it will use the Bus Hub only for the purpose of a pick up, drop off, and transfer location for its Students and uses reasonably ancillary thereto. Only the equipment and vehicles reasonably necessary for the said purposes may be kept on the Bus Hub and the Lessee will not store equipment or vehicles not required for such purpose, unless written approval of the Lessor is obtained.
- 4.2 The Lessee grants the Lessor the right of use of the Bus Hub for Town parking on School days outside School hours and on non-School days.
- 4.3 The Lessee may alter the Bus Hub by installing materials that it considers advisable to make the Bus Hub into a useable Bus Hub to its standards and specifications, provided that the Lessee shall provide the Lessor with copies of the plans for such installations before any alterations can be made. All such alterations and installations remain the property of the Lessee during the Term and any renewal term. At the time the Lessee no longer leases the Bus Hub the Lessor shall, without any compensation, become the owner of the alterations and installations and the Lessee shall not be required to restore the Bus Hub to its original or any former state.



- 4.4 The Lessee shall not do, or permit anything to be done on or at the Bus Hub that will constitute, or result in a condition that may require remediation under any law in Alberta or that contravenes any such law.
- 4.5 The Lessee shall carry on the activities permitted hereunder continuously throughout the Term of this Lease but the usual breaks in occupancy during the school year shall not be contrary to this provision.

**V. ASSIGNMENT AND SUBLETTING**

- 5.1 The Lessee shall not pledge this Lease or the interest of the Lessee, or any part thereof, under this Lease as security for any indebtedness of the Lessee without the prior written consent of the Lessor, which may be unreasonably withheld.
- 5.2 The Lessor may not assign this Lease without the consent of the Lessee and such consent, if granted, will include a requirement that the assignee agrees in writing with the Lessor and the Lessee to be bound by the terms of this Lease and a copy of such written agreement is provided to the Lessee.
- 5.3 In the event of any unauthorized assignment or sub-letting, the Lessor may remove any unauthorized sub-lessee or assignee in possession of the Bus Hub and the Lessee shall pay any costs incurred by the Lessor in so doing, including all reasonable legal costs of every kind so that the Lessor is fully indemnified.

**VI. INSURANCE AND INDEMNITY**

- 6.1 The Lessee shall maintain insurance for the full replacement value of all its property on the Bus Hub, and shall maintain such other insurance as would a prudent business operator of a similar undertaking.
- 6.2 The Lessee shall maintain Comprehensive General Liability insurance, naming the Lessor as an additional insured, protecting against all perils, and losses, including, without limiting the generality of this requirement, all damages, and losses, from, damage to, destruction of, or loss of use of property, as well as death, bodily injury and personal injury. The limits of the said insurance shall be Five Million (\$5,000,000.00) Dollars per claimant, per occurrence, with a cumulative limit of not less than Ten Million (\$10,000,000.00) Dollars.
- 6.3 The Lessee shall provide copies of certificates for the insurance it is to maintain to the Lessor upon request.
- 6.4 All policies of insurance maintained by the Lessee, except the insurance of its own property, shall contain a cross liability and severability of interest endorsement.
- 6.5 The Lessee and the Lessor do hereby indemnify and save the other (the=indemnified party) harmless, from and against, all claims, actions, suits, causes of action, demands, and accounts, of every nature brought against the indemnified party relating in any way to, or depending in any way upon, the use, and occupation of the Bus Hub by the other party, or relating to, or depending upon, any alleged acts, or omissions, of the other party, its servants, agents, employees, invitees, or others under its control, or for whom it is responsible in law, and the other party



shall pay all costs, damages, fees, and disbursements, of every kind, without limitation, including solicitor and own client fees, and disbursements, incurred, or suffered by the indemnified party, in dealing with, or arising from, any of the aforesaid matters. This indemnification shall not have any effect or application to any claims against the Lessor arising from the exercise of the right of ingress and egress by any patron of the Arena or the use of the parking spaces on the Bus Hub allocated to by the Lessor. This indemnification shall not have any effect or application to any claims against the Lessor arising from public use of the Bus Hub on non-School days and public use on any School day outside of School hours.

6.6 The indemnification set out in Article 6.5 shall survive any expiration, or termination, of this Lease

#### **VII. MAINTENANCE OF BUS HUB**

7.1 The Lessor shall, at all times, maintain the Bus Hub, with the exception of snow removal which is the responsibility of the Lessee to the extent that snow removal is required to make the Bus Hub useable by the Lessee's buses.

7.2 Neither party to this Agreement shall permit anything to be done on or placed on the Bus Hub that constitutes a nuisance, or is in breach of any law, and will immediately cure any non-compliance with this provision, at its sole cost, upon notice from the other party or any competent authority to do so.

7.3 In the event of any damage to the Bus Hub the party to this Agreement or its users that are responsible for the damage is responsible for the cost of the reconstruction or repair of the Bus Hub.

#### **VIII. SIGNS**

8.1 The Lessee may erect any signs, or other structures, or objects, on the Bus Hub, that it considers necessary or advisable to effectively use the Bus Hub as a Bus Hub without the prior written permission of the Lessor.

8.2 If any sign is erected by the Lessee it shall maintain the sign to the standards of any applicable by-law.

#### **IX. QUIET ENJOYMENT**

9.1 Upon payment of the rent and observance of the terms of this Lease the Lessee shall be entitled to quiet possession of and enjoyment of the Bus Hub during School hours on School days, as defined herein.

9.2 The Lessor, its servants, agents and employees shall be entitled to enter the Bus Hub at all times during business hours to examine the Bus Hub and, provided it is reasonable to do so, require the Lessee to take any actions for which the Lessee may be responsible under this Lease which are deemed necessary. In addition, the Lessor may enter the Bus Hub at any time in order to take any action that is required as a result of an emergency. The exercise of the aforesaid rights of the Lessor shall be carried out in such way as to minimize the impact on the operations of the Lessee.



**X. EXPROPRIATION**

- 10.1 In the event that the Lessor loses ownership of the Bus Hub or any part thereof, by any means, including expropriation, including by a voluntary disposition, the Lessor shall compensate the Lessee in regard to any damages suffered by the Lessee through cancellation of, or non-adherence to the terms of this Lease by the subsequent owner. The compensation shall be equal to the appraised value of the Lands, with the appraisal to be obtained by the Lessee, multiplied by a fraction having the unexpired number of years of the Term or renewal term as it numerator and fifty (50) as it denominator with the product being the amount of the compensation.
- 10.2 In the event that the Bus Hub is diminished by an event contemplated by Article 10.1 and in the opinion of the Lessee the Bus Hub is no longer of use to it the Lessee may terminate this Lease immediately and receive compensation calculated according to Article 10.1.

**XI. LESSEE'S RULES**

- 11.1 The Lessee shall be entitled from time to time to make rules for the management and control of the Bus Hub, which are not inconsistent with the permitted uses by the Lessor, and the Lessor's servants, agents, employees, and invitees, will observe those rules.
- 11.2 The Bus Hub shall be designated by the Lessor and the Lessee as a no smoking area.

**XII. LIENS**

- 12.1 The Lessee shall not permit any lien, charge, or encumbrance to be registered against the title to the Bus Hub or the Lands or otherwise attach to the Bus Hub or the Lands, as a result of any alleged non-payment to any party on the part of the Lessee, and if any such registration, or attachment, occurs the Lessee shall forthwith, at its sole cost, take all steps necessary to discharge any registration, or attachment.

**XIII. REGISTRATION OF LEASE / CAVEAT**

- 13.1 The Lessee may register a caveat in the Land Titles Office against the title to the Lands protecting its interest under this Lease, or may register this Lease and obtain a leasehold title.

**XIV. LESSOR'S REMEDIES**

- 14.1 All remedies of the Lessor set out in this Lease are cumulative, and the Lessor may exercise such of them as it considers advisable, individually, alternatively, or



collectively, in any combination, and the exercise of any right does not prejudice, or preclude, the exercise of any other.

- 14.2 If the Lessee fails to observe, or perform, any other term hereof as required, the Lessor shall advise the Lessee in writing of the alleged breach and permit the Lessee fourteen (14) days to remedy the breach. If within the fourteen (14) days the Lessee has not remedied the breach, the Lessor may on the fifteenth (15<sup>th</sup>) day terminate this Lease and re-enter and take possession of the Bus Hub and remove all persons and property therefrom, and the property may be stored as the Lessor sees fit at the Lessee's expense, without the Lessor being considered guilty of trespass or becoming liable for any loss or damage occasioned thereby, provided that the Lessor has taken all necessary legal steps and processes. Notwithstanding the foregoing if the breach is not by its nature capable of being remedied within fourteen (14) days the Lessor shall allow the Lessee such additional time as is needed by the Lessee to remediate the alleged breach provided the Lessee is actively pursuing and continues to actively pursue remediation of the alleged breach.
- 14.3 If at any time the Lessee becomes bankrupt, insolvent, or has a receiving order made against it (either under bankruptcy legislation or otherwise), goes into receivership, or takes the benefit of any statute relating to bankrupt or insolvent debtors, or makes an assignment for the benefit of its creditors, or an order is made, or resolution passed, for the winding up of the Lessee, or the Lessee becomes dissolved, or the Lessee, in the opinion of the Lessor, ceases to operate for more than ten (10) days, not including the usual periods of non-operation during the usual holiday, vacation, and other breaks in the school year, the Lessor may terminate this Lease, and may re-enter, and take possession of the Bus Hub, and remove all persons, and property, in the same manner as is provided for in Article 14.2.
- 14.4 The Lessee shall pay all costs of every kind incurred by the Lessor, including legal costs of the Lessor, on a solicitor and own client basis, in the event that the Lessor is required to take any action, of any kind, to enforce the performance of this Lease by the Lessee.
- 14.5 The Lessor may, in the event of default of the Lessee in performing any of the Lessee's obligations hereunder, perform such obligations, and the entire cost of the Lessor so doing, and all costs ancillary thereto, plus a surcharge of ten (10%) percent as an administration fee for the Lessor's efforts shall become due, and payable, as additional rent.

## **XV. LESSOR'S COVENANTS**

- 15.1 The Lessor covenants to:
- (a) grant the Lessee quiet enjoyment of the Bus Hub as provided in Article IX;
  - (b) perform the obligations of the Lessor set out in this Lease;
  - (c) restrict its use of the Bus Hub during every School day to those to those times permitted under this Lease and to remove any vehicles parked outside those



days and times of permitted Town use at its cost upon request from the Lessee to do so;

- (d) not to permit any vehicles on the Bus Hub that may by their nature, size, or weight damage any paved or unpaved surfaces on the Bus Hub;

and there are no other covenants, of the Lessor hereunder, either express, or implied, unless specifically set out herein.

**XVI. OVERHOLDING**

- 16.1 If the Lessee does not vacate the Bus Hub when required to do so, the Lessee will be considered to be in possession of the Bus Hub as a month-to-month tenant, at a base monthly rental of One Hundred (\$100.00) Dollars per month, payable in advance, on the first day of every month.

**XVII. MISCELLANEOUS**

- 17.1 No payment by the Lessee, or receipt, or acceptance by the Lessor, of a lesser amount than the full amount of any payment required to be made by the Lessee shall be considered to be other than a payment on account, and no endorsement, or statement, on any payment, by cheque, or otherwise, or in any document accompanying such payment shall raise an accord and satisfaction, and the Lessor may deal with the payment as part payment only, and accept it on account, and pursue payment of the remainder, without limitation.
- 17.2 No partnership, joint venture, or other relationship, other than Lessor and Lessee exists between the Lessor and the Lessee.

**XVIII. SEVERABILITY**

- 18.1 If any term, covenant, or condition in this Lease is found by a court of competent jurisdiction to be unenforceable, void or illegal, it shall be severed and the remainder of the Lease shall continue in full force and effect.

**XIX. GOVERNING LAW**

- 19.1 This Agreement, and its interpretation, shall be governed by the laws of the Province of Alberta.
- 19.2 Any action by either party shall be commenced, and all steps therein taken, only in the Judicial District of Red Deer, which shall be deemed conclusively to be the forum of convenience to both parties.

**XX. ENTIRE AGREEMENT**

- 20.1 This Lease is the entire agreement between the parties with respect to the subject matter set out herein, and there are no other agreements relating thereto.



## XXI. **NOTICE**

21.1 Any notice to be given by the Lessee or the Lessors shall be given by one, or more, of the following methods:

- (i) by delivery to the office of party for whom it is intended at the address set out below, in which case, the notice shall be considered received on the day of delivery if delivered before 4:00 p.m., or if delivered after that time, on the next business day;
- (ii) by pre-paid mail addressed to the address set out below for the party for whom it is intended, in which case, the notice shall be deemed to be received on the fourth (4<sup>th</sup>) day following the date of mailing, the proof of which rests with the sending party;
- (iii) by facsimile transmission to the facsimile number of the party set out below, in which case, the notice shall be deemed to be received on the day of confirmation by the sending machine that the transmission has been received by the machine of the party to whom the notice is addressed and sent, if received before 4:00 p.m., or, if received after that time, on the next business day.
- (iv) business day shall, in the foregoing sub-provisions, mean any day except Sunday, Saturday, a statutory holiday in Alberta, or other day on which the Lessee's office is closed.

21.2 The addresses, and facsimile numbers, for the Lessors, and the Lessee, are as follows, unless changed by written notice to the other party:

### The Lessor

Town of Drayton Valley  
5120 – 52 Street  
Drayton Valley, Alberta  
T7A 1A1  
Attention: Town Manger  
Facsimile: (780) 542-5753

### The Lessee

The Board of Trustees of  
Wild Rose School Division No. 66  
4912 – 43 Street  
Rocky Mountain Hose, Alberta  
T4T 1P4  
Attention: Secretary-Treasurer  
Facsimile: (403) 845-4287

## XXII. **ENUREMENT**



- 22.1 This Agreement shall enure to the benefit of, and be binding upon, the successors, and permitted assigns, if any, of the parties.

**XXIII. TIME OF ESSENCE**

- 23.1 Time is of the essence of this Lease, and every part thereof. If the Lessor agrees, in writing, to grant to the Lessee any extension of time, or times, to comply with its obligations hereunder, the provisions of this Article shall be waived only to the extent necessary to give effect to such written agreement, but shall otherwise remain in full force and effect.

**XXIV. MODIFICATION**

- 24.1 Any modification of this Lease shall be valid, only if it is in writing, and signed by the parties. No oral agreement modifying this Lease shall be of any force, and effect, whatsoever, and no parole evidence shall be admitted in any dispute under this Lease to contradict or modify the terms hereof.

**XXV. SUCCESSORS AND ASSIGNS**

- 25.1 This Lease shall bind the successors, and permitted assigns, of the parties, including, without limiting this provision, any person to whom either party may assign its interest, in whole or in part as part of any assignment to, or for the benefit of, its creditors.

**XXVI. OCCUPIER'S LIABILITY**

- 26.1 For purposes of the Occupier's Liability Act, and any other law in Alberta that imposes any liability, or obligations, on an occupier of land, or buildings, the Lessee shall be solely responsible for any such liability, or obligations, in respect of the Bus Hub during its use, and shall indemnify the Lessor as provided in Article 6.5 against any claim brought against it as the owner of the Bus Hub, unless the claim is as a direct result of the negligent act or omission of the Lessor, or its servants, agents, or employees or others for whom they are responsible in law.

**XXVII. FORCE MAJEURE**

- 27.1 Force majeure shall mean any event causing a bona fide delay in the performance of any obligations under this Agreement (other than as a result of financial incapacity), and not caused by an act, or omission, of any party, or a person not at arm's length with such party, resulting from: (i) an inability to obtain materials, goods, equipment, services, utilities, or labour (ii) any statute, law, by-law, regulation, order in council, or order of any competent authority other than one of the parties (iii) an inability to procure any license, permit, permission, or authority necessary for the performance of such obligations, after every reasonable effort has been made to do so (iv) a strike, lockout, slowdown, or other combined action of workers, or (v) an act of God.
- 27.2 Neither the Lessee or the Lessor shall be liable to the other for any failure to comply with the terms of this Agreement, if such failure arises due to force



majeure. During any period of force majeure, the obligations of the Lessor and the Lessee shall abate only to the extent required.

- 27.3 Failure of the Lessee or the Lessor to perform any covenants under this Lease arising from force majeure shall not entitle either party to terminate this Lease, or abandon the Bus Hub.

**IN WITNESS WHEREOF** the parties have executed this Agreement under the hands and seals of their proper officers, on the day, and year, first above written.

**TOWN OF DRAYTON VALLEY**

Per: \_\_\_\_\_

(c/s)

Per: \_\_\_\_\_

**THE BOARD OF TRUSTEES OF  
WILD ROSE SCHOOL DIVISION NO. 66**

Per: \_\_\_\_\_ (c/s)

Per: \_\_\_\_\_

**SCHEDULE "A"**







		<b>SECTION</b>	<b>8</b>
<b>AGENDA ITEM:</b>	<b>43<sup>rd</sup> Avenue Extension Recommendation of Award</b>		
<b>Department:</b>	<b>Engineering, Public Works and Utilities</b>		
<b>Presented by:</b>	<b>Councillor</b>		
<b>Support Staff:</b>	<b>Manny Deol</b>		

**BACKGROUND:**

The 43<sup>rd</sup> Avenue Extension tender was advertised at the Drayton Valley Western Review, Town of Drayton Valley website, Edmonton Construction Association and Alberta Construction Association. The tender had closed on July 28, 2015. Six (6) bids were received. A list of the six bids is included.

With a bid of \$1,246,797.71, Urban Dirtworks Inc. is the low and compliant bidder. Urban Dirtworks Inc. has past experience with construction of roadways and municipal utility services and has worked on previous projects with the engineering company in charge of the project. This bidder has the knowledge, expertise and resources to complete this project. Senon Engineering Inc. recommends the award of the 43<sup>rd</sup> Avenue Extension be awarded to Urban Dirtworks Inc.

A letter of recommendation of award from our consultant, Senon Engineering Inc., is also included for Council's review.

**RECOMMENDATION:**

I move that Council award the construction contract for the 43<sup>rd</sup> Avenue Extension to Urban Dirtworks Inc. for the stipulated sum of \$1,246,797.71 including GST.





Senon Engineering Inc.  
Bay 5 - 37 Burnt Basin St,  
Red Deer, AB T4P 0J4  
(403) 343-8881

---

July 30, 2015

Town of Drayton Valley  
5120 – 52 Street, Box 6837  
Drayton Valley, AB T7A 1A1

**Attn:** Ron Fraser, P.Eng

**RE:** 43<sup>rd</sup> Avenue Extension – Recommendation to Award

Based on our review of the tender submissions for the Town of Drayton Valley 43<sup>rd</sup> Avenue Extension Project, Senon Engineering Inc. recommends that the Town of Drayton Valley awards the Contract to **Urban Dirtworks Inc.** on the basis of having a compliant bid and the lowest bona fide Tender in the amount of **\$ 1,246,797.71 (including G.S.T. and 10% contingency).**

Senon Engineering Inc. and our representatives have previous experience working with Urban Dirtworks Inc. on past projects. Because of our familiarity with this company, we are satisfied that the Project can be fulfilled by Urban Dirtworks Inc. based on their experience, qualifications, track record and price.

If you have any questions or concerns regarding recommendation, please do not hesitate to contact George Fitzner at Senon Engineering Inc.

Sincerely,

**Senon Engineering Inc.**

Prepared by:



George Fitzner, P.Eng.







Senon Engineering Inc.  
Bay 5 - 37 Burnt Basin St,  
Red Deer, AB T4P 0J4  
(403) 343-8881

July 29, 2015

Town of Drayton Valley  
5120 – 52 Street, Box 6837  
Drayton Valley, AB T7A 1A1

**Attn:** Ron Fraser, P.Eng

**RE:** 43<sup>rd</sup> Avenue Extension – Tender Analysis

Six tenders for the above noted project were received on Tuesday July 28, 2015 at the office of the Town of Drayton Valley. The submitted tenders were opened at 2:01 pm in the Town of Drayton Valley Office. We have reviewed the bid submissions for compliance as well as bid amounts for mathematical errors. The results of the review are shown in the table below:

BIDDER	TOTAL BID PRICE	10% CONTINGENCY	GST	TOTAL BID PRICE WITH CONTINGENCY AND GST	TENDER FORM SIGNED	SCHEDULE OF ITEMS AND PRICES	BIDDER INFORMATION FORM SIGNED	CONFIRMATION OF SECURITY	CONFIRMATION OF BID DEPOSIT RECEIVED
Pre-Bid Engineering Estimate	\$ 946,733.60	\$ 94,673.36	\$ 52,070.35	\$ 1,093,477.31	N/A	N/A	N/A	N/A	N/A
Urban Dirtworks Inc.	\$ 1,079,478.54	\$ 107,947.85	\$ 59,371.32	\$ 1,246,797.71	X	X	X	X	X
E Construction Ltd.	\$ 1,177,005.29	\$ 117,700.53	\$ 64,735.29	\$ 1,359,441.11	X	X	X	X	X
Border Paving Ltd.	\$ 1,214,445.58	\$ 121,444.56	\$ 66,794.51	\$ 1,402,684.65	X	X	X	X	X
Foran Equipment Ltd.	\$ 1,192,511.51	\$ 119,251.15	\$ 65,588.13	\$ 1,377,350.80	X	X	X	X	X
Inline Contracting Partnership	\$ 1,280,751.00	\$ 128,075.10	\$ 70,441.31	\$ 1,479,267.41	X	X	X	X	X
Carmacks Enterprises Ltd.	\$ 1,201,559.00	\$ 120,155.90	\$ 66,085.75	\$ 1,387,500.35	X	X	X	X	X



## Senon Engineering Inc.

---

Senon Engineering has reviewed the Tender forms and extended unit prices for mathematical accuracy. All Tender Submissions are compliant and no mathematical errors were found.

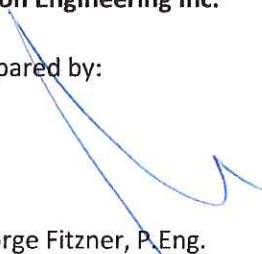
Senon Engineering recommends that the Town of Drayton Valley awards 43rd Avenue Extension to **Urban Dirtworks Inc.** on the basis of having the lowest bona fide Tender in the amount of **\$ 1,246,797.71 (including G.S.T. and 10% contingency)**

If you have any questions or concerns regarding this tender analysis please do not hesitate to contact George Fitzner at Senon Engineering Inc.

Sincerely,

**Senon Engineering Inc.**

Prepared by:



George Fitzner, P.Eng.

Attachment: Tender Analysis





		<b>SECTION</b>	
<b>AGENDA ITEM:</b>	Roger Coles Memorial Youth Sport Grant Application - Avery Wiseman		
<b>Department:</b>	Administration		
<b>Presented by:</b>	Councilor Bossert		
<b>Support Staff:</b>	Manny Deol		

**BACKGROUND:**

Administration has received an application for the Roger Coles Memorial Youth Sport Grant. The applicant is applying for funds to assist with costs associated to attend the 2015 Canadian Age Group Championship in Quebec. The event occurred at the end of July, however the application was received prior to the event. The requested amount is \$4,000.00 which, based on the application, would be to offset costs of travel, accommodation, and meals for the athlete and the coach.

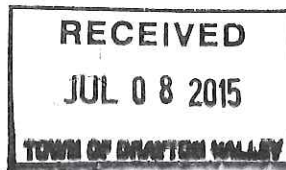
It should be noted that the Roger Coles Memorial Youth Grant Policy and Application is designed to assist the athlete in costs associated with competing at Western, National, and International levels and does not extend to costs that the coach incurs.

Administration has checked the eligibility of the athlete and has confirmed that the athlete is of amateur status and is affiliated with Swim Alberta. Administration is recommending that the Town provide a grant to cover the costs related to the athlete's participation in the competition. To date, no funds have been distributed through the Roger Coles Memorial Youth Sport Grant for the 2015 calendar year.

**RECOMMENDATION:**

Administration recommends that Town Council approve a grant of \$ 1,853.09 for Avery Wiseman to participate in the 2015 Canadian Age Group Championship in Quebec.





## Roger Coles Memorial Youth Sport Grant Application Form

A: APPLICANT INFORMATION			
Type of Sport:	Swimming		
Name:	Avery Wiseman	E-Mail: <a href="mailto:twiseman@orionet.ca">twiseman@orionet.ca</a>	
Address:	313 Valleyview Estates, S455 B1 C8 RR2		
City:	Drayton Valley	Postal Code: T7A 2A2	
Province:	Alberta		
Phone:	780-514-0856	(Home): 542-5362	(Alt): 542-5988
Name to be printed on the cheque if different than above and relationship to the applicant:			
Name:	Toni Wiseman	Relationship to Applicant:	Mother
What is the name of your affiliated nonprofit organization related to this application?			
Triton Competitive Swim Society / Triton Swimming			
What is your amateur sport organization sanctioning body?			
Provincial: Swim Alberta			
National: Swimming Canada			
International: FINA			

B: EVENT INFORMATION			
Name of event:	2015 Canadian Age Group Championships		
Level (Check <input type="checkbox"/> one)	Western Provinces <input type="checkbox"/>	National <input checked="" type="checkbox"/>	International <input type="checkbox"/>
Division or Class:	Age Group Nationals		
Name of Hosting Organization or Community:	C.N. Région de Québec, Québec		
Host Contact Name:	Stéphane Charron	Address: email: <a href="mailto:scharron@videotron.ca">scharron@videotron.ca</a>	
Phone:		Fax:	
Organization / Event Website Address: <a href="http://swimming.ca/MeetInfo.aspx?meetid=17962">swimming.ca/MeetInfo.aspx?meetid=17962</a>			

C: FINANCIAL INFORMATION	
Competition Expenses	
Travel by Air*	Total Cost: \$ 694.00
Travel by Bus or Train**:	Total Cost: \$ .00
Oversized Baggage (only if required for participation in event)	Total Cost: \$ .00
Travel by Private Vehicle	Total Cost: \$ .00
Other Costs:	Total Cost: \$ .00
*Travel expenses must be supported by attachment of quotes, paid invoices or receipts.	
** Please verify the distance from Drayton Valley to your travel destination City Centre with the Alberta Motor Association or Travel Alberta. Maximum grant amounts for level of event also apply to mileage.	
Amount of Grant Requested: (see Guidelines for Maximum Amounts)	\$ 4,000.00

Other Financial Support:
Did you receive any support through the Sport Canada's Federal Carding System? Yes <input type="checkbox"/> (state the Organization and contact information) <input checked="" type="checkbox"/> No
Did you receive 100% travel subsidy through the National or Provincial Sport Governing body? Yes <input type="checkbox"/> Amount: \$ _____ <input checked="" type="checkbox"/> No
Has your organization received any grants to offset the costs of the sporting event? Yes <input type="checkbox"/> Amount: \$ _____ <input checked="" type="checkbox"/> No



**D: REQUIRED ATTACHMENTS**

<b>ATHLETE: Pre-Event Applications must submit the following information.</b> (Please check the box indicating the required attachments have been included.)		
1.	<input checked="" type="checkbox"/>	An official letter from the appropriate sanctioning body, which verifies the date(s) and location of the event and acknowledges the Applicant as the recognized competitor. This letter should also contain the sanctioning body's address, phone number, fax number, and name of the contact person.
2.	<input checked="" type="checkbox"/>	Total travel cost (quotations) as provided by a commercial airline, <b>or</b> train <b>or</b> bus company being used as a means of transportation to the event and mileage from town centre to city centre.
3.	<input checked="" type="checkbox"/>	Poster or Brochure of event/activity (if available)
4.	<input checked="" type="checkbox"/>	Budget for attendance at the event (including travel, lodging, meals and registration fees).
5.	<input checked="" type="checkbox"/>	List of sponsorship or funding requested and obtained from other sources.
<b>ATHLETE: Post-Event Applications (Within 90 days of the event) must submit the following information as called the - FINAL REPORT REQUIREMENTS</b> (Please check the box indicating the required attachments have been included.)		
1.	<input type="checkbox"/>	An official letter from the appropriate sanctioning body acknowledging the Applicant as the recognized competitor. This letter should also contain the sanctioning body's address, phone number, fax number, and name of the contact person.
2.	<input type="checkbox"/>	Proof of participation in the event and outcome of the competition (i.e. media report, officials' record, a letter from sanctioning organization).
3.	<input type="checkbox"/>	Proof of travel cost (paid receipts indicating the name of payee) as provided by a commercial airline or bus company or train company or gas receipts.
4.	<input type="checkbox"/>	Poster or Brochure of event/activity (if available)

**BY AFFIXING HIS/HER SIGNATURE BELOW, THE APPLICANT CONFIRMS THAT THE FOLLOWING STATEMENTS ARE TRUE, TO THE BEST OF HIS/HER KNOWLEDGE:**

1. The information provided is accurate.
2. The signature below is that of the registered director, board member or authorized designate of the organization or athlete, parent or guardian (for an athlete under the age of 18) requesting sponsorship.

