

### Agenda

Call t	o Order		
Natio	nal Anthem		
1.0	Additions to the Agenda		
2.0	Adoption of Agenda		
3.0	Corrections or Amendments: 3.1. July 13, 2016, Regular	Meeting of Council Minutes	3-6
4.0	Adoption of: 4.1. July 13, 2016, Regular	Meeting of Council Minutes	
5.0	Community Spotlight 5.1. <u>Eagle Point Blue Rapid</u>	s Parks Council	
6.0	Delegations 6.1. <u>Kristi Kerby – Automate</u>	ed Traffic Enforcement	7
7.0	Decision Items		Pages 8-85
_	7.1. Councillor Wheeler	Community Event Grant – 3 <sup>rd</sup> Quarter Alloc	cation 8-20
-	7.2. Councillor Bossert	Town of Drayton Valley Waste Managemen Policy Considerations	nt 21-22
_	7.3. Councillor Fredrickson	Subdivision Application DV/01/16	23-28
-	7.4. Councillor Nadeau	Economic Development Community Profile Powered by Entrepreneurs: Drayton Valley Economic Development Strategy 2016-18	
8.0	Department Reports		
_	8.1. Engineering & Developn	nent	
	<ul> <li>Planning &amp; Deve</li> </ul>	-	ahid Mughal
_	Engineer's Report     Ron Fras		
_	8.2. Community Services & F		nette Driessen
_	8.3. Economic Development		c Burton
_	8.4. Emergency Services	Tor	n Thomson
	<ul><li>8.5. Administration</li><li>Communications</li><li>CAO Report</li></ul>		er Russell ight Dibben

#### 9.0 Council Reports

_		
	9.1. Co	ouncillor Wheeler
_	9.2. Co	ouncillor Bossert
-	9.3. Co	ouncillor Fredrickson
-	9.4. Co	ouncillor Nadeau
	9.5. Co	ouncillor Long
_	9.6. Co	ouncillor Shular
_	9.7. Ma	ayor McLean

Information Items	Pages 85-96
10.1. Sustainability Committee Meeting Notes June 2016	86-87
10.2. Economic Development Committee Meeting Notes June 2016	88-89
10.3. Drayton Valley/Brazeau County Fire Services June 2016 Stats	90-91
10.4. Brazeau Seniors' Foundation Minutes May 2016	92-96
	<ul> <li>10.1. Sustainability Committee Meeting Notes June 2016</li> <li>10.2. Economic Development Committee Meeting Notes June 2016</li> <li>10.3. Drayton Valley/Brazeau County Fire Services June 2016 Stats</li> </ul>

11.0 Adjournment



### **Meeting Minutes**

#### THOSE PRESENT:

Mayor McLean Deputy Mayor Wheeler Councillor Nadeau Councillor Long **Councillor Bossert** Councillor Shular Councillor Fredrickson Dwight Dibben, Chief Administrative Officer Annette Driessen, Director of Community Services Tom Thomson. Director of Emergency Services Ron Fraser, Director of Engineering & Planning Kevin McMillan, Assistant Director of Corporate Services Shahid Mughal, Planning & Development Manager

Chandra Dyck, Legislative Services Coordinator Rita Bijeau, Executive Assistant Tyler Russell, Communications and Marketing Coordinator Jennifer Stone, Communications and Records Management Pam Balke, Bylaw Officer S.Sgt.Malcolm Callihoo, RCMP Christian Richman, Audio/Visual Mamta Lulla, Drayton Valley Western Review Laine Mitchell, CIBW Radio Members of the Public

#### ABSENT:

Eric Burton, Economic Development Officer

#### CALL TO ORDER

Mayor McLean called the meeting to order at 9:02 a.m.

#### **1.0** <u>Additions to the Agenda</u> There were no additions or deletions.

#### 2.0 Adoption of Agenda

#### RESOLUTION #128/16

Councillor Shular moved to adopt the July 13, 2016, Regular Meeting of Council Agenda, as presented. **CARRIED** 

#### 3.0 <u>Corrections or Amendments:</u>

3.1. <u>June 22, 2016, Regular Meeting of Council Minutes</u> There were no corrections or amendments to the June 22, 2016, Regular Meeting of Council Minutes.

#### 4.0 <u>Adoption of:</u>

4.1. June 22, 2016, Regular Meeting of Council Minutes

#### RESOLUTION #129/16

Councillor Bossert moved to adopt the June 22, 2016, Regular Meeting of Council Minutes, as presented. **CARRIED** 

#### 5.0 Delegations

- 5.1. Syrian Refugee Family Rita Stagman and Rev. Emma Vickery
  - Rev. Vickery provided Council with information on the process regarding sponsoring refugees from Syria and announced that a family of five will be coming to Drayton Valley in the near future. Ms. Stagman explained that, as the sponsoring group, they are obligated to support the family for the first year, which will be shared 50-50 with the Federal Government, and from there the goal is to have the family stay within the community.

5.2. <u>S/Sgt. Callihoo – June RCMP Stats</u>

S/Sgt. Callihoo presented the statistics for June 2016. S/Sgt. Callihoo advised of personnel changes for the summer. The benefits of automated traffic enforcement and the importance of obeying traffic signage were discussed; S.Sgt. Callihoo encouraged Council to maintain the service and the community to be respectful when providing feedback on the service.

5.3. <u>Tour of Alberta – Trina Joly & Sandra Bannard</u>

Ms. Joly and Ms. Bannard provided information about the Tour of Alberta in Drayton Valley on September 3, 2016, for Stage Three, and outlined the planned events on September 2<sup>nd</sup> and 3<sup>rd</sup> at the Clean Energy Technology Centre and Downtown Area, respectively.

#### 6.0 Decision Items

6.1. Request for Temporary Road Closure for 2016 Tour of Alberta

#### RESOLUTION #130/16

Councillor Bossert moved that Council approve the temporary road closures and barricading as indicated on the map provided by the Tour of Alberta Local Organizing Committee, during the times as presented.

CARRIED

#### Mayor McLean called a break at 10:21 a.m.

#### Mayor McLean reconvened the meeting at 10:36 a.m.

6.2. Intermunicipal Development Plan Amendment

#### RESOLUTION #131/16

Councillor Fredrickson moved that Council directs Administration to prepare correspondence to Brazeau County which advises that the Town of Drayton Valley does not agree to the proposed amendment of the Intermunicipal Development Plan.

#### CARRIED

#### 6.3. Assessment Review & Property Tax Reduction Request

#### RESOLUTION #132/16

Councillor Nadeau moved that Council denies the request to reconsider the 2016 non-residential tax rate.

#### CARRIED

#### 6.4. <u>Request to amend Bylaw 2007/15/D, 50<sup>th</sup> Street Service Road Local Improvement Project</u> **RESOLUTION #133/16**

Councillor Long moved that Council denies the request to amend Bylaw 2007/15D. CARRIED

#### 7.0 <u>Department Reports</u>

- 7.1. Engineering and Development
  - Planning & Development

Mr. Mughal updated Council regarding activities within the Planning and Development Department and provided information on the Canadian Institute of Planners Conference he recently attended.

Engineer's Report

Mr. Fraser informed Council of the following:

- o the status of construction projects and asset management; and
- the Department is planning for the 2017 Budget.

7.2. Community Services & FCSS

Ms. Driessen provided an update regarding summer programing, upcoming activities, planning for 2017 budget, the Open Space Park, Outdoor Rink, Total Works Fitness Centre renovations, and the resurfacing of the tennis courts.

- 7.3. **Emergency Services** Fire Chief Thomson informed Council that Fire Services has been busy with the Kids` Fire Camps.
- 7.4. Administration
  - Communications and Marketing •

Mr. Russell informed Council that the brand new website has been launched and encourage Council and the community to submit photos with the tag #mydraytonvalley.

CAO Report

Mr. Dibben provided a report on the following:

- 60<sup>th</sup> Anniversary Committee Meeting; 0
- Meeting with Brazeau County regarding intermunicipal matters; and 0
- Asset Management and educational pieces distributed to the community 0 regarding the Community Standards Bylaw and Automated Traffic Enforcement.

#### 8.0 **Council Reports**

- **Councillor Wheeler** 8.1.
  - July 16<sup>th</sup> Parks Day at the Wiley West Campground
  - July 16<sup>th</sup> Drive In Movie
- Councillor Bossert 8.2.
  - June 28<sup>th</sup> MGA Summer Tour in Whitecourt
  - •
  - July 1<sup>st</sup> Canada Day festivities July 4<sup>th</sup> Chilling Out in DV Meeting
  - July 5<sup>th</sup> 60<sup>th</sup> Anniversary Planning Meeting
- 8.3. Councillor Fredrickson
  - July 1<sup>st</sup> Canada Day festivities •
- 8.4. Councillor Nadeau
  - Had no report at this time
- 8.5. Councillor Long
  - June 23<sup>rd</sup> Economics and Sustainability Course at CETC
  - July 8<sup>th</sup> Strategic Planning Session for the CETC
- 8.6. **Councillor Shular** 
  - June 27<sup>th</sup> MGA Summer Tour •
  - July 1<sup>st</sup> Canada Day Festivities
  - July 8<sup>th</sup> Strategic Planning Session for the CETC •
- Mayor McLean 8.7.
  - June 28<sup>th</sup> Mayor's Advisory Committee Meeting
  - July 1<sup>st</sup> Canada Day Festivities •
  - July 8<sup>th</sup> Strategic Planning Session for the CETC •
  - July 11<sup>th</sup> AUMA Municipal Governance Committee Meeting

#### 9.0 Information Items

<ol> <li>9.1. Economic Development Committee Meeting Minutes – April 1</li> </ol>
---

- 9.2. Sustainability Committee Meeting Minutes May 24, 2016
- 9.3. Childcare Operational Board April Minutes
- 9.4. Councillor Long Economic Developers Alberta Conference Report
- 9.5. June 2016 STAR Catholic Board Highlights
- 9.6. RCMP Stats June 2016

#### **RESOLUTION #134/16**

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

#### 10.0 Adjournment

#### **RESOLUTION #135/16**

Councillor Shular moved that Council adjourn the July 13, 2016, Regular Meeting of Council at 11:47 a.m. CARRIED

MAYOR

CHIEF ADMINISTRATIVE OFFICER



# Town of Drayton Valley

# **Delegation Request Form**

Name(s): Kristi Kerby	
Organization: NDNC	
Contact Number: 780514 4546 Contact E-mail: Kerby Kristic hotma	cul com
Mailing Address: 4109 - 41 St Drayton Valley AB TTA	084

Meeting you would like to attend as a Delegation (please check all that apply)\*:

- Council Meeting
  - Governance & Priorities Committee Meeting
  - Special Meeting/Presentation

Administration Meeting

\* Request must be received a minimum of TWO WEEKS prior to the meeting being requested for; please refer to the Meeting Schedule for dates

Reason for Requesting Delegation: (information only, request for funding, concern, etc)

Concern Photo Radar.

Additional Information Provided Please list the information you attached or included with your delegation request:

Please indicate any preference you have for meeting:

Please submit your request by: Fax: 780.542.5753 E-mail: admin-support@draytonvalley.ca

In person: 5120-52 ST

AGENDA ITEM: 7.1.	Community Event Grant – 3 <sup>rd</sup> Quarter Allocation
Department:	Community Services Department
Presented by:	Councillor Wheeler
Support Staff:	Annette Driessen, Director of Community Services

#### **BACKGROUND:**

The Town of Drayton Valley recognizes that there are non-profit organizations that host community events to raise funds or that require donations for worthwhile projects, programs, or services. In an effort to support these organizations and their efforts, the Town may provide support grants to assist with the hosting of community events and initiatives. Funding applications are to be reviewed on a quarterly basis. The third quarter deadline was July 1, 2016 and \$5,000.00 is available for distribution.

Two eligible applications were received, reflecting the variety of community organizations that are contributing to improving the quality of life of our residents.

The "5<sup>th</sup> Annual DV 100 Race" is an event following the Social Development Plan strategy "Drayton Valley and Brazeau County support a community that enhances all dimensions of wellness."

The "3<sup>rd</sup> Annual Alberta Culture Days" in Drayton Valley is a weekend event reflecting the Social Development Plan goal "Drayton Valley is inclusive to all cultures and heritages and celebrates this diversity."

#### **RECOMMENDATION:**

I move that Council award the Drayton Valley Community Foundation's "5<sup>th</sup> Annual DV 100" to be held on September 10, 2016, a total of \$1,000.00 from the Community Event Grant to support local initiatives.

I move that Council award the Eleanor Pickup Arts Centre's "3<sup>rd</sup> Annual Alberta Culture Days" in Drayton Valley to be held on October 1<sup>st</sup> and 2<sup>nd</sup> 2016, a total of \$4,000.00 to allow organizers to follow the Provincial mandate to run the event free of charge to community members.

PULLING TOGETHER	τοψι	N OF DRAYTON VALLEY COMMUNITY EVENT GRANT APPLICATION FORM
Date:	_ Event Date:	September 10, 2016
Organization Name:Drayton Valley Community	/ Foundation	
Mailing Address:Box 6836 Drayton Valley, AB	T7A 1S2	
Erin Hepper Contact Name:		Executive Director
Email:		Telephone:

#### ORGANIZATION MANDATE

Description of the organization's mandate:

Please see attached information sheet and race map.

#### STATED SERVICE

Details of the stated service or initiative (including date(s), time(s), location(s) and activities):

The DV100 Race or Ride is a bicycle road race and ride on September 10, 2016. I have attached a map to show the route. The race starts at 9:00am in the Omniplex Parking Lot, riders will complete the course either 100KM or 40KM and finish back in the Omniplex Parking Lot.