Toni Wiseman  
Name

N/A  
Position in Organization  
(if applicable)

Avery Wiseman  
Dependant's Name  
(if applicable)

Toni W  
Signature

July 8, 2015  
Date

Mail to:	Or	Deliver to:
Town of Drayton Valley Roger Coles Memorial Youth Sports Grant Box 6837 Drayton Valley AB T7A 1A1		Town of Drayton Valley Roger Coles Memorial Youth Sports Grant 5120-52 Street Drayton Valley
<p><b>Freedom of Information and Protection of Privacy (FOIP) Statement</b></p> <p>The personal information on the Roger Coles Memorial Youth Sport Grant Application is being collected under authority of Section 33© of the <i>Freedom of Information and Protection of Privacy (FOIP) Act</i> and will be used to administer Grant Funding. The Town of Drayton Valley will use the aggregate data for program planning and evaluation. All personal information will be protected in accordance with the privacy provision of the FOIP Act. If you have any questions about the Grant or questions about the collection, use or disclosure of your personal information, please contact the Town of Drayton Valley at 780-514-2200.</p>		





## Town of Drayton Valley

### ROGER COLES MEMORIAL YOUTH SPORT GRANT CHECKLIST

ATHLETE CRITERION		NOTES
<i>GUIDELINE REQUIREMENTS</i>		
<input type="checkbox"/>	Applicant has amateur status	
<input type="checkbox"/>	Applicant is sponsored by or affiliated with a registered nonprofit sport organization	
<i>ADDITIONAL INFORMATION</i>		
<input type="checkbox"/>	Receipts and/or quotes submitted by applicant or "with application" as below	
<input type="checkbox"/>	Budget for attendance at the event	
<input type="checkbox"/>	List of sponsorship or funding requests from other sources	
<input type="checkbox"/>	Poster or brochure of the event submitted with application	

Sponsorship Approved? YES NO

\$ \_\_\_\_\_

If yes, indicate amount above

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date





Home | Events & Results | Records & Rankings | Teams | Clubs | Coaching | Officiating | Member Services

Home | Contact us | Site Map | Partners | Media | Masters Swimming | CANswim™

## Meet List Information

[Back](#)

2015 Canadian Age Group Championships (LC) - 07/29/2015 - 08/02/2015

Sanction# 17962

Link to this page

Hosted By:	C.N. Région de Québec	Championship Meet:	Yes
Province:	Québec	Region:	Québec, Chaudière-Appalaches
Sanction Type:	SNC Designated	Sanction Fee:	0.00
Meet Type:	SNC Designated Meet	Entry deadline:	July 20, 2015
Age Category:	Age Group Nationals	Time Standard:	SNC Age Group National
Sessions:	10	Max Swimmers:	
Clubs Invited:	Open to all Clubs		
Location:	Québec- PEPS de L'Université Laval	Website:	
Address:	Peps - 2300, rue de la Terrasse	City:	Québec
Lanes:	0	Configuration:	
More Info:			

<https://www.swimming.ca/MeetInfo.aspx?meetid=17962>

### Files

Meet Package:	<a href="#">17962 2015 Canadian Age Group Championships pkg</a>
Meet Event File:	<a href="#">17962 2015 Canadian Age Group Championships Events</a>
Upload Entries:	<a href="#">Go to Upload Entries Page</a>

### Contact Information

Meet Manager:	Stéphane Charron		
Phone:		Email:	scharron@videotron.ca
Entries Contact:	Rob Traynor		
Phone:	613-260-1348	Email:	entries@swimming.ca
Meet Referee:	Cynthia Pincott		
Certification:	5		
Official Coordinator:	Annie Sylvain		
Phone:		Email:	a_sylvain@me.com
Software Required:	No	Bells Needed:	No
Other:			

### Hotel Information

### Proud Supporters



[Contact Us](#) | [Privacy Policy](#) | [RSS](#)

Copyright © 2015 - Swimming Canada

### SWIMMING CANADA NETWORK







## 2015 Canadian Age Group Championships

### July 29 – August 3, 2015

#### General Information



Swimming Canada rules govern this competition. Competition Rules or procedures contained in this Meet Information package supersede those found within the Swimming Canada Rulebook (2013)

This meet is open to qualified Swimming Canada registered swimmers and FINA registered foreign swimmers (swimmers registered with foreign swimming federations). Please reference Swimming Canada Rulebook (2013) for eligibility rules (CGR 1.2.1 and CGR 1.3.1).

For information and updates please refer to the Swimming Canada web site [www.swimming.ca](http://www.swimming.ca)

It is the Swimmer's and Coaches' responsibility to be familiar with all of the information contained in this meet information package and any information or changes announced at the Technical Meeting. Coaches are responsible for knowledge of all business conducted at the Technical Meeting and at Registration.

#### Competition host

Swimming Canada and Club de natation Région de Québec

#### Venue Location - Pool

PEPS - 2300 Rue de la Terrasse, Québec, QC G1V 0A6

#### Pool

10-lane 50m competition pool  
8-lane 50m competition pool

#### Venue Location – Open Water

Lac Beauport, 65 chemin du Tour-du-Lac, Lac-Beauport, QC, G3B 0A1

#### Organizing Committee

Meet Manager:

Stéphane Charron [scharron@videotron.ca](mailto:scharron@videotron.ca)

Officials Coordinator:

Annie Sylvain [a\\_sylvain@me.com](mailto:a_sylvain@me.com)

Swimming Canada Competition Coordinators:

Cynthia Pincott [cyn.pincott@gmail.com](mailto:cyn.pincott@gmail.com)

David Ward [david.ward@videotron.ca](mailto:david.ward@videotron.ca)

Open Water Competition Coordinators:

Carole Thomas [chthomas@videotron.ca](mailto:chthomas@videotron.ca)

Benoit Tassé [benoit\\_tasse@hotmail.com](mailto:benoit_tasse@hotmail.com)

Swimming Canada Events Manager:

Amanda Zevnik [azevnik@swimming.ca](mailto:azevnik@swimming.ca)

Swimming Canada Entries:

Rob Traynor [entries@swimming.ca](mailto:entries@swimming.ca)

#### Registration

Club representatives and/or coaches are required to register their club at the registration desk to receive accreditation. All coaches must register in person.

The registration desk will be open:

Mon July 27: 7:45am – 10:30am  
3:45pm – 7:30pm

Tues July 28: 7:45am – 10:30am  
3:45pm – 7:30pm

#### Technical Meeting

Tues July 28: 11:00am @ pool (PEPS)

#### Entry Information



#### Entry Deadline

Mon July 20: 11:59pm Eastern Time.

#### Entry Process

All participants in all age groups are required to have 3 individual event entry times to gain access to the competition. Please see Entry Standard section on page 2.

There is no limit on the number of individual event entries.

All entries must be submitted via the Meet List on-line entries system.

<https://www.swimming.ca/MeetList.aspx>

Once an entry file is uploaded, the entry system will automatically email a confirmation of entries. Once received, clubs have 24 hours to review this file and make corrections/modifications to entries. **Entry time upgrades, event additions or change of events will not be accepted after this review period.**

Late entries for new swimmers may be accepted after the entry deadline at the discretion of the Meet Manager and Swimming Canada Competition Coordinators. The fee for these entries is 200% of the





published entry fee.

The Meet Manager and Swimming Canada Competition Coordinators will review club entries received past the entry deadline. If such club entries are accepted, the club will be fined 200% of the entry fee to a maximum fine of \$500 for their first offense; second offenses in a single season - maximum \$1000; third offense in a single season - maximum \$2000

### Age Groups

A competitor's age is their age as of the first day of the competition, July 29, 2015.

Individual Pool Events:

Female: 12&U, 13, 14, 15, 16-18

Male: 13&U, 14, 15, 16, 17-18

Relay Events:

Female: 12&U, 14&U, 15-18

Male: 13&U, 15&U, 16-18

Open Water Events:

Female 2.5km: 12, 13

Male 2.5km: 12, 13

Female 5.0km: 14, 15, 16-18

Male 5.0km: 14, 15, 16, 17-18

### 800 / 1500 Freestyle Entries

Coaches are reminded that all entries are final after the 24-hour review period. If a Coach wishes to have their swimmer compete outside the top 10 'final' heat of an 800m or 1500m freestyle event for 'tactical reasons' the Coach must determine a valid entry time they feel will accomplish the desired seeding. Times cannot be adjusted after the 24-hour review period.

### Open Water

The minimum qualifying standard for the open water events are the 800 or 1500 freestyle standard in the swimmers' gender and age group. For safety management, swimmers must be either 12 or 13 years old to enter the 2.5 km event. Swimmers must be 14 years or older to enter the 5 km event. Swimmers 11 years and younger are not permitted to enter the open water competition.

The following age groups will be used for scoring and awards:

- o 2.5 km Female: 12 years, 13 years
- o 2.5 km Male: 12 year, 13 years
- o 5 km Female: 14 years, 15 years, 16 – 18 years
- o 5 km Male: 14 years, 15 years, 16 years, 17 – 18 years

**Reminder:** fingernails and toenails must be short and no jewelry of any kind or watches may be worn. The open water events will not score towards the Men's, Women's and Overall Team Championship banners with the pool events. There will be a separate Open Water Team Championship banner (combined

men and women) awarded on Monday for the Open Water Event.

Open Water Waiver Form will be distributed to clubs and must be signed by the parents or legal guardian of the participant. Waivers should be submitted at the Technical Meeting or scanned versions can be submitted electronically in advance to

[azevnik@swimming.ca](mailto:azevnik@swimming.ca)

Open Water Technical Meeting:

- o Meeting 1 – Tuesday July 28, during the main Technical Meeting
- o Meeting 2 – Sunday August 2 3:30pm at pool (PEPS)
- o Technical Course Briefing August 2 – final timelines to be supplied at Meeting 2 based on the heats of the open water events.

Click [here](#) for waiver forms.

### Entry Fee

\$85.00 per swimmer

\$15.00 per Relay Event

\$40.00 per relay only swimmer (please refer to rule SNC 2.3.1 for eligibility of "relay only" swimmer)

\$25.00 per Open Water swimmer

Entry fees must be paid prior to or at meet registration. Please make cheques payable to *Swimming Canada*.

For payment via credit card; e-transfer; or wire transfer please contact Amanda Zevnik for payment instructions. A processing fee will be billed on credit card payments.

### Entry Standards

2015 Swimming Canada National Age Group Championship standards (LCM & SCM)

<https://www.swimming.ca/NationalStandards>

### Qualification Period

Short course and long course times done after September 1, 2013 are eligible for entry.

Swimming Canada does not accept yards or converted yards times for entry.

### DO NOT CONVERT ENTRY TIMES.

### Bonus Swims

A swimmer may select one individual bonus event regardless of the number of Entry Standards.

Bonus swims are to be entered with actual times for seeding purposes (only enter as NT if the swimmer does not have a valid time in the event since September 1, 2013). 800 and 1500m freestyle events must meet the Eastern Canadian Open standard to be used as a Bonus Swim.





Please indicate bonus events by the BONUS check in Hytek and SPLASH Team Manager.

#### Proof of Time

**Individual Events:** All entries will be proven via the on-line entry system. Meet management may challenge any entry time before or during the competition.

**Relay Events:** All relay entry times must be proven utilizing swimmers entered in the meet. The online entry system is to be used to prove relay entry times. If requested, relay times not proven through the online entry system must be proven prior to, or at registration. Given there are no entry standards for relays, any relay team NOT proven by the end of the registration period will be re-entered at NT.

It is the responsibility of the club to prove any entry times if requested. In the case in which an entry time cannot be proved when challenged, the swimmer will be removed from the event.

Foreign clubs are required to provide Proof of Time at registration.

#### Psych Sheets

Psych sheets will be posted on Swimming Canada's web site following the entry deadline.

#### Seeding

After all times have been proven, entry times will be seeded as follows:

1. LCM qualifying times;
2. SCM qualifying times;
3. LCM bonus times;
4. SCM bonus times;
5. Non-compliant times (NT).

#### Foreign Swimmers

Foreign competitors (other than members of USA Swimming) must provide a letter from their National Federation confirming their registration status.

The letter must be submitted to Amanda Zevnik prior to the meet entry deadline.

#### Pre-Event Training



Pre-event training is available as follows:

Mon Jul 27: 8:00am – 12:00pm  
4:00pm – 8:00pm

This time is unstructured "open" training time

Tues Jul 28: 8:00am – 12:00pm  
4:00pm – 8:00pm

The evening time is structured as follows:  
Sprint lanes (1 & 8) open

Pace lanes (0 & 9) open

#### Accreditation Information



##### Accreditation

Accreditation for all participants (coach, support staff, swimmer) must be displayed while on deck.

Club accreditations (inclusive of coaches, team manager and support staff) will be assigned based on club size:

1 - 5 swimmers	2 accreditations
6 - 10 swimmers	3 accreditations
11 - 15 swimmers	4 accreditations
16 - 20 swimmers	5 accreditations
21 - 30 swimmers	6 accreditations
31+ swimmers	7 accreditations

Lost accreditation will be replaced at a cost of \$60.00 per accreditation.

##### Coach Accreditation

Coaches must be registered with the CSCTA and Swimming Canada as an "A1" or "B" member and meet the minimum NCCP Requirements as outlined in the Swimming Canada National Registration Policy & Procedures Manual to receive accreditation.

##### Support Staff Accreditation

Clubs requiring Support Staff (massage therapist, physiologist, doctor or team manager/chaperone only) are required to apply using Support Staff Accreditation Request process available here:

[Domestic Support Staff](#)

[Foreign Support Staff](#)

##### Swimmers Accreditation

Swimmers will be provided an accreditation card for deck access. This card must be displayed at all times. Access to the pool will be through the locker rooms and past the main security checkpoint.

The Deck Accreditation Card remains the property of Swimming Canada and can be withdrawn at Swimming Canada's sole discretion. By using this Card, individuals agree to be filmed, televised, photographed, and otherwise recorded during the Competition for purposes relating to the promotion of Swimming Canada and the development of the sport of swimming.

Deck accreditations are NON-TRANSFERABLE

#### Competition Information



##### Warm-up Safety Procedures

Please note that Swimming Canada Competition





Warm-Up Safety Procedures will be applied. Swimmers witnessed by a Safety Marshal diving or entering the water in a dangerous fashion may be removed without warning from their first even following the warm-up period in which the violation occurred. The full document can be viewed [here](#)

### Preliminaries

Preliminary heats will be swum in 8 lanes (training pool) and 10 lanes (competition pool), senior seeded (top 3 heats circle seeded).

### Preliminaries - Warm Down

Warm down opportunities for preliminaries will be considered by meet management after entry numbers are known, likely structured as breaks during the preliminary sessions. More information will be provided at the technical meeting.

### Finals

Finals will be swum in 10 lanes for all events. In each event all female age groups will swim, followed by all male age groups; there is an "A" final only for all events.

*Note: A maximum of two (2) foreign swimmers will be permitted to advance to an A Final or seeded top 10 of a time final event.*

### Relays

All relays are time final events, the fastest 10 entries swimming at finals with the exception of the 12 & U girls and 13 & U boys 4 x 200 FR where all heats will be swum at the end of the preliminary session on Day 2.

Relays are swum as combined Age Groups as defined on page 2 under Age Groups.

Relay sheets must be submitted to the Clerk of Course at the latest, 30 minutes prior to the start of the session in which the relay will be swum.

### 400 freestyle and 400 IM

Meet Management reserve the right to create "Overflow Heats" of these events based on timelines and entry numbers. This decision will be announced at the Technical Meeting.

These events will be swum fastest to slowest during their respective preliminary sessions.

### 800 / 1500 free

These events will be swum as timed finals as follows:

- The two fastest female heats will compete in finals (one combined 15 & over heat and one combined 14 & U heat). All others will swim 'Senior seeded' at the end of prelims in the morning; swimming fastest to slowest.
- The two fastest male heats will compete in finals (one combined 16 & over heat and one combined 15 & U

heat). All others will swim 'Senior seeded' at the end of prelims in the morning; swimming fastest to slowest.

### Backstroke Starting Devices

Backstroke ledges will not be available for use.

### Competition Start Times

Heats: 7:00am warm-up / 9:00am start

Finals: 4:00pm warm-up / 5:30pm start

### Open Water Start Time

8:00am warm-up / 9:30am start

### Swim-offs

All swim-offs are to be run during or at the end of the session in which the tie occurred at a time mutually agreed upon by coaches and officials.

### Meet Scoring:

Individual events:

1-10: 22 20 19 18 17 16 15 14 13 12

Relays events:

1-10: 22 20 19 18 17 16 15 14 13 12

Open Water Scoring:

1-10: 22 20 19 18 17 16 15 14 13 12

### Awards

- Female and Male High Point Aggregate (5-2-1) by age group
- Medals for first, second and third place Canadian.
- Commemorative medal for foreign swimmers placing top three.

*If a swimmer is unable to attend their medal ceremony, their club must send a fully uniformed substitute swimmer in their place.*

- Women's Team Championship banner
- Men's Team Championship banner
- Combined Team Championship banner
- Open Water Team Championship banner

*Foreign swimmers do not score in Team Championships*

### Scratches

All scratches must be submitted on official scratch cards.

Emailed scratches will be accepted prior to the Technical Meeting, scratches should be emailed to [scratches@swimming.ca](mailto:scratches@swimming.ca). Emailed scratches WILL NOT





be accepted following the Technical Meeting.

#### *Prelims & Time Final events*

Wednesday:

30 minutes following the Technical Meeting

Thursday, Friday, Saturday, Sunday:

30 minutes following the start of Finals the previous evening.

#### *Finals*

30 minutes following the completion of the Preliminary events (excluding time final events).

#### *Penalty*

"No-Shows", "step-downs" and "unexcused incomplete swims" will be penalized \$50.00 for preliminaries and finals.

Fines incurred in preliminaries may be paid up to the end of the preliminary session. The swimmer in question may swim other events in that preliminary session prior to paying the penalty. Should the swimmer in question qualify for finals, the fine must be paid prior to the scratch deadline.

Late scratches during finals must be paid prior to the swimmer competing in that same final session.

Fines incurred on the final day of competition and not collected will be billed to the club by Swimming Canada. Clubs will not be permitted to enter subsequent Swimming Canada meets if such fines are outstanding.

#### **Open Water Scratches**

To be reviewed at the Technical Meeting

### **Doping Control**



#### **Doping Control Procedure**

Swimmers are selected randomly each day doping control is scheduled. Swimmers are notified by a Doping Control Chaperone and are required to sign a notification form.

A Doping Control Chaperone will accompany the swimmer until released by the Doping Control Officer (DCO). Upon notification of testing and if necessary, the athlete may notify the DCO if they are competing in another event in the same session. In such cases, the DCO may direct that testing be carried out later in the session, provided a Chaperone accompanies and/or observes the Athlete at all times and until such time as the Athlete reports back to the Doping Control Station for testing.

Photo identification is required for doping control. Coaches are asked to instruct athletes to bring photo

identification to competitions (i.e. driver's license, school identification, passport, etc.)

#### **Doping Control Information**

Swimmers may reference the list of banned substances in the Canadian Centre for Ethics in Sport (CCES) publication "Drug Classification" OR by accessing the CCES website at [www.cces.ca](http://www.cces.ca). (Recommended)

Please be aware of advisory notes on [www.cces.ca](http://www.cces.ca).

For specific drug inquiries please contact the CCES at 1-800-672-7775.

### **Site Information**



#### **Hospitality - Officials**

A hospitality room including meals will be available for officials. Accreditation must be presented.

#### **Hospitality - Coaches**

Light refreshments will be available coaches. Accreditation must be displayed.

#### **Parking**

Pay parking is available at the facility in designated areas. For more information, please visit the [PEPS website](http://www.pepswebsite.com).

#### **Lockers**

Lockers are available at the pool in the change rooms— bring your own locks.

### **Travel Information**



#### **Hotel Accommodations**

Hotel lists for this competition can be found at: <https://www.swimming.ca/Hotels.aspx>

#### **Swimming Canada Rental Car Partner**

National Rent a Car / Enterprise Rent a Car - for bookings visit <https://www.swimming.ca/Travel>

This document has been prepared in English and translated to French. Where there is a discrepancy between the two versions, the English version shall be applied.





**MEET PROGRAM**  
**2015 Canadian Age Group Championships**

**Day 1 - Wednesday, July 29, 2015**

Preliminary Session Warm-up: 7:00 – 8:50 Start: 9:00am	Final Session Warm-up: 4:00 – 5:20 Start: 5:30pm
100m Butterfly 200m Backstroke 50m Breaststroke 1500m Freestyle (SH)	100m Butterfly 200m Backstroke 50m Breaststroke 1500m Freestyle (FH)

**Day 2 - Thursday, July 30, 2015**

Preliminary Session Warm-up: 7:00 – 8:50 Start: 9:00am	Final Session Warm-up: 4:00 – 5:20 Start: 5:30pm
100m Freestyle 400m Individual Medley 50m Backstroke 4 x 200m Freestyle Relay (SH + U12 F / U13 M)	100m Freestyle 400m Individual Medley 50m Backstroke 4 x 200m Freestyle Relay (FH)

**Day 3 - Friday, July 31, 2015**

Preliminary Session Warm-up: 7:00 – 8:50 Start: 9:00am	Final Session Warm-up: 4:00 – 5:20 Start: 5:30pm
100m Breaststroke 200m Butterfly 50m Freestyle 800m Freestyle (SH)	100m Breaststroke 200m Butterfly 50m Freestyle 800m Freestyle (FH)

**Day 4 - Saturday, August 1, 2015**

Preliminary Session Warm-up: 7:00 – 8:50 Start: 9:00am	Final Session Warm-up: 4:00 – 5:20 Start: 5:30pm
100m Backstroke 200m Breaststroke 200m Freestyle 4 x 100m Freestyle Relay (SH)	100m Backstroke 200m Breaststroke 200m Freestyle 4 x 100m Freestyle Relay (FH)

**Day 5 - Sunday, August 2, 2015**

Preliminary Session Warm-up: 7:00 – 8:50 Start: 9:00am	Final Session Warm-up: 4:00 – 5:20 Start: 5:30pm
200m Individual Medley 50m Butterfly 400m Freestyle 4 x 100m Medley Relay (SH)	200m Individual Medley 50m Butterfly 400m Freestyle 4 x 100m Medley Relay (FH)

**Day 6 - Monday, August 3, 2015**

Open Water – 2.5 KM & 5 KM Registration, body marking, warm-up: 8:00-8:45am Mandatory Race Briefing for Each Event – Time to be set at Technical Meeting First Start: 9:30am – Schedule to be determined based on number of entries
--

SH = Slow Heats

FH = Fastest Heat(s) FR = Freestyle Relay MR = Medley Relay





**PROGRAMME DE LA COMPÉTITION**  
Championnats canadiens groupes d'âge 2015

**Jour 1 – Mercredi 29 juillet 2015**

Session préliminaire Échauffement: 7h00 – 8h50 Début: 9h00	Session finale Échauffement: 16h00 – 17h20 Début: 17h30
100m papillon 200m dos 50m brasse 1500m libre (CL)	100m papillon 200m dos 50m brasse 1500m libre (CR)

**Jour 2 – Jeudi 30 juillet 2015**

Session préliminaire Échauffement: 7h00 – 8h50 Début: 9h00	Session finale Échauffement: 16h00 – 17h20 Début: 17h30
100m libre 400m QNI 50m dos Relais 4 x 200m libre (CL + M12 F / M13 H)	100m libre 400m QNI 50m dos Relais 4 x 200m libre (CR)

**Jour 3 – Vendredi 31 juillet 2015**

Session préliminaire Échauffement: 7h00 – 8h50 Début: 9h00	Session finale Échauffement: 16h00 – 17h20 Début: 17h30
100m brasse 200m papillon 50m libre 800m libre (CL)	100m brasse 200m papillon 50m libre 800m libre (CR)

**Jour 4 – Samedi 1er août 2015**

Session préliminaire Échauffement: 7h00 – 8h50 Début: 9h00	Session finale Échauffement: 16h00 – 17h20 Début: 17h30
100m dos 200m brasse 200m libre Relais 4 x 100m libre (CL)	100m dos 200m brasse 200m libre Relais 4 x 100m libre (CR)

**Jour 5 – Dimanche 2 août 2015**

Session préliminaire Échauffement: 7h00 – 8h50 Début: 9h00	Session finale Échauffement: 16h00 – 17h20 Début: 17h30
200m QNI 50m papillon 400m libre Relais 4 x 100m QN (CL)	200m QNI 50m papillon 400m libre Relais 4 x 100m QN (CR)

**Jour 6 – Lundi 3 août 2015**

Eau libre – 2,5 KM et 5 KM Enregistrement, marquage du corps, Échauffement: 8h00-8h45 Réunion de course obligatoire pour chaque épreuve – l'heure sera établie lors de la réunion technique Premier départ: 9h30 – l'horaire sera déterminé selon le nombre d'inscriptions
---

CL = Courses lentes

CR = Course(s) plus rapides

RL = Relais libre

RQN = Relais quatre nages





2015 Swimming Canada FEMALE STANDARDS - AGE GROUP CHAMPIONSHIPS										
12 & u	13	14	15	16-18	EVENT	16-18	15	14	13	12 & u
LCM	LCM	LCM	LCM	LCM		SCM	SCM	SCM	SCM	SCM
29.50	28.80	28.40	28.10	27.60	50 fr	26.90	27.40	27.70	28.00	28.90
1:04.50	1:03.00	1:01.40	1:00.80	59.30	100 fr	57.80	59.30	1:00.10	1:01.60	1:03.10
2:20.10	2:16.40	2:12.90	2:11.60	2:08.40	200 fr	2:05.20	2:08.10	2:09.90	2:13.30	2:17.40
4:56.50	4:49.10	4:42.40	4:39.10	4:32.60	400 fr	4:25.70	4:31.50	4:34.30	4:40.80	4:51.90
10:17.20	9:59.10	9:46.50	9:39.70	9:28.50	800 fr	9:10.90	9:23.10	9:28.20	9:41.00	10:04.30
20:18.00	19:32.70	18:59.30	18:51.10	18:28.70	1500 fr	18:02.10	18:16.60	18:27.30	19:02.10	19:46.60
34.70	33.80	32.90	32.50	31.80	50 bk	30.80	31.30	31.80	32.30	33.40
1:14.30	1:12.20	1:10.10	1:08.90	1:07.20	100 bk	1:05.10	1:06.20	1:07.40	1:09.30	1:11.30
2:39.50	2:34.70	2:30.90	2:28.60	2:25.00	200 bk	2:19.80	2:22.10	2:25.20	2:28.40	2:33.40
38.60	37.30	36.70	36.50	35.10	50 br	34.30	35.50	35.90	36.40	37.60
1:23.50	1:21.90	1:19.70	1:19.00	1:16.50	100 br	1:14.50	1:16.30	1:16.80	1:18.80	1:21.10
3:00.40	2:55.70	2:51.70	2:50.30	2:45.20	200 br	2:40.80	2:44.40	2:45.90	2:49.30	2:54.60
32.50	31.30	30.80	30.40	29.50	50 fl	28.90	30.00	30.40	31.10	32.10
1:13.20	1:10.70	1:08.40	1:07.30	1:05.40	100 fl	1:03.70	1:05.80	1:06.90	1:09.30	1:11.70
2:46.20	2:39.40	2:33.90	2:31.50	2:26.10	200 fl	2:21.60	2:27.10	2:29.70	2:34.70	2:40.80
2:40.20	2:35.60	2:32.00	2:30.20	2:26.20	200 IM	2:21.90	2:25.30	2:27.40	2:31.20	2:35.40
5:41.40	5:31.50	5:22.80	5:19.10	5:11.10	400 IM	5:02.30	5:07.90	5:12.70	5:20.30	5:29.80

2015 Swimming Canada MALE STANDARDS - AGE GROUP CHAMPIONSHIPS										
13 & u	14	15	16	17-18	EVENT	17-18	16	15	14	13 & u
LCM	LCM	LCM	LCM	LCM		SCM	SCM	SCM	SCM	SCM
27.30	26.40	25.90	25.50	24.80	50 fr	24.10	24.70	25.20	25.60	26.70
59.70	57.80	56.30	55.20	53.60	100 fr	52.30	53.80	54.90	56.50	58.20
2:11.70	2:06.50	2:03.10	2:00.90	1:57.70	200 fr	1:54.00	1:57.00	1:59.40	2:02.60	2:07.90
4:41.50	4:30.20	4:24.00	4:18.80	4:12.70	400 fr	4:04.30	4:10.00	4:14.70	4:21.80	4:32.00
9:52.20	9:34.40	9:20.30	9:14.00	9:02.90	800 fr	8:40.70	8:49.10	8:56.00	9:09.80	9:30.30
18:39.50	18:02.40	17:39.50	17:28.70	17:06.70	1500 fr	16:31.90	16:53.50	17:02.90	17:28.90	18:10.00
32.40	30.90	30.40	29.80	28.90	50 bk	27.50	28.70	29.10	29.60	31.20
1:09.20	1:06.50	1:04.40	1:03.20	1:01.30	100 bk	58.30	1:00.40	1:01.70	1:03.70	1:06.10
2:31.80	2:23.70	2:19.20	2:17.00	2:13.70	200 bk	2:06.80	2:10.90	2:13.50	2:17.50	2:23.40
36.00	34.10	33.60	33.00	31.70	50 br	30.80	32.20	32.70	33.40	35.20
1:18.10	1:15.30	1:13.40	1:11.70	1:09.40	100 br	1:06.40	1:09.10	1:10.50	1:12.40	1:15.30
2:50.00	2:44.00	2:40.20	2:37.10	2:32.20	200 br	2:24.60	2:30.50	2:33.60	2:38.00	2:44.50
30.00	28.80	28.10	27.60	26.80	50 fl	26.20	27.20	27.80	28.40	29.70
1:07.20	1:04.00	1:02.00	1:00.80	58.80	100 fl	57.70	59.60	1:00.80	1:02.80	1:06.10
2:32.60	2:26.00	2:20.80	2:17.60	2:13.10	200 fl	2:09.00	2:13.80	2:17.20	2:21.70	2:29.60
2:29.70	2:24.00	2:20.40	2:17.70	2:13.80	200 IM	2:09.30	2:13.50	2:15.80	2:19.20	2:25.00
5:19.20	5:07.90	5:00.30	4:55.80	4:50.20	400 IM	4:38.00	4:44.80	4:50.50	4:58.20	5:09.50

The **Qualifying Period** for Swimming Canada meets in 2015 shall be September 1, 2013 through to the published entry deadline.

The **Entry Age** for all Swimming Canada meets shall be the Swimmer's age as of the first day of the competition.

For CAGC's Swimmer's are limited to **one Bonus Swim** for 3 & 4 qualified swimmers, 0 for 5 or more.



[SplashMe](#)
[Athletes](#)
[Search](#)
[Top 50 Athletes \(current\)](#)
[Top 100 Men \(current\)](#)
[Top 100 Women \(current\)](#)
[Top 100 Men \(alltime\)](#)
[Top 100 Women \(alltime\)](#)
[Records](#)
[Rankings](#)
[Meets](#)
[About Swimrankings](#)
[Point scoring:](#)
[FINA 2014](#)

**WISEMAN, Avery**  
**(2002 )**
**CAN - Canada**  
**Triton Swimming**
[Personal Bests](#)
[Records](#)
[Meets](#)
[Biography](#)

 Personal bests: [Select...](#)

 Personal rankings: [400m Freestyle](#)

 All results: [Select...](#)
**Personal rankings for 400m Freestyle**
**Long Course (50m)**

<b>4:52.12</b>	548	5 Jun 2015	Kamloops
<b>5:01.00</b>	501	1 May 2015	Edmonton
<b>5:45.07</b>	332	23 May 2014	Calgary
<b>5:52.84</b>	311	14 Jun 2014	Fort McMurray

**Short Course (25m)**

<b>4:38.02</b>	<b>600</b>	<b>7 Mar 2015</b>	<b>Calgary</b>
<b>4:47.72</b>	541	7 Mar 2015	Calgary
<b>4:51.06</b>	523	10 Jan 2015	Edmonton
<b>4:57.01</b>	492	11 Dec 2014	Edmonton
<b>5:13.40</b>	419	2 Nov 2014	Edmonton
<b>6:18.30</b>	238	18 Jan 2014	Edmonton

data processed by swimrankings.net



- SplashMe
- Athletes
- Search
- Top 50 Athletes (current)
- Top 100 Men (current)
- Top 100 Women (current)
- Top 100 Men (alltime)
- Top 100 Women (alltime)
- Records
- Rankings
- Meets
- About Swimrankings
- Point scoring:  
FINA 2014



WISEMAN, Avery  
(2002 )

CAN - Canada  
Triton Swimming

Personal Bests   Records   Meets   Biography

Personal bests:

Personal rankings:

All results:

Personal rankings for 1500m Freestyle

Long Course (50m)

19:05.00	547	3 Jul 2015	Edmonton
20:15.40	457	30 Apr 2015	Edmonton

Short Course (25m)

19:40.91	483	9 Jan 2015	Edmonton
----------	-----	------------	----------

data processed by swimrankings.net.



[SplashMe](#)
[Athletes](#)
[Search](#)
[Top 50 Athletes \(current\)](#)
[Top 100 Men \(current\)](#)
[Top 100 Women \(current\)](#)
[Top 100 Men \(alltime\)](#)
[Top 100 Women \(alltime\)](#)
[Records](#)
[Rankings](#)
[Meets](#)
[About Swimrankings](#)
[Point scoring:](#)
[FINA 2014](#)

**WISEMAN, Avery**  
**(2002 )**
**CAN - Canada**  
**Triton Swimming**
[Personal Bests](#)
[Records](#)
[Meets](#)
[Biography](#)

 Personal bests: [Select...](#)

 Personal rankings: [50m Breaststroke](#)

 All results: [Select...](#)
**Personal rankings for 50m Breaststroke**
**Long Course (50m)**

<b>36.57</b>	<b>523</b>	<b>7 Jun 2015</b>	<b>Kamloops</b>
36.62	521	7 Jun 2015	Kamloops
37.60	481	30 Jan 2015	Edmonton
37.93	469	30 Apr 2015	Edmonton
38.54	447	30 Jan 2015	Edmonton
40.73	379	3 Jul 2014	Edmonton
41.03	370	3 Jul 2014	Edmonton
42.10	343	15 Jun 2014	Fort McMurray
42.63	330	15 Jun 2014	Fort McMurray
43.48	311	23 May 2014	Calgary
49.53	210	25 May 2013	Edmonton
58.58	127	20 Mar 2011	Edmonton

**Short Course (25m)**

<b>36.13</b>	<b>506</b>	<b>13 Dec 2014</b>	<b>Edmonton</b>
36.13	506	13 Dec 2014	Edmonton
36.28	500	13 Dec 2014	Edmonton
38.17	429	21 Mar 2015	Beaumont
38.79	409	26 Jul 2014	Airdrie
41.43	335	9 Feb 2014	Edmonton
42.31	315	7 Mar 2014	Calgary
44.39	273	30 Nov 2013	Edmonton
44.69	267	22 Feb 2014	Sherwood Park
49.05	202	16 Mar 2013	Calgary
49.48	197	3 Nov 2012	Edmonton
49.68	194	27 Oct 2012	Edson
50.06	190	1 Jun 2013	St. Albert
50.07	190	19 Jan 2013	Edmonton
50.91	181	9 Feb 2013	Leduc
51.54	174	24 Nov 2012	St. Albert

data processed by swimrankings.net.



[Home](#) [Events & Results](#) [Records & Rankings](#) [Teams](#) [Clubs](#) [Coaching](#) [Officiating](#) [Member Services](#)[Home](#) | [Contact us](#) | [Site Map](#) | [Partners](#) | [Media](#) | [Masters Swimming](#) | [CANswim™](#)[SplashMe](#)[Athletes](#)[Search](#)[Top 50 Athletes \(current\)](#)[Top 100 Men \(current\)](#)[Top 100 Women \(current\)](#)[Top 100 Men \(alltime\)](#)[Top 100 Women \(alltime\)](#)[Records](#)[Personal Bests](#)[Records](#)[Meets](#)[Biography](#)[Rankings](#)Personal bests: Personal rankings: All results: [Meets](#)[About Swimrankings](#)

Point scoring:

**Personal rankings for 100m Breaststroke**

## Long Course (50m)

1:21.24	496	4 Jul 2015	Edmonton
1:22.34	477	5 Jun 2015	Kamloops
1:22.72	470	4 Jul 2015	Edmonton
1:25.57	425	5 Jun 2015	Kamloops
1:28.39	385	20 Feb 2015	Edmonton
1:28.71	381	31 Jan 2015	Edmonton
1:31.12	352	13 Jun 2014	Fort McMurray
1:32.85	332	13 Jun 2014	Fort McMurray
1:35.47	306	4 Jul 2014	Edmonton
1:37.27	289	24 May 2014	Calgary
1:39.41	271	24 May 2014	Calgary
1:52.52	187	26 May 2013	Edmonton
2:09.42	122	20 Mar 2011	Edmonton

## Short Course (25m)

1:16.88	533	12 Dec 2014	Edmonton
1:18.73	496	12 Dec 2014	Edmonton
1:18.73	496	12 Dec 2014	Edmonton
1:23.91	410	2 Nov 2014	Edmonton
1:24.07	408	22 Mar 2015	Beaumont
1:24.13	407	2 Nov 2014	Edmonton
1:25.65	385	7 Mar 2015	Calgary
1:26.97	368	26 Jul 2014	Airdrie
1:27.12	366	18 Oct 2014	Edmonton
1:32.15	309	8 Jun 2014	Edmonton
1:32.20	309	21 Feb 2014	Sherwood Park
1:34.09	291	21 Feb 2014	Sherwood Park
1:34.38	288	8 Mar 2014	Calgary
1:36.38	270	8 Feb 2014	Edmonton
1:41.48	232	29 Nov 2013	Edmonton
1:43.07	221	18 Jan 2014	Edmonton
1:46.75	199	22 Feb 2013	Sherwood Park
1:46.94	198	3 Nov 2013	Edmonton
1:48.39	190	22 Feb 2013	Sherwood Park
1:51.83	173	28 Oct 2012	Edson
1:55.58	157	4 Nov 2012	Edmonton
1:55.61	156	17 Mar 2013	Calgary

data processed by swimrankings.net.

## Proud Supporters

[Contact Us](#) | [Privacy Policy](#) | [RSS](#)

Copyright © 2015 - Swimming Canada



SplashMe

Athletes

Search

Top 50 Athletes (current)

Top 100 Men (current)

Top 100 Women (current)

Top 100 Men (alltime)

Top 100 Women (alltime)

Records

Personal Bests

Records

Meets

Biography

Rankings

Personal bests:

Personal rankings:

All results:

Meets

About Swimrankings

Point scoring:

FINA 2014



**WISEMAN, Avery**  
(2002 )

CAN - Canada  
Triton Swimming

#### Personal rankings for 200m Medley

##### Long Course (50m)

2:35.45	534	3 Jul 2015	Edmonton
2:38.85	500	3 Jul 2015	Edmonton
2:52.65	390	5 Jul 2014	Edmonton
2:53.08	387	14 Jun 2014	Fort McMurray
2:55.73	369	5 Jul 2014	Edmonton
2:58.16	355	14 Jun 2014	Fort McMurray
2:59.66	346	24 May 2014	Calgary
3:10.71	289	24 May 2014	Calgary
3:49.14	166	26 May 2013	Edmonton

##### Short Course (25m)

2:33.75	514	7 Mar 2015	Calgary
2:35.49	497	7 Mar 2015	Calgary
2:38.93	465	13 Dec 2014	Edmonton
2:39.69	459	13 Dec 2014	Edmonton
2:39.69	459	13 Dec 2014	Edmonton
2:49.23	385	2 Nov 2014	Edmonton
2:53.51	357	18 Oct 2014	Edmonton
2:55.90	343	25 Jul 2014	Aldrie
2:57.59	333	8 Jun 2014	Edmonton
3:01.72	311	8 Mar 2014	Calgary
3:12.84	260	9 Feb 2014	Edmonton
3:18.13	240	30 Nov 2013	Edmonton
3:18.49	239	22 Feb 2014	Sherwood Park
3:29.28	204	3 Nov 2013	Edmonton
3:47.37	159	23 Feb 2013	Sherwood Park
3:47.95	157	1 Jun 2013	St. Albert
3:50.61	152	4 Nov 2012	Edmonton
3:57.13	140	19 Jan 2013	Edmonton

data processed by swimrankings.net



## Canadian National Age Group Championships 2015 Expenses

	<b>Athlete Avery</b>	<b>Coach Greg</b>	
Flight	693.74	762.39	
Hotel	649.35	1,415.00	
Meals	400.00	400.00	
Car Rental	340.59	-	
Meet Entry Fee	110.00		
	<b>2,193.68</b>	<b>2,577.39</b>	<b>4,771.07</b>



# Quebec

27 Jul 2015 - 6 Aug 2015 | Itinerary # 1104679561597

**E-Ticket**

This page can be used as an E-Ticket.

**Itinerary # 1104679561597**

Before travelling, print a copy of your itinerary and take it with you!

## Important Information

- Remember to bring your itinerary and government-issued photo ID for airport check-in and security.
- We noticed you did not choose travel protection coverage when booking this flight. If you change your mind, you can purchase insurance prior to travel and receive your insurance certificate via email.

## Edmonton (YEG) → Quebec (YQB)

27 Jul 2015 - 6 Aug 2015 , 3 round trip tickets

**CONFIRMED**

WestJet

MTXMMK

Your reservation is booked and confirmed. There is no need to call us to reconfirm this reservation.

## Traveller Information

<b>Toni Ann Wiseman</b> Adult	No frequent flyer details provided	Ticket # 8389237869176
<b>David Roger Wiseman</b> Adult	No frequent flyer details provided	Ticket # 8389237869177
<b>Avery Katelyn Wiseman</b> Child	No frequent flyer details provided	Ticket # 8389237869178

\* Seat assignments, special meals, frequent flyer point awards and special assistance requests should be confirmed directly with the airline.

27 Jul 2015 - Departure 1 stop

Total travel time: 6 h 32 m



Edmonton

Toronto

3 h 38 m

2,700 km

**YEG 2:50pm**
**YYZ 8:28pm**

## Price Summary

<b>Traveller 1: Adult</b>	<b>C\$693.74</b>
Flight	C\$529.00
Taxes & Fees	C\$164.74
<b>Traveller 2: Adult</b>	<b>C\$693.74</b>
Flight	C\$529.00
Taxes & Fees	C\$164.74
<b>Traveller 3: Child</b>	<b>C\$693.74</b>
Flight	C\$529.00
Taxes & Fees	C\$164.74

**Total: C\$2,081.22**

All prices quoted in Canadian dollars.

## Additional Flight Services





Map



Directions

Call us toll-free 24 hours a day

1-800-463-5256

## Reservation Confirmation

Thank You for making a reservation at Hotel Concorde Quebec

Confirmation # 314822

## About Your Stay

Guest Name: Toni Wiseman

Arrive: 07/27/2015

Departure: 08/05/2015

Adults: 2

Children: 1

Room: Regular rooms with 2 Queen beds

[View/Print Reservation Details](#)

## Summary of Charges

Package: Internet standard daily rate

Subtotal: \$1,645.00

Tax: \$303.06

Total: \$1,948.06 \*

1225 Cours du Général-de Montcalm,  
Québec, QC G1R 4W6  
418-647-2222  
[info@hotelleconcorde.com](mailto:info@hotelleconcorde.com)

Parents.  
1948.06/3 (Avery, Toni, David)

Une réalisation de HD Marketing

\$1649.35/person



**From:** "Greg Kozell" <greg.kozell@gmail.com>  
**Subject:** Fwd: Your Electronic Ticket  
**Sent date:** 06/24/2015 11:58:54 AM  
**To:** "Toni Wiseman" <twiseman@orionec.ca>

----- Forwarded message -----

**From:** Flighthub.com <[noreply@flighthub.com](mailto:noreply@flighthub.com)>  
**Date:** Thu, Jun 11, 2015 at 9:52 AM  
**Subject:** Your Electronic Ticket  
**To:** Gregory <[greg.kozell@gmail.com](mailto:greg.kozell@gmail.com)>



Flights • Hotels • Insurance

**Thank you for booking with FlightHub! Your electronic tickets are READY!**

You can [manage your reservation](#) or [review your itinerary](#) online for the most up-to-date information.

**Air Canada Record Locator:**

**NZPRII**

**FlightHub Booking Reference Number:**

**003-097-882**

Date of transaction: Jun 11, 2015

Your reservation is booked and your electronic tickets are ready! No need to call us to reconfirm this reservation.

**Gregory Donald Kozell**

Air Canada eTicket Number: **0142149500782**

Seat assignments, special meals, frequent flyer point awards and special assistance requests should be confirmed directly with the airline. Please visit the following link for a list of airline toll free numbers:

<http://www.flighthub.com/airlines>

#### IMPORTANT INFORMATION

It is required for each passenger to bring their itinerary and passport or government issued photo ID for airport check-in and security.

We noticed you did not choose travel protection coverage when booking this flight. If you change your mind, you can purchase insurance prior to travel and receive your insurance confirmation via email.





## NEVER MISS AN UPDATE ON YOUR FLIGHT!

Make sure to add FlightHub to your Gmail filters to avoid missing any important updates or notifications about your upcoming flights.

[Click here to learn how.](#)

## Itinerary Details

### Flight: Edmonton to Quebec

**Edmonton** YEG 27 Jul 2015 06:30

**Toronto** YYZ 27 Jul 2015 12:08

Air Canada 106

---

**Toronto** YYZ 27 Jul 2015 13:05

**Quebec** YQB 27 Jul 2015 14:44

Air Canada 8914 - Operated by Air Canada Jazz

### Flight: Quebec to Edmonton

**Quebec** YQB 03 Aug 2015 16:55

**Toronto** YYZ 03 Aug 2015 18:42

Air Canada 8919 - Operated by Air Canada Jazz

---

**Toronto** YYZ 03 Aug 2015 19:45

**Edmonton** YEG 03 Aug 2015 21:57

Air Canada 1161

### Purchase Summary

Airfare: \$554.40 CAD

Taxes & Fees: \$207.99 CAD

Insurance: Declined



Insurance - Trip Cancellation [ NO ]    Medical Emergency [ NO ]

**Total: \$762.39 CAD**

Paid in Full  
Jun 11, 2015

Entry to another country may be refused even if the required information and travel documents are complete. Living standards and practices at the destination and the standards and conditions there with respect to the provision of utilities, services and accommodation may differ from those found in Canada. For Passport, Visa and other documents required for your chosen destination please [click here](#).

### IMPORTANT INFORMATION

We've noticed that you haven't selected a Travel Insurance plan. To avoid the high cost of medical bills, trip cancellation, lost luggage or other unforeseen events we STRONGLY suggest you consider one of our available options.

[PLEASE VISIT OUR TRAVEL INSURANCE PAGE TO SELECT A PLAN THAT FITS YOUR NEEDS!](#)

## Changes and Cancellations

If you need to change or cancel your Air Canada reservation, please call us immediately at [1-800-900-1431](tel:1-800-900-1431). Our sales and service department is open 24hrs.

### For your Air Canada Flight:

#### Changes:

In the event changes are permitted for your fare, there will be a minimum fee of \$125.00 CAD per passenger. There may be additional fees or differences in price charged by 3rd party suppliers that will vary by carrier, market, and specific fare rule.

#### Cancellations:

If your fare allows for cancellations, a minimum fee of \$125.00 CAD per passenger will be charged at the time of cancellation, and an airline fee is applied at the time of rebooking. If permitted by the airline, the remaining funds may be available within one year of the cancellation.

#### Baggage Allowance and Restrictions:

To view detailed information on baggage allowance, please visit the following link:

<http://www.flighthub.com/airlines>

#### Seat Assignments and Other Requests:

Seat assignments, special meals, frequent flyer point awards and special assistance should be requested directly with the airline.





## Hôtel Le Concorde Québec

**Address:** 1225 Cours du Général-de Montcalm, G1R 4W6 Quebec City, Canada

**Phone:** +14186472222

**GPS coordinates:** N 046° 48.315, W 71° 13.043

CHECK-IN

**27**

**JULY**  
Monday

☀ from 16:00

CHECK-OUT

**3**

**AUGUST**  
Monday

☀ until 12:00

ROOMS

**1**

NIGHTS

**7**

TOTAL PRICE

**CAD 1,415**

Avg. price/night: CAD 202  
14.97 % Tax is excluded.  
3 % City tax is excluded.



### Deluxe Double Room

**Guest name:** Greg Kozell / for max. 1 person.

**Meal Plan:** There is no meal option with this room.

Shower • Bath • Safety Deposit Box • TV • Telephone • Air Conditioning • Hairdryer • Iron • Refrigerator • Ironing Facilities • Toilet • Bathroom • Heating • Carpeted • Flat-screen TV • Alarm clock • Wardrobe/Closet • Coffee machine • City view

**Bed Size(s):** Double bed(s) (131-150 cm wide)

**Prepayment :** No deposit will be charged.

**Cancellation cost:**

until 25 July 2015 23:59 [Quebec City] : CAD 0  
from 26 July 2015 00:00 [Quebec City] : CAD 185



### Important information

The property offers valet parking daily from 07:00 to 23:00.

Guests are required to show a photo identification and credit card upon check-in. Please note that all Special Requests are subject to availability and additional charges may apply.

A security deposit of CAD 200 is required upon arrival for incidentals. This deposit is fully refundable upon check-out and subject to a damage inspection of the accommodation.



### Hotel policies

#### Guest parking

- Public parking is possible at a location nearby (reservation is not possible) and charges may be applicable.
- Private parking is possible on site (reservation is not possible) and charges are applicable.

#### Internet

- WiFi is available in all areas and is free of charge.



### Special Requests

"Upper-storey room request: this booker requests upper-storey room(s) - based on availability"



**You have guaranteed your booking by credit card. Your booking has not yet been paid.**

No booking fees. Booking.com services are always free, so you save money. Payment will normally be taken by the hotel during your stay. Please note that the hotel may pre-authorise your credit card prior to your arrival.

**This hotel accepts the following forms of payment:** American Express, Visa, Euro/Mastercard



**You can always view, change or cancel your booking online at:** [your.booking.com](http://your.booking.com)

For any questions related to the property, you can contact Hôtel Le Concorde Québec directly on: +14186472222

**Or contact us by phone - we're available 24 hours a day:**

Support in English: 1 (866) 492 3245

Support in French: 1 (866) 493 3497

When abroad or from Canada: +44 20 3320 2609

This print version of your confirmation contains the most important information about your booking. It can be used to check in when you arrive at Hôtel Le Concorde Québec. For further details please refer to your confirmation email sent to [twiseman@orionec1.ca](mailto:twiseman@orionec1.ca).



## Car rental in Quebec

27 Jul 2015 - 5 Aug 2015 | Itinerary # 7122673979680

### Enterprise

27 Jul 2015 - 5 Aug 2015, Compact 2 or 4-Door Car

Booked

Confirmation # 896367377COUNT

Your reservation is booked. No need to call us to reconfirm this reservation.

### Price Summary

Base Price	C\$219.48
Taxes & Fees	C\$121.11

Total Price **C\$340.59**

All prices quoted in CAD. The total price includes all mandatory taxes and fees. May not include mandatory insurance charges that are required for certain international rentals.

### Additional Car Services

Mileage rules: Unlimited mileage

Weekly rates often reflect a savings over daily rates; returning a weekly rental early may not result in a proportionate refund. Additional days beyond the weekly rate plan periods may be charged at the extra day rate.

The following fees may be charged at the time of rental for additional services.

Extra day: C\$24.39

Extra hour: C\$4.88

#### Pick up

11:30pm

27 Jul 2015

#### Drop off

6:00pm

5 Aug 2015

#### Quebec (YQB)

Counter and car in terminal

Open 7:00am - 11:30pm

#### Quebec (YQB)

Open 7:00am - 11:30pm



Compact 2 or 4-Door Car

Nissan Versa or similar

Includes air conditioning, automatic transmission, 2-wheel drive

DAVID WISEMAN

Reserved for

For specific rental questions, contact the car agency at **1-800-736-8222** (reservation), **1-418-861-8820** (direct)

#### Rules and restrictions

- The following rules and restrictions are provided by the car rental company.
- The driver must present a valid [driver's license](#) and credit card in their name upon pick-up. The credit card is required as a deposit when renting any vehicle. The deposit amount is held by the car rental company. Please ensure sufficient funds are available on the card.
- International rentals may have different driver license requirements. An international driving license is required if the drivers' license is non-roman alphabet.
- [Additional charges or restrictions](#) may apply for drivers under 25 or over 65.



- Charges for [refueling](#), additional drivers, etc. are not included in the total price.
- [Special equipment](#), such as child seats and GPS, can be purchased upon pick-up (if available).
- Geographical restrictions may apply, even for rental contracts that feature unlimited mileage. Some car rental companies do not allow you to take their vehicles across certain domestic or international borders, or may apply an additional charge to do so.
- For residents of Québec, prices include a contribution to the Indemnity Fund of C\$1.00 per C\$1,000 of travel services purchased.
- Your rental may have [mandatory, local insurance requirements](#) that result in additional charges at the time of rental.

### Need help with your reservation?

- Visit our [Customer Support](#) page.
- Call Expedia gold Priority Customer care at 1-800-224-1534.
- For faster service, mention itinerary # **7122673979680**

### Travel Industry Council of Ontario

In accordance with the *Ontario Travel Industry Act, 2002*, this page contains detailed information on the names, addresses and registration numbers applicable to the providers of travel and ticket fulfillment services.

Ticket fulfillment services provided by Tour East Holidays (Canada) Inc., 15 Kern Road, Suite 9, Toronto, Ontario M3B 1S9. TICO Registration No.: 50015827



		<b>SECTION:</b>	
<b>ITEM: 8.6</b>	<b>Branding Standards and Communication Strategy Proposals</b>		
	<b>Department:</b>	<b>Economic Development</b>	
	<b>Presented by:</b>	<b>Councillor Bossert</b>	
	<b>Support Staff:</b>	<b>Nesen Naidoo</b>	

**BACKGROUND:**

Council, having identified that the Town needed to have a Communication strategy and its Brand standard reviewed and redefined, allocated funds in the 2015 budget for the process to be initiated by the Economic Development Committee. An RFP was developed and sent out to seven prospective Brand and Communication strategy agencies. Two proposals were received by the due date; one from Dagny and the other from Cossette.

The Branding standard and Communication strategy is intended to lay out guidelines and direction for all departments connected with the town and their provision of services to ensure consistency, whether it be in brand standard (products and services we offer) or communication strategy (reinforcing the brand through appropriate and validating content).

Brand standards and Communication strategy ensures that the services provided by the Town are clearly, effectively and consistently communicated to all stakeholders both internal and external. This consistency will build brand identity and loyalty in the long term.

The two proposals were reviewed by the Economic Development Committee and are being presented to Council for review, acceptance and awarding of the contract.

**MOTION:**

I move that the Brand Standards and Communication Strategy RFP be awarded to \_\_\_\_\_.

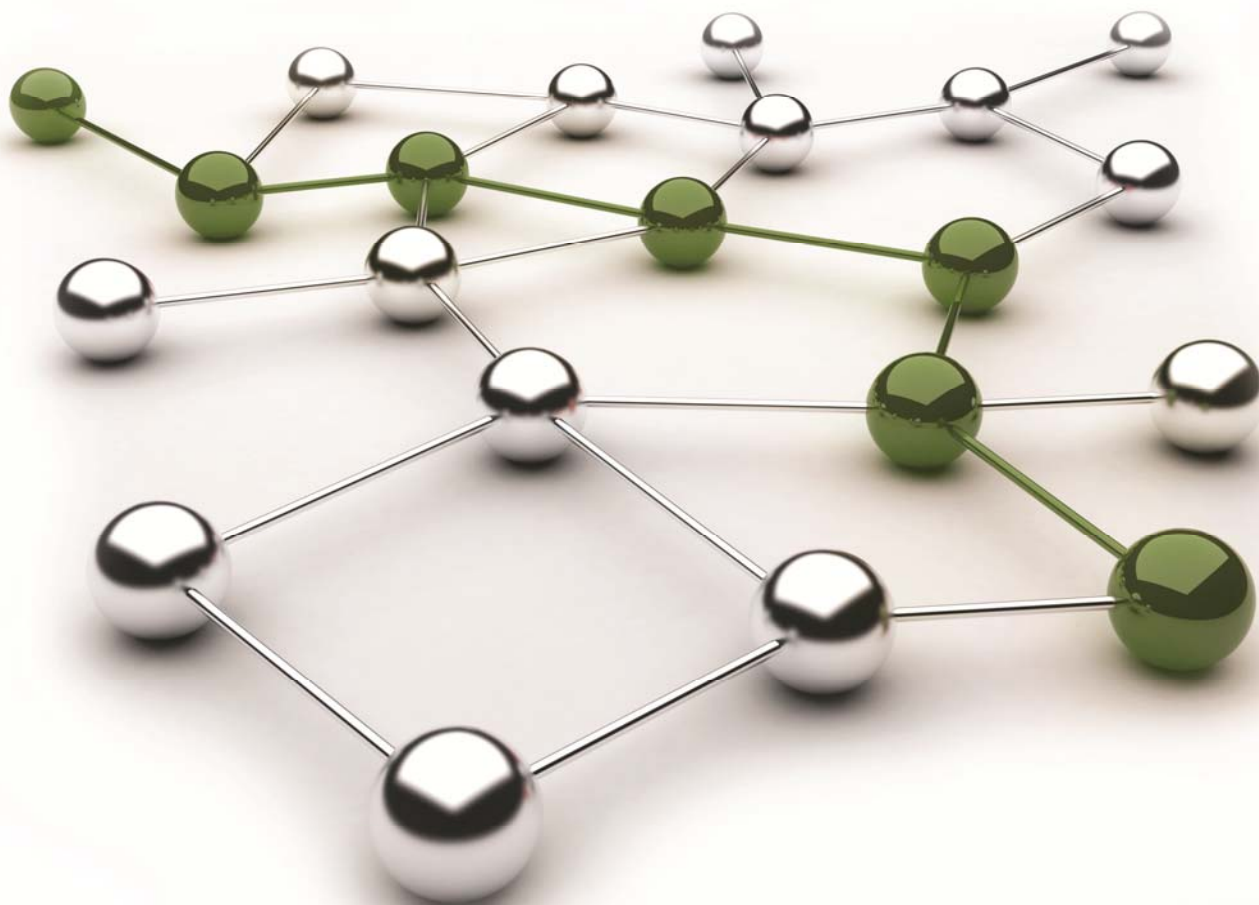


# Town of Drayton Valley

## Request for Proposal

### Branding Standard and Communication Strategy

July 15, 2015



the **DAGNY**  
partnership

STRATEGIC COMMUNICATION SOLUTIONS

An operating division of 1124163 Alberta Ltd.  
Suite 100, 10426 81 Avenue, Edmonton, AB T6E 1X5  
Phone (780) 431-9551 Fax (780) 433-2458





## STRATEGIC COMMUNICATION SOLUTIONS

Town of Drayton Valley  
Box 6837,  
Drayton Valley, Alberta T7A 1A1

July 15, 2015

Attention: Mr. N. Naidoo

Dear Sir:

Re: Brand Standards and Communication Strategy RFP

Please find enclosed our proposal for consideration in your recently released RFP.

Our firm's primary focus is providing strategic marketing and communication services as well as public engagement and economic development planning for municipalities and municipal-based alliances. Our team brings extensive experience working with municipalities – small and large, urban as well as rural. We understand very well the world of municipalities and the often-complex relationship between municipalities and the communities that they represent.

In addition, we bring to our municipal clients a unique skill set that marries economic development and tourism marketing with civic communication all grounded in research-based decision-making. It is this understanding and expertise that helps us to ensure our clients' projects are successful.

Drayton Valley has a commitment to engaging its public as it builds a new sustainable future. With a forward-looking plan and emerging new economic development and tourism directions, the time is right to articulate this future vision by building and sharing a brand story that reflects the current dreams and aspirations of the community. Because the brand must reflect the community, the community must have an active role in defining and articulating the story. While some shy away from what some may see as a messy public discussion, we strive to build a process that provides meaningful and constructive input that leads to the creation of a brand story that is both effective and embraced by many.

Community branding is more than a 'feel good' exercise and needs to work on several levels. It should foster pride and community or business support by local residents and position the unique attributes of the town in the minds of business or visitors considering Drayton Valley as a tourism or business opportunity.

Our team sees the branding exercise as far more than a logo design and a one-off communication exercise. It is a sustained journey that tells the story of a community in a unique and compelling manner focused towards achieving your desired objectives.

As with any proposal, we are open to discussion around the proposed scope and timing based on the Town's needs. As demonstrated over the years, we have a strong track record building plans that deliver results for our clients – enhanced pride, economic growth, more customers, change in attitudes and behaviours and enhanced community support of civic initiatives. These measurable results come from planning based on sound analysis and a realistic and achievable action plan.