Number of individuals and/or organizations (please specify) that will benefit from the stated service:

We are projecting to have 300 riders along with 120 volunteers along the course. At the start/finish area we family acitivites put on by community groups to encourage community members to come and support the DV100 and learn more about cycling.

Manner in which those individuals and/or organizations will benefit:

They will benefit by learning about the sport of cycling and seeing that it is a sport for all ages. It also showcases our community by bringing families of the participants to Drayton Valley.

#### SPONSORSHIP REQUEST

Reason for request from the Town:

To get support to be able to market the DV100 Race or Ride across Alberta. This is the 5th year for the DV100 and it keeps growing in size

#### Nature of the request and/or amount requested:

\$1000.00

Please attach:

wa budget or business plan (showing anticipated revenue sources and expenditures) for the specific service/function requiring sponsorship

a list of other organizations that have been or will be approached for sponsorship

How will sponsoring organizations be recognized?

All of our sponsors are recognized on our website, on our promotional posters, the arch at the start/finish line as well as in the newspaper.

### 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 requesting sponsorship.
- 3. I understand and agree that this application for municipal sponsorship, or any information related there to, is not confidential information and may be released by the Town of Drayton Valley.

Applicant's Signature:

.....

MAIL TO: Town of Drayton Valley Community Event Grant Box 6837 Drayton Valley, AB T7A 1A1

Date:

DELIVER TO: Town of Drayton Valley Community Event Grant 5102 - 52 Street Drayton Valley, AB

#### FREEDOM OF INFORMATION AND PROTECTION OF PRIVACY (FOIP) STATEMENT

The personal information on the Community Event Grant Application is being collected under authority of Section 33(c) of the *Freedom of Information and Protection of Privacy (FOIP) Act* 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 our personal information, please contact the Town of Drayton Valley at (780) 514-2200.



#### **Description of Proposed Special Event:**

The DV100 Race or Ride is an annual fundraiser for the Drayton Valley Community Foundation. The event was founded on the principles shared by the Foundation: promote community vitality.

The Drayton Valley Community Foundation is a registered charity that fundraises with the purpose of granting monies to local community groups. We are one of 191 Community Foundations and fall under the overarching umbrella of Community Foundations Canada.

Our event caters to all facets of our community and provincial population. Any one 16 years or older is eligible to register for our event. Skill levels are just as diverse from the very elite to the "new to the sport". We have accommodated for this diversities with staggering our start positions based on skill level and ability.

Our event caters to four different categories including: individual entries for the 100 km race and the 40 km race, team event each member rides the 100 km race route together with an average time calculated and a corporate team event where a corporate team is completing the 40 km loop together and their times combined and calculated.

Safety is our number our number one concern and we go to great lengths to ensure the safety of our athletes. We have 120 volunteers on the course directing traffic and cyclists. Each race route has a lead vehicle, 2 rover vehicles and a trail vehicle; all equipped with first-aid qualified attendants. In addition to this we also have RCMP support and Community Peace Officers assisting with main traffic crossings over Hwy 22.

Hwy 22 and 50<sup>th</sup> Ave Hwy 22 and Hwy 621

There six designated stop areas equipped with bathrooms, water, first-aid and volunteers with radios (view attached course map).

We will be placing appropriate signage throughout the race; notably at RR85 and Hwy 620 and RR85 as well as at the above noted Hwy 22 intersections in an effort to alert traffic to the race in progress.

We are planning for 300 riders and there are no animals allowed on the course.

I hope you find that I have provided enough detail on our event if you have questions please feel free to contact Erin Hepper, Executive Director at <u>dvcf@incentre.net</u> or 587-464-0400.

Board of Directors Chairperson Mike Ferrey Vice Chair Pat Vos Secretary Robert Mulligan Treasurer Barry Carlson

#### **Directors** -

Mark Eshleman Mardi Dancey Bob Kelly John Mulligan Alex Blais Bev Broks Glen Saunders John Tkachuk

Administration Erin Hepper Accountant Rob Feddema C.A.

#### **Nominating Committee**

- Mayor—Town of Drayton Valley
- Reeve—Brazeau County
- S/Sgt.—Drayton Valley R.C.M.P.
- M.L.A.—Drayton Valley Constituency

#### 2016 DV100 Projected Budget

۹ ،

DV100 Revenue

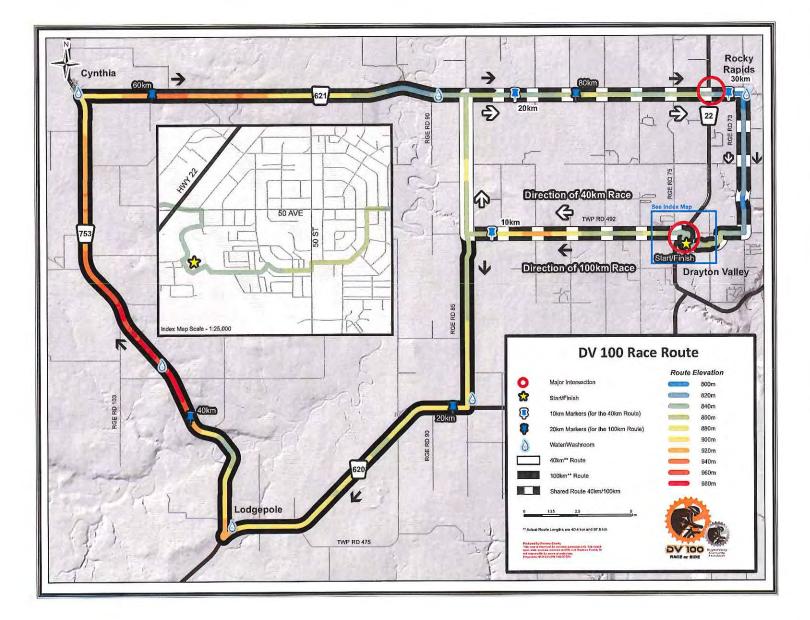
Sponsorship	\$ 20,000.00
Registration	\$ 31,590.00
Merchandise	\$ 3,400.00
Beer Gardens	\$ 1,500.00
Travel Alberta	\$ 2,500.00
Donation	\$ 10,000.00
TOTAL	\$ 68,990.00

#### DV100 Expense

Race Day	\$	3,730.00	
Food Truck			\$ 1,000.00
Kids Activities			\$ 500.00
Entertainment			\$ 300.00
LR Lighting & Sound			\$ 160.00
Photography			\$ 400.00
Emcee			\$ 150.00
Tent Rental	•		\$ 420.00
Bar Volunteer			\$ 300.00
Set Up/Take Down			\$ 500.00

#### **Registration Fees**

Zone 4	\$ 1,350.00
Awards	\$ 14,400.00
Signage	\$ 400.00
Radio Advertising	\$ 1,500.00
Live Streaming	\$ 747.01
Prizes	\$ 4,000.00
Merchandise	\$ 4,000.00
Beer Gardens	\$ 800.00
Advertising	\$ 8,000.00
Licensing	\$ 1,700.00
Miscellaneous	\$ 6,000.00
TOTAL	\$ 46,627.01
NET	\$ 22,362.99



. .

B	AYTOA
CONNO.	A
1	
PULLING	G TOGETHER

#### TOWN OF DRAYTON VALLEY COMMUNITY EVENT GRANT APPLICATION FORM

Date: <u>June 8, 2016</u>	Event Date: October 1 and 2, 2016
Organization Name: Eleanor Pickup Arts	s Centre
Mailing Address: Box 7673, 5144 - 51 S	treet Drayton Valley, AB T7A 1S8
Contact Name: Holly Davie	Title: Theatre Management Committee
Email: hldavie@gmail.com	Telephone: 780 898 7933
0	RGANIZATION MANDATE
Description of the organization's manda	te:

Our Mandate is to provide a multi purpose arts venue for the greater Drayton Valley and Community, where adults and youth participate, perform and entertain in a unique venue which preserves a local landmark.

RECEIVED

JUN 2 0 2016

The second state and show the second states of the

#### STATED SERVICE

Details of the stated service or initiative (including date(s), time(s), location(s) and activities):

Alberta Culture Days October 1 and 2, 2016 Drayton Valley Fine Arts Society Display - Eleanor Pickup Arts Centre Oct. 1 - 2-4 pm Community and Multicultural entertainment plus Tommy Banks and Tom Tamashiro Oct 1 - EPAC 7-10 pm Drayton Valley Agricultural Bench Show - Drayton Valley Legion Oct 1 - 11-4 pm Antique Tractor Pull - Lions West Valley Park Oct 1 & 2 - 11-2 pm Miss Joannes School of Dance - Multicultural Dance demonstrations October 1 or 2 - 2-4 pm Drayton Valley Library - Art Show, Local writers book launch, Writers Group information and readings Photo contest - "What Drayton Valley Means to you" - Display of Art and Culture in Drayton Valley

Number of individuals and/or organizations (please specify) that will benefit from the stated service: Eleanor Pickup Arts Centre Drayton Valley Agricultural Society Drayton Valley Library Miss Joannes School of Dance Drayton Valley Multicultural Society Drayton Valley Fine Arts Society All members of the Drayton Valley Community who wish to participate, entertain and be entertained.

#### Manner in which those individuals and/or organizations will benefit:

All the activities during Alberta Culture Days promotes awareness of arts, culture and creativity in our community. It improves the self awareness of our youth, adults and seniors, and encourages participation and enjoyment.

#### SPONSORSHIP REQUEST

#### Reason for request from the Town:

. .

The organizations that are involved with planning, AB Culture Days in 2016, will be promoting a diverse multicultural event in Drayton Valley. This is the third year, this event has been show cased in the community. The programming varies each year, giving different cultural agencies, that wish to participate, the time and space to display their talents. The mandate for AB Culture Days, set out by the Government of AB, states that all programming be child friendly and free to the public. We are seeking financial help to facilitate these activities.

#### Nature of the request and/or amount requested:

We are requesting financial help in the sum of \$5000.

#### Please attach:

a budget or business plan (showing anticipated revenue sources and expenditures) for the specific service/function requiring sponsorship

a list of other organizations that have been or will be approached for sponsorship

#### How will sponsoring organizations be recognized?

The sponsors will be recognized in all printed materials such as programs, posters, Western Review, Facebook and Verbal gratitude at the Eleanor Pickup Arts Centre concert on Saturday night.

# 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 requesting sponsorship.
- 3. I understand and agree that this application for municipal sponsorship, or any information related there to, is not confidential information and may be released by the Town of Drayton Valley.

Date: Applicant's Signature:

MAIL TO: Town of Drayton Valley Community Event Grant Box 6837 Drayton Valley, AB T7A 1A1 **DELIVER TO:** Town of Drayton Valley Community Event Grant 5102 - 52 Street Drayton Valley, AB

#### FREEDOM OF INFORMATION AND PROTECTION OF PRIVACY (FOIP) STATEMENT

The personal information on the Community Event Grant Application is being collected under authority of Section 33(c) of the *Freedom of Information and Protection of Privacy (FOIP) Act* 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 our personal information, please contact the Town of Drayton Valley at (780) 514-2200.

#### Project/Event Name: Eleanor Pickup ARts Centre - Alberta Culture Days Presentation

Revenue		
FUNDING	\$ VALUE	SOURCE/COMPANY
Requested Grant Amount	\$5,000.00	Alberta Culture and Tourism
Other Funding*	\$5,000.00	Town of Drayton Valley Community Event Gran
Total Revenue	\$10,000.00	

\*if applicable

9

ITEM DESCRIPTION	\$ VALUE	QUOTE/ESTIMATE SOURCE	
Tommy Banks and Tim Tamashiro	\$4,011.00	As per contract	
L R Light and Sound	\$300.00	LR Light and Sound	
Antique Tractor Pull	\$2,000.00	Tractor Pull Budget Attached	
Drayton Valley Agricultural Bench Show	\$2,563.00	Bench Show Budget Attached	
Michelle Colby - Saturday Evening entertainment	\$300.00	Verbal	
Theatre Janitorial	\$250.00	Sarah MacDonald Contract for Eleanor Pickup Arts Centre	
Advertising and Promotions:		a a sea an an an an ann an an ann an an an an	
Town Page	\$300.00	Drayton Valley Western Review	
Flyers	\$150.00	As per 2015 Final Budget	
Posters	\$39.75	Ink Pot Press	
Fickets - Saturday Evening Performance	\$134.00	Ink Pot Press	
	<b>0</b> 40 047 75		
Total Project Cost	\$10.047.75		

**Budget** Antique Tractor Pull 2016 Drayton Valley & District Agricultural Society Saturday October 1 & Sunday October 2, 2016 **Facility Lions Grounds** \$500 \$50 Insurance \$400 Ribbons \$350 Advertising/Promo \$200 **Door Prizes** \$750 Participant awards \$2,250 Total Income: \$250 50/50's

### Alberta Arts & Culture Days Grant Request \$2,000

Submitted by Colleen Schoeninger & Mike Kwirant



### DRAYTON VALLEY & DISTRICT AGRICULTURAL SOCIETY

Bench Show Budget Revenue 2016

Expense

Ribbons & Engraving	Bench Entry fees \$50	\$50 (Engraving & Ribbons)
Venue/Facility rental	Legion	\$250 +GST (\$12.50)
Payouts		\$1,500
Advertising	Town & Society covering costs	\$ 57.00 Postcards & Postage, Posters, Newspaper, website
Printing costs	Frogbelly (30% Discount applied) D.V. Ag Society	\$145.50- 75 Class list books,
3-5 Judges + mileage Volunteer/Judge Lunch	<b>.</b> ,	\$500 \$50
Donations	Farmers Market cook books, \$50 Donation \$50 Best of Show Chamber	
Total	Bucks Donation \$150	\$2,565

Amount requested from Alberta Culture Days Grant \$2,312.50

2016 Budget Submitted by:

Colleen Schoeninger & Susan Schwindt

SECTION 7

AGENDA ITEM: 7.2.	Town of Drayton Valley Waste Management Policy Considerations
Department:	Waste Management Committee
Presented by:	Councillor Bossert
Support Staff:	Danette Moule, Sonya Wrigglesworth

#### BACKGROUND:

The Town of Drayton Valley Waste Management Committee has reviewed the Towns' current waste management practices and given consideration to questions which would help to drive administrative policy direction forward.

Current practices follow policy direction set out by Bylaw 2009/01/E.

Recently adopted documents such as the Community Sustainability Plan and Economic Development Plan have defined goals, strategies, and milestones that pertain to waste reduction and diversion. Documents accepted for information such as the Integrated Waste Management Strategy and the Residential Waste Sort have provided additional information when reviewing policy elements in the areas of waste diversion, municipal service(s) and sustainability objectives.

At present, our waste management operations may not be as aligned as desired with the broader sustainability direction that Council and the Town have established. Current practices and the longer term budgetary implications of landfill lifecycle need to be reexamined in order to maximize lifecycle and contain costs. The Waste Management Committee is proposing consideration of policy directions impacting management and diversion practices to align actions and maximize our existing assets. It is the Committee's view that these recommendations and corresponding actions that will follow will advance the municipality in ways both environmentally sustainable and financially viable.

The Waste Management Committee policy driver questions and recommendations are included for Council's review.

Should the recommendations be accepted, the Waste Management Committee and Administration will undertake necessary analysis and actions in advancing and updating the policy directives.

#### MOTION:

I move that Council accept the recommendations of the Waste Management Committee as outlined.

#### **OPTIONS:**

- A: Council votes in favor of the above motion and the item/application is subsequently approved
- B: Council moves to table the above motion, noting a meeting date to bring it to in the future and the reasons why to table.
- C: Council defeats the above motion resulting in the item/application being refused.

#### Policy Questions

- The following are goals laid out in our guiding documents (the Community Sustainability Plan & the Integrated Waste Management Strategy). Does the Waste Management committee re-affirm these policy drivers in the area of waste management?
  - Increased landfill life expectancy
  - Diversion of materials
  - Cost reduction
  - Greenhouse gas emission reduction
  - Air quality level that meets or exceeds the minimum provincial air shed requirements
  - Decreased traditional landfilling operations footprint
  - Greater public participation / uptake of waste diversion

#### The Committee recommendations are to re-affirm these policy drivers.

2. Are the committee's long-term objectives in the area of waste management to be revenue neutral, revenue generating, or revenue depleting?

The Committee recommendations are to remain status quo with current waste management budgets with a preference for waste management to be revenue generating.

3. Is the current scope of waste collection appropriate? Does the committee wish to explore scope changes?

The Committee recommendations are to explore a scope change that would include commercial & industrial waste & recycling collection.

4. In achieving waste management policies / goals, is the Town willing to look at incentive based, voluntary based, or regulatory based collection systems?

The Committee recommendations are to review incentive-based options and regulatory requirements.

5. What is the risk tolerance of Council regarding newer vs. proven technologies?

The Committee recommendations are to review alternative technologies should be reviewed and evaluated within budget parameters set and/or through strategic partnerships that reduce our costs and that share risk.

SECTION: 7

AGENDA ITEM: 7.3	Subdivision Application DV/16/01 Within SW17-49-7-W5
Department:	Development & Planning
Presented by:	Councillor Fredrickson
Support Staff:	Shahid Mughal

#### BACKGROUND:

Administration has received a subdivision application regarding an application for a commercial subdivision for the lands located within SW 17-49-7-W5.

#### <u>Background</u>

West Central Planning Agency received an application to subdivide a 3.88 acres lot from the remainder of the quarter section within SW 17-49-7-W5. The property is currently zoned as C2 (General Commercial District).

#### <u>Site Visit</u>

West Central Planning Agency conducted a site visit on June 28, 2016. These lands are vacant except for a small metal building located on it.

#### <u>Comments</u>

The existing Power Centre Area Structure Plan (Bylaw No. 2004/14/D) does not discuss the future expansion of 61<sup>st</sup> Street North and connect to 52<sup>nd</sup> Avenue or Power Center Boulevard. Even though it is does not discuss the expansion of 61<sup>st</sup> Street, West Central Planning Agency recommends further discussion of this option between the Town and the applicant, as this would serve as another alternative access onto Power Center Boulevard unless the Town's future plan is to close off 61<sup>st</sup> Street completely at this location.

No other comments or concerns have been received from other agencies or utilities or adjacent landowners. Alberta Transportation has no objection with their letter April 27, 2016, and authorizes the Subdivision Authority to grant a variance to the proposed subdivision.

#### Reserves

Reserves are owed and it was deferred on the property by caveat in 2008. It is recommended that caveat stays with the remainder and not on the proposed lot.

The proposed subdivision complies with the Land Use Bylaw, Power Centre Area Structure Plan as well as the Municipal Development Plan. West Central Planning Agency recommends approval subject to the list of conditions on the draft approval.

#### RECOMMENDATION

Administration recommends approving subdivision application DV/16/01 Subject to the conditions noted below:

1. The developer is to engage an Alberta Land Surveyor to prepare a plan of subdivision for registration at Land Title Office subject to the attached subdivision drawing Dated April 9, 2016.

(a) Please instruct your surveyor to use the Town's block numbering system.

2. Enter into and fully comply with a Development Agreement with the Town of Drayton Valley under section 655 of the Municipal Government Act. This agreement must include but is not limited to:

(b) Construct all necessary approaches, drainage ways, water and sewer lines, and other utilities to serve the proposed lots. The Development Agreement will specify the standards of these improvements.

- 3. The developer is to pay any off-site levies required by the town of Drayton Valley's bylaw.
- 4. The developer is to contact local power and gas company to determine whether any new utility service and/or easements are required, and provide written confirmation from the utilities that any necessary arrangements have been made.
- 5. The Developer is to pay any outstanding taxes owing on the property to the town.
- 6. The Developer is to pay an endorsement fee of \$200 to West Central Planning Agency when the plan is submitted for endorsement.
- 7. Reserves are owed. The amount owing was deferred on the property under caveat registration # 082 514 308 on November 25, 2008 and will remain on the remainder of the property.

#### **OPTIONS:**

The following are the options available to Council today with respect to this application for subdivision.

#### OPTION A:

That Council approves subdivision application DV/16/01 subject to the conditions noted above.

#### OPTION B:

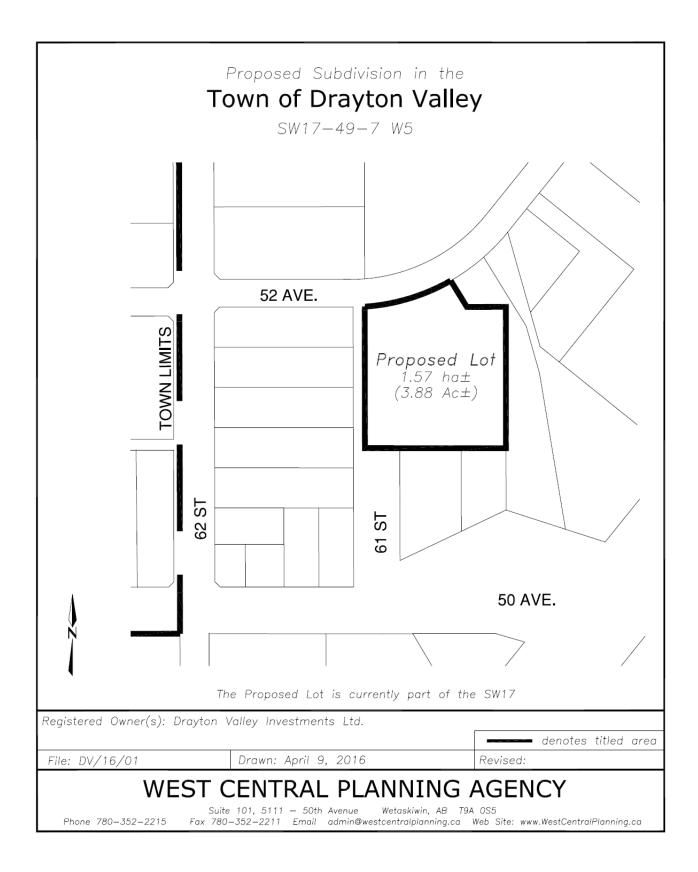
That Council refuse subdivision application DV/16/01.

#### OPTION C:

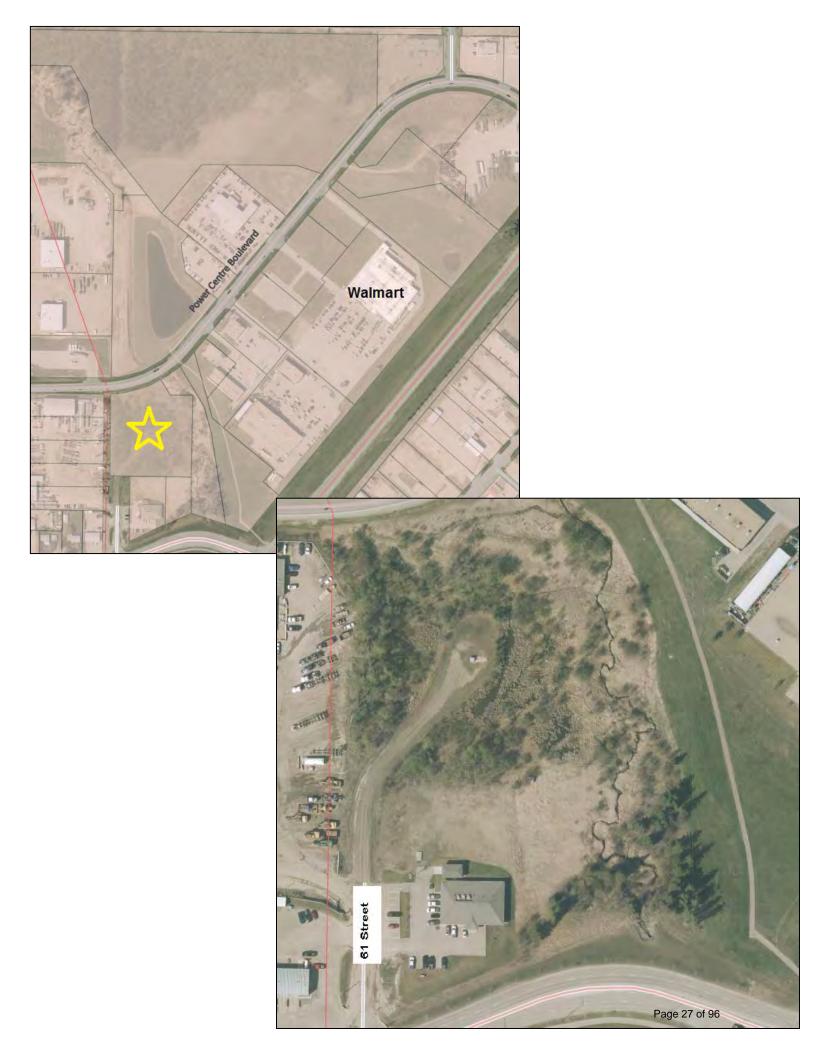
That Council table subdivision application DV/16/01 to a future Council Meeting.

#### MOTION

I move that Council \_\_\_\_\_\_ Subdivision Application DV/16/01







Aberta D Transportation

North Central Region Stony Plain Office Room 223, 4709-44 Ave, Prov. Bldg. Stony Plain, Alberta Canada T7N 1N4 Toll-Free Connection Telephone 780/963-5711 Fax 780/963-7420 Web:www.transportation.alberta.ca Dial 310-0000

April 27, 2016

File: 2512/SW 17-49-07-5 SA File: DV/16/01

Town of Drayton Valley c/o West Central Planning Agency #105, 5111 – 50<sup>th</sup> Avenue Wetaskiwin, AB, T9A 0S5

Dear Sir or Madam:

#### RE: Proposed Commerical Subdivision, in SW 17-49-07-W5M, Adjacent to Highway 22, Town of Drayton Valley

This will acknowledge receipt of your circulation regarding the above noted proposal, which must meet the requirements of Section 14 of the Subdivision and Development Regulation, due to the proximity of Highway 22. Highway 22 at this location is being protected to a multi-lane highway standard.

This proposal to create 1 additional commercial lot does not appear to change the previously approved density appreciably. Therefore although it does not appear to meet the requirements of Section 14 of the Subdivision and Development Regulation, in this instance, Alberta Transportation hereby authorizes the Subdivision Authority to grant a variance to Section 14 of the Regulation.

Please contact the undersigned at 780-963-5711 should you have any concerns.

Yours truly,

cubá

Patty Urban Development and Planning Technologist

PU/

#### RECEIVED MAY 0 2 2016

		SECTION	7
AGENDA ITEM: 7.4	Economic Development Community Profile and Powered by		
	Entrepreneurs: Drayton Valley Economic Development Strategy		egy
	2016-18		
Department:	Economic Development		
Presented by:	Councillor Nadeau		
Support Staff:	Eric Burton, Ec.D		

#### BACKGROUND:

The Economic Development Manager has developed a Community Profile as well as an Economic Development Strategy. The Profile highlights key information to support economic and business development in Drayton Valley. While the Strategy guides the Town's economic development efforts. Both documents were created with extensive input from the Economic Development Committee and Administration.

The request is for the approval of both the Drayton Valley Community Profile and the Powered by Entrepreneurs: Drayton Valley Economic Development Strategy 2016-18.