As a group of senior professionals who have aligned together, we enjoy what we do, so we do the work ourselves. Our personal involvement has been a hallmark of our success with all our clients but especially with smaller communities. We have always enjoyed working with smaller communities where staff and elected officials feel a passion for their community. Thank you for your consideration. If you have any questions, don't hesitate to call.

Yours truly,  
1124163 Alberta Ltd. O/A The DAGNY Partnership

Dagny Alston, President





### Proposal Information Summary

Proponent's Name: 1124163 Alberta Ltd. O/A The DAGNY Partnership  
Address: Suite 100, 10426 81 Avenue, Edmonton, Alberta  
Mailing Address: As above  
Telephone: (780) 431-9551  
Fax: (780) 433-2458  
Key Contact Person: Dagny Alston, Principal  
Telephone: As above  
Email: [dagny@thedagnypartnership.com](mailto:dagny@thedagnypartnership.com)

The undersigned Proponent, having carefully read and examined the RFP including all sections and having full knowledge of the requirements described herein, does offer to provide the goods and/or services in accordance with the requirements, terms and conditions set out in the RFP and in accordance with the pricing as described within.









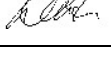
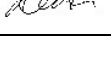
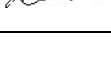
A handwritten signature in black ink, appearing to read 'DAGNY ALSTON', is written over a horizontal line.

Signature of Authorized Signatory

Date: July 15, 2015

Dagny Alston,  
President, 1124163 Alberta Ltd.



Initial	Required Documentation
	<p>1) The Proponent warrants that it is in good standing as to all WCB assessments and requirements.</p> <p>Please note that the prime consultants are owners/directors of the firm and do not require WCB and as such 1124163 Alberta Ltd. does not have a WCB account. In the case of Dagny Alston she carries voluntary director's coverage through her own holding company 997647 Alberta Ltd. and the account number is 6565095.</p>
	2) The Proponent confirms that it will comply with all occupational health and safety requirements, policies and procedures of the Town of Drayton Valley and all statutory occupational health and safety requirements under, or in connection with the Worker's Compensation Act.
	3) Brief description of Proponent's company, purpose, and history of successes.
	4) Information on size of firm, number of partners, and staff employed.
	5) Information on relevant experience performed during the last five (5) years.
	6) Indication of the number and size of other municipalities where like services have or are currently being provided
	7) Identification of key personnel to be assigned to this Contract, setting out their names, responsibilities, qualifications, and relevant experience.
	8) Provision of a minimum of two (2) service contract engagements that the Proponent has been affiliated with within the last five (5) years. Indicate the name, phone number and e-mail address of the principle client contact.
	9) Submission of the work plan outlining planning, communications, and methodology to perform the services required.
	10) Submission of a detailed budget breaking down the fees for all the phases of the study, identifying the total all-inclusive fee which shall include any out of the pocket expenses for the provision of services for the agreement/contract period.
	11) Submission of a detailed list of any deviations and/or variations from the terms and conditions set out in this RFP and, if applicable, detail proposed amendments.



## Service and experience deliver results

Our strategic planning, engagement and marketing approach ensures that every opportunity from discussion forums to organizational structure, from policy direction to marketing strategy is focused towards enhancing the business outcomes of an organization.

The unique blend of strategic planning, communication and social marketing experience drawn from over 35 years of working in local, regional and international markets improves results.

Understanding the issues, what drives behavioural and social change and motivates action is key to successful implementation of policies, programs and services. We help clients dig below the obvious to crystalize the potential and plan for possibilities.

With clarity of vision, we work with clients to create implementation plans that are achievable and deliver results — on time and on budget.

Currently run by two principals, Dagny Alston and Wendy Campbell, The DAGNY Partnership is allied with other senior professionals who come together to deliver the right skills at the right price.

### The DAGNY Partnership offers:

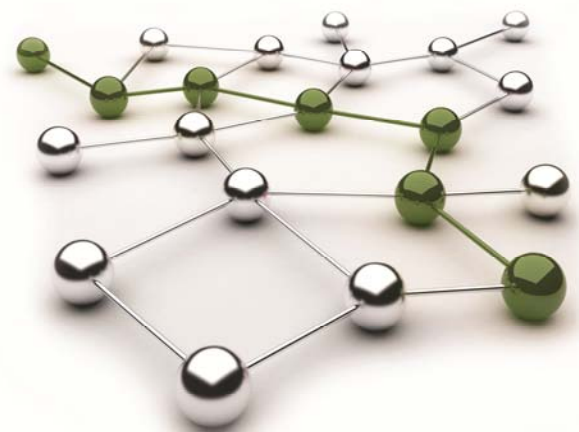
- **strategic thinking** to better plan for the big picture,
- **strategic listening** that hears more than just the words, but listens for the underlying needs and motivations of your constituents,
- **strategic alliance of skills** to bring you the best in research, selected design and communication and marketing planning expertise,
- **strategic planning** that creates award-winning direction designed to deliver accountable results,
- **seasoned project management** that strives to best use our clients' time by bringing turnkey solutions that look after both the big picture and the details, and
- **in-depth understanding of municipalities** - community and political dynamics, service delivery requirements and economic development realities.

### *success*

*is easy when you understand where you are, clearly see where you are going and can inspire others to join you on the journey.*

### *strategic communication*

*is your tool to achieve this.*





## Table of contents

Project narrative - our understanding and approach	Page 4
Work plan	Page 8
Summary of milestones and timeframe	Page 11
Project team qualifications - corporate profile	Page 12
Project team qualifications	Page 13
TDP project experience	Page 15
Project team references	Page 16
Fee proposal	Page 17
Proposal assumptions	Page 18
Appendix	
The DAGNY Partnership project folio	Page 19





## Project narrative - our understanding & approach

Drayton Valley has been at the centre of Alberta's resource extraction and servicing sector for over half a century. Located near the Pembina oilfields and the major forests near Rocky/Clearwater and Whitecourt, it has long since established itself as a supply and service centre for the resource extraction sector with a trading area of over 25,000 extending west along the Yellowhead and through Brazeau County.

Couple this with its proximity to agricultural grazing land and tourism opportunities driven by proximity to several major rivers, major tourism highway routes and various outdoor adventure activities and it is no surprise that Drayton Valley has continued to grow and prosper while many other smaller communities struggle to survive.



Unlike many smaller communities, it has grown and developed as a distinct self-contained community with a full range of services rather than many others whose proximity to major urban areas turns them into suburban bedroom communities.

The Drayton Valley experience includes both its proximity to Edmonton and the challenges of being close to a wider range of goods and services, but with over 700 businesses it is currently meeting this challenge.

It is just close enough to provide easy access for major items or services but not too close to compromise local business development or to be swallowed up!

A key question facing many communities is how to keep the character and small-town quality of life in their community while growing the

economic base needed to sustain its financial, service and employment base.

Smaller communities face a further challenge as they look to expand their marketing impact by leveraging resources with other partners.

Effective partnerships with business or neighbouring municipalities can be powerful tools to extend the reach and effectiveness of smaller centres; however, the challenge in any alliance is ensuring that the pride of community and local image isn't lost in the desire to grow a stronger, more sustainable future.

While Drayton Valley celebrates its past and the established business base it has with its traditional industries, it has looked to the future to areas where it can build new industry that is grounded in its unique experience.

With a younger-than-average workforce with families to raise in the area over the long term, smart communities don't simply rely on what was; they build what can be. Drayton Valley's Bio-Mile vision capitalizes on its resource roots while growing new industries with forward-looking potential.

However, a community is more than its commerce and Drayton Valley has embraced a mission in the Drayton Valley Community Sustainability Plan of 'placing people first' by encouraging 'an active, creative and engaged community'. The Town and its residents strive to bring an entrepreneurial approach towards creating opportunity for current and future residents.

So while the business and tourism development needs may be a major driver for a brand development initiative, they can never be the only driver.



## Project narrative - our approach (cont.)

Successful community branding initiatives define and clearly articulate in simple, empowering ways what the unique values, attributes and aspirations of the community are. It is not a slogan or a visual identity. It is a community storyboard that paints the right picture in the minds of the right people.

For the local community, it reflects what they feel best about and for others outside the community. It illustrates what makes you special, different or attractive. Successful brands must operate on both levels.

As with any community investment, successful brands are designed to deliver results. Community branding initiatives may be driven by the need to:

- foster community pride,
- position different attributes around a community,
- strengthen existing community, municipal or business partnerships,
- retain population or local business, and/or
- attract new industry or customers.

Ensuring clarity of the desired brand outcome is a critical ingredient in our team's approach to this challenge.

*When you know where you want to go, with whom, it makes it easier to chart the right course.*

A brand needs to be communicated consistently, frequently and over a sustained period of time to be effective. Most small communities don't have the resources to support sustained branding campaigns; however, they do have a matrix of communication and promotional tools that can effectively leverage and re-enforce brand messaging.

Our experience with municipalities has illustrated the importance of linking and leveraging these routine communication touch points while complementing them with strategic brand initiatives.

Our approach to this task strives to

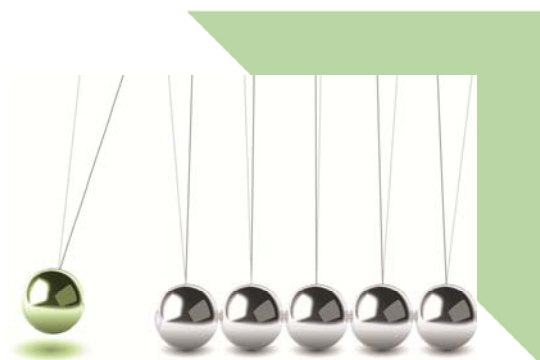
- understand the current community - its history, culture, issues, attributes and opportunities,
- listen actively to civic, business and community staff and stakeholders as well as to the views of the average citizens,
- learn from the experiences of others,
- consider partnership potential,
- leverage time, money and opportunity,
- respect the intangible, called the heart of a community, and
- build a branding and communication strategy focused towards achieving measurable and agreed outcomes.

Our approach is divided into seven phases with the first three phases focused on fostering clarity of the issues, opportunities, key messages and desired attributes. We will undertake the following:

- Literature and Best Practice review
- Five stakeholder workshops probing issues and opportunities with:
  - Council,
  - Economic Development Committee,
  - Business/Tourism influencers,
  - Community influencers, and
  - Town staff
- Two randomly selected focus groups of citizens probing issues, opportunities and key messaging
- Up to six confidential one-on-one interviews with key business/industry/regional influencers who are located outside of Drayton Valley

With this complete, the next two phases of work will:

- develop the theme, brand storyline and three creative options, and
- draft and present the Preliminary Communication Strategy including a situational analysis and summary of the research, communication goals, objectives, target audience priorities and key messages with three branding concepts for review and discussion with the client team.





## Project narrative - our approach (cont.)

With feedback from the client team and potentially Council, we will refine the creative options and provide an opportunity for the public to share its views on a minimum of two of the three options.

We propose to finalize the specific approach to the creative testing phase in consultation with the client team during the discussion of the Preliminary Communication Strategy and branding options. We currently would propose one or several of the following options to solicit feedback on the creative options and brand storyline:

- self-selected web-based survey that is actively promoted locally and incented with a notable prize, and/or
- two randomly selected focus groups of residents (different than the initial group), and/or
- an Open House with an attendee evaluation.

We recognize the Town's desire to ensure that the public has opportunity to participate in and share their views on major civic planning activities and, in this case, we see two touchpoints for constructive input. The first set of workshops, interviews and focus groups are critical to fleshing out the:

- community's current image,
- issues impacting the local and targeted external perceptions,
- opportunities to capitalize upon,
- potential brand stories, and
- communication delivery options and partnership potential

This work will be key in framing draft key messages, prioritized audiences, desired outcomes for the new brand and the development of the creative brief for the brand concept development. This research will help to illustrate what it 'needs to communicate, to whom for what purpose'.

The roll-up of this work in the Preliminary Communication and Branding direction-Setting Presentation is an important feedback loop with the client team and/or Council. This important checkpoint provides a window for focused and candid discussion internally prior to the wider public conversation. It also provides the opportunity, if needed, to brief civic leaders on the options being shared for wider public input.

The latter engagement phase will test the specific creative treatments and any proposed tagline and/or brand storyline with the local public. We haven't finalized the specific input option because experience illustrates that, as the planning process progresses, issues may influence the scope and investment required for the final testing stage. Each tool suggested can provide the needed data, but some tools such as the survey or Open House provide a higher visibility and potential wider involvement in testing the recommendations.



Planning is concluded with the analysis of the last round of research and completion of the Brand Standards and a Multi-year Communication Strategy.

This plan will **build on the elements of the Preliminary Communication and Branding Direction Setting Presentation** and will flesh out the:

- multi-year order of magnitude budget,
- timeline,
- tactical plan designed to launch and sustain the new brand messaging, and
- program evaluation.

A challenge that often emerges with a new 'brand identity' is a local resistance to change existing community symbols. As we finalize the plan, we will consider the use and integration of any existing symbols with new graphic elements ensuring that the Town's historical linkages aren't lost.

In considering the tactical mix, it is important to cut through the clutter. This means layering key brand information through:

- multiple traditional and social mediums,
- touching audiences many times, and
- staying consistent in message and look over a longer period of time.

Our plan will look for ways to leverage the message through existing municipal and partners' communication tools as well as strategic stand-alone activities.





## Project narrative - our approach (cont.)

The report and final recommendations will be presented first to the client team for feedback and then to Council for formal review and approval.

The last step in this project is to commence the implementation of the approved new brand elements. Our team will develop a visual identity guideline booklet and provide the approved visual identity creative in colour, black and white and reversed out esp and jpeg formats.

We will provide a sample stationery package that integrates the new branding into a sample letterhead, envelope and business card.

### *Principles ground our approach*

Our approach from start to finish is grounded in these strategic planning principles:

- *listen to and understand the priority audience needs*, issues, opportunities and constraints,
- *think* through the issues and alternatives,
- *use a data-driven* approach to program development,
- *plan the best-fit solutions* that link and leverage the creative messaging effectively,
- *build and implement creative tools and innovative community activities* in partnership with the Town's team, and
- *evaluate effectiveness* for future improvement.



### *Unique skill provides municipal bench strength*

The strength of our team are the unique skill sets and extensive municipal experience that the two principals bring.

- Dagny Alston leads the strategic issue positioning, marketing, economic development and communication planning and stakeholder engagement.
- Wendy Campbell brings senior communication, message development and issue communication skills.

We also use a sub-consultant team of research, design and production experts as required to ensure that the tactical initiatives are doable, creative and budgeted appropriately.

TDP and its team brings senior bench strength to every project. The principals do the work, rather than delegate to others.

Having worked both in and for local and provincial government, we understand the public and political pressures that a branding initiative can create. We understand this and prepare for it. As a result, our initiatives have strengthened community pride and delivered the desired results.





## Project narrative - the work plan

The following highlights our approach to the project including the key steps, timing and deliverables. The work plan reflects both the work weeks needed to complete the tasks and how this schedule translates to a late August startup schedule.

### **Phase 1 - Startup and literature review** (Weeks 1 - 4 Based on start date of Aug. 24 - Sept. 19, 2015)

- Client team startup meeting with The DAGNY Partnership (TDP) team lead, including discussion of the project scope, timing and the collection of any civic information
- Complete the review and analysis of all the available information including any relevant publicly available third party data relating to branding and attitude trends
- Commence preliminary discussions with client regarding scope and priorities for the stakeholder and public engagement (i.e. Council, advisory committees, staff, local and/or regional economic development and tourism marketing partner organizations, business and civic community leaders, public, etc.)
- Review with client team potential candidates for confidential one-on-one interviews (up to 6) and input regarding choice of communities for best practice review ( up to 3 communities)
- Finalize project timeline including stakeholder and public engagement and key product delivery presentation dates

### **Phase 2 - Stakeholder engagement - issue scoping** (Weeks 5 - 12 Sept. 21 - Nov. 14, 2015)

- Design and implement a **series of 5 stakeholder workshops to solicit input from key local audiences** (i.e. staff, Council, Economic Development committee, Business & Tourism representatives, Civic/community stakeholders). Each workshop would be designed to solicit both common information as well as customized to the focus of the specific group
- Workshops would be on average 2 hours each with a maximum of 15 participants
- The workshop development process would provide an opportunity for client review and input into the discussion guide prior to the workshops if desired
- Develop and **implement a Comparative Best Practice Review with 3 similar communities.**
- Review would include 3 - 1-2 hour telephone interviews and followup as needed.
- Workshop and community interview notes are considered working notes for the consultant's integration into the final strategy report. Standalone reports for each workshop or interview are not factored into the work plan at this time.

### **Phase 3 - Public and External Influencer engagement - message testing** (Weeks 10 - 15 Oct. 26 - Dec. 5, 2015)

- Using the research review and input gathered in Phase 1 and Phase 2, frame the strategic branding and communication issues, opportunities and objectives and develop preliminary storylines, branding tone and key messages for public testing. The outcome of this work would be integrated into:
  - key elements of the communication strategy,
  - any tagline development as an influential factor, and
  - a creative brief for graphic design development.
- The engagement program would include:
  - 2 randomly selected focus groups of 10 - 12 local residents each who will participate in a 1.5 hour facilitated session, and
  - and up to 6 confidential telephone interviews with targeted businesses leaders whose businesses are located outside Drayton Valley
- Focus groups will be recruited based on an agreed criteria and will be paid a honorarium of \$75 to ensure participation.





## Project narrative - the work plan (cont.)



### ***Phase 4 - Developing theme and creative options***

(Weeks 14 – 16 Nov. 23 - Dec. 11, 2015)

- Summarize the creative direction based on the message and theme research and develop:
  - a minimum of three creative visual identity concepts,
  - tagline to support messaging, and
  - story line/board to flesh out and illustrate the brand story
- Each creative concept would include a visual identity, colour pallet and font recommendations and at least one promotional product such as a brochure cover, advert or web page to illustrate its use in telling the brand story

### ***Phase 5 - Preliminary communication & branding direction setting***

(Weeks 16 – 20 Dec. 7 - Jan. 8, 2016)

- Prepare and present in a detailed PowerPoint format the **Preliminary Direction - Communication Strategy and Branding Options** for discussion and feedback from client team. This would include:
  - situational analysis including a review and analysis of corporate and community planning information and input gathered through the stakeholder and public engagement phases and comparable community interviews,
  - communication goals, objectives and community profile,
  - target audience priorities,
  - brand promise and creative platform options
  - alignment of the existing branding with new considerations, and
  - overview of brand testing strategy.
- Present to client team (and potentially Council and/or the Economic Development committee) for input or direction for any revisions prior to final public engagement.

### ***Phase 6- Testing the direction***

(Weeks 20 – 23 Jan. 4 - Jan. 29, 2016)

- Finalize in discussion with the client team the brand testing engagement approach. Several options would be considered including the following:
  - **focus test the three creative concepts and brand story line with 2 groups of randomly selected residents** and revise/tweak or refine messaging and concepts prior to wider public testing, and/or
  - design and promote a **self select web-based survey** that solicits input on the recommended options, and/or
  - host an **Open House with a feedback evaluation**.
- In addition to the brand testing engagement noted above, we would explore the use of key social media sites (Facebook) where there is significant citizen participation for information sharing
- Complete an analysis of the results of any formal survey in a detailed PowerPoint presentation
- Finalize branding recommendations including any recommendations as it relates to transition and/or revision and use of existing logos





## Project narrative - the work plan (cont.)



### *Phase 7 – Brand Standards and Communication Strategy Final Recommendations*

(Weeks 24 - 28 Feb. 1 - Feb. 26, 2016)

- Prepare the **final multi-year communication and brand strategy** including:
  - recap of situational analysis and summary of the research and stakeholder input completed through all phases of the project,
  - communication goals, objectives, prioritized target audiences and desired outcomes,
  - brand platform recommendations including colour pallet, approach, font and visual identity,
  - recommendations as to any transitional strategies regarding existing logos or official symbols that may be impacted with new identify,
  - tactical plan to support the desired outcomes of the communication plan including the launch and integration of the new brand platform throughout Town marketing and communication material, and
  - Order-of-magnitude budget, timeline and evaluation measures.
- Present the plan to client team a minimum of two weeks prior to final presentation to Council for final approval.

### *Phase 8– Visual identity implementation*

(Weeks 29 - 31 Feb. 29 - March 19, 2016)

Following the approval of the Brand Standards and Communications Strategy, TDP will:

- provide Drayton Valley with EPS and JPEG versions of the new visual identity in colour, black and white and reversed out versions,
- Provide a visual identity guideline document that outlines the key parameters regarding use, positioning, size and space treatment for various versions of the approved visual identity, and
- develop a stationery design package ( sample letterhead, envelope and business card) integrating in the new visual identity and any approved tagline.





## Summary of milestones & timeframe



Phase	Milestones/Deliverables Description	Dates
<i>Phase 1 - Startup and literature review</i>	<ul style="list-style-type: none"> <li>Finalized project timeline and key product delivery dates</li> </ul>	Weeks 1 - 4 Aug. 24 - Sept. 19, 2015
<i>Phase 2 - Stakeholder engagement - issue scoping</i>	<ul style="list-style-type: none"> <li>Five stakeholder workshops (maximum 15 people each) completed including discussion guide and facilitated 2 - 3 hour sessions</li> <li>Three comparative best practice community reviews including interview guide and 1-2 hour telephone interviews completed</li> </ul>	Weeks 5 - 12 Sept. 21 - Nov. 14, 2015
<i>Phase 3 - Public and external influencer engagement - message testing</i>	<ul style="list-style-type: none"> <li>Two randomly selected public focus groups including discussion guide and hosted sessions</li> <li>Up to six confidential telephone interviews with targeted business leaders including interview guide</li> </ul>	Weeks 10 -15 Oct. 26 - Dec. 5, 2015
<i>Phase 4 - Developing theme &amp; creative options</i>	<ul style="list-style-type: none"> <li>Three creative concepts , appropriate taglines and story line/board to support brand platform</li> </ul>	Weeks 14 - 16 Nov. 23 - Dec. 11, 2015
<i>Phase 5 - Preliminary communication &amp; branding direction setting</i>	<ul style="list-style-type: none"> <li>Preliminary Direction - Communication Strategy and Branding Options PowerPoint Presentation</li> </ul>	Weeks 16 - 20 Dec. 7 - Jan. 4, 2016
<i>Phase 6 - Testing the direction</i>	<ul style="list-style-type: none"> <li>Option to be finalized through planning process               <ul style="list-style-type: none"> <li>Option A - Self-select web survey and/or</li> <li>Option B - Two randomly selected public focus groups including discussion guide and hosted sessions and/or</li> <li>Option C - Open House - including panels and evaluation</li> </ul> </li> </ul>	Weeks 20 - 23 Jan. 4 - Jan. 29, 2016
<i>Phase 7 - Final Brand Standards and Communication Strategy</i>	<ul style="list-style-type: none"> <li>Multi-year Communication Strategy with brand recommendations</li> <li>Presentation to Administration and Council</li> </ul>	Weeks 24 - 28 Feb. 1 - Feb. 26, 2016
<i>Phase 8 - Visual identity implementation</i>	<ul style="list-style-type: none"> <li>Visual identity guideline booklet</li> <li>Stationery package design (letterhead, envelope, business card)</li> </ul>	Weeks 29 -31 Feb. 29 - March 19, 2016





## Company Profile

The DAGNY Partnership (TDP), established in 1996, is the operating division of 1124163 Alberta Ltd. and is located at Suite 100, 10426 81 Avenue in Edmonton. The company has at its core two principals, Dagny Alston and Wendy Campbell. Each contributes strategic planning, communication, marketing, economic development and stakeholder engagement skills as the projects require.

Our firm manages contracts from \$5,000 to multi-year commitments exceeding \$600,000 and carries general and professional liability insurance.

Our core team is supplemented by a group of seasoned senior professionals each of whom have or lead their own corporate organizations. Our sub-consultant team for this project includes:

- Ronda Petersen, graphic design
- Enid Markus - brand evaluation and market attitude research analysis

In addition, we may draw on the expertise of the following for advice in developing the communication strategy and budget:

- Greg Huculak, cartoon and character development
- Ryan Bonnell, web-based technologies
- Dean McElwain, - Audio and Radio Production
- Geffen Production - TV and video production

Our team isn't simply cobbled together for this submission. We have established a collaborative working relationship through many projects over the past 19 years.

Because our business approach is founded on 'strategic professional alliances' we are skilled at managing project teams. While the work may be done by various team members, our client receives seamless service from TDP as if it were one integrated consulting firm.

Clients deal directly with TDP's project lead. We bring the appropriate consultant skills to the project if and when they are needed and manage all contractual responsibilities with our sub-consultant team.



## Our results define us

It takes a team that understands:

- the complexity of listening to and understanding the many community and business expectations,
- the local and regional municipal community - its players, influencers and drivers, and
- how to retain focused communication programming designed to deliver results.

We work with our clients to:

- find the common motivators for action across many interests,
- understand the barriers to progress and how to work through them,
- define directions that leverage the Town's efforts with others in the community,
- focus programming resources into areas that achieve the best 'bang for the buck,'
- implement programs in a very public and politically accountable environment, and
- ensure the communication plan is designed to deliver measurable results that support civic operational expectations.

*Our civic branding strategies for Fort Saskatchewan provided a platform for strong public involvement in telling their story.*

*Our environmental branding initiatives for the City of Leduc and the Regional Municipality of Wood Buffalo are not only international award winners; they help clients meet and exceed their diversion targets.*

*We convert words into measurable actions - because results are what counts!*





## Project team qualifications



The two principals of The DAGNY Partnership (TDP), Dagny Alston and Wendy Campbell, will each assume leadership roles that utilize their professional strength.

Dagny Alston will assume the overall project team lead and client liaison for the project and lead research, stakeholder and public engagement, and strategy development and evaluation. Dagny will assist in production coordination and product development areas as needed.

Wendy Campbell will lead the implementation and write the approved communication and media relations products.

Supporting research, design and production requirements, TDP will look to Ronda Petersen for graphic design and Enid Markus, Infact Research and Consulting Inc for the public attitude or issue research and analysis as outlined in the proposed public engagement program.

Lastly, TDP has established working relationships with web-based technology, audio and audio-visual production and unique cartooning and character development expertise. This diverse network broadens the creative bench strength we offer clients.

### ***Dagny Alston - Strategy & engagement lead***

*Principal, The DAGNY Partnership - Project Lead, Strategist & Senior Consultant*

- Principal, The DAGNY Partnership (1996 - present)
- Branch Manager, Corporate Communications - City of Edmonton (1990 - 1996)
- Senior Marketing Manager International, Acting Director Marketing Planning, Co-ordinator Consumer Awareness - Alberta Tourism (1985 - 1990)
- Executive Director - Northern Alberta Hostelling Association (1981-1985)
- Extension/Community Programs Director - YWCA (1975 - 1981)

#### *Education*

- Executive Management Certificate - University of Toronto
- Tourism Management Certificate - Simon Fraser University
- Bachelor Degree - University of Alberta

### ***Wendy Campbell - Brand story lead***

*Principal, The DAGNY Partnership - Senior Communication Consultant*

- Principal, The DAGNY Partnership (2004 - present)
- Executive Director/Manager Communications (various departments) - Government of Saskatchewan (1997 - 2004)
- Acting Branch Manager Communications, Executive Communications Director - City of Edmonton (1981-1997)
- Communication Coordinator - Potash Corporation of Saskatchewan (1978 - 1981)
- Assistant City Editor - Red Deer Advocate Newspaper (1976-1978)

#### *Education*

- Bachelor Degree - University of Saskatchewan
- Journalism Diploma - SAIT

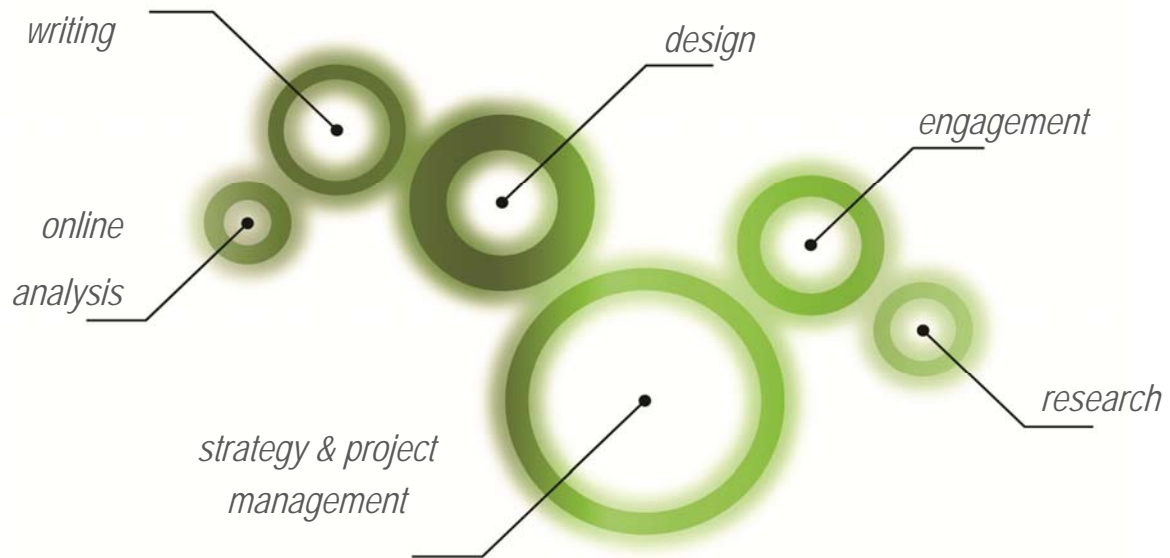
#### *Affiliations*

- ABC, International Association of Business Communicators (IABC)





## Team qualifications (cont.)



### **Ronda Petersen**

*Art Director and Senior Graphic Designer, Imperial Production*

Ronda leads Imperial's 4-person team of creative talent offering expertise in the full range of mediums.