A copy of both documents are included for Council's review and consideration.

#### MOTION:

I move that Council approve Drayton Valley Community Profile.

#### **OPTIONS:**

- A: Council votes in favour of the above motion and the item/application is subsequently approved
- B: Council moves to table the above motion, noting a meeting date to bring it to in the future and the reasons why to table.
- C: Council defeats the above motion resulting in the item/application being refused.

#### MOTION:

I move that Council approve Powered by Entrepreneurs: Drayton Valley Economic Development Strategy 2016-18.

#### **OPTIONS:**

- A: Council votes in favour of the above motion and the item/application is subsequently approved
- B: Council moves to table the above motion, noting a meeting date to bring it to in the future and the reasons why to table.
- C: Council defeats the above motion resulting in the item/application being refused.

# DRAYTON VALLEY COMMUNITY PROFILE

Drayton Valley Economic Development 780-514-2200 Email: edo@draytonvalley.ca www.draytonvalley.ca

Page 30 of 96

# CONTENTS

- 01 Spirited & Resourceful
- 02 At a Glance
- 04 Advantages
- 05 Green Community
- 06 Economy
- 07 Labour force
- 08 Development

- 09 Education
- 10 Recreation
- 11 Government
- 12 Utilities
- 13 Health and Protective Services
- 14 More Information



# SPIRITED AND RESOURCEFUL

Welcome to Drayton Valley, a thriving and entrepreneurial community situated within Brazeau County and surrounded by wilderness and beauty.

In the early 20th century, European settlers made Drayton Valley their home and survived on the abundance of natural resources as trappers and lumbermen. Before long, mixed farming became a significant part of the economy, everything changed when oil was discovered in 1953.

The Pembina Oil Field proved to be a significant find, and its impact was immediate. More than 70 oil companies set up their field-based operations in Drayton Valley. The hamlet continued to grow, and was incorporated as a village in February 1956. The following year Drayton Valley was officially incorporated as a town.

Today, Drayton Valley is diversifying its economy. Home to the Bio-Mile® and the Clean Energy Technology Centre, Drayton Valley offers partnership opportunities for new

investors, promising growth prospects to existing businesses, and a supportive network for budding entrepreneurs.

Drayton Valley is known for its commitment to sustainability and green development. Several of its recent environmental initiatives have resulted in the creation of new bio-industry and a higher quality of life for residents. The Community Sustainability Plan puts Drayton Valley on a well defined path towards its very ambitious vision for the future.

Entrepreneurship is deeply ingrained in the Drayton Valley community and identity, which is why entrepreneurs are at the heart of its economic development strategy. The Town's mission is to catalyse an entrepreneurship ecosystem that supports entrepreneurs as they innovate, launch, commercialize, and expand business.

Come be part of the action!





# AT A GLANCE



This Community Profile is designed to provide you with a snapshot of the Drayton Valley community, from its population and key industries to the business environment and quality of life.

	Drayton Valley	Alberta	Canada
Population	7,000+	4,146,000	35,749,000
Trading Area	30,000+	N/A	N/A
Median Age	32	36.5	40.6
Median Family Income¹	\$90,259	\$97,390	\$76,550
Average Housing Cost <sup>2</sup>	\$365,000	\$385,304	\$432,189
2014 Average Rent 2 Bdrm <sup>3</sup>	\$915	\$1,238	\$1,259
2015 Housing starts	32	37,282	1,95,535
Travel Time to Edmonton	75 minutes	N/A	N/A
Travel Time to Resort Areas	3 hours	N/A	N/A
Travel Time to Int'l Airport	70 minutes	N/A	N/A
2015 Total Labour force	4,065	2,457,000	29,279,000
Total Private Dwellings	2740	N/A	N/A
Business Licenses	1,583	N/A	N/A

Source: Statistics Canada, CANSIM, table 111-0009,Last modified: 2015-06-26.
 Source: CREA, ewww.crea.ca/housing-market-stats/national-average-price-map
 Source: 2013 Housing Index

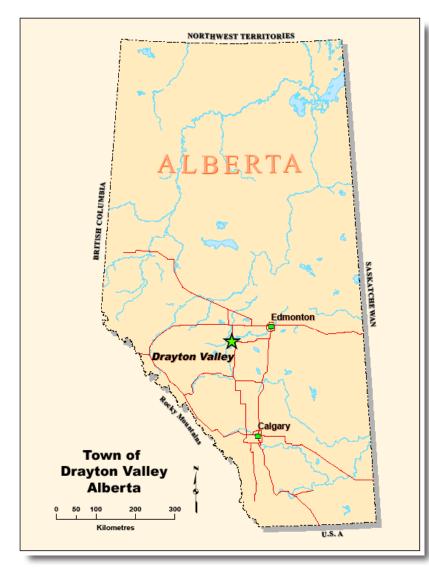
4. Source: CMHC, www.cmhc-schl.gc.ca/odpub/esub/64483/64483\_2015\_B01.pdf

**Air Services:** The Drayton Valley Municipal Airport is a 24 hour all-weather facility with a 5,066 foot runway that accommodates aircraft up to the size of a 737, with beacon guidance system, landing lights, parking on the apron, and refueling facilities for planes and helicopters.

Trucking: Drayton Valley has local operators to provincial and international trucking service providers.

Rail: Canadian National Railways Depot is located less than a half-hour north of Drayton Valley in the hamlet of Evansburg.

**Highways:** Primary Highways: 20, 22 (Cowboy Trail), North/South, 39, East/West Secondary Highways: 616, 620, 621, 753, 759, 105 km from Hwy 2 (QEII/Canamex) 46 km from Yellowhead (16)



#### Climate:

Sunlight 17 hrs/day in summer to 7 hrs/day in winter Average summer temp 10°C to 25°C Average Winter temp -16°C to -6°C Location: 53°13 20N 114°58 37W Elevation Above Sea Level: 766.30 M Geographical Size: 13.1 Km2 Located in west-central Alberta, Drayton Valley is adjacent to the North Saskatchewan River and is surrounded by forests of aspen, spruce, and pine. The rolling hills and vast farmlands that Alberta is known for can be seen when traveling west on Highway 39 into Drayton Valley from the Edmonton International Airport.

**Edmonton 145 KM:** Edmonton is Alberta's second largest city with a population of approx. 1 million. The city is a cultural, educational, and government centre as well as a staging point for large-scale oil-sands projects occurring in northern Alberta and large-scale diamond mining operations in the Northwest Territories.

**Calgary 306 KM:** Only 306km from Drayton Valley is the city of Calgary, situated at the confluence of the Bow and Elbow rivers. With a population of over 1 million, it is the largest city in Alberta, and the third-largest city in Canada. Calgary's economy includes energy, financial services, film and television, transportation and logistics, technology, health and wellness, retail, and tourism sectors.

#### Current leading industries:

Oil and gas, forestry, agricultre and tourism

#### Target industries:

Bio-industrial, green energy, Research & Development and education

# ADVANTAGES

#### **Track Record of Success**

Drayton Valley is home to many successful entrepreneurs with expertise in a range of sectors including oil and gas, bio-industrial, environmental protection, construction, and retail.

#### **Clean Energy Technology Centre**

The CETC offers entrepreneurs access to meeting rooms, conference facilities, and state of the art communications technology in a dynamic atmosphere full of innovative research, fresh talent, and experienced business leaders.

#### **Entrepreneurial Ecosystem**

Entrepreneurs in Drayton Valley enjoy the integrated support from community, local, provincial, and federal partners that all share an entrepreneurial focus and collaborate to foster success.

#### Land and Buildings

Drayton Valley has a large stock of available land for development, as well as a variety of existing buildings that can meet any need. Land availability includes publically-owned lands that are strategically located adjacent to industrial assets such as the Weyerhaeuser Mill, the CETC, and the Bio-composites Fiber Mat Plant.

#### **Entrepreneur Networks**

Entrepreneurs in Drayton Valley have access to a range of entrepreneur and business networks including a robust Women in Business Network, Synergy Group, Rotary Club International, and the Chamber of Commerce.

#### **Access to International Markets**

Entrepreneurs have easy access to domestic and international markets through the Edmonton International Airport, along with a robust program of support from the Alberta and Canada International Offices located around the world.

#### Access to Investors

The community enjoys a range of financial institutions, from large national banks, to credit unions, to provincial and federal financing programs. As a result, entrepreneurs have a variety of choices when it comes to accessing capital. In addition, many local residents have financial resources available to invest in start-ups that diversify and strengthen the local economy.

# A GREEN COMMUNITY

Drayton Valley is a community of blue sky thinking, and it has the infrastructure to prove it. The Town has invested in multiple projects that are leading the way in bio-industry, green energy, a beautiful local environment, and fresh clean water for all citizens.

#### **Clean Energy Technology Centre**

The Clean Energy Technology Centre (CETC) is an innovative centre and first of its kind in Alberta that provides focus on services for education and training, business development and incubation, and applied research and development. It will be a central knowledge hub for industry to access skills and development training, postsecondary education, business incubation, and resources for businesses to pursue alternative energy practices from their main-stream operations. The Centre is a 28,500 square foot facility with a large multi-event space able to seat 250 at tables or 400 using theatre seating. An onsite teaching kitchen is able to provide catering and culinary classes for the variety of events including: conferences, trade shows, career fairs, lectures, workshops, and community events.

#### The Bio-Mile®

The Town of Drayton Valley's Bio-Mile® is an area of industrial land located adjacent to the Weyerhaeuser sawmill and was established to attract businesses from the rapidly emerging bio-economy. It is designed to provide a home to companies focused on creating new products from waste products including bio-mass from the forestry and agriculture industries. There are currently several agreements in place with post-secondary institutions to partner on education and training opportunities.

#### The Pembina Institute

Drayton Valley is the founding location of the Pembina Institute, a Canadian non-profit think tank focused on clean energy. The mission of the Pembina Institute is to advance clean energy solutions through innovative research, education, consulting, and advocacy.



## ECONOMY

Drayton Valley has long been a regional hub of oil and gas, forestry and agriculture. It has a strong business community with a high percentage of local ownership. The community has made concerted efforts to ensure its own economic vitality. This is evidenced by the creation of the Bio-Mile® and Clean Energy Technology Centre to foster diversification.

#### Oil & Gas

Production in the Pembina Oilfield began in early 1953 with the discovery well located a few miles southwest of Violet Grove. Since then approximately 15,000 wells have been drilled, with many still in service today. The pipeline system that gathers the product and transports to Edmonton also picks up oil volumes from the Hinton area to the northwest and from the Willesden Green Field located approximately 65 kilometres south of Drayton Valley. This pipeline system, owned and operated by Pembina Pipeline, also gathers condensate at several gas plants in the Drayton Valley area.

#### Forestry

Located near two major forests, Drayton Valley is home to a thriving and growing forestry industry. Weyerhaeuser Canada Ltd. is the major manufacturing plant that produces lumber and is one of the largest employers in the area. The plant currently produces approximately 180,000 tons/year of waste wood that is a tremendous bio-industrial asset with a wide range of potential applications including electricity generation, cogeneration, biocoal, and biochar to name but a few.

#### Agriculture

6

Agriculture has been a leading industry in the area for 100 years. The majority of area farms are cow-calf operations that have grain and forage production for their own requirements. There are also purebred operators. Crop production ranges from pasture to oil seeds, with major crops being hay and oats. Opportunities in agriculture exist through diversification of emerging crops, mixed farming, and greenhouses.

#### Tourism

Tourism is an emerging industry in the area, with a growing number of outdoor enthusiasts enjoying the rivers, vast forests, and the Brazeau reservoir. The spring and summer are abundant with golfers, campers, fishermen, and ATV riders. Drayton Valley hosts numerous rodeos and agricultural events both indoor and outdoor. The close proximity to Edmonton, along with being located on the Cowboy Trail, make Drayton Valley a great choice for weekend getaways.

#### Arts and Culture

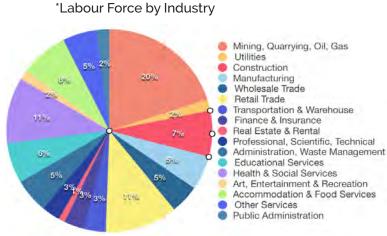
Arts & Culture is an exciting emerging industry in Drayton Valley. In addition to the Drayton Valley & District Museum and the Kinsmen Preforming Arts Festival, the Town has recently invested in the Eleanor Pickup Arts Centre. Emerging from the historic landmark Cardium Theatre, the new Centre hosts a wide range of arts-based activities such as music, drama, dance, festivals, fundraisers, community meetings, and gatherings.

#### Retail

The downtown is a pedestrian-friendly home to many businesses and services, the seat of municipal government, cultural attractions, parks, places of worship, and community events. This rich shopping experience is complemented by a shopping centre along Highway 22 that is home to the world's leading retail companies. This ensures that the area's residents and visitors find everything they are looking for, and more.

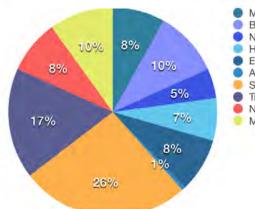
# LABOUR FORCE

At the centre of Drayton Valley is a population of skilled, enterprising, and creative people who believe in the value of hard work. They are ready to use the skills of yesterday to fill the jobs of tomorrow. The people of Drayton Valley are future-facing, supportive, and sincere. Community, family, and friendship are of the utmost importance to the people, and the community's focus is on achieving a high quality of life for all residents.