- Print - corporate identities/logo design, annual reports, brochures, maps and POP displays
- Web & multimedia - municipal, industrial, science and educational websites; interactive PowerPoint and multimedia presentations
- Awards - design and sourcing of materials for production
- Large-format displays - tradeshow booths and billboards
- Small publications (books) - financial, history, educational, commemorative mural book
- Environmental - municipal highway and park signage, banners for downtown displays

### **Enid Markus**

*President, Infact Research & Consulting - Market Research Consultant*

- President, Infact Research and Consulting (1994 - present)
- Tourism Market Research Consultant - Coopers Lybrand (1991 - 1994)
- Tourism Market Research Consultant - Travel Alberta

#### *Education*

- M.B.A., University of Alberta
- Honours, B.A. (Psychology), University of South Africa

#### *Affiliations*

- Member of Canadian Evaluation Society and Professional Market Research Society

### **Greg Huculak**

*President, Flying Kraken Creative Studios*

- Provides creative character/mascot design and full cartoon development

### **Ryan Bonnell**

*President, Device Media Technologies*

- Leads creative direction and quality controls and has worked in media-based application, audiovisual communications & graphic design

### **Dean McElwain**

*President, Shiloah Productions*  
(Formerly The Works)

- Radio and audio production including voice talent sourcing

*Geffen Production - TV and Video production*







## TDP Project experience

The portfolio in the appendix provides samples of the full range of projects the firm has worked on. The following projects provide some specific examples of the experience we bring to this project that are either directly related to civic branding, public engagement and communication and marketing for local communities or municipal-related or not-for-profit associations

In addition, Dagny Alston, as Branch Manager Corporate Communications (City of Edmonton 1990 - 1996), was the *senior communication officer responsible for the management of the City of Edmonton's visual identity and the development and management of any product or department-specific branding elements.*

### **City of Leduc** (2012 - present)

- development of environmental brand and tagline 'Partners with nature' as well as specific waste diversion branding 'SORT SMART'
- *provincial, national and international award-winning* 3-year waste diversion communication and social marketing strategy

### **Regional Municipality of Wood Buffalo (RMWB) & Suncor Recycling Awareness and Waste Diversion Program** (2005 - 2014)

- waste diversion brand development and the design and implementation of a provincial, national and international award-winning multi-year education and awareness strategy resulted in over 1,000% increase in waste diversion since the benchmark year of 2005

### **City of Fort Saskatchewan** (2009 & 2011-12)

- civic branding and multi-year awareness strategy for 'Gottaluvit'
- multi-year marketing strategy to support downtown renewal including product development, signage/visual identity, promotions and the organizational capacity needed to support the plan

### **RMWB & Shell Water Conservation** (2007-08, 2013-14)

- water conservation program brand development and multi-year social marketing strategy

### **City of Spruce Grove** (2013)

- creative brand platform for the economic development department including an **award-winning brochure series**

### **Town of Hinton** (2004)

- brand development and multi-year communication strategy

### **City of St. Albert** (2004)

- brand launch strategy for economic development and **award-winning** economic development master plan brochure

### **Strathcona County - Clear Bag Collection and Safe Driving Branding** (2000 - 2001)

- 'Cool Clarence' branding designed to support the launch of the garden waste pickup program and as a foundation for other environmental initiatives
- 'Buckle for Life' visual identity and campaign development to support safe driving

### **Alberta Capital Region Alliance** (1997 - 2008)

- visual identity, event support and corporate messaging tools, annual reports and corporate PowerPoint

### **Alberta Industrial Land Trust** (2005-06)

- branding for multi-municipal association

### **Edmonton & Area Land Trust** (2009-10)

- startup communication strategy including new visual identity

### **Infact Research & Consulting**

#### **Examples - Municipal & tourism branding & marketing projects**

- Fort Saskatchewan, pre- and post-campaign measures around messaging (2011 and 2014).
- A study of rural tourism in Alberta included measurement and analysis of potential EQ (emotional quotient) segments (2012).
- 'Take an Alberta break' advertising effectiveness pre-and post-campaign monitoring completed for Travel Alberta (2009).
- Hinton brand testing (2004).
- Creative concept testing completed ahead of the Alberta Centennial among regional target segments on behalf of Travel Alberta (2004).



## Project team references

**Ms. Kerra Chomlak**, Environmental Coordinator, City of Leduc

4300 56 Ave., Leduc, AB

Phone: (780) 980-8442

*Project: Environmental branding and waste diversion social marketing strategies (2012-present) - resulted in 54% diversion in strategy's two years which was 7% over target*

**Ms. Wendy Kinsella**, Director, Communication and Marketing, City of Fort Saskatchewan

10005 102 Street, Fort Saskatchewan, AB

Phone: (780) 992-6155

*Projects: Civic Marketing Strategy (2011) and Re-branding Campaign (2011 - 2012)*

**Ms. Terry Stacey**, Director (RETIRED), Economic Development, City of Fort Saskatchewan

Phone: (780) 998-4564

*Project: Several Economic Development and Downtown Development Marketing Plans & Strategic Business Plan for Alberta's Industrial Heartland*

**Mr. Jarrod Peckford**, Supervisor, Environmental and Public Service, Regional Municipality of Wood Buffalo

1 Silin Forest Road, Fort McMurray, AB

Phone: (1-780) 799-7485 Mobile (1-780) 598-6115

*Projects: Waste diversion and water conservation branding program, Waste reduction awareness and communication multi-year strategies (2005 - 2014). Curbside recycling implementation communication program (2010 - 2014). Water conservation awareness strategy (2009 - 2014). Single-use bag bylaw implementation evaluation (Banning retail single use bags) evaluation (2011-12). Rural water services community outreach (2012 - 2013).*



**Mr. Larry Wall**, Executive Director, River Valley Alliance (Previously Executive Director Alberta Enterprise and Executive Director of Alberta's Industrial Heartland Association (AIHA)

c/o P.O. Box 2359 Edmonton

Phone: (780) 496-2718

*Projects: AIHA Land Trust Stakeholder and Community engagement (2011), Alberta Enterprise Industry Stakeholders engagement and petrochemical re-branding project (2013) and several marketing and communication strategy and product development projects for the AIHA (2000 - 2007)*

**Mr. Kent McMullin**, Senior Business Strategist - Industrial Development, City of Edmonton

10250 101 Street, Edmonton, AB

Phone: (780) 442-7150

*Project: The Way We Prosper Implementation Plan (2013) and various regional economic development, tourism and labour attraction marketing strategies (2005 - 2009)*

*Note: Client relationship in previous capacity as Vice President, Edmonton Economic Development Corporation*





## Fee proposal

*Consulting services are based on the following 2015 fee structure :*

- Senior strategy analysis, stakeholder engagement ,market research and strategy development - \$150/hour
- Communication strategy implementation activities including project management, writing, design, media relations, production coordination and any web-based technical services - \$115/hour

**\*Note:** 2015 rates would be retained through the early part of 2016 to complete the work as outlined in this proposal. Subsequent work may be subject to a modest fee increase.

## Brand & Communication Strategy Fee Summary

- **Phase 1 - Startup meeting and literature review**
    - Billed hourly to a maximum of \$1,840 plus GST
  - **Phase 2 - Stakeholder engagement - Issue scoping**
    - Billed hourly to a maximum of \$13,200 plus GST
  - **Phase 3 - Public and External Influencer engagement - Message testing**
    - \$17,100 plus GST
  - **Phase 4 - Developing theme and options**
    - Billed hourly to a maximum of \$9,200 plus GST
  - **Phase 5 Preliminary communication & branding direction setting**
    - Billed hourly to a maximum of \$6,460 plus GST
  - **Phase 6 Testing the direction**
    - Option A - Web survey with advertising and prize allowance- \$22,000 plus GST
    - Optional B - Two focus groups with honorariums and report - \$15,000 plus GST
    - Optional C - Open House including event attendance, writing and design of panels, advertising allowance and evaluation survey - Billed hourly with expenses estimated only - \$7,120 plus GST
  - **Phase 7 Brand Standards and Communication Strategy Final Recommendations -**
    - Billed hourly to a maximum of \$8,645 plus GST
  - **Phase 8 Visual identity implementation**
    - Visual identity guide - billed hourly and based on up to 20 pages - \$3,000 plus GST
    - Stationery package - billed hourly to a maximum of \$1,300 plus GST
  - **Project management and general client liaison**
    - **Project management** allowance of approximately 3 hours per month - billed hourly to a maximum of \$2,500 plus GST
- Total Brand Standards and Communication Strategy development with stakeholder and public engagement options as follows:***
- *Option A - Web survey only - \$85,245 plus GST*
  - *Option B - Focus groups only - \$78,245 plus GST*
  - *Option C - Open house only - \$70,365 plus GST*
- Disbursements billed at cost**
- Mileage, office printing and general expenses are included within the consulting services fee and are not billed to the client; however, if overnight accommodation is required, it will be billed at cost.
  - Engagement disbursements such as honorariums, printing, production of display materials, survey prizes or advertising placement are billed at cost plus GST.
- Note:** Please note we consider our fee information to be confidential with respect to FOIP.*

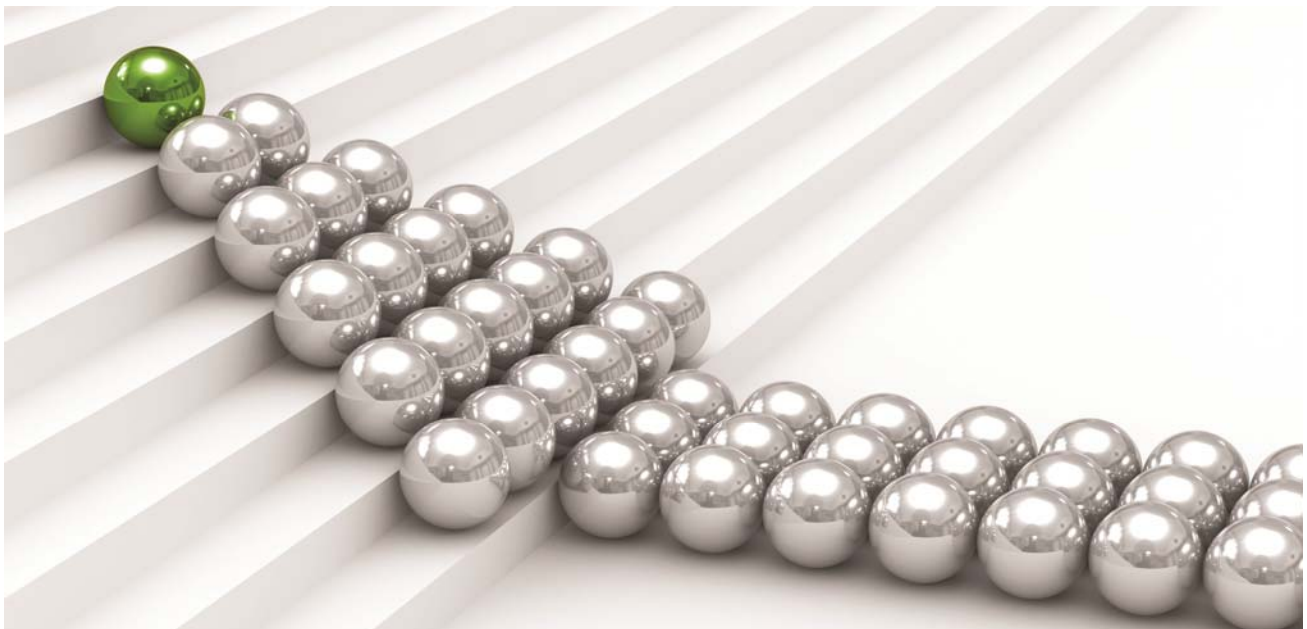




## Proposal assumptions

Our proposal assumes the following:

- Ready and timely access to information regarding the municipality, public attitudes, strategic planning, previous engagement activities and/or customer satisfaction
- Input into stakeholder engagement lists and best practise review community selection
- Assistance in the invitations of stakeholders or interviewees to participate in the project
- Consultant notes of interviews would be considered confidential working notes with the content integrated into the strategy document and would not be provided as a separate report
- Meeting space access at no cost
- Access to the Town's website and social media sites to cross-promote and link the web survey and/or other engagement activity
- Timely response for input and key decisions
- The scope, fees and final timing of the final phase of engagement will be confirmed at the preliminary direction-setting phase
- Additional reports or incremental meetings beyond what is outlined may be billed at an hourly rate
- Payments are received within 30 days of the date of invoice





## Appendix - Project Profile







## Communication Strategy Projects

The firm's strong communication fundamentals provide clients with effective multi-year strategies based on a clear understanding of the communication environment, clarity of purpose, target audience motivation, effective framing of key messages and action plans that deliver the right message through the right medium at the right time. The following projects highlight initiatives that have enhanced understanding and motivated action.

### ***City of Leduc*** (2012 - present)

- **provincial, national and international award-winning** 3-year waste diversion strategy & environmental program branding

### ***South Pigeon Lake Wastewater Collection Committee***

(2014 - 2015)

- 3-year communication strategy to support a multi-year, six-party infrastructure project

### ***City of Fort Saskatchewan***

(2011 - 2012)

- 3-year civic re-branding and awareness strategy

### ***Edmonton Region Immigrant Employment Council*** (2009)

- multi-year communication strategy and a program-specific brand for the business mentorship program

### ***Edmonton Community Foundation***

(2008 - 09)

- 3-year strategy including brand refinement and donor recruitment

### ***City of Edmonton - Smart Choices*** (2008 - 09)

- 3-year communication strategy to support public and industry understanding of smart growth development principles

### ***Town of Hinton*** (2004)

- communication and branding strategy

### ***Regional Municipality of Wood Buffalo Recycling Awareness***

(2005 - 2014)

- **Multi award-winning** multi-year education and awareness social marketing strategy to increase participation in recycling programs and re-enforce environmental benefits
- implementation of the strategy including advertising, community relations and promotional activities resulting in over 1,000% increase in program participation

### ***Regional Municipality of Wood Buffalo Water Conservation***

(2007 & 2010 & 2014)

- multi-year social marketing strategy to increase public participation in water conservation and re-enforce environmental commitment
- Phase 1 implementation completed

### ***Strathearn Heights***

***Redevelopment*** (2006 - 08, 2015)

- issue communication strategy to support a major re-zoning including a stakeholder/community relations website, information tools and support for public consultation

### ***Association of Alberta Registry Agents*** (2005)

- communication and branding strategy

### ***Conserving Edmonton's Lands*** (2000 - 01)

- natural area conservation strategy

### ***Strathcona County***

(1999- 2001, 2006 - 09)

- multi-year communication strategy, 'Buckle up for life' and 'Clear is cool' recycling campaign

### ***Edmonton Joint Planning***

***Committee on Housing*** (2002 - 04)

- communication and social marketing strategy to increase understanding on housing issues

### ***Elk Island Public and Catholic School Board and Child and Family Services - Trillium Centre*** (2001 - 03)

- communication and branding strategy to introduce a new facility including a new communication protocol between three partners

### ***Alberta Federation of Rural Electrical Association*** (2000)

- communication, member marketing and advocacy strategy

### ***River Valley Alliance*** (1998)

- North Saskatchewan river valley land use communication strategy



## Stakeholder & public engagement

Understanding the many voices that influence a client's world is critical to successful policy development, communication and marketing. Whether it be local government's need to align policy direction with the needs of their community or a not-for-profit organization's efforts to forge a unified advocacy voice from a diverse membership, success starts with understanding key audiences, issues and motivations.

Our strength is the ability to create fun, interactive and effective forums for people to share their perspectives. We help clients take the 'temperature' of an issue, dig beyond the rhetoric and understand the intent of the discussion — not simply hear the words.



### ***City of Edmonton*** (2013 )

- facilitated stakeholders in the development of a shared economic development implementation plan

### ***Alberta Enterprise*** (2013)

- stakeholder consultation relating to business development for petrochemical processing

### ***RMWB Rural Piped Water Evaluation*** (2012 )

- public consultation regarding the service improvement options

### ***City of Spruce Grove*** (2011 - 12)

- facilitated Economic Development Advisory Committee in the drafting program priorities for Council

### ***Alberta Innovates*** (2011)

- facilitated stakeholder engagement and program planning sessions for various units

### ***Tri-municipal Council*** (2011)

- facilitated strategic planning sessions for Spruce Grove, Stony Plain & Parkland County Councils

### ***RMWB Single-use Bag Evaluation*** (2011 - 2012)

- stakeholder and public consultation regarding the bylaw implementation

### ***Alberta's Industrial Heartland Association*** (2001, 2010 & 2011)

- industrial stakeholder consultation

### ***Strathcona County*** (2014 - present)

- Industry issues input session

### ***City of Leduc Aerotropolis Stakeholder Consultation*** (2011)

- stakeholder visioning workshop

### ***AIHA Land Trust Society*** (2011)

- strategic planning session with key industry and community representatives

### ***City of Edmonton Land Trust Proposal Consultation*** (2005 - 06)

- environmental stakeholder, public consultation and research review regarding an urban land trust

### ***Town of Calmar*** (2005 - 06)

- Strategic planning and stakeholder consultation for the Parks and Recreation Advisory Board

### ***Alberta Learning*** (2003)

- stakeholder consultation relating to public awareness of Alberta's learning system

### ***City of Edmonton Urban Park Master Plan Stakeholder & Public Consultation*** (2003 - 04)

- multi-level internal and external stakeholder consultation and public attitude and needs survey assessing long-term urban park design and needs

### ***Alberta Science and Innovation*** (2003 & 2006)

- stakeholder input regarding two research infrastructure funding programs

### ***City of Edmonton Smart Choices*** (2003)

- stakeholder consultation relating to a new land use planning approach

### ***City of Spruce Grove Community Caucus*** (2002 & 2005)

- community-wide consultation defining the long-term vision for the community and Council's three-year planning and budget priorities

### ***Alberta Capital Region Alliance*** (2002 - 06)

- consultations with political leaders and senior civic administration of 23 municipalities relating to a range of strategic municipal priorities

### ***Alberta Environmental Network*** (2001)

- land conservation issue identification with environmental stakeholders and residents

### ***Alberta Federation of Rural Electrical Association*** (2000)

- member engagement





## Corporate, program and event visual identities



PARTNERING with *nature* 

**TOSS & SORT**

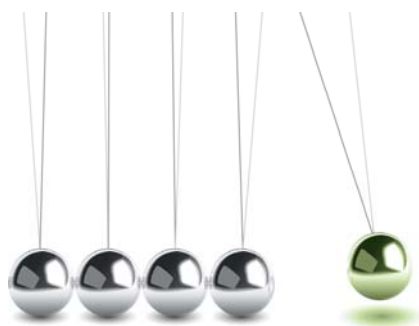


*gotta♥it!*  
**OURFORTSASK.CA**



the **DAGNY**  
partnership





## Communication production

We align the right words with the right graphics through the best medium to deliver the clients' messages to their target audiences. Whether it is a promotional tool such as a brochure or website or a special event designed to launch an organization or reach out to their membership, we design communication and marketing tools to deliver the desired outcome. We bring attention to detail, alignment of message and the technical skills needed to achieve outstanding return on the marketing investment.

### ***City of Leduc*** (2012 - present)

- branding, print, advertising, brochures, website, interactive games, displays, media relations, twitter copy, display and phone app

### ***Regional Municipality of Wood Buffalo (RMWB) - Environmental Operations*** (2005 - 2014)

- multi-year promotional campaigns (recycling & water conservation) including branding, mascot, signage, print, electronic and web tools
- Print, advertising and media relations support for various environmental operations issues (landfill gas project, water quality, water treatment, single-bag ban bylaw)
- wrote and designed two children's activities book around waste diversion, communities in bloom and litter and vandalism

### ***Alberta Chapter - Canada Green Building Council*** (2010 - present)

- write bimonthly member newsletter, edit special semi-annual national feature publications and all promotional material for an annual symposium
- organize annual symposium

### ***Aerotropolis*** (2011)

- brochure in support of regional planning workshop

### ***City of Edmonton*** (2011 - present)

- edited "The Way We Green" Implementation Plan
- wrote and edited "The Way We Prosper Implementation Plan"
- industrial development profile, website and companion lure brochures
- executive summaries of a dozen technical papers

### ***Parkland County*** (2014 - present)

- industrial attraction brochure series and web copy

### ***City of Spruce Grove*** (2013)

- *award-winning* economic and industrial attraction brochure series

### ***Edmonton International Airport*** (2014)

- industrial development brochure

### ***City of Edmonton Management Association*** (2014-15)

- Rebranding package including writing, designing and producing new website

### ***Alberta Enterprise*** (2013)

- petrochemical processing branding, presentations & print product design

### ***City of Fort Saskatchewan***

(2002 & 2010 - 2012)

- Civic brand campaign (identity, print & TV) and brand positioning for downtown renewal

### ***Finning Canada*** (2014)

- Conduct multiple interviews and write several series of articles for internal communication vehicles

### ***Edmonton Region Immigrant Employment Council*** (2009 - 2011)

- mentorship program branding, recruitment brochures, newsletters

### ***Strathearn Heights***

#### ***redevelopment*** (2007 - 08)

- wrote and designed print and web marketing tools to support the redevelopment of an Edmonton neighbourhood into an urban village

### ***Edmonton Economic Development Corporation***

(2005 - 2006)

- business cluster literature package

### ***City of St. Albert*** (2004)

- *award-winning* economic development master plan brochure

### ***Alberta Motor Association*** (2007)

- project manager and editor of a book featuring 100 locations and stories about Alberta



## Communication production (cont.)

### ***Alberta's Industrial Heartland Association*** (2000 - 2007, 2012)

- trade marketing ads, support brochure, community relations display, multi-language PowerPoint, promotional CD, annual report, new letterhead and business cards

### ***Alberta Association of Registry Agents*** (2005 - 2010)

- multi-media product campaign, branding strategy, visual identity, multiple annual reports and corporate master plan

### ***Edmonton Community Foundation*** (2008-10)

- wrote and produced new website and various promotional tools

### ***Alberta Capital Region Alliance*** (1997 - 2008)

- visual identity, event support and corporate messaging tools, annual reports and corporate PowerPoint

### ***Alberta Professional Outfitters Society*** (2012)

- researched and drafted ethics and standards dispute resolution process

### ***Wetaskiwin staff development*** (2011)

- wrote "fun" staff scenario scripts used for role play
- communications presentation

### ***Greater Edmonton Region Health Consortium*** (2005)

- recruitment attraction kit and website

### ***Edmonton Joint Planning Committee on Housing*** (2002 - 2004)

- advertising (print, TV, radio), website, brochure, poster

### ***University of Alberta - Ag, Food and Nutritional Science*** (2000 & 2001)

- branding material including visioning document, brochures, folios and annual reports

### ***Hinton*** (2004)

- economic development marketing brand and website concept

### ***YMCA*** (2004 - 2006)

- quarterly newsletters and reports



***Our products move strategies from ideas to results.***



## Marketing Strategy Projects

Over the past 15 years, the firm has undertaken a wide range of marketing and promotional strategy projects for clients, particularly from the municipal sector. Most of these projects involved research review, stakeholder or target audience consultation and final strategy recommendations relating to marketing goals, objectives, target audience prioritization, key messages and 3- to 5-year implementation plans including detailed timelines and project-specific order-of-magnitude budgets. Marketing projects include:



### ***Edmonton International Airport*** (2013 - 14)

- facilitated the development of several product-specific marketing strategies with the staff team

### ***City of Fort Saskatchewan Civic Marketing Strategy*** (2011 - 12)

- multi-year marketing strategy including product development considerations, promotions and the organizational capacity needed to support the implementation of the overall civic marketing needs

### ***Spruceland Development*** (2011)

- corporate re-branding

### ***City of Fort Saskatchewan Downtown Redevelopment Marketing Strategy*** (2009)

- multi-year marketing strategy including product development considerations, promotions and the organizational capacity needed to support the implementation of the Downtown Redevelopment Plan

### ***Joint Economic Development Initiative (JEDI) Marketing Strategy*** (2006 & 2009)

- 3-year economic development marketing & communication strategy to support the tri-partner economic development alliance

### ***Registry Connect Limited Partnership*** (2008 - 2011)

- 3-year province-wide marketing strategy to brand, launch and sell a new online product

### ***Edmonton Economic Development Corporation (EEDC) - Awareness Building Strategy*** (2006 - 07)

- integrated several marketing areas into a cohesive marketing strategy

### ***Big Brother Big Sisters*** (2007- 08)

- volunteer profile, market potential assessment and multi-year recruitment marketing strategy

### ***City of St. Albert*** (2001, 2002, 2008)

- marketing strategy for business attraction, commercial land including a ***national award-winning*** brand launch for "*Business is Right in St. Albert*"

### ***City of Fort Saskatchewan*** (2001 & 2004)

- economic development marketing strategy including a detailed work plan, themes and creative treatments

### ***City of Spruce Grove*** (2003)

- economic development marketing strategy

### ***Alberta's Industrial Heartland*** (2000 -10)

- various projects including an economic development strategy and a trade industry advertising program with support collateral material

### ***EEDC - Regional Business Attraction & Implementation Strategy*** (2003 & 2004)

- business attraction marketing strategy for Greater Edmonton communities

### ***City of Edmonton Transit*** (1999)

- market and revenue potential analysis from transit advertising

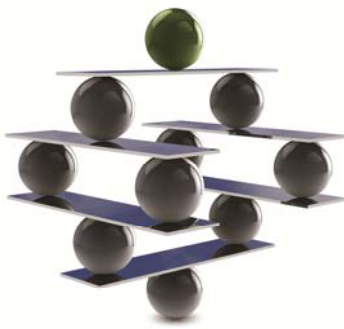
### ***Leduc No. 1 50th Anniversary*** (1996 - 97)

- promotional and education campaign marking the anniversary including fundraising (\$250,000) for a coalition of 6 communities

### ***Edmonton's Bicentennial of Settlement Celebration*** (1994 - 96)

- ***award-winning*** community celebration including the implementation of a promotional strategy with over 470 partners





## Strategic planning & organizational development

As seasoned public and not-for-profit sector managers, we have put our strategic planning, consultation, management and organizational abilities together for clients on a range of projects - from association startups to organizational or program strategic planning. Our trademark is the ability to listen, understand the key issues and crystallize the defining characteristics of an organization. We help organizations forge their own destinies by building on their unique attributes and retaining focus towards their desired goals.

### ***Productivity Alberta*** (2013)

- economic sustainability strategy

### ***Alberta Enterprise*** (2013)

- worked with government, industry and the research community to frame a new organization to spearhead major research projects

### ***Alberta Innovates Technology Futures*** (2011 - 13)

- facilitated several units and their industry stakeholders in strategic planning for new program initiatives

### ***Spruce Grove Economic Development Advisory Committee (SGEDAC) Strategic Action Plan*** (2011 - 12)

- facilitated SGEDAC through the development of a 4-year action plan for recommendation to Council

### ***Alberta Finance & Enterprise*** (2010)

- developed with 3 partners a new program business plan to improve productivity with small and medium-sized metal fabrication businesses

### ***Alberta's Industrial Heartland*** (2010)

- facilitated senior leadership through a strategic planning discussion

### ***Masters Sport Association Feasibility Planning*** (2007)

- facilitated the development of a business plan and proposal for the establishment of an organization

### ***Edmonton and Area Land Trust*** (2007 - 08)

- organizational startup phase as interim Executive Director including the development of a multi-year business plan and securing core endowment funding

### ***EEDC - Regional Economic Development Model, Tourism Model, Labour Development Strategy & Program Visioning*** (2005, 2006, 2009)

- collaboration potential review between Edmonton Tourism and Edmonton Regional Tourism Group
- regional economic development service model discussion paper
- 3-year labour market development and attraction strategy
- facilitated cluster unit planning

### ***Alberta Science & Innovation*** (2006)

- facilitated a 'blue ribbon panel' as they reviewed provincial research infrastructure funding programs

### ***Capital Health*** (2006)

- facilitated staff units in strategic and program planning

### ***City of Spruce Grove Strategic Plan*** (2005 - 2007)

- facilitated City Council and senior management as they developed the City's 3-year strategic plan

### ***Alberta Capital Region Alliance Strategic Plan*** (2005)

- integrating extensive member input from 23 municipalities, developed a 5-year strategic business plan

### ***Capital Region Intersection Safety Partnership*** (2004)

- 3-year business plan for this multi-stakeholder organization

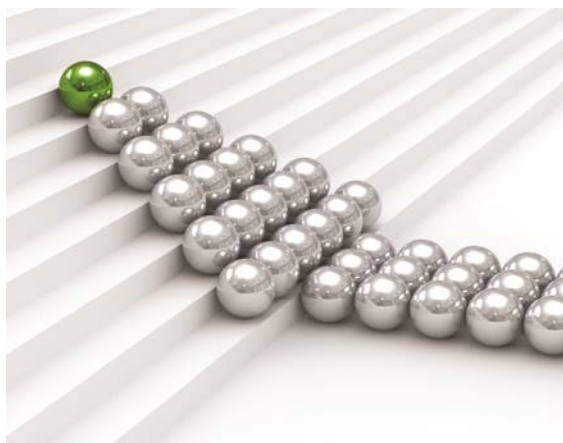
### ***Multicultural Heritage Centre*** (2004)

- developed a comprehensive business plan identifying sustainability strategies

### ***Electric Transmission Council*** (1998 - 99)

- managed a stakeholder alliance providing input and advocacy





## Event management

Clients have trusted our abilities to create products that move their message forward to market. We treat event management as a key communication tool to deliver a client's message or position them with their key stakeholders. This means we bring more than logistical planning to the task; we bring communication planning as well. We work with planning teams to design tools and events to deliver the right message, to the right audience with the desired outcome. We bring attention to detail and the technical skills needed to achieve outstanding return on the marketing and event planning investment.

### ***Alberta Sustainable Building Symposium*** (1999 - 2007, 2011- 2015)

- design and production of all the marketing material, website and event branding
- event management including program development, sponsorship liaison, attendance building and logistics for the annual event rotated between Calgary and Edmonton

### ***Waste Diversion Community Events - RMWB*** (2006-14)

- event planning, logistics and media relations support for onsite staff hosting a full range of special events from recycling depot openings, toxic roundups, public input open houses, special program launches, etc.

### ***Water Conservation Launch Event and Open House - RMWB*** (2014)

- event planning, logistics and media relations support for campaign launch and public tours of the wastewater treatment facilities

### ***Capital Region Intersection Safety Conference*** (2007 - 2008)

- program planning, delegate and sponsor marketing and logistical implementation of a 3-day provincial wide conference attracting 200 people

### ***Aerotropolis Symposium*** (2010)

- event management, sponsorship solicitation and delegate marketing

### ***Edmonton Region Immigrant Employment Council*** (2009)

- organizational launch to employment and immigrant stakeholder community

### ***Pacific Association of Quantity Surveyors Congress*** (2006 - 2008)

- design and production of all the marketing material, website and event branding
- event management including sponsorship solicitation, attendance building and logistics for the five-day - 13 country international forum

### ***Economic Developers of Canada Annual Conference*** (2004 - 2005)

- program planning, delegate and sponsor marketing and logistical implementation of a province-wide conference attracting 250 people

### ***HFKS Architects*** (2005)

- rebranding strategy including the launch event

### ***Alberta Association of Registry Agents*** (2005)

- rebranding launch event with members and stakeholders

### ***Commercial (Green) Building Incentive Program Introduction Workshops*** (2000 & 2001)

- marketing and logistics for one-day workshop for 50 - 100 people

### ***Multi-Campus Learning Facility - Sherwood Park*** (2002)

- official sod turning and official opening

### ***Economic Developers of Alberta*** (1999)

- program planning, delegate and sponsor marketing and logistical implementation of a provincial wide conference attracting 250 people

### ***ICT National Conference*** (2009)

- sponsor solicitation

### ***MEEDT Economic Development Conference*** (1997)

- marketing and logistics for one-day workshop for 150 people

### ***Alberta Capital Region Alliance*** (1997 - 2000)

- biannual general assemblies reaching 150 to 200 people



## Training

Having worked in two orders of government and the not-for-profit environment, our team knows the importance of getting the right message out to the right audience at the right time. Our team takes lessons learned from dealing with a full range of policy and program implementation and crisis communication during events such as a tornado and puts them together with industry best practice to help a wide range of staff be better prepared. Communication is everyone's job and getting it right is critical to success. Experience, hands-on exercises and best practice knowledge is a winning combination for training.



### ***University of Waterloo - Media Relations in a Political Environment - Managing the Issues*** (1998-2012 & 2015)

- training module for the Economic Development Certificate Program

### ***MacEwan University - Credit Course Sessional Instructor*** (2004 - 2008)

- media relations and mass media
- writing and editing
- mass communications in Canada

### ***Northeast Region, Community awareness and Emergency Response Media Training*** (2005 - 2007)

- media training for industrial-related incidents

### ***Alberta Sustainable Resource Development Department - Writing and Editing Workshop*** (2007)

- business writing for field staff

### ***Province of Saskatchewan Presentation Skills*** (2002)

- in-house training for communication staff from various ministries

### ***University of Regina - Ethics and Issues in Public Relations*** (2001—2003)

- module in a certificate program

### ***City of Edmonton Planning and Development Department - Engaging the Public*** (2002 - 2003 & 2014)

- enhance the public engagement and communication skills of new planning staff
- comprehensive workbook developed

### ***Sylvan Lake Council Media Training*** (2005)

- issue communication training

### ***Alberta Motor Association and Canadian Automobile Association Media Training*** (1994—1997)

- customized training for senior staff across Western Canada

### ***Issue/Crisis Communication Training*** (1994 - 1998)

- crisis communications training for senior and elected officials delivered to City of Edmonton and Beaumont

### ***City of Edmonton - For the Record Media Training*** (1990—1997)

- award-winning front line training program in media relations including in-camera training
- delivered over 50 sessions with customized programs for the Fire Department, City Clerk and City Council

### ***Improving Presentation Skills - City of Edmonton*** (1995 - 1997)

- cross-departmental training for more effective communication skills

### ***Edmonton Public School Board Media Training*** (1993)

- sessions for communication and other senior staff

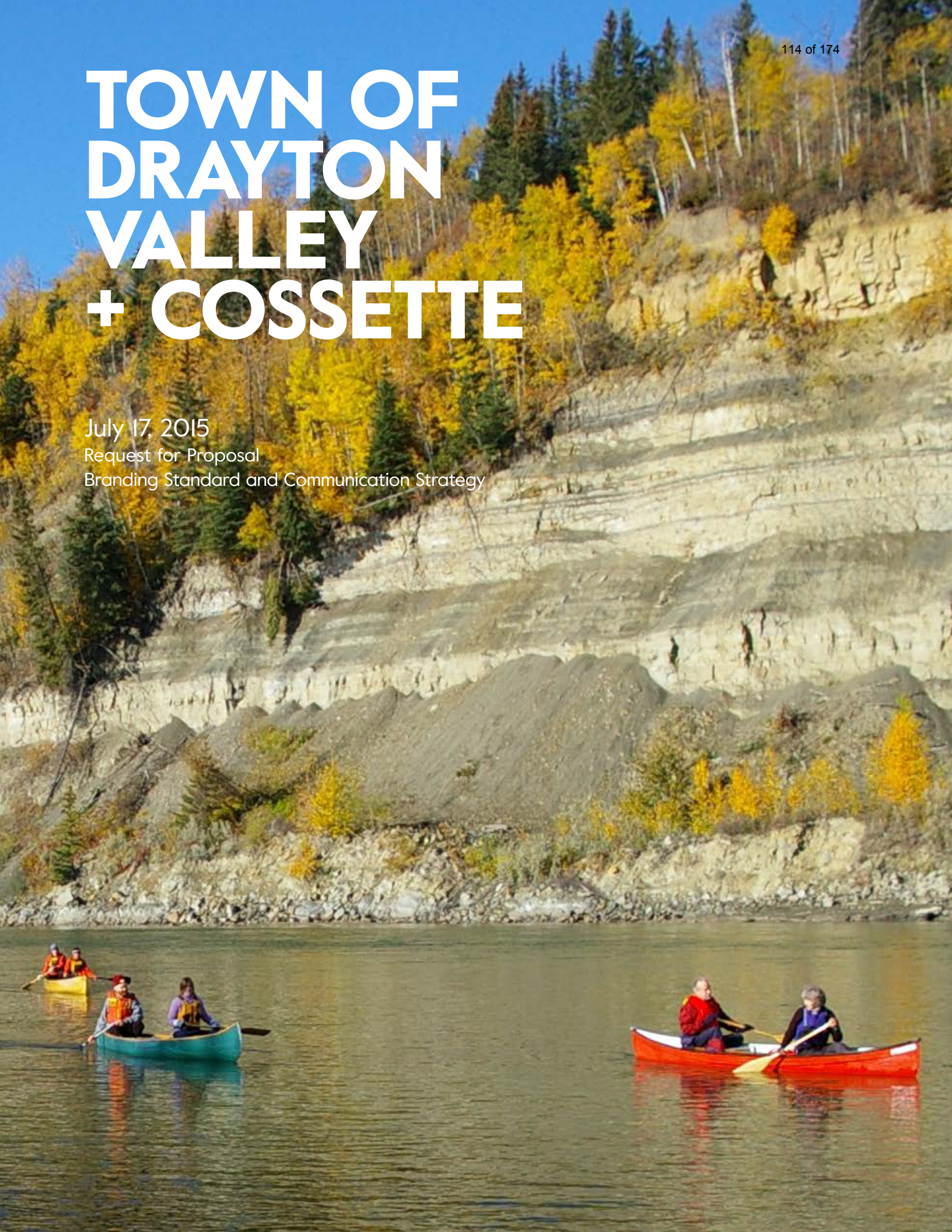


# TOWN OF DRAYTON VALLEY + COSSETTE

July 17, 2015

Request for Proposal

Branding Standard and Communication Strategy





# HELLO!

---

Dear Nesen,

We are pleased to provide Cossette's response to the Town of Drayton Valley RFP for developing a brand platform and communication strategy.

We understand your need for an agency that will help define who you are as a town and as an organization. To achieve this, you must establish a unifying message and brand that will resonate with and galvanize your audiences and stakeholders, generating both support and pride for your community.

Having worked on many branding projects for clients such as the Province of Alberta, Saskatchewan Polytechnic and Royal Roads University, we have developed a proven integrated approach that has helped these organizations, and others, thrive. In fact, within our Cossette family, our Vancouver office is recognized as the centre of excellence for branding expertise.

In addition to having extensive branding experience, our Vancouver team gives you the benefit of having access to a large network of experts, but on a day-to-day basis you'll feel like you are working with a small local agency. With a core team small enough to easily travel to/from Alberta, we're able to work nimbly to deliver sound strategy and innovative creative.

We are excited to be able to share our experience with you and are confident we can position and communicate your brand in a way that will do justice to your strengths, while positioning the Town of Drayton Valley as a pioneer in Alberta.

As a start, this document contains a thorough response to all your questions. Should you have any further questions about Cossette or our approach to brand development, please feel free to contact me directly.

Kind Regards,



Anne Buch

Director of Brand Services  
Cossette Vancouver  
600 - 1085 Homer Street  
Vancouver, BC, V6B 1J4  
E: [anne.buch@cossette.com](mailto:anne.buch@cossette.com)  
P: 604 647 2994



# A BIT ABOUT US





# ABOUT US

Cossette was launched in 1972, with our Vancouver office opening 25 years ago. We pride ourselves on being a communications partner that seamlessly integrates across expertise in various industries, across the country. We have been a top competitor in the marketplace for over 40 years.





# THE BEST OF BIG AND SMALL

- A. Vancouver
- B. Winnipeg
- C. Toronto
- D. Montreal
- E. Québec City
- F. Halifax
- G. Chicago
- H. San Francisco



With 61 employees, Cossette Vancouver operates with the entrepreneurial spirit and drive of a boutique agency, yet the experience, strength and support of a national

agency network. We have 562 employees across our national system, in six Canadian offices and two American offices (Chicago and San Francisco).



# INTEGRATED BREADTH AND DEPTH



As a fully integrated agency with capabilities spanning branding and design, advertising, digital, CRM, and social media to name a few, we are able to offer unique solutions and ideas based on your business needs. Our ideas are never canned or prepackaged – they are always crafted and tailored based on your present needs and opportunities.

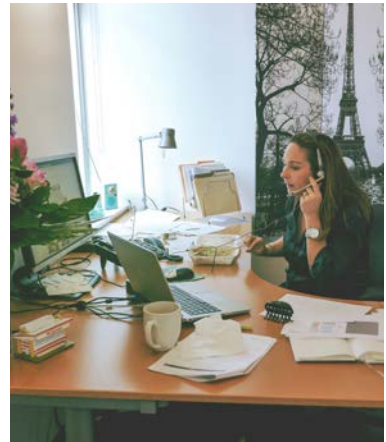
The above graphic provides a snapshot of all our specialized disciplines.



# DRIVEN BY A UNIFYING PURPOSE

We believe in unleashing the incredible potential that resides within all of us – our people, our clients, their customers, our company, this country, this continent. We will do it by coming together as one, connected through a powerful and defining entrepreneurial spirit... and by constantly finding new ways to accomplish more than we ever imagined possible, more than we ever could alone.

From coast-to-coast, our Cossette family is driven by an entrepreneurial spirit, a passion for creativity and a belief that collaboration is key to success. At the core of these beliefs is the integrity of our team to get the job done right and be accountable to our clients, and each other.





# CAPITALIZING ON YOUR OPPORTUNITY





# OUR UNDERSTANDING OF YOUR NEEDS

**I. Provide a brief description of your understanding of our needs. Include here also any experience within the branding context of your understanding of the unique challenges faced by small Towns in Alberta.**

It is an exciting time for the Town of Drayton Valley. With a focus on aggressively diversifying the town's economy to ensure the long-term sustainability and environmental stewardship of the area, Drayton Valley is embarking on an ambitious journey to separate itself from other rural towns.

With the province's reliance on the oil industry to create jobs, drive industry and sustain the province's growth, the current drop in oil prices has created uncertainty for communities across Alberta. With oil and gas accounting for 26.4% of the provincial GDP in Alberta and nearly 20% of the labour force in Drayton Valley, the economy relies heavily on this industry and downturns have significant negative impacts on the vitality of the province. It is not surprising that within this landscape, 86% of Albertans think the province is too reliant on the oil and gas industry. Together, the economic reliance on oil and gas to sustain the province and the public's desire to reduce this reliance on the industry, forms a landscape in which there is an appetite for change.

Drayton Valley has an opportunity to capitalize on this desire for change and be a pioneer in Alberta. The opportunity lies in truly establishing the town as a hub for innovation and progressive development, and a leader in environmental stewardship. With your bold focus on economic diversification firmly in place, it is now time to take Drayton Valley to the next level. To do this, there is a need to develop a brand and communications strategy that elevates the perception of Drayton Valley and builds awareness for the opportunities within the town on the provincial, national and international stage. By developing a brand that not only conveys the aspirations of the community but truly resonates with all stakeholder groups, including (but not limited to) government, city staff, the public, the local business community as well as prospective industry and investors, Drayton Valley can foster long-term sustainability for the town. The resulting solution must serve as a rallying cry to energize the local population and generate support for the ambitious plans for the community.

To maximize support for the brand and minimize any negative opposition, Drayton Valley needs to ensure the strategic involvement of key stakeholders at critical junctures in the process. Cossette has the experience and expertise navigating complex stakeholder landscapes and developing strategies to gather stakeholder input as well as validate the strategic output of the branding process. Likewise, the development of a comprehensive communications plan will ensure the brand is revealed to internal and external audiences to make the greatest impact while mitigating negative feedback.

From gathering insights, to bringing stakeholders along the journey, to developing a robust brand strategy and ultimately delivering a new visual identity – Cossette has the experience, expertise and a proven track record to help Drayton Valley successfully reveal its new brand and ambitions for the future of the community.



# EXPERTISE & PROCESS TO DELIVER





# OUR BRANDING EXPERIENCE

---

**2. Describe your experience in creating and implementing a community branding project. This may include contracts in which you provided brand strategy and research services to towns, cities, or regions.**

Over the years, we have worked on many brand strategies across a wide range of industries for clients including the Province of Alberta, BC Lottery Corporation, Saskatchewan Polytechnic, VanDusen Botanical Gardens, Royal Canadian Mint and many others. We are also proud of the brand strategy, identity and collateral work we recently completed for the Clean Energy Technology Centre in Drayton Valley.

While these examples are not all town or city branding assignments, they are all community driven branding assignments. All required significant involvement from the community and other stakeholders to ensure the success of the project. The most powerful brand strategies are those that are lived from the inside out. When staff and stakeholders truly understand, believe in their brand and buy into its potential, a brand has the ability to go further and last longer – stretching across broader markets, wider audiences, and attracting even more prospects. The most important element of a brand strategy is the crafting of a vision that can unite and rally diverse audiences and inspire not only those who live and work with the brand, but also its external audiences and those who ultimately become its evangelists and ambassadors. With a complex stakeholder structure, ranging from local and provincial government and industry prospects, to community members and local businesses, on-going collaboration, consensus and stakeholder alignment will be critical in developing a new brand for the Town of Drayton Valley.

Once a strong strategic framework has been established for the brand, Cossette's team of brand designers are extremely experienced and adept at delivering unique creative solutions to bring the brand to life across all touchpoints. Whether it is new business cards, signage, a consumer facing tourism campaign or corporate communication materials to attract new industry and investment to the area, Cossette is experienced in seamlessly integrating the brand across all communications channels.

Our process, which is outlined in more detail on the following pages, is a proven approach that ensures successful collaboration and the delivery of innovative and relevant branding solutions that meet the needs of diverse stakeholder groups.

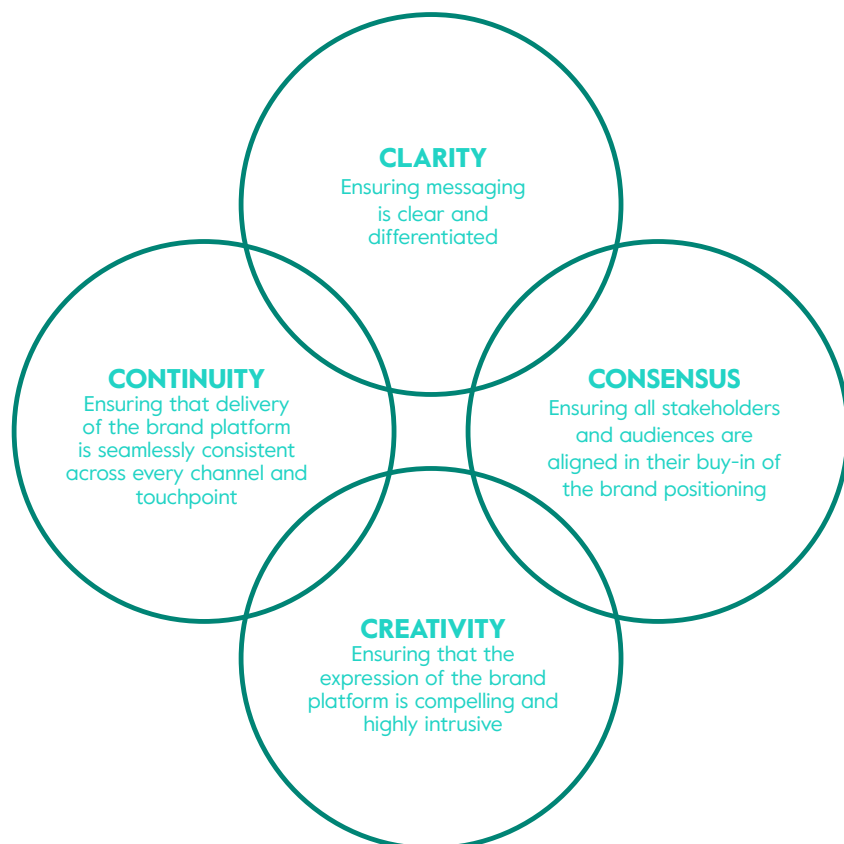


# A PROVEN APPROACH TO BRANDING

## 3. What is your approach to brand development and messaging?

In a world with an ever changing economy and landscape, the challenge is for a brand to stay relevant, and be able to evolve and diversify to attract new businesses and community. In Alberta, the need to adapt to ensure long term vitality has never been more true than it is today. Community brands undergoing change, like you are, often face unique challenges: clarity of reputation, understanding about their economic and community offering, awareness outside of the immediate region, and – most importantly, differentiation versus other towns. To remain successful, towns looking to differentiate need to capture and “own” a clear, sustainable territory that allows them to be seen and immediately understood, allowing them to compete with, and ultimately displace, other choices in their market. Through the years, Cossette has developed an approach to branding that has yielded a proven track record of creating brand leaders.

From a process point of view, our approach is designed to achieve four key objectives throughout the brand development process:





# A PROVEN APPROACH TO BRANDING

---

However, the magic is not just in our process: it's in the integration and orchestration of that process, and the quality of the agency team. As a uniquely integrated, multidisciplinary agency staffed by senior and experienced employees, Cossette leads in brand and communications strategy and creativity, as illustrated by our case studies.

Adhering to this process has helped us to navigate intricate stakeholder structures, straddling government and private sector decision makers. Importantly, it has led to measurable business success and has been recognized internationally by award shows including the *Rebrand 100 Global Awards*, the industry standard for excellence in brand strategy and creative development.



# OUR BRANDING PROCESS



## DISCOVERY

**Overview:** The purpose of the discovery phase is to learn as much as possible about your biggest vision and ambition for the Town of Drayton Valley brand, where you are today, where you want to be, the key opportunities and potential areas of weakness, challenges and frustrations. During the course of this phase, we gain a sound understanding of how your key audience groups presently connect with the Town of Drayton Valley brand (or fail to), what is truly resonating with them, and what is presently working (or not working) with the existing brand. A review of the existing research and relevant background materials, along with Cossette's own demographic, sociological and media research will be helpful to understand your market and the competitive landscape.

At the discovery session, we will unearth as much information as we can about The Town of Drayton Valley and your vision for the future, the information gathered at the discovery session and through desk research will form the foundation for the subsequent phases of the project.

Throughout this phase, we will determine the key stakeholder groups to engage throughout the process to provide input, ensure alignment and validate the strategic thinking. Identifying key stakeholders for involvement will inform the development of the stakeholder validation plan in phase two.

### What we do:

- Kick off meeting
- Discovery session
- Existing research review
- Competitive analysis
- Creative review
- Social and digital audit
- Market situation analysis

### Deliverable:

Clear understanding of the current landscape, areas of opportunities and aspirations for the new Town of Drayton Valley brand.

**Timing:** 1 month



# OUR BRANDING PROCESS

## 2

### STAKEHOLDER ALIGNMENT

**Overview:** To better understand your stakeholders and ensure alignment, we map out key stakeholders focusing on who influences whom, how they interact and what their needs from the Town of Drayton Valley are. During this phase, we would also conduct interviews with key stakeholders to better understand their needs from the Town of Drayton Valley, what aspirations stakeholders have for the new brand as well as how the current brand presently resonates with your internal and external audience groups.

During the brand definition workshop(s), we would bring together groups of key stakeholders for a collaborative working session. We work through various group exercises that ultimately help us define the key features of our brand and uncover our brand truths. Here we look to define who we are, what we believe in, how we behave. In addition to the definition workshop(s), we would employ other techniques (such as qualitative or quantitative research) to ensure adequate involvement from key stakeholders. By involving these stakeholders and influencers early on (and throughout) the process, we not only insure we have the necessary information and perspectives to develop a strong brand strategy, we also position these individuals to be ambassadors and stewards of the brand moving forward.

With a sound understanding of what we already “know,” we may recommend further research to fill in any critical research gaps and/or ensure the necessary stakeholder involvement (ie. conducting a community survey or holding town hall meetings).

#### What we do:

- One-on-one stakeholder and partner interviews
- Stakeholder profiles
- Brand definition workshop(s) (2 - 3 half day sessions)
- Stakeholder alignment planning
- Quantitative and qualitative research (optional)

#### Deliverable:

Stakeholder alignment strategy, stakeholder and partner interview findings, quantitative and qualitative research findings. The stakeholder alignment plan will clearly articulate how and when we involve various stakeholders throughout the discovery, strategy development and creative phases to ensure the necessary involvement and alignment at each juncture of the project.

**Timing:** 2 - 3 months  
(depending on additional research scope)



# OUR BRANDING PROCESS



## STRATEGY DEVELOPMENT

**Overview:** Once we're clear on the stakeholder's vision for the brand, we start developing portraits of our target audiences and uncovering the common needs and values that unite them. With a clear understanding of your audiences' needs, we then develop the brand strategy including the brand model, which serves as the guiding document for all future on-brand actions as well as the strategic foundation for us to develop the visual identity for the new Town of Drayton Valley brand.

### What we do:

- Audience definition
- Brand platform development
- Brand strategy stakeholder validation
- Validation research (optional)

### Deliverable:

Brand model including: brand personality, brand purpose, brand promise, and brand attributes. The brand model is distilled into a simple one page document to serve as a guide for on-brand actions.

**Timing:** 1 - 2 months



# OUR BRANDING PROCESS

The result of all of the strategy work, a simple one-pager defining the Town of Drayton Valley brand platform, for all to use as a compass for the brand moving forward, which is comprised of:

## YOUR BRAND PLATFORM





# OUR BRANDING PROCESS

## 4

### CREATIVE SOLUTION

**Overview:** Once the brand strategy is approved, we take the strategic insights of your brand model, and creatively express them as a unique visual identity across the various touch-points of your brand. We will begin the creative stage by outlining the brand's visual language, to bring the approved brand to life. Once the visual language is successfully approved with your internal stakeholders, we can then lay the ground rules for the usage of the new visuals by creating and outlining the brand guidelines.

**What we do:**

- Identity concept development (2 - 3 options)
- Visual language development
- Brand guidelines finalization

**Deliverable:**

Complete brand identity including: logo, colour palette, typography, photography styles and usage, illustration styles, tone of voice and writing style, graphic devices, notional applications (3 - 4 sample layouts), tagline (if required) and brand guidelines.

**Timing:** 2 - 3 months

## 5

### IMPLEMENTATION AND MEASUREMENT

**Overview:** Develop a communication strategy that recommends the best ways to communicate the new brand internally and externally. Establish the right KPIs to properly assess the ROI once your new brand is in place. Based on the approval of the launch strategy, identify required collateral materials required and roll out the necessary brand applications.

**What we do:**

- Communications strategy
- Development and tracking of KPIs
- Rollout, implementation and deployment (brand launch events, collateral, advertising, social media assets, signage, etc.)
- Pre-post rollout ROI analysis

**Deliverable:** Communications strategy

**Timing:** 1 - 2 months

Note: Based on the proposed budget included in the RFP, the rollout, implementation and deployment as well as the ROI analysis would be outside the scope of the rebrand. Further detail on the proposed fee breakdown and budget priorities are outlined on page 44 & 45.



# ROBUST AND RELEVANT BRANDING EXPERIENCE





# DEMONSTRATED BRANDING EXCELLENCE

## 4. List three examples of community branding strategies with which you were involved and the approach used in brand development and messaging.

We are experts in developing brand platforms for our clients – from research, strategy, brand platform, and creative platform development, to the creation of specific applications, brand roll-out and internal and external launches. We understand the complexity of the process and the importance of engaging and aligning stakeholders throughout. We have had the opportunity to work with various clients, from various industries, in creating or evolving their brands.

The case studies that follow illustrate four examples, but we've also recently completed master Brand Guidelines for McDonald's Canada and have worked on brand strategy and creative platform assignments for other clients such as VanDusen Botanical Gardens, Ontario Pharmacists Association, Doctors of BC, the City of Surrey and many others. Each mandate is different and our approach is always tailored to the client's needs.

Below you'll also find a list of some of the branding projects we've worked on in the last five years.

### The Association for Mineral Exploration British Columbia (AME BC)

#### 2015 (currently in progress) Rebrand & Ongoing Communications (Agency of Record)

- Discovery, brand strategy and identity development, stakeholder alignment and validation, brand standards, collateral, website design and development, communications strategy, collateral materials and brand video.

### BCLC (British Columbia Lottery Corporation)

#### 2010 Rebrand

- Brand strategy and brand architecture, identity, advertising, environmental design, collateral materials, stationary, promotional materials, digital, media planning, broadcast and print production.

### The Clean Energy and Technology Centre (CETC)

#### 2014 - 2015 Brand Development

- Discovery research (competitive audit, stakeholder interviews), brand strategy, brand identity development, logo animation and collateral materials.

### Doctors of BC (formerly BC Medical Association)

#### 2013 - 2014 Rebrand & Website

- Discovery research including stakeholder interviews, brand strategy, stakeholder alignment, naming, identity development, brand guidelines (identity and tone of voice), brand launch and communications strategy, website strategy and design, collateral design (stationery, event materials, annual report, etc.).



# DEMONSTRATED BRANDING EXCELLENCE

## Fairmont Pacific Rim Hotel

**2013 - Present** Agency of Record

- Brand strategy, identity and visual language, web platform development, brand photoshoot production and art direction, brand collateral and on-going communications support.

## McDonald's Restaurants of Canada

**2000 - Present** Agency of Record

- Research, strategy and planning, brand identity guidelines, advertising (print, broadcast, out of home, online, etc.), stunt/brand activation, direct mail, sales promotion, point of sale, collateral design, broadcast and print production.

## Millwoods Town Centre

**2010 - 2011** Rebrand

- Discovery research, competitive analysis, brand strategy, identity development, visual language, brand standards, collateral, signage and environmental design.

## Onni Group

**2000 - Present** Brand Development

- Brand strategy, naming, brand identity, advertising, environmental design and collateral design for various real estate developments.

## Ontario Pharmacists Association

**2012 - Present** Rebrand & Campaign

- Brand discovery research, brand strategy development, stakeholder alignment, identity development, collateral design, integrated campaign development, print and broadcast production, and website strategy, design and development.

## National Music Centre

**2010 - 2011** Rebrand

- Discovery research, stakeholder research, one-on-one interviews, brand strategy and identity development, stakeholder alignment and validation, brand standards, collateral, signage and brand launch strategy.

## Province of Alberta

**2011** Rebrand

- Brand strategy and guardianship, stakeholder engagement and alignment, qualitative research, identity development, brand standards, brand launch strategy, brand activation, signage, advertising (print, out of home, online), and collateral design.



# DEMONSTRATED BRANDING EXCELLENCE

## Royal Roads University

**2011 - Present** Rebrand & Ongoing Communications (Agency of Record)

- Brand strategy and guardianship, brand architecture, stakeholder alignment, identity development, brand standards, brand video, brand launch strategy and campaign development, communications strategy, advertising (print, out of home, online), collateral design, media planning and buying.

## Saskatchewan Polytechnic

**2013 - 2014** Rebrand

- Discovery, brand strategy and identity development, stakeholder alignment and validation, brand standards, collateral, website design, communications strategy, brand launch campaign (print, outdoor, online and theatre ad) and brand video.

## Sauder School of Business

**2004 - Present** Rebrand & Campaign (Agency of Record)

- Brand strategy and guardianship, brand architecture, stakeholder alignment, identity development, advertising, direct marketing, content development, digital strategy, website and collateral design, media planning and buying, and integrated campaign delivery.

## TASEKO Mines

**2010** Rebrand

- Discovery research, stakeholder alignment, brand strategy, identity development, tone of voice, brand standards, collateral materials and brand video.

## VanDusen Botanical Garden

**2013 - Present** Rebrand

- Discovery research, brand strategy, visual language, tone of voice, integrated campaign development, communications plan, media planning and buying, website strategy, design and development.

## Woodgrove Centre

**2010** Rebrand

- Discovery research, competitive analysis, brand strategy, logo refresh, visual language, collateral, signage and advertising (broadcast and print).

Specifically, the rebrand for the Province of Alberta detailed on the following pages had a mandate similar to that of the Town of Drayton Valley but was actually larger in scope.