\*Forestry sector jobs are included in Manufacturing and Transportation

#### Labour Force by Occupation



Management
 Business, Finance, Administration
 Natural & Applied Sciences
 Health Occupations
 Education, Law, Government
 Art, Culture, Recreation
 Sales, Service
 Trades, Transport, Equipment
 Natural Resources, Agriculture
 Manufacturing, Utilities

#### **Demographics Snapshot**

Labour force	4065
High school Graduates	1435
Apprenticeship or Trades	760
With College Degree	1325
With University Degree	415
Self Employed	410
Employees	3645
Speaks English	4065
Over age 65	735

Data Sources: Statistics Canada Census of Population (2011)

## DEVELOPMENT

Off-site Levy Comparisons

Drayton Valley \$35,000.00/ha

Hinton Edson Leduc Red Deer \$56,200/ha 60% higher \$77,434/ha 121% higher \$110,000/ha 214% higher \$203,301/ha 481% higher

#### Mill Rates

Residential & Farmland	8.0041
Annexed Residential & Farmland	4.6810
Multi Residential	12.3770
Non-Residential	15.0183
Annexed Non-residential	12.7930
Machinery & Equipment	11.8046
Annexed Machinery & Equipment	9.2850

Keeping in line with the commitment to high quality and standards, the Town of Drayton Valley continues to focus on densification and future development projects that improve quality of life for residents. The total value of development permits for projects issued by the Town in 2015 was 34 million, which is reflective of a healthy, sustainable rate of growth in the local business community. There are currently many locations within the Town for new ventures to explore.

#### Permits

	Residential Permits	Commercial Permits	Industrial Permits	Other Permits	All Permits
2008	\$4,217,900	\$11,425,006	\$450,000	\$14,153,800	\$30,246,706
2009	\$6,064,745	\$5,354,371	N/A	\$8,270,700	\$19,689,816
2010	\$4,487,400	\$11,977,253	\$300	\$731,500	\$17,196,453
2011	\$7,553,674	\$6,062,128	N/A	\$641,500	\$14,257,302
2012	\$8,667,500	\$15,557,021	\$5,549,500	\$1,284,900	\$31,058,921
2013	\$8,369,979	\$23,004,011	\$20,825,000	\$17,178,632	\$69,377,622
2014	\$14,028,854	\$13,644,051	\$17,507,000	\$5,149,000	\$50,328,905
2015	\$5,519,100	\$12,972,636	\$9,672,500	\$6,688,773	\$34,853,009

Data Source: Planning and Development Annual Report 2015

The following plans are available on the Town's website:

#### Municipal Development Plan

http://draytonvalley.ca/wp-content/uploads/2014/09/Municipal-Development-Plan.pdf

#### **Community Sustainability Plan**

http://draytonvalley.ca/wp-content/uploads/2014/09/Apr.-2015-FINAL-DV-Sustainability-Report-2015-2019.pdf

#### **Area Structure Plans**

http://www.draytonvalley.ca/area-structure-plans

#### Social Development Plan

http://draytonvalley.ca/wp-content/uploads/2014/10/Apr.-2015-FINAL-DV-Social-Development-Report-2015-2019. Page 39 of 96.

# EDUCATION

Drayton Valley is a leader in providing high quality education, training, and skills development opportunities for all of it's citizens. The Town collectively recognizes that education is the key to overcoming barriers, increasing employability, and reducing poverty. Drayton Valley offers an excellent variety of schools as well as the opportunity to complete further education through Campus Alberta.

#### Early Childhood Development Centre

Located in the heart of our community, nestled in a neighbourhood that is home to a playground, a water splash park, and the Park Valley Pool is the Early Childhood Development Centre. It is open to children 12 months to 5 years, and operates Monday to Friday. The Centre has received multiple awards for innovation and high standard of care, including the Prime Minister's Achievement Award, as well as the Award of Excellence.

#### **Public Schools**

Drayton Valley is home to six public schools that are part of the Wild Rose School Division, and two schools that are part of the St. Thomas Aquinas Roman Catholic Separate School Division.

#### **Continuing Education**

NorQuest College offers diploma and certificate programs, along with foundational studies, continuing education, and professional development opportunities through full-time, part-time, online, distance, and hybrid delivery options.



9

## **RECREATION &** CULTURE



Drayton Valley has a number of recreation and cultural facilities and groups. Residents and visitors can easily enjoy a healthy active lifestyle and engage in the growing cultural industry the town has to offer. There are eight gyms and three golf courses in the area, a beautiful trail system and four seasons of events including rodeos. the Kin Club Preforming Arts Festival and the Farmers Markets to name but a few opportunities. There is also a wide range of service clubs in the town that provide opportunity for involvement in community service and volunteerism. For visitors, the three conference centres, five campgrounds, and 650+ hotel rooms including leading international hotels make Drayton Valley a preferred stop for both business and pleasure.

#### The Omniplex

The Omniplex encompasses three multi-purpose recreation facilities, all under one roof. Conveniently located in the heart of Lions West Valley Park, the Omniplex is surrounded by five baseball diamonds, a soccer field, the rodeo grounds, a secluded day-use park, and a 40site full-service RV Park. It is an ideal location for trade shows, conferences, exhibitions, recreational events, and agricultural shows.

#### Park Vallev Pool

Park Valley Pool is 25 metres long with five swimming lanes, and it features a ramp entry into a wading area, two slides, a Tarzan rope, a hot tub, and a viewing area with concession machines.

#### A sample of the recreation and cultural organizations in Drayton Valley:

Derrick Boxing Club ATV Club Badminton Club Brazeau Bow Benders Archery Club Forever Linked Line Dancers Brazeau Gymnastics Club Brazeau Snowmobile Club Everareen Shootina Club Dravton VallevPaddling Club Dravton Vallev Horse Club Golden Phoenix Tae Kwon Do Neptune Summer Swim Club

The River Valley Players Drayton Valley Historical Society Drayton Valley Multicultural Assoc. Communities in Bloom Drayton Valley Fine Art Society and so much more!

## GOVERNMENT

#### **Municipal**

The Town of Drayton Valley is governed by a Mayor and six Councilors. The Council makes decisions that relate to local issues and services. As per the Municipal Government Act, Council sets the overall direction for the Town through the creation and review of policies and programs.

5120 - 52 Street, Box 6837 Drayton Valley, AB T7A 1A1 Main Phone: 780-514-2200 Fax: 780-542-5753 Mayor Glenn Mclean Email: mayor@draytonvalley.ca

Government of Canada Member of Parliament (MP)

Mr. Jim Eglinski MP for Yellowhead Constituency Office PO Box 7887, Station Main, 119-50th Street, Edson, AB T7E 1V9 Phone Number: 780-723-6068 Fax Number: 780-723-5060

#### Government of Alberta Member of Legislative Assembly (MLA)

Mr. Mark Smith MLA for Drayton Valley-Devon Constituency Office 5136B - 52 Avenue, Drayton Valley, AB T7A 1S5 Phone: 780-542-3355 Toll-Free: 1-800-542-7307 Fax: 780-542-3331 Email: draytonvalley.devon@assembly.ab.ca



From left to right: Councillor Nicole Nadeau, Councillor Dean Shular, Councillor Brandy Fredrickson, Mayor Glen McLean, Councillor Fayrell Wheeler, Councillor Graham Long, Councillor Deb Bossert

### UTILITIES



# State of the Art Drayton Valley Water Treatment Plant

In 2015, a 11,000 square foot Water Treatment Facility was built to meet the needs of Drayton Valley residents for the next 40 years. The new facility has treatment capacity of 18 million litres per day, as well as 2800 m<sup>3</sup> potable storage capacity. The treatment process is an advanced membrane filtration system. Other sustainability features are solar panels, a green roof, and a high performance building envelope to reduce energy requirements.

Electricity	Fortis Alberta Enmax Epcor Direct Energy
Natural Gas	Atco Gas Evergreen Gas Co-op Ltd.
Telecommunications	Dunn-Right Communications Keltech Communications Inc Pdq Communication Services Go West Wireless CCI Wireless Shaw Telus Bell Xplorenet
Water Waste Management	Town of Drayton Valley Town of Drayton Valley
Rates	
Water Sewer Gas Electricty	\$1.6/m <sup>3*</sup> \$1.4/m <sup>3*</sup> \$2.16/GJ** \$.042/kWh**

\*These figures are based on the 2016 Town of Drayton Valley fee schedule. \*\* These rates are subject to vary depending on service provider.

# **HEALTH AND PROTECTIVE SERVICES**

Dravton Valley has a general hospital, two clinics, a Primary Care Network. and a community health centre to provide quality health care services to Drayton Valley and area residents.

#### **Drayton Valley Hospital**

The Drayton Valley Hospital and Care Centre is an acute care and longterm care facility. Services offered include continuing care and 24-hour emergency. The Hospital currently has 34 acute care beds and 50 longterm care beds, with medical services provided by a 14-physician staff.

#### **Dialvsis Unit**

The Satellite Dialysis Unit has capacity of four chairs and is housed in the Acute Care area. Residents of the Drayton Valley community have been well served by this outreach program for many years.

#### **Community Cancer Centre**

This Centre offers increasingly complex chemotherapy to clients living with cancer by specially trained physicians and registered nurses.

#### Drayton Valley Community Health Centre

Community based health programs work in the community to protect. promote, prevent, rehabilitate, support, and treat.

#### **Serenity House**

Supportive housing is an alternative living arrangement for the elderly, physically challenged, and/or early onset alzheimers. Its purpose is to retain the resident's independence, while allowing them the comfort of living next to a hospital. The housing units are on the ground floor. Residents are offered security and maintenance in exchange for a monthly condo fee.

#### **Associated Ambulance**

Associated Ambulance is currently under contract to provide service in Dravton Valley, Associated Ambulance is comprised of a management team with a wealth of experience in the EMS service industry.

#### **Fire Services**

Drayton Valley serves as headquarters for the region's fire services. There is a total staffing level of 65 men and women. In addition, the Town has plans to establish an emergency training centre in the future.

#### **Police Services**

Drayton Valley is served by the Royal Canadian Mounted Police with 19 RCMP members, including a Staff Sergeant as Detachment Commander, 1 Sergeant, 3 Corporal Supervisors, and 14 Constables. There is also a Municipal Public Safety Officer and Community School Resource Officer who serve the area.



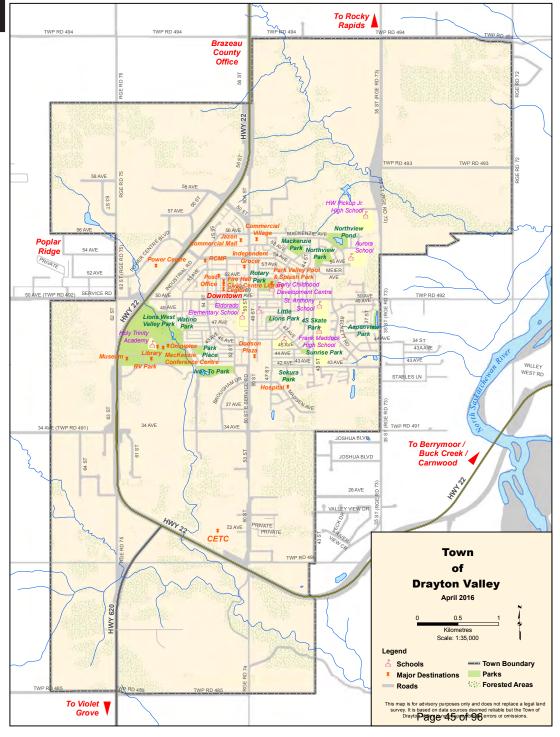
Page 44 of 96

# MORE INFORMATION

For more information please contact the Economic Development Manager: 780-514-2200 Email: edo@draytonvalley.ca

For information regarding Planning and Development: Phone: 780-514-2211 Email: Planning@draytonvalley.ca





# **Powered by Entrepreneurs:**



### Economic Development Strategy 2016-2018

Drayton Valley Economic Development 780-514-2200 Email: edo@draytonvalley.ca

### CONTENTS

Executive Summary	.3
1.0 Introduction	.6
2.0 Foundation	8
3.0 Theory	.12
4.0 Strategy	.16
5.0 Analysis	.18
6.0 Performance Framework	.31
7.0 Tactical Plan	32
APPENDIX A	.36
APPENDIX B	.37

### EXECUTIVE SUMMARY

#### Drayton Valley's Opportunity

Drayton Valley has a tremendously entrepreneurial spirit. The Town has an opportunity to embrace this by strengthening the entrepreneurship ecosystem and supporting entrepreneurs to launch and expand businesses. Doing so will create synergy among a wide range of partners, while leveraging local talent, creativity and support to innovate and diversify the local economy. The result will be the growth of emerging sectors, local investment, utilization of local workforce and sustainable growth of the community.

#### Vision

Drayton Valley is the most sustainable town in Alberta as a result of its entrepreneurial leadership, innovation and economic diversification.

#### Strategy

The Town of Drayton Valley's economic development strategy is to leverage local talent, creativity and investment to foster entrepreneurship and diversify the economy.

#### Mission

Our mission is to catalyze an entrepreneurship ecosystem that supports entrepreneurs as they innovate, launch, commercialize and expand businesses in Drayton Valley.

#### **Community Economic Development Principles**

- 1) Promote local ownership of business
- 2) Enhance local self-reliance
- 3) Build an entrepreneurial ecosystem
- 4) Celebrate business that demonstrate the Triple Bottom Line (TBL) People, Profits, Planet



#### Goals

- 1) Catalyze an entrepreneurship ecosystem
  - a. Establish a Start Up community of entrepreneurs
  - b. Strengthen the capacity of entrepreneur support systems
- 2) Support entrepreneurs to innovate, commercialize and expand businesses
  - a. Foster entrepreneurship through awareness, education and training
  - b. Support entrepreneurs through business incubation and targeted services

#### Strategic Lens

In determining the viability of opportunities and responding strategically to new information, the Town will apply a consistent lens of analysis:

#### How can this promote, strengthen, advance and leverage local entrepreneurs?



#### **Tactical Plan**

The tactical plan to implement this strategy is to:

- 1) ENGAGE the community
- 2) INSPIRE entrepreneurship
- 3) SUPPORT entrepreneurs
- 4) REINFORCE the ecosystem

#### **Performance Measures**

To monitor and assess the success of the strategy, a variety of performance measures and targets have been outlined, including internal, program and strategic outcome measures. Most notably, the strategic measures relate to jobs, investment, entrepreneurs and new enterprises.