# PROVINCE OF ALBERTA

---

## CHALLENGE

The Alberta challenge was driven by three objectives:

1. To seize and shape future opportunities
2. To stimulate interest and engagement
3. To mitigate reputation challenges

With an attraction mandate, the Province of Alberta had a clear need for reputation creation and management. The first step in affecting reputation was to define and agree upon the aspirations for Alberta's future. This determined Alberta's desired positioning to guide and proactively manage a consistent reputation integrating the province's offering – on all fronts, beyond just oil and gas. The strategic positioning then needed to be translated into a brand identity and related brand messaging to create and reinforce a positive, meaningful image of Alberta, negate existing negative perceptions and barriers, and increase awareness of Alberta as one of the best places to live, work, visit and invest. The rebrand had to encompass and align multiple and diverse local, national, international stakeholders and audiences, and to complicate things further, this alignment had to be achieved within a politically charged environment.

## AUDIENCE AND STAKEHOLDERS

The Alberta audience is both expansive and complex, ranging from domestic and highly engaged, to distant and indifferent. A stakeholder engagement process was critical and included involving the general public (residents, workers and visitors) through research, forming a Brand Working Group within the government, consulting with an external Brand Advisory Group (incl. EPCOR, Travel Alberta, Calgary Stampede, publishers, University of Alberta, pork producers, Aboriginal representation etc.) and tapping into key political influencers in London U.K. and New York. The media was also kept informed at key strategic and development stages through Premier and Minister speeches. Consistent stakeholder engagement allowed us to find a common platform to represent Alberta, determine an inclusive tone and messaging, whilst minimizing risk or opposition to the new direction.

## SOLUTION

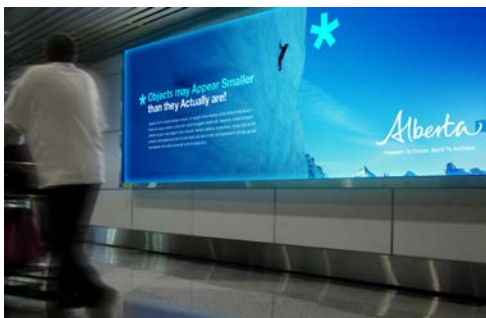
The program kicked off with research and workshops targeted to the general population, business community and political influencers. The findings revealed a huge divergence in audience views. Conflicting perceptions of Alberta, did not suggest that Alberta is a place of contradiction, but alluded to the lack of a clear and distinct positioning.

By means of the consultative and collaborative alignment process, we defined Alberta in order to understand what Alberta uniquely offers, how Alberta delivers on this promise and how Alberta needs to be described by its audience inside the province and the rest of the world. The brand strategy culminated in the Alberta Brand Promise of “Freedom to Create. Spirit to Achieve.” This promise acts as the strategic point of reference to unite divergent views, fit multiple objectives, and prevent and negate criticism through aspirational symbolic actions.



# PROVINCE OF ALBERTA

The brand strategy was translated into a new identity that represented the approved brand strategy. A full spectrum of brand roll-out applications were designed, together with a creative advertising platform. The launch and roll-out material included elements such as the alberta.com website design, a series of traditional and online advertising templates, stationery and collateral material, brand ambassadors, design and tone of voice toolbox – empowering them to bring the brand to life. The strategy also informed the brand messaging principles and tone, which in turn informed the communications strategy.





# PROVINCE OF ALBERTA

## RESULTS

The new brand and fully integrated, multi-discipline communications strategy received full buy-in from the Premier, Cabinet and Ministries. The brand strategy was officially adopted by the Government of Alberta as a tool to guide new policies and determine the appropriateness of existing initiatives.

The Public Affairs Bureau (PAB) made significant strides to address reputation issues beyond the defensive response, and brand messaging was integrated into local, national and international speeches held by the Premier and several Ministers. PAB confirmed that the quality of support exceeded expectations, while general public street interviews posted on albertaBrand.com in 2009 showcased brand recognition and support for Alberta's brand promise.





# SASKATCHEWAN POLYTECHNIC

---

## CHALLENGE

The Saskatchewan Institute of Applied Science and Technology (SIAST) had recently been awarded polytechnic status – an important milestone in their history. Their newly awarded polytechnic status was reflective of the institutions diversification of their program offering as well as their focus on applied learning. However, despite efforts to promote their varied program offerings, the institution was still regarded as a trade school and thought of as being a second choice to the province's universities.

Research showed that prospective students believed that a university education would result in better long-term career prospects, when in fact, SIAST's close partnerships with business and industry made many employers prefer SIAST grads. SIAST needed a platform to elevate perception of the institution, promote their new polytechnic status, and educate prospective students about the breadth and depth of programming available.

## SOLUTION

Beginning with a collaborative discovery phase and stakeholder consultation, a new brand strategy was developed for the school. Leveraging the school's important role in fueling Saskatchewan's economic growth, the new strategic platform focused on building organizational pride.

Key stakeholders including government, industry, students, faculty and staff were involved throughout the process to provide input and validate the strategic and creative work. Likewise, with campuses in Saskatoon, Regina, Moose Jaw and Prince Albert, ensuring involvement and buy-in from all four campuses was critical to the success of the project. Representatives from the four locations were involved in the discovery session as well as brand definition workshops and sessions were executed in each campus location to validate the strategic and creative work.

Following the approval of a brand model, a new brand identity was developed for the institution under the name Saskatchewan Polytechnic (Sask Polytech) that spoke to the dynamic education provided at the institution and their ability to prepare students for a successful career trajectory. Use of a bright colour palette reflected the vibrant future of Sask Polytech and the province of Saskatchewan while providing the internal team with a flexible system to talk about their various programs and offerings. The identity was extended into the development of collateral materials, a brand video and a launch campaign including print, outdoor, online and theatre ads. Cossette also helped Sask Polytech apply the new identity to their website to carry the new brand seamlessly into the online experience.



# SASKATCHEWAN POLYTECHNIC



## RESULTS

The new brand was revealed in two phases: first, Sask Polytech staff and faculty were introduced to the brand at a live event at the end of August to applause and rave reviews. The brand work was truly validated when those who had participated in the consultation process said that the new brand accurately reflected their input and aspirations for Saskatchewan Polytechnic.

Shortly after the internal launch, the new brand was revealed to the public at simultaneous events at all four of Sask Polytech's campuses. Following the external launch, the rebrand was covered by 122 mainstream media outlets in Saskatchewan as well as from outside the province. The coverage generated 1.3 million impressions resulting in a total value of more than \$77,000 in earned media. Not only was the coverage extensive, the overall sentiment of media coverage on the new brand was 90% positive. The brand launch also trended on Twitter the day it was revealed to the public. On top of the positive media coverage, feedback from key external stakeholders including students, government, industry leaders and educators has been extremely positive and the brand launch was deemed a huge success by all those involved. Perhaps most importantly, year-over-year applications to the new Saskatchewan Polytechnic increased by 6% in the first four months following the rebrand, indicating any confusion as a result of the rebrand was mitigated and that the new brand was successful in resonating with prospective students.



Learn more at [saskpolytech.ca](http://saskpolytech.ca)



# SASKATCHEWAN POLYTECHNIC





# ROYAL ROADS UNIVERSITY

## CHALLENGE

Royal Roads University (RRU) needed to re-evaluate its brand to reflect the changing marketplace, ever-intensifying competition and the unique onsite and online experience the university offers. RRU sought to establish a consistent, relevant and confident brand identity that would attract and resonate with their complete audience set: from prospects to alumni, faculty to staff, businesses to government.

## SOLUTION

Cossette was engaged to start from the ground up, through the development of a brand model. This came to include the brand promise, essence, and attributes, and identified the common feature that bridged RRU's stakeholders' needs and wants. This was facilitated through a series of brand workshops, as well as internal and external stakeholder engagement. A comprehensive brand architecture was created and used to establish the branding requirements for RRU's academic, corporate and partner entities.



A brand identity was created for RRU, including the development of a new logo, tagline, colour palette, typeface, photography style, graphic devices, tone of voice and messaging. Building from these elements, Cossette developed a variety of expressions of the RRU brand; the list was long and included a full stationery suite, program/corporate collateral, ad templates, environmental design (campus signage and branding), and a brand movie, all informed by a brand standards guide. Cossette also developed a digital and social media strategy for RRU, supporting the design and development of the RRU website and social media activation.

To socialize the new brand internally, Cossette facilitated an internal launch celebration, months prior to the public launch. This included a presentation of the work to date, and a staff engagement contest. All staff received a playful, branded gift, computer wallpapers and a screensaver to help them understand and internalize the new brand strategy.

The RRU brand launched publicly in June 2012. For this, Cossette developed an integrated launch campaign including outdoor, print, digital and stunt executions. The launch was supported by PR, and the new brand was announced to news, education and marketing titles in RRU's key markets through a news release, proactive pitching to print, broadcast and online titles, and distribution of media kits which included media materials and brand applications.

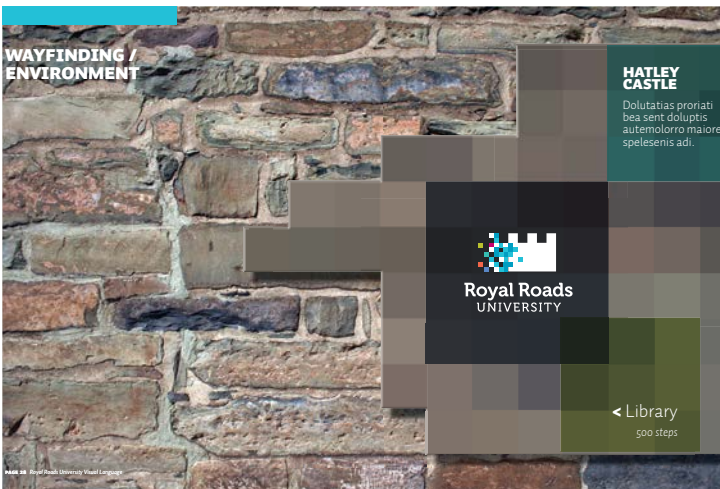
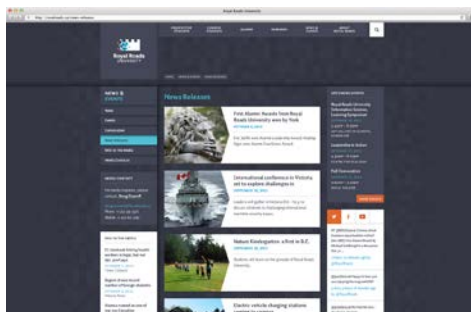


# ROYAL ROADS UNIVERSITY

## RESULTS


PR results included positive editorial coverage in all leading marketing titles such as Marketing and Strategy, and news coverage in the Times Colonist, with a total reach of over six million. The internal launch and broad stakeholder engagement that was developed through the project resulted in a clear alignment of the various RRU stakeholders – all working towards a common vision with new energy and passion for the RRU brand. Internal feedback was overwhelmingly positive, with faculty expressing that the process alone has served as one of the strongest employee recognition programs in recent history.

RRU and Cossette won Advertiser of the Year at the 2012 Lotus Awards – a show that celebrates creative excellence in British Columbia. The rebranding of RRU won 2013 Best in Show at the international Rebrand 100 awards.





# ROYAL ROADS UNIVERSITY




**WHY BRAND STANDARDS?**

Our brand represents who we are, the personality we show to the world. As such, we need someone about whom we truly care. Think of it like a dress code. You wouldn't show up to a business meeting in a dirty shirt, ripped jeans and flip-flops, that wouldn't be the best representation of yourself. Without standards, we'd lose the identity that makes Royal Roads University special, and the respect and esteem that we've built up over the years.



**WE ARE A PLACE WHERE ONLINE LEARNING & ON-SITE LEARNING COME TOGETHER.**


**The logo** is the basic symbol of Royal Roads University. It embodies our new brand while still containing traditional elements from our past.



**The guide** The guide reference online learning and on-site learning. They are always moving, as a path towards fulfillment. The guide represents building blocks, the creation of something new, the collaboration and shared vision of learning goals and the use of digital and non-digital resources.

**The brand** The brand is an evolution from the former logo. It represents a strong pillar of Royal Roads University. It speaks to the values, quality and integrity of the institution.

**Trademark** The trademark is based on a stylized castle tower. It represents the values, quality and integrity of the institution.



**WE WANT TO CHANGE PEOPLE, PRACTICES & COMMUNITIES. WE WANT TO ENABLE TRANSFORMATION FOR LIFE.**

**2.0**

**Tone of Voice**

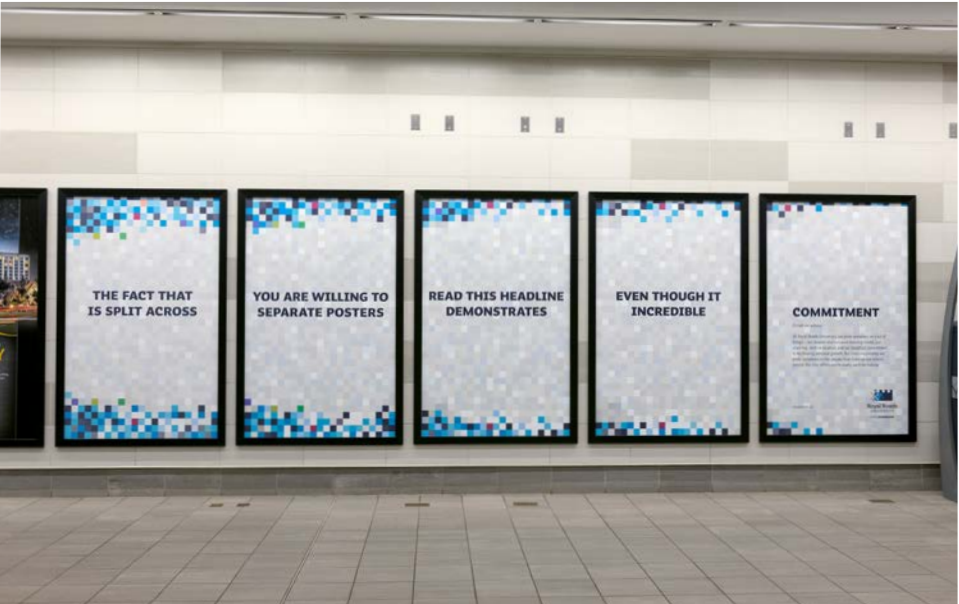
Not all people talk the same way. And the way a person talks depends on the situation, the message, and the audience. The same is true of any brand. The way a beer company speaks will be different than that of a luxury car brand. That is a brand's tone of voice.

2.1 Our Tone of Voice  
2.2 What we Say / How We Say

**Point of Entry Logos** Below are different coloured versions of the logo for each of RRU's respective schools or divisions.



**What do I see?**  
The logo is a stylized representation of a castle tower. It is a symbol of the university's values, quality and integrity. The logo is a symbol of the university's values, quality and integrity. The logo is a symbol of the university's values, quality and integrity.



**COMMITMENT**

A trait we admire.

At Royal Roads University, we pride ourselves on a lot of things – our diverse and inclusive learning model, our stunning, pristine location, and our steadfast commitment to facilitating personal growth. But most importantly we pride ourselves on the people that make up our school, people like you. When you're ready, we'll be waiting.

royalroads.ca



**Royal Roads UNIVERSITY**  
LIFE-CHANGING



# CLEAN ENERGY TECHNOLOGY CENTRE

## CHALLENGE

The Clean Energy Technology Centre (CETC) is a new facility being built in Drayton Valley, Alberta, in the heart of the Bio-Mile®. The Centre was created to unleash the potential of clean energy solutions, and affect real change in the ever-evolving clean energy sector.

As a place where industry players from oil, gas, forestry and agriculture can join forces with business leaders and educators, the CETC is a catalyst for innovation, energizing ideas, and building lasting partnerships for a better future.

With its widespread audience groups, from industry, to government, education and community, the CETC required a brand platform that could not only engage with all of its stakeholders, but also strongly represent its leadership, connectedness, innovation, and forward thinking.

## SOLUTION

Working collaboratively with the CETC and its various stakeholders, such as the Town of Drayton Valley, and NorQuest College, Cossette facilitated a brand workshop that helped define what the Clean Energy Technology Centre stands for. This information was then utilized in the development of the CETC brand strategy and accompanying brand model, which helped align the various stakeholders through the brand essence of a “Pioneering Spark”.

Building upon the exciting brand strategy, Cossette then built out a corresponding identity that utilized the “Pioneering Spark” and transformed it into a living dynamic logo, showing the ever-evolving, forward thinking, innovative characteristics of the CETC. Both the brand strategy and brand identity were then shared with the Town of Drayton Valley’s town council to validate the work, and ensure there was stakeholder alignment.



Once the direction was validated, the identity was extended into a visual language, and developed into new collateral and corporate communications materials. In addition, Cossette developed a graphic standards manual to help CETC’s internal team manage and communicate the brand consistently.

## RESULTS

The new brand strategy and platform have been embraced at all levels of the organization, and have helped the CETC with its launch of external and internal communications.



# CLEAN ENERGY TECHNOLOGY CENTRE

1.0  
Our  
Brand

Our brand represents who we are and what makes us unique. It acts as our first impression to the world around us and communicates not only the values we live by but also how we do what we do.

Primary Logo

Our primary logo is available in two formats: as an icon and accompanied by our full name. The primary version is always preferred. As we build brand recognition, we will want to be known simply as the CETC.

The primary logo is part of a larger family of logo variations, as seen on page 15. While all of the logos are available for use, please make sure to use only the primary logo in communications outside the control of the CETC, such as promotions, sponsorships, and events.

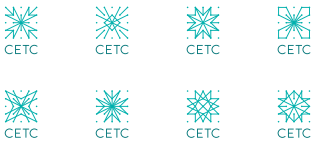


JOHN SMITH Executive Manager  
CLEAN ENERGY TECHNOLOGY CENTRE  
5000 - 1st Avenue, Box 480 Drayton Valley, AB T2A 1A1  
T +1 780 224-2200 ext. 2200 jsmith@cetc.com

Logo Variations

The logo is used frequently, with a number of variations both from the full logo to the icon. It has been designed to be flexible over time, in the same way as other energy innovation.

We encourage you to use different logo variations in communications please. However, at times, there may only be a need for the primary logo, which is outlined on page 15.



Colour Palette

Below is a color palette of our primary colors. These colors are a guide to properly reproduce these colors in print or digital. From print to digital.

PRIMARY COLOR	HEX	CMYK	RGB
TEAL	#008080	100% 50% 50%	0 128 128
TEAL	#008080	100% 50% 50%	0 128 128
TEAL	#008080	100% 50% 50%	0 128 128
TEAL	#008080	100% 50% 50%	0 128 128

Our Typeface

Campton is the CETC's main typeface. It is a modern, clean, sans-serif font that is easy to read and works well in both print and digital environments.

# Campton

The quick brown fox jumps over the lazy dog.





Lorem ipsum dolor sit amet, consectetur adipiscing.

Mazim placerat facer possit.

Nam liber tempore et dictum neque nunc blandit velque luctus praesent lacinia eget.

Typi non habent dolorum inquit, est usus legentis in is qui facit eorum claritatem.



# WORKING TOGETHER + TIMING





# COLLABORATIVE FROM START TO FINISH

---

**5. Please describe the process, methodology and tools employed to evaluate and ensure the solutions presented will best serve the interest of the client.**

## **A True Partner**

During the discovery phase of the project we will work closely with your team to establish the objectives and KPI's, which will establish the benchmarks for success. Throughout the process, we refer back to these objectives to ensure the strategy, creative execution and communications strategy are focused to deliver on the objectives and result in achieving the KPIs.

Likewise, during the discovery phase, we will work with your team to identify the key stakeholder audiences for the new Town of Drayton Valley brand. As we move into the second phase of the project, stakeholder engagement, we will establish a stakeholder validation plan that articulates the methodology and timing for involving key stakeholder groups. For example, the validation plan may involve brand definition workshops with representation from the key stakeholder groups early on in the project as well as public consultation or a community survey to establish what local residents need from the brand. Later on in the project, we often help many of our clients validate the strategic thinking with key stakeholders, to ensure the solution resonates with all of your audiences.

Our overall process and approach to branding has been honed over the years and is proven to deliver successful brands for our clients. Through constant collaboration, and by gaining a deep understanding of the client's audience, we're able to develop unique branding solutions that answer both the client's and their audiences' needs. We are diligent in ensuring our strategic and creative solutions are not only innovative but that they deliver results and meet the established objectives.

## **Communication and transparency**

In order to keep things moving and make sure everyone is on the same page, we will establish regular weekly or bi-weekly status calls with our core team and your key team members. We find status calls to be extremely helpful to prioritize deliverables, ensure the project is on track and regroup on updates as we move through the branding exercise. We are, of course, also readily available by phone, email, or Google hangout, and in-person at key project stages as the project demands.

To ensure budget control and accountability, we consolidate all budget management under our Brand Director. This means that at any point in time we can measure the health of your budgets and share that with you whenever you choose.



# TIMING

6. Propose a work plan with associated timelines to accomplish the tasks outlined, resources that you would need from the Town to implement your work plan and your methodology for internal and external stakeholder consultation and engagement.

Timelines are best developed through consultation with clients. We have included an overview of our proposed timeline below. We have based it on work commencing in September, however, we are available to begin work at any time based on the Town of Drayton Valley's timeline and review process. We welcome a discussion during project kick-off to establish a final workback.

2015 SEP	OCT	NOV
KICK-OFF AND DISCOVERY		
<ul style="list-style-type: none"><li>• Award of contract</li><li>• Project kick-off</li><li>• Discovery session</li><li>• Existing research review</li><li>• Competitive analysis</li><li>• Creative review</li><li>• Social and digital audit</li><li>• Market situation analysis</li></ul>		
STAKEHOLDER ALIGNMENT		
<ul style="list-style-type: none"><li>• One-on-one stakeholder and partner interviews</li><li>• Stakeholder profiles</li><li>• Brand definition workshop(s)</li><li>• Stakeholder alignment planning</li><li>• Quantitative and qualitative research (optional, additional time required)</li></ul>		
STRATEGY DEVELOPMENT		
<ul style="list-style-type: none"><li>• Audience definition</li><li>• Brand platform development</li><li>• Brand strategy stakeholder validation</li><li>• Validation research (optional, additional time required)</li></ul>		





DEC	2016 JAN	FEB	MAR	APR
-----	----------	-----	-----	-----

CREATIVE SOLUTION

- Identity concept development (2 - 3 options)
- Visual language development
- Brand guidelines finalization

IMPLEMENTATION AND MEASUREMENT

- Communications strategy
- Development and tracking of KPIs
- Rollout, implementation and deployment (brand launch events, collateral, advertising, social media assets, signage, etc)
- Pre-post rollout of ROI analysis



# YOUR TEAM





# PEOPLE FROM COSSETTE

**7. Provide details relating to experience, education and qualifications of the Consulting Team that will be assigned to the project. Please attach profiles of the consulting team as an appendix.**

Beyond the core Town of Drayton Valley team outlined below, Cossette Vancouver has a larger team of 17 brand services specialists, seven producers and production artists, two strategists, six media planners/buyers and 16 creatives, plus support staff.



**Nadine Cole**  
**Senior Vice President  
& General Manager**

**Level of responsibility:**

Ultimately responsible for Cossette West's business objectives and performance

## Experience

- Nadine started her advertising career in 1996 and has worked in account services with industry leaders across organizations such as Lanyon Phillips Communications, DDB Vancouver and Rethink.
- Nadine joined Cossette in 2007, quickly becoming Director of Client Services in 2008, and has truly never looked back. With successive, progressively senior roles within the leadership group, she has positively impacted several clients, notably McDonald's Restaurants of Canada, Western Region, Ministry of Jobs, Tourism & Innovation, and Transportation Investment Corporation.
- As SVP & GM of Cossette Vancouver, Nadine is at the heart of all strategy, creative, business development and operations in the West.

## Career Highlights

- Nadine has led award-winning campaigns for provincial and national clients, such as Gap, McDonald's, BC Hydro, TELUS, Future Shop, Cervical Cancer and Science World, to name a few.
- She is heavily involved in her personal time with the Ronald McDonald House BC, as a key member of both the Communications Board and Gala Committee.
- Nadine graduated from SFU with BA in Communications.
- In her spare time, Nadine loves to be with her family, beachside or on the slopes; she's an avid hostess of get-togethers and likes to spike volleyballs most Tuesday nights.





## Michael Milardo

### Executive Creative Director

#### Level of responsibility:

Ultimately accountable for quality creative product

### Experience

- Michael began his advertising career as a copywriter in 2003, at TBWA\ancouver, where he cut his teeth on clients like Nissan, HSBC, Travel Alberta and Vancity.
- In 2005 Michael moved across the street to work at Rethink, where his award-winning portfolio included clients such as A&W, BCAA, Bell Mobility, Coast Capital Savings, Future Shop, Sirius Radio and Sobeys Foods. He gained international experience, freelancing his way through Europe in 2008, touching down at shops in the BBDO, Grey and Ogilvy networks.
- In 2009 Michael became Creative Director at Noise Digital, a digital boutique agency where he developed strategy and creative for brands, such as Sony PlayStation, Tic Tac, Johnson & Johnson, Nature's Path, Credit Unions of BC, and Nokia.
- Michael joined the Cossette team in 2012 as Creative Director. Leaning on his extensive digital experience as well as his schooling in traditional, his leadership has extended to clients such as McDonald's Restaurants of Canada, Royal Roads University, BC Lottery Corporation, Clean Energy and Technology Centre and Arc'teryx.

### Career Highlights

- Michael has been honored by all of the recognizable bodies in our industry, including Cannes, Clio Awards, Communication Arts and One Show Interactive to name a few.
- Michael received his BA in Digital Communications from Concordia University.
- In his downtime he enjoys photography, hiking with his dog, and nerding out over the latest technology.



## Anne Buch

### Director of Brand Services

#### Level of responsibility:

Oversees overall health of client business and maintains client dialogue

### Experience

- Anne began her advertising career with a solid grounding, client-side, as advertising manager at Tourism Whistler.
- By 2008 Anne made the trek down to Vancouver, to work at Wasserman + Partners and then Inventa. Some clients included Nintendo of Canada, Bell, Subway, Ministry of Jobs, Tourism & Innovation and Great Western Brewing.
- Since moving to Cossette in 2012, Anne's role as Director of Brand Services allows her to provide senior leadership to the brand services team, as well as share her expertise in connections planning and experiential marketing. Her approach to integrated marketing is well-utilized as the key strategic lead on McDonald's Restaurants of Canada, Royal Roads University, Saskatchewan Polytechnic and Ontario Pharmacists Association, to name a few.

### Career Highlights

- Anne achieved Guinness World Records fame, thanks to her participation in a WorkSafeBC awareness campaign for young worker safety. Her contribution? A stint of time to achieve the most high fives given in a 24-hour period. High five!
- Anne received a Bachelor of Science from Simon Fraser University.
- In her spare time, she can be found enjoying the outdoors in Vancouver or Whistler—running, skiing, mountain biking, golfing, and playing tennis, but not all at once. Anne has a fierce passion for the NFL and is regularly watching or attending games.





## Chris Zawada

### Associate Creative Director, Design

#### Level of responsibility:

Leads the brand and creative development, as directed by the creative director

### Experience

- Chris started his career in advertising in 1998 after graduating from design and advertising school. Since then he has worked at agencies in Toronto, Vancouver and Whistler on brands including Veris Gold Corp. (formerly Yukon-Nevada Gold Corp.), Molson/Coors, RBC, Cadbury, Mott's Beverages, H.J. Heinz, Kellogg's, Intrawest, Whistler Blackcomb, and Maple Leaf Distillers.
- In 2004 Chris decided to take his love of snowboarding and design to a new level by working for some of the industry's largest and most respected brands—Forum Snowboards, Jeenyus Snowboards, Special Blend Outerwear and Foursquare Outerwear.
- In 2005, Chris made the move from Whistler to Vancouver where he worked for Fleming Creative Group and their digital arm, Switch United. Then in 2007, he joined the newly opened Vancouver office of TAXI Canada Inc. where he was promoted to Associate Creative Director, helping direct and create award-winning work for clients like TELUS, MINI and Westjet to name a few.

- Chris joined Cossette in 2014 as Associate Creative Director and has worked on a wide variety of clients such as UBC Sauder School of Business, McDonald's Restaurants of Canada, The Association for Mineral Exploration British Columbia (AME BC), Clean Energy Technology Centre (CETC) to name a few.

### Career Highlights

- Chris has won numerous awards from prestigious shows like The Clios, The ADCC Awards, London International Awards, Graphis, Applied Arts, Communication Arts, Coupe International Design, Lotus Awards, The Redgees and the A' Design Award and Competition.
- In his practically non-existent free time Chris created Lovely Package, a leading website dedicated to the very best packaging design from around the world.
- When he's not working, Chris enjoys travelling, snowboarding, art, design in all of its many forms and food—whether that be cooking or finding hidden gem restaurants. Really, he just prefers the eating part of it.



## Pierre Chan

### Senior Copywriter

#### Level of responsibility:

Responsible for all project copywriting

### Experience

- In 2006, his first agency gig was working for TAG Advertising in Calgary. Clients included Calgary Philharmonic Orchestra and Kingsway Mall, to name a few.
- Venturing further north to Edmonton. Pierre worked at Calder Bateman on various government accounts such as Alberta Health Services, Alberta Gaming and Liquor Commission, and Edmonton Homelessness Commission. Other clients included MADD, Edmonton Valley Zoo, and Edmonton Oilers.
- Pierre became part of the Cossette team in 2013 and has worked on accounts such as McDonald's Restaurants of Canada, Arc'teryx, Royal Roads University, Armstrong Cheese, Telus, Ecomm-911, Ronald McDonald House, and Vancouver Art Gallery.