### **1.0 Introduction**

#### 1.1 Background

In the summer of 2015 the town of Drayton Valley contracted the firm Keystone Strategies to conduct a business survey and compile a report on their findings. The economic development department then set out to develop a Community Economic Development Strategy that would guide the Town's economic development efforts. This strategy is supported by a detailed Community Profile that provides an economic snapshot of Drayton Valley.

#### 1.2 Purpose

This strategy is intended to be easily understood, communicated and implemented. It is not intended to be a comprehensive report. It draws on a wide range of reports and plans that were invaluable in establishing the context, including:

- Drayton Valley Community Sustainability Plan
- Drayton Valley/Brazeau Joint Economic Development Strategy 2013
- Branding workshops hosted by Cossette and the Town of Drayton Valley in 2015
- Council and Senior Management Economic Development Workshop Oct 2015
- Keystone Strategies' report on business survey 2015

The purpose of this strategy is to:

- 1) Establish a strategic lens through which the Town can view its economic development policies, programs and priorities
- 2) Guide the allocation of resources (time, energy and money) to achieve high impact
- 3) Create a framework for collaboration with key community stakeholders

### 2.0 Foundation

#### 2.1 Economic Context

This section provides a high level summary of the present situation in Drayton Valley from the economic development perspective and summarizes our research findings.

Drayton Valley has long been a regional hub of oil and gas, forestry and agriculture. It has a strong business community, with a high percentage of local ownership. The community has made concerted efforts to ensure its own economic vitality. This is evidenced by its timely response to the closure of the Weyerhaeuser OSB plant in 2007, and subsequent creation of the Bio-Mile® and Clean Energy Technology Centre to foster diversification and utilization of the resulting wood waste.

Currently, many businesses in the town are impacted by oil and gas activity. Since 2014, the price of oil has seen a dramatic decline, resulting in reduced oil and gas activity in the region. This low oil price trend is expected to last through 2016 and into 2017, if not beyond.

This lull in activity provides an opportunity for local businesses and entrepreneurs to examine their operations and recalibrate their focus. In doing so, they can leverage the power of the local workforce by pivoting it into the direction of emerging opportunities. One key component is an infusion of investment into the local economy.

Therefore, Drayton Valley is at a turning point, where change is inevitable. It is critical to create a coherent and potent economic development strategy that captures Drayton Valley's roots as well as its vision for the future. This strategy will serve as a guideline for how the Drayton Valley economic development programs should behave across all touch-points.

#### 2.2 Outcomes of Economic Development Workshop 2015

In October 2015, a community economic development workshop was held with Council and senior management to establish a foundation of common understanding and get input from participants. Based on an analysis of the input received, the following is a

condensed list of themes of a successful economic development program:

- 1) Diversify the Economy
- 2) Support entrepreneurs and start-ups
- 3) Create economic sustainability, stability and resilience
- 4) Support growth in Retail, Tourism and Bio-industrial
- 5) Foster investment
- 6) Strengthen the business community

#### 2.3 Town of Drayton Valley Community Sustainability Plan

#### 2.3.1 Vision Statement

"Drayton Valley places people first through its initiatives to encourage an active, creative and engaged community. By building partnerships and connecting people, Drayton Valley ensures an enduring economy, as it move towards a sustainable future. The spirit of our heritage and entrepreneurship shows in our community's leadership in innovation and is demonstrated in our progressive actions in creating opportunities."

"The Town of Drayton Valley Sustainability Plan aims to ensure the continued growth and strength of Drayton Valley. Community sustainability and resiliency in every respect from financial to social, from matters of environment to land development and more are essential to our future"

#### 2.3.2 Goals for Economic Development

Goals for economic development within the Community Sustainability Plan include:

- 1) There is a vibrant, strong and diverse economic base within our community.
- 2) There are strong, inclusive relationships between municipalities, businesses, academic institutions and other stakeholders
- 3) Citizens have access to programs that provide support to overcome barriers, increase employment, reduce poverty, and create opportunities to participate in the community
- 4) There are fulfilling employment opportunities available for all those seeking work

The Plan also identifies a number of strategies that will support the goals of economic development. Many of these strategies are valid and warrant further pursuit if the Town wishes to achieve its stated economic development goals.



#### 2.3.3 Strategies for Economic Development

Strategies from the Sustainability Plan that align closely with the recommendations include:

- 1) Attract, facilitate and promote business development
- 2) Promote the CETC as a local training and business development centre and as a direct link to business development, industry and education
- 3) Develop relationships with key partners to support business development
- 4) Strengthen local business organizations/strengthen the local Chamber of Commerce and engage its membership in municipal planning
- 5) Support business through shared leadership
- 6) Enhance the joint economic development plan with Brazeau County (Intermunicipal relationship for economic development and tourism)
- 7) Develop mentorship opportunities with key employers so that potential employees can better understand skills and employment needs

As an official document adopted by Council, the Town of Drayton Valley Community Sustainability Plan 2015-2019 already contains many strategies that can be implemented to improve economic development success. This economic development plan will build on these already approved strategies.

#### 2.4 Municipal Development Plan (Feb 2013)

The Municipal Development Plan addresses the need for the Town to ensure there is sufficient serviced land to meet all reasonable needs. The Plan predicts an average of 38 new housing units per year.

The MDP recognizes the need to build on the existing industrial land uses, and encourages value-added operations. The MDP also recognizes the investment and need to continue to pursue the Bio Mile initiative, where waste products from forestry and agriculture can be turned into value-added products in other industries.

#### 2.5 Brazeau County Business Visitation Initiative 2014

Brazeau County, in partnership with the Town of Drayton Valley conducted a Business Survey in 2014, using telephone surveys and in-person interviews. Surveys were conducted within Brazeau County, Village of Breton and the Town of Drayton Valley. Significant changes have taken place in the local economy since this survey was completed, but the information gathered is helpful in providing insight into future economic development efforts for the Town of Drayton Valley.

#### 2.6 Strategy Design Criteria

Strategic planning is a common practice in the field of economic development. By contrast, coherent strategies that are simple, compelling and broadly embraced are extremely rare – almost as rare as strategic plans that achieve their intended outcome. This strategic plan has at its heart a strategic lens that is intended to not only provide clear direction on how to implement core economic development activities, but also how to evaluate and respond to new information, variables, risks and opportunities. Due to limited resources, for any economic development strategy to be successful on a large scale, it has to resonate with a wide range of partners, which requires both clarity and timeliness. A scalable strategy is one that has the ability to increase performance and efficiency as workload increases. Therefore, the following is a set of strategy design criteria:

- 1) Clear, Compelling and Sharable
- 2) Embraced by partners
- 3) Timely
- 4) Scalable

### 3.0 Theory

#### 3.1 Traditional Economic Development

The field of economic development has a long tradition, characterized by economic developers hunting for businesses who in turn are looking for cheap land, cheap labour, low taxes and public incentives.

This world view positions communities as being interchangeable and dispensable to the business community and therefore in direct competition with one another for investment.

The core activities of a traditional economic development program are:

- 1) Business Retention and Expansion
- 2) Investment Attraction
- 3) Entrepreneurship and Small Business Support
- 4) Workforce Development

The problem with this worldview is that it is not sustainable. It requires a constant inflow of investment from sources that are only committed to the local community as long as it serves their financial bottom line. By contrast, local business and local investment are based on more than the financial bottom line. They inherently have social awareness and by and large, environmental awareness.

#### 3.2 Community Economic Development (CED)

An alternative to traditional economic development is CED. According to the Canadian Community Economic Development Network:

"CED is an approach that recognizes that economic, environmental and social challenges are interdependent, complex and ever-changing. To be effective, solutions must be rooted in local knowledge and led by community members. CED promotes holistic approaches, addressing individual, community and regional levels, recognizing that these levels are interconnected" To achieve local economic prosperity through CED there are 4 practical rules:

- 1) Promote local ownership of business
- 2) Enhance local self-reliance
- 3) Build an entrepreneurial ecosystem
- 4) Celebrate business that demonstrate Triple Bottom Line (TBL) People, Profits, Planet

Communities can leverage the expertise of the economic development profession while adopting a more holistic and sustainable approach to community development by integrating it with community economic development (CED) principles.

#### 3.3 Entrepreneurial Ecosystems

Entrepreneurship is at the heart of a lot of leading edge economic development theory and practice in the 21st century. The most important and prevalent concept at the centre of entrepreneurship is the Entrepreneurial ecosystem. In July 2010, the Harvard Business Review published an article by Daniel Isenberg, Professor of Entrepreneurship Practice at Babson College, entitled "How to Start an Entrepreneurial Revolution." In this article, Isenberg describes the environment in which entrepreneurship tends to thrive. Drawing from examples from around the world, the article proposes that entrepreneurs are most successful when they have access to the human, financial and professional resources they need, and operate in an environment in which government policies encourage and safeguard entrepreneurs. This network is described as the entrepreneurship ecosystem.

### ENTREPRENEURSHIP ECOSYSTEM

Leadership	Government	
Unequivical Support Social Legitimacy Open Door for Advocate Entrepreneurship Strategy Urgency, Crisis Challenge	Institutions Financial Support Regulatory Framewo Tax Benefits	Research Institutes Venture-Friendly Legislation ork Incentives Bankrupty, Property Rights, Contract Enforements, Labour
Early Customers		Financial Capital
Early Adopters Expertise in Productizing Reference Customer First Reviews Distribution Channel Networks	Policy rkets Fin	Micro-loans Angel Investors Zero-stage Venture Capital Private Equity Public Capital Markets Debt
Entrepreneurs Network Diaspora Networks Multinational Corps Hum		Success Stories Visable Success Wealth Generation for Investors International Reputation
Labour Cap Skilled and Unskilled Serial Entrepreneurs Later Generation Family Education Institutions	ital Supports	Culture Social Norms Tderance of Risk, Mistake and Failure Social Status of Entrepreneur Wealth Creation Ambition, Drive, Hunger
General Degrees Specific Entrepreneur Training		
Infastructure	Support Professions	Non-Government
Telecommunications Transportation & Logistics Energy Zones, Incubation Centres, Clusters	Legal Accounting Investment Bankers Technical Experts, Advisors	Entrepreneur Promotion in Non-Profit Business Plan Contests Conferences Entrepreneur-friendly association

#### 3.4 Boulder Thesis

The key ingredients to building a vibrant entrepreneurial ecosystem has recently been crystalized by Brad Feld in his 2012 landmark book "Startup Communities" in which he documents his experience in being part of start-up communities in Boulder, Colorado. In doing so, he articulates what he calls the "Boulder Thesis", which states:

- 1) Entrepreneurs must lead the Startup community
- 2) The leaders must have a long-term commitment
- 3) The start-up community must be inclusive of anyone who wants to participate
- 4) The start up community must have continual activities that engage the entire entrepreneurial stack

The Boulder Thesis has become the touchstone of entrepreneurship movements across the globe, included a national effort in the US led by the Obama Administration called Start Up America. Here at home, Startup Canada is a grassroots network of entrepreneurs working together to build an environment for entrepreneurship in Canada. Through online platforms, grassroots Startup Communities and cross-sector initiatives, Startup Canada is advancing entrepreneurial momentum and a culture of entrepreneurship, as the voice of Canadian entrepreneurs. As a result, Startup Communities have been launched in 17 communities across the country including all major cities, as well as a small handful of smaller communities looking to grow from within.

#### 3.5 Entrepreneurship and Types of Enterprises

Entrepreneurship traditionally characterizes people who launch, develop and grow businesses. Today, there is a broad range of enterprises that are utilizing market principles to drive community economic development. In addition to conventional businesses, the following are a few examples of types of enterprises that are included in the concept of entrepreneurship:

- B Corps are for-profit companies certified by the nonprofit B Lab to meet rigorous standards of social and environmental performance, accountability, and transparency
- 2) Social Enterprises are an organization or initiative that marry the social mission of a non-profit or government programs with the market-driven approach of a business
- 3) Co-operatives and Credit Unions are owned and operated by their members. This means co-ops are democratically controlled. Each member has one vote, regardless of how much investment is made in the co-operative or credit union

#### 3.6 Drayton Valley's Opportunity

Drayton Valley has the opportunity to embrace the entrepreneurial spirit of its residents by focusing its economic development efforts on building an entrepreneurship ecosystem. Doing so will create synergy among a wide range of partners, while leveraging local talent, creativity and support to innovate and diversify the local economy. The result will be the growth of emerging sectors, local investment, utilization of local workforce and sustainable growth of the community. By focusing resources on building an entrepreneurial ecosystem and inspiring leadership among local entrepreneurs, the Town of Drayton Valley can turn its comparatively small population into a highly concentrated hub of innovation and business activity that drives sustainable, high-value growth for decades to come.



### 4.0 Strategy

#### 4.1 Vision 2030

Drayton Valley is the most sustainable town in Alberta as a result of its entrepreneurial leadership, innovation and economic diversification.