### Career Highlights

- Pierre has been recognized by some of the industry's most prestigious awards, including Communication Arts, One Show and Clio Awards to name a few.
- While in Edmonton at Calder Bateman, he garnered more awards than any other copywriter in the province – helping his agency become Strategy Magazine's biggest creative climber in 2011.
- Pierre studied Political Science at University of Victoria, UBC, and University of Calgary, graduating with a BA in Political Science. He attended the Master's level graduate program for Advertising at the Academy of Art University in San Francisco.
- In his spare time, Pierre likes to play soccer, rock climb, watch the Whitecaps or the Canucks, drink beer, and belt out 80's classics when no one's around.





## Jackie Pearl

### Brand Director

#### Level of responsibility:

Acts as leader to account personnel and creative teams, assumes overall responsibility for project delivery and acts as senior client contact

### Experience

- In 2008, Jackie began her advertising career at Grip Limited in Toronto, coordinating fully integrated campaigns for various Labatt beer brands.
- Jackie moved out west in 2009 and readily took on the multifaceted TELUS account at TAXI Vancouver. She quickly established a strong understanding for her client's business, and honed her ability to work under tight timelines, with accuracy and attention to detail.
- Cossette welcomed Jackie in 2011 as Brand Director. In her role, she has learned to deftly balance client interests with great strategy and creative. Her clients have included Vancouver Art Gallery, UBC Sauder School of Business, Armstrong Cheese, VanDusen Gardens, Aboriginal People's Television Network, Planet Organic Markets, Clean Energy Technology Centre, Seva Canada and more.

### Career Highlights

- Jackie was part of the Grip team to re-launch Kokanee (post ranger era), as well as the rebrand of Stella Artois Legere.
- At TAXI she helped introduce TELUS installer Danny, as well as the iconic Leonard Nemoy into the critter-filled advertising.
- Jackie studied Kinesiology at the University of Western Ontario, where she specialized in athletic injuries.
- In her spare time Jackie can be found tap dancing at the local dance studio, or hanging out at Jericho Beach with her dog Oliver.



## Laura McRae

### Strategist

#### Level of responsibility:

Responsible for uncovering insights, executing research and developing brand strategy

### Experience

- In 2009, the Department of National Defence hired Laura as a Research Analyst for the Psychosocial Health Dynamics Research Team where she was heavily immersed in research and development of the psychological and physiological training programs for personnel heading to Afghanistan.
- In 2012, Laura joined Sid Lee as a Strategist and worked on numerous projects including but not limited to: Fairmont Hotels, Adidas, Burger King, Bombardier, Tourism Montreal, Birks, SAQ, Air Canada, Keurig, Estee Lauder.
- In 2014 Laura moved to Vancouver joining Cossette. Hired as a Strategist, Laura will continue to uncover consumer insights, cultural trends and in-depth reviews for our Cossette clients' industries.

### Career Highlights

- Laura was a key player in the re-conceptualization of all the Ivanhoe Cambridge developments downtown Montreal (including the Queen Elizabeth Hotel) transforming the long-term vision for the city.
- Laura re-branded and re-conceptualized the entire offering for Fairmont Gold Global (all consumer touch-points from design to digital).
- Laura completed her BaH in Psychology at Queen's University and her graduate studies at Concordia in Communications.
- In her spare time, Laura can be found biking in the mountains, surfing, rock climbing or reading the latest developments in commercial architecture.



# BUDGET + REFERENCES





# BUDGET

8. ATTACH A BUDGET THAT DEMONSTRATES YOUR UNDERSTANDING OF THE COST FACTORS ASSOCIATED WITH THE PROJECT. IDEALLY THE BUDGET SHOULD DETAIL THE FOLLOWING; CONSULTING FEES, TRAVEL, AND MISCELLANEOUS COSTS TO FACILITATE COMPARISON.

Based on adhering to the process outlined, the costs below are our initial estimates for the work involved. As with all projects, we believe in a meeting of the minds and wallets, so we would welcome the opportunity to discuss the scope of the project, your needs and the budget further.

STAGE	DESCRIPTION	BUDGET	DELIVERABLE
PHASE 1: DISCOVERY			
	<ul style="list-style-type: none"><li>• Kick off meeting</li><li>• Discovery session</li><li>• Existing research review</li><li>• Competitive analysis</li><li>• Creative review</li><li>• Social and digital audit</li><li>• Market situation analysis</li></ul>	\$10,000	<ul style="list-style-type: none"><li>• Clear understanding of the current state of the brand, areas of opportunities and aspirations for the new Town of Drayton Valley brand</li></ul>
PHASE 2: STAKEHOLDER ALIGNMENT			
	<ul style="list-style-type: none"><li>• One-on-one stakeholder and partner interviews (based on 7 - 10 half hour interviews)</li><li>• Stakeholder profiles</li><li>• Brand definition workshop(s) (2-3)</li><li>• Stakeholder alignment planning</li><li>• Quantitative and qualitative research (optional)</li></ul>	\$12,500	<ul style="list-style-type: none"><li>• Approved brand platform including audience profiles, brand personality, brand purpose, brand positioning, brand benefits and brand attributes.</li><li>• Qualitative and quantitative research hard costs (if desired) are not included (ie. development, execution and analysis of a community survey)</li></ul>
PHASE 3: STRATEGY DEVELOPMENT			
	<ul style="list-style-type: none"><li>• Audience definition</li><li>• Brand platform development</li><li>• Brand strategy stakeholder validation</li><li>• Validation research (optional)</li></ul>	\$20,000	<ul style="list-style-type: none"><li>• Approved brand platform including audience profiles, brand personality, brand purpose, brand positioning, brand benefits and brand attributes</li></ul>



STAGE	DESCRIPTION	BUDGET	DELIVERABLE
PHASE 4: CREATIVE SOLUTION			
	<ul style="list-style-type: none"> <li>• Identity concept development (2- 3 options)</li> <li>• Visual language development</li> <li>• Brand guidelines finalization</li> </ul>	\$22,500  \$12,500	<ul style="list-style-type: none"> <li>• Tagline (if required), logo, colour palette, typography, photography styles and usage, illustration style (if required), tone of voice and writing style, graphic devices, and notional applications (3 – 4 sample brand applications)</li> <li>• Brand guidelines</li> </ul>
PHASE 5: IMPLEMENTATION AND MEASUREMENT			
	<ul style="list-style-type: none"> <li>• Communications strategy</li> <li>• Development of KPIs</li> </ul>	\$10,000	<ul style="list-style-type: none"> <li>• Delivery of a communications strategy.</li> <li>• Additional rollout and implementation to be estimated separately as required (ie. signage, collateral materials, digital assets, social assets, PPT templates, ad templates, etc.)</li> </ul>
SUBTOTAL COSSETTE FEES: \$87,500			
	<ul style="list-style-type: none"> <li>• Travel costs (based on discovery session, 2-3 half day brand definition workshops over two successive days, one brand strategy presentation and one creative presentation in person in Drayton Valley)</li> </ul>	\$8,000	<ul style="list-style-type: none"> <li>• Additional travel costs and presentation to key stakeholders to be estimated and approved separately</li> </ul>
TOTAL (INCLUSIVE OF TAX): \$95,500			

Please note that the pricing above excludes hard costs (i.e. printing, photography, illustrations, etc.). These costs will be determined based on need and billed as approved by the Town of Drayton Valley.



# REFERENCES

**9. Provide three references that are able to provide information related to qualifications, capacity and the experience of your organization and the team.**

## **Royal Roads University**

Catherine Riggins  
Director Branding, Marketing and Recruitment  
T 250 391 2600 ext. 4339  
E Catherine.Riggins@royalroads.ca  
2005 Sooke Road, Victoria, BC Canada V9B 5Y2

Services provided: Brand strategy and identity development, brand standards, collateral, website design, brand launch campaign. Cossette is currently the agency of record for Royal Roads University and continues to support them with their ongoing communications needs including their annual brand campaign.

## **Saskatchewan Polytechnic**

Patricia Gillies  
Associate Vice President, Communications and Marketing  
T 306 659 3782  
E patricia.gillies@saskpolytech.ca  
400 - 119 4th Avenue, Saskatoon, SK S7K 5X2

Services provided: Brand strategy and identity development, stakeholder consultation and validation, brand standards, collateral, website design, brand video and brand launch campaign.

## **Ontario Pharmacists Association (OPA)**

Betsy Nejat  
Manager, Marketing and Partnerships  
T 416 441 0788 ext 4244  
E bnejat@opatoday.com  
800 - 375 University Avenue, Toronto, ON M5G 2J5

Services provided: Brand strategy, brand identity including brand standards, naming, tagline, collateral materials, stationery, internal and external brand launch strategy. Cossette currently supports OPA with ongoing communications including their recent Pharmacist Awareness Campaign which included print, out of home, digital, social, stunt execution and radio.



# SECTION 6.0

## Section 6.0 - PROPOSAL FORM

Proponent's Name: Cossette Communication Inc.

Address 600-1085 Homer Street, Vancouver, British Columbia, V6B 1J4

Mailing Address (if different from above) \_\_\_\_\_

Telephone: 604 669 2727 Fax: 604 687 1243

Key Contact Person: Anne Buch (Position: Director Brand Services)

Telephone (if different from above) 604 647 2994

Email: anne.buch@cossette.com

The undersigned Proponent, having carefully read and examined the RFP including all sections and having full knowledge of the requirements described herein, does offer to provide the goods and/or services in accordance with the requirements, terms and conditions set out in the RFP and in accordance with the pricing as described within.



Signature of Authorized Signatory

13 July 2015

Date

Anne Buch, Director Brand Services

Print Name and Title

### 1.0 Required Proposal Documents

By initialing each item, the Proponent confirms it has completed and enclosed the following documentation in its Proposal and has identified any deviations or items of non-compliance providing an explanation of where it does not comply.

Initial

AB

1) The Proponent's Alberta WCB registration number is (not specific to Alberta) The Proponent warrants that it is in good standing as to all WCB assessments and requirements.

AB

2) The Proponent confirms that it will comply with all occupational health and safety requirements, policies and procedures of the Town of Drayton Valley and all statutory occupational health and safety requirements under, or in connection with the *Worker's Compensation Act*.

AB

3) Brief description of Proponent's company, purpose, and history of successes.

713898 AQ(O93) - COSSETTE  
COMMUNICATION INC



- AB 4) Information on size of firm, number of partners, and staff employed.
- AB 5) Information on relevant experience performed during the last five (5) years.
- AB 6) Indication of the number and size of other municipalities where like services have or are currently being provided.
- AB 7) Identification of key personnel to be assigned to this Contract, setting out their names, responsibilities, qualifications, and relevant experience.
- AB 8) Provision of a minimum of two (2) service contract engagements that the Proponent has been affiliated with within the last five (5) years. Indicate the name, phone number and e-mail address of the principle client contact.
- AB 9) Submission of the work plan outlining planning, communications, and methodology to perform the services required.
- AB 10) Submission of a detailed budget breaking down the fees for all the phases of the study, identifying the total all-inclusive fee which shall include any out of the pocket expenses for the provision of services for the agreement/contract period.
- AB 11) Submission of a detailed list of any deviations and/or variations from the terms and conditions set out in this RFP and, if applicable, detail proposed amendments.



# THANK YOU





		<b>SECTION</b>	
<b>AGENDA ITEM: 8.7</b>	Resiliency Study on Children and Youth		
<b>Department:</b>	Community Services		
<b>Presented by:</b>	Councillor Nadeau		
<b>Support Staff:</b>	Annette Driessen, Director of Community Services		

**BACKGROUND:**

In October 2014, a partnership between the Drayton Valley Healthy Community Coalition, the Town of Drayton Valley, Brazeau County, FCSS, Wild Rose School Division and Alberta Health Services brought Dr. Michael Ungar to our community to facilitate two workshops. One gave parents and caregivers tools to build resilience in children and families; the other provided service providers and community/business leaders with strategies to build a community of resilience in Drayton Valley/Brazeau County.

Dr. Ungar is among the best known writers and researchers on the topic of resilience in the world. His work has changed the way resilience is understood, shifting the focus from individual traits to the interactions between people and their families, schools, workplaces, and communities. As both a family therapist and professor of Social Work at Dalhousie University, he has helped to identify the most important factors that influence the resilience of children and adults during periods of transition and stress.

Dr. Ungar intends to further his research on child and youth resilience and is working on a new research project for 2015. The objective of the study is to understand the opportunities as well as the challenges children and youth may have growing up in resource-based communities. His focus would be to teach those communities how to build upon the positive outcomes for children and youth, thereby enhancing the resiliency of the community. The project would be funded by grants over a five year period. Dr. Ungar has proposed that Drayton Valley be one of 4 communities in Canada in addition to the 4 in sub-Saharan Africa to be partners in the study.

Dr. Ungar has invited the Town of Drayton Valley to write a "Letter of Intent" to be a potential partner in this project. In addition to allowing Drayton Valley to be a part of the study as a potential partner, Dr. Ungar is asking that we agree to support the study by;

1. Connecting his team with community partners who would be willing to be part of the study and provide access to youth for the study;
2. Engaging partners from the local business community who would be interested in learning how supporting resilience among children and youth can help to support their ability to sustain human resources within their business;
3. Sharing the results of the study when it has been completed and to encourage families, communities, businesses, and governments to make changes necessary to promote positive child and youth development;



4. Helping to build relationships with Alberta based foundations who may be interested in factors that foster and sustain resilience; and
5. Allocating financial and/or in-kind support for the project if possible.

The “Letter of Intent” would be a part of the first phase of his proposal and will not require any firm commitments at this time. Terms of this study would be negotiated if/when his proposal has graduated to the next phase of the application process.

Drayton Valley and Brazeau County have chosen to use Dr. Ungar’s model of building a community of resilience as the foundation for the Social Development Plan and has integrated the approach into most of the goals, strategies and actions. The knowledge we could gain from this study would provide even more opportunities to build on the strengths of the community and find solutions to challenges that remain.

**RECOMMENDATION:**

That Town Council accept the invitation to be a potential partner in Dr. Ungar’s research and prepare the necessary “Letter of Intent”.



		<b>SECTION</b>	
<b>AGENDA ITEM: 8.8</b>	Old H.W. Pickup Community Open Space Design		
<b>Department:</b>	Community Services		
<b>Presented by:</b>	Councillor Long		
<b>Support Staff:</b>	Annette Driessen, Director of Community Services		

**BACKGROUND:**

Earlier this year, the Town of Drayton Valley retained the services of EIDOS Landscape Architects to present designs for three community parks; Downtown Park, Rotary Park, and the old H.W. Pickup Grounds. EIDOS conducted a number of public consultation meetings and later presented the proposed conceptual plans to a Council meeting on January 28, 2015. Further to this presentation, Administration invited comments from the community on the conceptual plans, using all of the Town's media forms, including the Town's website, the newspaper, and social media. Additionally, the conceptual plans were posted in the Town Civic Centre for several weeks for the public's viewing.

All comments received by Administration have been positive, showing support for the developments.

Town Council has placed its priority on the old H.W. Pickup Grounds Community Open Space for development and it is this park's conceptual design that is being presented for approval.

Administration and Council is working through the necessary agreements that need to be in place in order for this development to occur. In preparation of these agreements being finalized, Administration is requesting that the Conceptual Plan for the old H.W. Pickup Grounds Community Open Space be approved as designed.

**RECOMMENDATION:**

That Town Council approve the Conceptual Design for the old H.W. Pickup Grounds Community Open Space as presented.





0 5 10 15 25 50  
SCALE 1:400

166 of 174

## LEGEND:

- EX. DECIDUOUS TREES
- EX. CONIFEROUS TREES
- BOULEVARD TREES
- DECIDUOUS TREES
- ORNAMENTAL TREES
- CONIFEROUS TREES
- HEDGE
- NATURALIZATION PLANTINGS
- BENCH
- WASTE RECEPTACLE
- T-BOLLARD
- BISTRO TABLE
- PICNIC AREA
- FITNESS STATIONS
- BOULDERS
- PARK SIGN
- PLANTING BED
- SOD AREA
- STANDARD BROOM FINISH CONCRETE
- GRAVEL AREA
- DECORATIVE CONCRETE
- ASPHALT TRAIL (3.0m WIDE)
- BED EDGE
- ORNAMENTAL FENCE
- PEDESTRIAN CROSSING
- EX. PAVEMENT / WALK
- BERM
- WETLAND SLOPE



**PRELIMINARY**  
FOR DISCUSSION  
PURPOSES ONLY



		<b>SECTION</b>	
<b>AGENDA ITEM: 8.9</b>	<b>IN-CAMERA</b>		
<b>Department:</b>	<b>Administration</b>		
<b>Presented by:</b>	<b>Councillor Wheeler</b>		
<b>Support Staff:</b>	<b>Manny Deol</b>		

**BACKGROUND:**

**MOTION:**

I move that Council move to “In-Camera” at [insert time].

I move that Council move out of “In-Camera” at [insert time].

I move that Council authorize Administration to submit the Alberta Community Resilience Program Grant Applications as discussed in camera.



# minutes

## Waste Management Committee Meeting

May 21, 2015

1330-1430 hours

Boardroom 1

**Present:** Councillor Brandy Fredrickson (Committee Chair), Councillor Deb Bossert, Mr. Paul Mah, Mr. Ron Fraser, Mr. Lee Harris, Ms. Martine Cook

**Absent:** Mayor Glenn McLean (Ex Officio), Councillor Dean Shular (Council Alternate), Mr. Manny Deol, *Ms. Sonya Wrigglesworth*

**Guest:** Mr. Chuck DeJong

---

### 1.0 Councillor Fredrickson called meeting to order at 1331 hours

---

### 2.0 Additions or Deletions to Agenda

4.5 Vacuum/Hydrovac Cleanup – Mr. DeJong

4.6 Update Reuse It Fair – Mr. Mah

4.7 MCL Update – Mr. Harris

5.0 Arrangements for Next Committee Meeting

5.1 Adjournment & Date of Next Meeting

---

### 3.0 Approval of Minutes from Previous Waste Management Committee Meeting

Councillor Fredrickson moved to adopt the agenda. Councillor Bossert seconded. Agenda has been approved.

Councillor Fredrickson moved to adopt the previous meeting minutes. Councillor Bossert seconded. The March 10, 2015, Waste Management Committee minutes have been approved.

---

### 4.0 Discussion Items

---

#### 4.1 Followup from Previous Meeting Q&A – MCL Report:

##### Clean Shoe Area

Mr. Harris reported that the Aspen Waste Management Facility is promoting the Clean Shoe Area, Monday to Friday. They only send residents with 4x4 trucks to the pit, otherwise, residents are sent to the bin.



#### **Policy & Signage**

Mr. Harris presented pictures of the signage presently displaying Town Regulations and the Policy of Liability to the Committee; however, he does not feel the signs are noticeable due to their size and site locations. He recommended that the signs be enlarged and moved to prominent locations before the public go to the scale, as passed that point, debris can cause damage to tires and will be at their own risk. The Committee agreed and would like Mr. Harris and Mr. Mah to make the necessary changes.

**ACTION:** Mr. Harris and Mr. Mah will meet to decide the location and size functionality of the signage.

#### **Recycling Relocation**

Discussion deferred to Item 4.3 of the agenda

#### **Followup from Previous Meeting Q&A – Ever Green Report:**

Mr. Charles Cosby, Manager of Ever Green, was to provide the Committee with a quote for seasonal organic pickup with an extra bin, for both, weekly and biweekly pickup service. No quote was presented by Ever Green.

**ACTION:** Ms. Cook will call Mr. Cosby for the quote and to include pickup without a bin for clear bags.

---

#### **4.2 Cell Update: (Mr. Harris for Mr. Mah)**

Preparation for the new cell is on track. Mr. Harris informed the Committee that the Tire Derived Aggregate (TDA) grant application was made to the Alberta Recycling Management Authority and Drayton Valley was third in line to receive the grant. He will be in regular contact with Alberta Environment to prepare the cell in the event we are awarded the tire shred. He explained that TDA is not readily available in Alberta and chances are they will not have enough for third place.

This grant would not only speed up the process but save the Town the cost of wash rock in the first layer of the cell. The Town of Drayton Valley should have the entire cell's development included in the budget by the Engineering Department before the grant of free TDA was ever offered. The Committee has asked Mr. Harris to prepare a budget with TDA and without, calculating both possible outcomes.

Mr. Harris is anticipating hearing back from the granting authority no later than August and the Committee recommends a budget discussion go to Council before the end of August. If this grant is awarded, it would be a savings of a 10-1 ratio, as the tire shred and transport to the site is free. Two additional temporary employees could then be hired in preparing the new cell if permitted within the budget. Completion of the cell is set for September 20, 2015.

**ACTION:** Mr. Harris is to prepare budgets for the Committee.

---

#### **4.3 Recycle Plans for Aspen Waste:**

The Committee invited Mr. Chuck DeJong, Special Project Manager, to share his recollection of the Aspen Waste Management's previous recycle plans, as he has been employed by the Town for over 20 years and may be able to assist relocating the recycle bins in a new area to increase and encourage the recycle program with local residents.



Mr. DeJong said a site plan with bins set within the gates of Aspen Waste Facility was planned but the Clean Shoe area has changed bin location and now could not accommodate recycling bins with that layout. Mr. Harris will try to find the old site plan for reference.

The Committee has asked for 2-3 ideas to have bins before the scale and lockable to control the public from leaving garbage at the recycle station or being charged for taking in recycle material.

Leduc has a successful recycle station at their waste site. A drop-in bin was a suggestion instead of a lifting bin which could aid those with physical mobility limitations.

Councillor Bossert reiterated the need to enforce policy with those at the scale, to weigh-in twice so they do not get charged, until an improved system is implemented for recycling.

Mr. Mah will also monitor garbage disposal at the recycle station in town with Public Works, as it has been an issue in the past.

---

#### 4.4 Spring Cleanup and Issues:

Mr. Mah presented the Committee with the outcome of the Town's Spring Cleanup, which took place May 11-15, 2015. He felt it went well, overall.

Five day pickup was split into town sectors:

May 11, 2015 SW 26.8 tonnes  
May 12, 2015 SE 31.7 tonnes  
May 13, 2015 NE 35.9 tonnes  
May 14, 2015 NW 50.1 tonnes  
May 15, 2015 Industrial Row and Pleasant View 31.2 tonnes  
**Total of 175.7 tonnes** (1 tonne is equal to 1,000 kg or 2,204.6 lbs)

The Town offers a Spring and a Fall Cleanup of larger waste items with free pickup and weigh in at the landfill to provide residents a service and enhance the appearance of the Town. However, Mr. Mah can see this service is being abused by some residents. There were households that did not bundle or gather items and had clearly accumulated more garbage than was acceptable. Refrigerators and freezers did not have doors unhinged, nor was the Freon removed. Mr. Harris requests an attached plumber tag to indicate the Freon was removed properly before pickup or it will not be accepted at the landfill.

Mr. DeJong shared that Calmar has front pickup which deters people from a 6 month accumulation in the backyard, if they then have to drag it to the front. Mr. DeJong feels it would cut the load in half. Mr. Fraser would like to reduce the size of load from 500 kg to 200 kg.

All loads were picked up regardless if organized or the load size. Counsellor Bossert suggested a notice tag be used to flag the homeowner if their load size exceeded the limit of the Town's specifications.

The Committee would like to have the event advertised in the paper and by social media with example photographs of "do's and don'ts" to educate the public in the future, as well as, a policy by Mr. Mah to recommend Fall Cleanup requirements for the next meeting so it can go to G&P and to Council.

**ACTION: Mr. Mah to create and recommend Fall Cleanup policy for next meeting.**



---

**4.5 Addition - Vacuum/Hydrovac Cleanup:**

Mr. DeJong explained to the Committee that vac trucks and hydro trucks used to dump collections at the old Sewer Plant but due to treatment of load and filling of ponds, the new Water Plant will not be accepting such offloads. Aspen Waste Management's site will accept loads if it contains no more than 15% moisture and requires testing before it can be discarded into landfill, which is costly. Aspen Waste does not have a leachate pad, which turns liquid to solid, powered solid deposits then requires analysis, becoming a costly procedure. Mr. DeJong is aware of companies offloading on private property with landowner consent and is concerned others are dumping in fields and the river illegally. The carwash alone was observed to have 50 truckloads and he is not sure where they are dumping.

The Committee has asked Mr. DeJong to survey local municipalities to find out if they have procedures or policies in place for dumping.

**ACTION:** Mr. DeJong will provide research findings to Committee at the next meeting.

---

**4.6 Addition - Update Reuse It Fair:**

Mr. Mah discussed with the Committee that the May 9, 2015 Reuse it Fair, promoting recycling for education purposes, had a lower attendance even though it was advertised on the Community Calendar, Electronic Board and social media websites.

Councillor Fredrickson suggested it should be posted on Community Events on the Town website and Town Page in the Western Review and she would like the future Sustainability Coordinator to get involved and raise this events profile.

---

**4.7 Addition - MCL Update:**

Mr. Harris relayed that the damage to the fence and post at the landfill is being investigated and they feel it could be from a dumping truck.

Mr. Harris has also requested a deep clean be scheduled for the Aspen Waste Facility.

**ACTION:** Mr. Mah will contact Mr. Barry Yakimchuk, Facility & Operations Manager, to schedule the cleanup.

---

**5.0 Addition - Arrangements for Next Committee Meeting:**

The Committee requests future meetings invite representation of Ever Green and MCL.

Councillor Fredrickson requested a Leave of Absence for 8 weeks.

Councillor Bossert will be Acting Committee Chair during her absence.

---

**5.1 Adjournment & Date of Next Meeting**

Councillor Fredrickson adjourned the meeting at 1440 hours

Next meeting scheduled for July 10, 2015, 1330 hours





# COMMUNITIES IN BLOOM MEETING

HELD ON TUESDAY, JUNE 9<sup>TH</sup>, 2015

AT 1:30 P.M.

IN BOARDROOM TWO

TOWN CIVIC CENTRE

## MINUTES

**Present:** Susan Schwindt, Pam Schaub, Nicole Nadeau, Evelynna Jambrosic, Teresa Dunlop and Cora Appleby

### 1.0 Welcome and Introductions

#### 1.1 Introduction of Teresa Dunlop - Program Manager

Nicole Nadeau introduced Teresa Dunlop as the Program Manager for the Town of Drayton Valley. Teresa Dunlop explained the role her position will play within the Community. The Committee introduced themselves and Nicole Nadeau gave a brief description of the history behind the Communities in Bloom Committee.

### 2.0 Agenda

#### 2.1 Additions or Deletions

There were no additions or deletions.

#### 2.2 Approval of Agenda

**MOTION by Evelynna Jambrosic to accept the agenda as presented.**

**CARRIED**

### 3.0 Minutes of the May 5<sup>th</sup>, 2015, Meeting

#### 3.1 Approval of Minutes

The following change was made to the May 5<sup>th</sup> Communities in Bloom Meeting Minutes.  
4.5 change the statement "will no longer be" to "will still be investigating options".

**MOTION by Susan Schwindt to accept the May 5<sup>th</sup>, 2015 Meeting Minutes as amended.**

**CARRIED**

### 4.0 Business Items

#### 4.1 Dave's Café Historical Plaque Update

Nicole Nadeau spoke to Moe Hamdon and received a picture of the original block store.

**~ ACTION ITEM ~ Nicole Nadeau will ask Moe Hamdon if he would do a write up on the original block store.**

Pam Schaub contacted Alberta Museum and they are sending pictures of the original Macleod's and Hudson Bay Co. stores.



**~ ACTION ITEM ~ Cora Appleby will invite Cathy Weetman, Editor of the Western Review, to attend the Communities in Bloom meetings.**

Susan Schwindt discussed the Eldorado School and stated that they would be celebrating the school's 100<sup>th</sup> anniversary this year.

**~ ACTION ITEM ~ Pam Schaub will ask Dr. Loosemore for information on the Eldorado School, MacLeod and Hudson Bay Co.**

**~ ACTION ITEM ~ Cora Appleby will contact Peter Jacobs and ask if he has photos of the Eldorado School, MacLeod and Hudson Bay Co.**

**~ ACTION ITEM ~ Nicole Nadeau will gather information on the house affectionately known as the "Hippie House".**

#### 4.2 G.E.T. Group & Community Gardens Update

Susan Schwindt reported that the Learning Garden located in front of the Civic Centre was planted with potatoes, squash, nasturtiums and dill. The round compost bin has been moved and put into the G.E.T. garden shed. A special needs individual with his caseworker will be weeding and watering the garden once a week. All the produce will be donated to the food bank.

Susan Schwindt discussed the possibility of moving the Learning Garden to the Museum site and gave a brief description of the history of the G.E.T. Group.

#### 4.3 80's Party Planning Update

Susan Schwindt contacted Alberta Pork and they would like to sponsor the event by donating funding to purchase bacon to go onto the hot dogs.

**~ ACTION ITEM ~ Cora Appleby will send Alberta Pork the Communities in Bloom Mailing information.**

**~ ACTION ITEM ~ Cora Appleby will contact Yolanda from Gacelas Dance Studio and ask her to choreograph the Flash Mob and Celebrity Dance.**

### 5.0 Other Business

#### 5.1 Historical Murals on Electrical Boxes Update

Pam Schaub reported that Fortis has declined and will not allow the Committee to paint the electrical boxes.

Pam Schaub would like to create a program where we approach businesses and ask them to paint murals on the outside of the buildings.

**~ ACTION ITEM ~ Nicole Nadeau will gather information on other municipalities murals.**

#### 5.2 Correspondence



Cora Appleby presented the Drayton Valley Rotary Children's Library request to have someone available to go on the Historical Walk for a summer camp activity.

**~ ACTION ITEM ~ Nicole Nadeau will contact Charlie Miner and ask if he would be interested in giving the Walking Tour for the summer camp.**

Cora Appleby presented the funding letter that was sent to Brazeau County requesting an honorarium for the dance groups.

**~ ACTION ITEM ~ Evelyn Jambrosic will follow up with the correspondence.**

**6.0 Financial Statement**

Nothing to report at this time.

**7.0 Next Meeting Date**

The next meeting will be held on July 14<sup>th</sup> at 9:30am at the Civic Centre.

**8.0 Adjournment**

The meeting was adjourned at 2:15 pm by Acting Chair Nicole Nadeau.