#### 4.2 CED Principles

- 1) Promote local business ownership
- Enhance local self-reliance
   Build an entrepreneurial
- Build an entrepreneurial ecosystem
   Calabasta business that
- 4) Celebrate business that demonstrate the Triple Bottom Line (TBL) - People, Profits, Planet

#### 4.3 Strategy

The Town of Drayton Valley's economic development strategy is to leverage local talent, creativity and investment to foster entrepreneurship and diversify the economy.

#### 4.4 Mission

Catalyze an entrepreneurship ecosystem that supports entrepreneurs as they innovate, launch, commercialize and expand businesses in Drayton Valley.

#### 4.5 Goals

- 1) Catalyze an entrepreneurship ecosystem
  - a. Establish a Startup community of entrepreneurs
  - b. Strengthen the capacity of entrepreneur support systems
- 2) Support entrepreneurs to innovate, commercialize and expand businesses
  - a. Foster entrepreneurship through awareness, education and training
  - b. Support entrepreneurs through business incubation and targeted services

#### 4.6 Strategic Lens

In determining the viability of opportunities and responding strategically to new information, the Town will apply a consistent lens of analysis:

How can this promote, strengthen, advance and leverage local entrepreneurs?

#### 4.7 Key Community Assets

Drayton Valley has a robust business community and a wide range of tremendous community assets. These assets can be leveraged to establish unique economic development opportunities. A SWOT analysis of key community assets through the Strategic Lens, along with recommendations on how to leverage them, can be found in Appendix A.



### **5.0 Analysis**

#### 5.1 Interpretation

This analysis is intended to provide guidance in the implementation of the Town's economic development strategy. The activities outlined overlap significantly with one another, creating convergence between a range of outcomes. It is intended that discretion will be used to ensure that resources are allocated where they are most likely to achieve success, not simply because they are outlined here. This provides economic development practitioners with the flexibility needed to be collaborative and innovative in achieving results for the community.

In each of the following sections, an introduction is provided, followed by a brief outline of how the strategic lens can be applied, and concluding with a set of key activities.

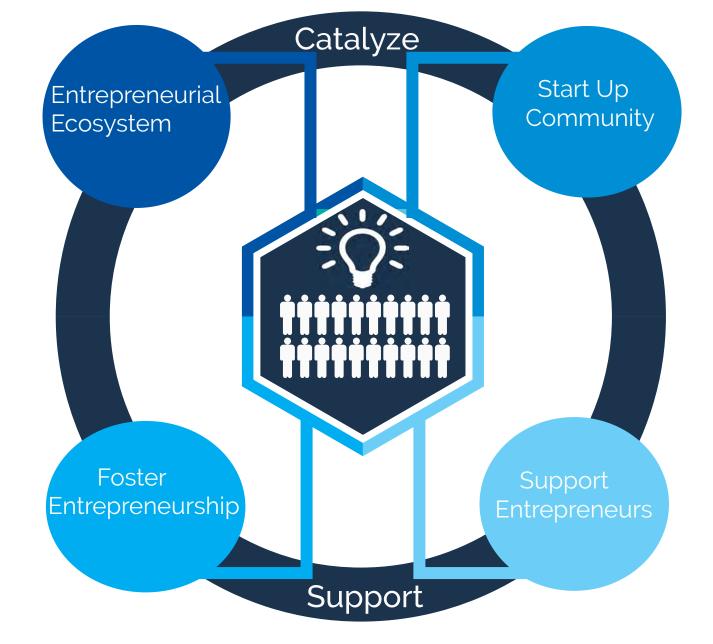
#### 5.2 Entrepreneurship

Entrepreneurs are at the heart of Drayton Valley's economic development strategy. Entrepreneurs are at various places on a continuum, with some having been extremely successful in launching numerous business ventures, while others run a single business, and yet others have not yet begun their entrepreneurial journey. The goals of the strategy are two fold:

#### 5.2.1 Catalyze an entrepreneurship ecosystem

This includes the following key activities:

- A) Work with local entrepreneurs to establish a Startup Community in Drayton Valley, and leverage resources available through Startup Canada.
- B) Foster an inclusive network of entrepreneurs
- C) Engage business service providers including, but not limited to local, provincial and federal governments, education institutions, and community organizations to strengthen the network of business supports, reduce redundancy, leverage resources, and enhance accessibility through communication.
- D) Work with entrepreneur community to identify and address gaps in the local entrepreneurial ecosystem
- E) Support activities and promote Start Up Drayton Valley





### *5.2.2 Support entrepreneurs to innovate, launch, commercialize and expand businesses*

This includes the following key activities:

- A) One-on-one advice and coaching for entrepreneurs through regular open office hours in a welcoming environment
- B) Advancing specific business opportunities through investment attraction, partnership development and marketing support
- C) Intensive entrepreneurship training and support through simulation, incubation and/or acceleration programs
- D) Improve online tool to assist entrepreneurs in starting businesses

### WANTREPRENEUR TO ENTREPRENEUR





#### 5.3 Business Retention and Expansion

Business Retention and Expansion (BR+E) is a structured action-oriented, community-based approach to business and economic development. It promotes job growth by helping communities learn about issues as well as opportunities for local businesses and sets priorities for initiatives to address their needs.

The BR+E program uses trained volunteers to visit businesses and conduct confidential interviews with the senior level management, owners or managers. Data analysis and action planning is then undertaken to address issues and opportunities.

STRATEGIC LENS – Utilize a BR+E program to promote entrepreneur events, programs, training, mentorship and problem solving. This will assist the individual business to address current challenges and leverage opportunities. It will also build connections between businesses who can help each other and identify strategic opportunities to enhance the entrepreneurial ecosystem.

The following are the key steps to implementing a BR+E program:

- A) Strike a leadership team of 4-5 community leaders and decisions makers
- B) Recruit a task force of community leaders from wide range of back grounds that touch on economic development
- C) Train volunteers from the task force to conduct survey
- D) Review survey with task force and outline actionable items
- E) Develop action plan with clear measures
- F) Form implementation teams to tackle priority actions
- G) Provide updates and information on key issues to council
- H) Continue the process on an ongoing basis

#### 5.4 Investment Attraction

Investment attraction is what is often thought of as the primary economic development activity. It entails strategic identification of best potential investment targets and then seeks to get their attention through a number of direct and indirect ways. However, this approach to economic development places resources on looking for solutions outside of the community, rather than developing community-based solutions. By contrast, a community based approach to investment focuses on developing and strengthening local financial institutions and leveraging investment funds from the local community in support of entrepreneurs. This can include supporting local credit unions, cooperatives, investment funds, etc.

STRATEGIC LENS – An investment attraction program can be developed that is designed to channel investment into business opportunities in support of local entrepreneurs.

This includes the following key activities:

- A) Work with existing financial institutions and community organizations (i.e. Community Foundation) to assess local needs and identify the most appropriate solutions
- B) Develop an up-to-date, comprehensive and compelling community profile that provides local businesses and entrepreneurs with high quality data and information that makes developing business cases easier and more likely to attract needed capital
- C) Support local entrepreneurs in developing specific business opportunities through targeted marketing initiatives including business case development

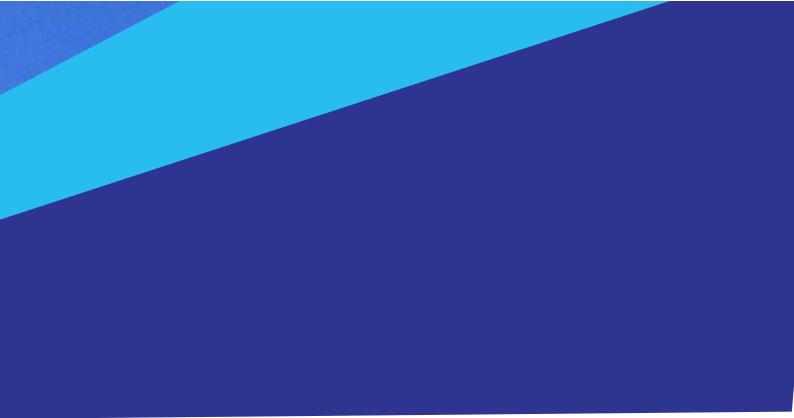


#### 5.5 Workforce Development

In economic development there are two general approaches to workforce development: sectoral and geographical. The sectoral approach seeks to develop a workforce in support of a specific industry sector as part of a broader sector based strategy. The primary goal in the sectoral approach is to establish a competitive advantage to attract investment. The geographical approach by contrast, seeks to create employment opportunities for the local population. The primary goal is to address social challenges such as poverty, drug addiction andjoblessness through workforce development and economic prosperity.

STRATEGIC LENS - Workforce development can be utilized to advance entrepreneurship in three key ways:

- A) Provide entrepreneurship training to local youth, businesses, and prospective entrepreneurs
- B) Conduct a Workforce Opportunity Assessment to identify and promote opportunities to leverage unique local skill sets to entrepreneurs
- C) Provide training that responds to the workforce needs of local entrepreneurs



#### 5.6 Community Engagement

Community engagement is central to the success or failure of a community based strategy. To be successful, it requires long-term commitment, a people-centered approach and investment in trust building. To implement an economic development program that scales, a wide range of community stakeholder groups need to connect, understand and embrace the strategy. Target groups including youth, existing businesses, the public, local entrepreneurs, business service providers, ecosystem supporters (ie governments, institutions) and external audiences.

STRATEGIC LENS – A comprehensive approach to community engagement promotes and advances entrepreneurship by raising awareness of entrepreneurial development opportunities and fostering an inclusive network among entrepreneurs.

The following are key activities:

- A) Conduct a Business Retention and Expansion program (outlined in 5.3)
- B) Develop a youth outreach program to raise awareness of entrepreneurship
- C) Celebrate the success of local entrepreneurs that demonstrate leadership and and strengthen the entrepreneurial ecosystem
- D) Promote events and activities in support of entrepreneurship
- E) Build connections with other startup communities including Smithers, Edmonton Calgary, and Boulder
- F) Sponsor Business Forums to strengthen ecosystem

#### 5.7 Target Sectors

Key sectors in the Drayton Valley economy include oil and gas, forestry, and agriculture. However, the recent decline in the price of Oil has dramatically impacted the local economy. As a result, there is an immediate need to diversify the economy in order to attract investment, jobs and disposable income. Sectors requiring specific attention are retail, bio-industrial processing, culture and tourism as well as clean energy.

STRATEGIC LENS - At the centre of each of these sectors are local entrepreneurs. The Town alone can have a limited impact on the growth of these sectors. More often than not, efforts to kickstart sector growth that are led by government, fail to achieve economic viability. The strategic opportunity is to allow local entrepreneurs to point the direction, and provide the support they need to achieve results.

The following are key activities:

- A) Organize sector-based roundtables to broadly engage the entrepreneurial eco system stakeholders unique to each sector
- B) Mobilize and support entrepreneurs in enhancing the aesthetics, appeal and functionality of commercial districts
- C) Facilitate cultural industry capacity building in collaboration with local entrepreneurs, artisans and community volunteers
- D) Identify, develop and promote tourism packages to attract visitors
- E) Collaborate in the development of incubation programs and activities with local and outside partners
- F) Provide support to local entrepreneurs in the development of value/supply chains and markets relating to bio-fibre processing

#### 5.8 Internal Capacity

The Town of Drayton Valley can leverage its human resources, policy and funds to support economic development by creating convergence around shared outcomes. Creating convergence requires working closely with department heads and program leaders to assess programs through the Strategic Lens. Doing so will provide a foundation for greater coordination, program efficiency, and higher impacts on the local economy.

STRATEGIC LENS – A wide range of Town policies, programs and projects impact the entrepreneurial community. Strengthening the ecosystem will result in more coherent input on municipal issues. Conversely, a wide range of programs can be used as part of an outreach effort to raise awareness of entrepreneurship programs and engage entrepreneurs in the startup community.

The following are key activities:

- A) Improve the quality of economic data available by revamping the municipal business licensing process using the Alberta Business Counts program and incorporating a business vitality survey and client relationship management (CRM) program
- B) Utilize GIS mapping to develop and maintain an inventory of available land and buildings in collaboration with local real estate entrepreneurs
- C) Collaborate with municipal conference facility staff and local tourism entrepreneurs to develop a conference attraction strategy
- D) Develop a lead protocol to ensure a streamlined process of responding to investment inquiries

# 5.9 Prospective Partners

Building and implementing a successful economic development strategy requires leveraging resources through partnerships. This starts with strong interpersonal relationships, identifying shared priorities and finally, collaborating on specific programs and projects aimed at achieving shared outcomes.

STRATEGIC LENS - A wide range of community, government, and institutional partners have identified entrepreneurship as a top economic development priority. This will allow Drayton Valley to tap into resources while leading the way for small urban communities in Alberta.

# **Prospective Partners include:**

- 1) Chamber of Commerce
- 2) Hospitality and Tourism Authority
- 3) Agriculture Society
- 4) Rotary Club
- 5) Post Secondaries
- 6) Campus Alberta Partners
- 7) Community Foundation
- 8) Brazeau County
- 9) Parkland County
- 10) Pembina Area Synergy Group
- 11) Communty Futures Capital Region
- 12) Metis Association
- 13) Wild Rose School Division and STAR Catholic School
- 14) Federation of Canadian Municipalities
- 15) Alberta Innovates
- 16) Travel Alberta
- 17) Business Link
- 18) Government of Alberta
  - a. Economic Development and Trade
  - b. Culture and Tourism
  - c. Advanced Education
  - d. Education
  - e. Agriculture and Forestry
  - f. Labour
  - g. Indigenous Relations
  - h. Environment and Parks
  - i. Energy
- 19) Start Up Communities
- 20) Government of Canada
  - a. Small Business and Tourism
  - b. Innovation, Science and Economic Development
  - c. Agriculture and Agri-food
  - d. International Trade
  - e. Employment, Workforce and Labour
  - f. Natural Resources



# The following are key activities:

- A) Organize and facilitate a community economic development strategic planning session to develop a community-based plan that includes a broad spectrum of partners
- B) Develop an inventory of entrepreneurship programs and business services
- C) Establish partnerships in support of entrepreneurs and the ecosystem
- D) Organize and host regular interagency meetings of stakeholders that support entrepreneurship.

# 6.0 Performance Framework

There are three sets of performance indicators that will be used to evaluate the progress and success of the economic development strategy: Internal; Program; and Strategy. Each have specific audiences and are intended to evaluate and track progress for different purposes.

# 6.1 Internal Performance

In order to gauge the level of satisfaction with the economic development program with internal staff and Council, a brief annual questionnaire will be administered. Similarly, an annual survey of participants in the entrepreneurship ecosystem will be done to assess the progress, challenges and opportunities facing the start up community. This will allow for the gathering of valuable feedback, while generating insights and ideas to leverage in the future. The results will be included in an Annual Report.

# 6.2 Program Performance

Program performance measures will be developed on an annual basis and are intended to provide regular progress updates for senior management and Council. However, due to their specific nature, some of the activities and corresponding performance measures will change in order to be responsive and outcome oriented. A table that outlines the program activities identified in the Action Plan, as well as corresponding performance indicators and targets can be found in Appendix B.

# 6.3 Strategy Performance

The most important performance indicators are those that measure the community level outcomes resulting from the strategy: Jobs; Investment; and New Enterprises.

MEASURE	TARGET	SOURCE
# Of new Jobs	100 by 2018	Business Licenses
\$ Investment Supported	10 million by 2018	Anecdotal
# of New Enterprises	30 by 2018	Business Licenses
# of entrepreneurs in Startup Drayton Valley	20 by 2018	Anecdotal

# 7.0 Tactical Plan

# 7.1 Tactical Phases

To build community momentum around the implementation of the strategy, the tactical plan includes 4 tactical phases: Engage, Inspire, Support and Reinforce. While these phases are fluid, they are designed to strategically build the entrepreneurial capacity of the community.

# 1) ENGAGE

Engage the community by sharing the strategy with key stakeholders, presenting to partners, raising public awareness and creating connections within the entrepreneurship ecosystem

# 2) INSPIRE

Inspire entrepreneurship by identifying exciting opportunities, exploring how to leverage community assets, and providing training opportunities

# 3) SUPPORT

Support entrepreneurs to advance enterprises through business incubation and providing access to expertise and targeted services

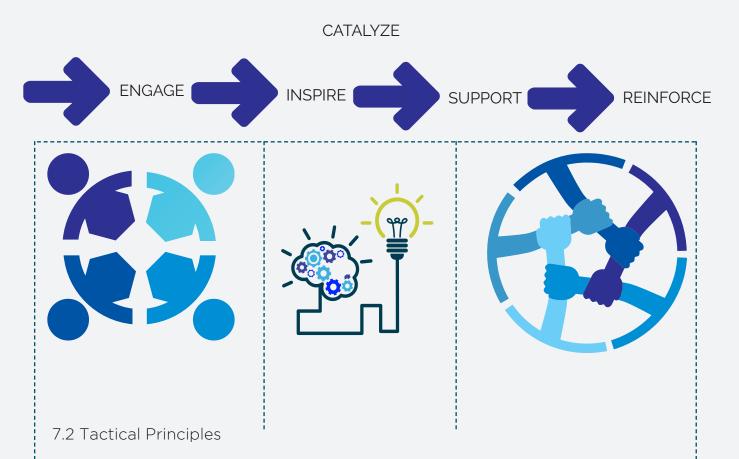
4) REINFORCE

Reinforce the ecosystem by celebrating entrepreneurship successes, improving networking opportunities and refining internal processes



# CREATING A COMMUNITY WITH A CULTURE OF ENTREPRENEURSHIP + CREATIVITY + INNOVATION

Throughout the process we must TELL A STORY & CREATE CONVER-SATIONS that share a "positive vision focusing on the opportunities of the future," not rehashing the problems and limitation of the past.



- The movement must be centered around and driven by entrepreneurs, so first, gather the entrepreneurs & begin to connect them amongst themselves
- 2) Encourage entities to contribute resources to the movement, by building & tightening the social fabric around the entrepreneurs & amongst exisiting entities.(Social fabric, by its nature, CAN be open, non-exclusive, organic & limitless.)
- 3) The social fabric must grow organically
- 4) "Community" is built over a long period of time by small groups of excited people, organized around local ideas & issues (meetups, work shops, roundtables, incubators and startups), that also build the social fabric around and amongst the entrepreneurs and the people that support them

# 7.3 Critical Path

Implementation of the strategy requires that the initial phases of the tactical plan are

carried out effectively.To initiate this process, a critical path has been established for 2016 as follows:



# 7.4 Work plan

Work plan	2016	2017	2018
Research Grants & Develop Proposals			
Investment Lead Protocol			
Community Strategy Presentations			
Develop Business Start Up tool Kit			
Wantrepreneur to Entrepreneurship program			
Entrepreneur training program (college and or CF)			
Develop Business Incubation Program			
Bio-mass Feedstock Study			
Revamp Licensing Program			
Local Investment Roundtable			
Real estate roundable			
Sector Roundtables - Culture & Tourism, Bio-industrial, Retail, Clean Energy			
Community Economic Development Symposium			
Workforce Opportunity Assessment			
Conduct Investment Readiness Assessment			
Land & Building Inventory			
Sector Opportunity Assessments			
Business Visitation Program (BR&E)			
Update Community Profile			
Develop Investment Profiles			
Tourism Development Strategy			
Develop Local Investment Fund			
Mentorship Program			
Launch Start Up Drayton			
Visitor Information guide			
Downtown Revitalization			
Municipal Program Review			
Strategy review			

# **APPENDIX A: Community Asset SWOT**

Community Asset	Strength	Weakness	Opportunity	Threat	Recommendation
Entrepreneurial spirit	Many successful entrepreneurs	Concentrated in a struggling sector	Pivot expertise into emerging sectors	Lack of entrepreneur- ial leadership	Consult entrepre- neurs on viability of strategy
Business Incuba- tion capacity at CETC	Physical space for programing hub	Lack of entrepreneur- ial leadership	Establish program- ming in partnership with local entrepre- neurs	Lack of private sector involvement results in unsustainability	Design inclusive programming to draw entrepreneurs into CETC
Access to a wide range of partners	Local, provincial and federal partners share entrepreneurial focus	Current lack of a clear framework for collaboration	strengthen partner- ships and leverage resources	Partners have alternative priorities requiring adjustment to Town strategy	Facilitate a strategic planning session with entrepreneurial eco- system stakeholders
Available land and buildings	Land and buildings are currently available	No single source of information on availa- ble land and buildings	Develop and maintain an inventory	Lack of access to information	Consult realtors on the value of an collaborating on an inventory
Town-Owned Land	Publically owned lands are strategical- ly located adjacent to industrial assets (CETC, Bio-fibre Mat Plant)	Lack of policy framework around the purpose, use and price of public land	Develop a coherent framework for dispos- ing or leasing public lands to achieve strategic economic outcomes	Lack of framework results in underutili- zation of public lands	Develop a strategic framework to guide development of public industrial lands
Proximity to inter- national airport, city	Entrepreneurs have access to internation- al city and airport	Other communities in Alberta have greater access to internation- al city, airport	Leverage the location of community to build vibrant startup community	Other communities provide better loca- tion for entrepreneurs needing regular ac- cess to international airport, city	Foster a strong sense of place and inclusiv- ity within the entre- preneurial community and promote access to municipal airport
Local investment capital	Large number of local residents made mon- ey in oil and gas that could be reinvested in local business	Lack of local invest- ment vehicle	Mobilize local inves- tors in support of entrepreneurs	Investors lack confidence in local businesses	Consult financial lead- ers in the community on local investment opportunities
Entrepreneurial Economic Devel- opment program leadership	Town program led by an entrepreneur spe- cializing in economic development	Entrepreneurs must lead start up commu- nity, not government	Provide Factor 5 with the latitude to play a dual role as entre- preneurial leader and government supporter of Startup Community	Political priorities disrupt the organic growth of the entre- preneurial ecosystem	Establish clear outcome metrics and communication protocols to ensure accountability and transparency while not inhibiting efficien- cy and efficacy.
Available Work- force	Large number of underemployed/un- employed skilled and semi-skilled workers available	Skills concentrated in oil and gas sector	Leverage available workforce by pivoting skills into emerging sectors	Workers unlikely to receive the same level of income they are accustomed to, creating challenges in both attraction and retention	Work with NorQuest College to iden- tify and quantify transferable skills and develop customized programing to pivot workforce based on emerging needs of start up community
Town Staff, Policy and Resources	Talented team of local government staff and leadership has capacity to improve community economic development	Programs related to economic develop- ment lack coherent strategy	Develop a clear and concise economic development strategy that provides a lens through which to evaluate programs, policies and priorities	An all-encompassing strategy lacks the clarity required for it to be understood, embraced and shared by broad community	Develop a clear and simple strategy that provides a corner- stone to a broad spectrum of economic development prior- ities
Regional Trade Area	Large stock of local businesses	Local businesses are struggling due to downturn in oil prices	Activate the entrepre- neurial spirit of local business owners	Local businesses close as a result of economic downturn	Conduct a business visitation program to promote entrepre- neurial activities
Conference Facil- ities	Available space for conferences	Current lack of de- mand from industry	Advertise conference facilities	Lack of compelling pitch	Develop and promote conference packages
Accommodations	Many high profile hotels	Current lack of de- mand from industry	leverage international network	Market saturation	Develop tourism product packages

# **APPENDIX B:Program Preformance Measures**

REF	TACTIC	ACTIVITY	MEASURE	TARGET
5.2.1.A	Work with local entrepreneurs to establish a Start- up Community in Drayton Valley, and leverage resources available through Startup Canada.	Launch Start Up Drayton	# of founding entrepreneurs	5
В	Foster an inclusive network of entrepreneurs through regular entrepreneur meet ups – open meetings where entrepreneurs connect informally	Entrepreneur Forum Sector Roundtables Investment Round table Real estate Round table Mentorship Program	Total # of partici- pants	25
С	Engage business service providers including local, provincial and federal governments, edu- cation institutions, and community organizations to strengthen the network of business supports, reduce redundancy, leverage resources, and en- hance accessibility through communication.	Economic Development Round table Sector,In- vestment and Real estate round tables Strategic Planning Workshop Grant Research Community Strategy Workshops BR&E Local Investment Fund	# of business service providers included in eco- system	25
D	Work with entrepreneur community to identify and address gaps in the local entrepreneurial ecosystem,	Entrepreneur Forum BR&E Business Survey	# of entrepreneur led initiatives	3
E	Support Activities and promote Start Up Drayton Valley	Launch Start Up Drayton		
5.2.2.A	One-on-one advice and coaching for entrepre- neurs through regular open office hours in a wel- coming environment.	Develop Business Start up tool kit	# of entrepreneurs	10
В	Advancing specific business opportunities through investment attraction, partnership development and marketing support.	Investment Profiles Biomass Feedstock Study Opportunity Assessments	# of leading cli- ents	3
С	Intensive entrepreneurship training and support through simulation, incubation and/or acceleration programs	Develop Business Incubator Busi- ness Plan Develop Business Simulator Organize Start-Up Weekend Wantrepreneur to Entrepreneur Develop Entrepreneurship Training Program	# of programs established	1
D	Develop an online tool to assist entrepreneurs in starting businesses	Develop Business Start up tool kit	# of online hits	50
5.3.A	Strike a BRE leadership team of 4-5 community leaders and decisions makers	BR&E	# of leaders	5
В	Recruit a task force of community leaders from wide range of backgrounds that touch on eco- nomic development	BR&E	# of volunteers	10
С	Train volunteers from the task force and conduct survey	BR&E	# of surveys	50
D	Review survey with task force and outline actionable items	BR&E	# of items	3
E	Develop action plan with clear measures	BR&E		
F	Form implementation teams to tackle priority actions	BR&E Organize Sector Working Groups	# of entrepre- neurs/volunteers	12
G	Provide updates and information on key issues to council	Annual Report Quarterly Report	# of key issues addressed	2
5.4.A	Work with existing financial institutions and com- munity organizations (ie. Community Foundation) to assess local needs and identify the most appro- priate solutions.	Investment Round table	# of financial part- ners engaged	3

REF	TACTIC	ACTIVITY	MEASURE	TARGET
В	Develop an up-to-date, comprehensive and compelling community profile that provides local businesses and entrepreneurs with high quali- ty data and information that makes developing business cases easier and more likely to attract needed capital.	Community Profile	# of business cas- es supported	10
С	Support local entrepreneurs in developing specific business opportunities through targeted marketing initiatives including business case development.	Investment Profiles Biomass Feedstock Study Opportunity Assessments	# of business cas- es developed	2
5.5.A	Provide entrepreneurship training to local youth, businesses, and prospective entrepreneurs	Wantrepreneur to Entrepreneur Develop Entrepreneurship Training Program Develop Business Simulator Start-Up Weekend	# of entrepreneurs	50
В	Identify and promote opportunities to leverage unique local skill sets to entrepreneurs	Labour Market Study Workforce Opportunity Assessment Sector Roundtables Start-Up Weekend	# of jobs created by entrepreneurs	20
С	Provide training that responds to the workforce needs of local entrepreneurs	Entrepreneur Forum Strategic Planning Workshop CETC Economic Development Workshop	# of students/par- ticipants	20
5.6.B	Develop a youth outreach program to raise aware- ness of entrepreneurship	Wantrepreneur to Entrepreneur	# of youth reached	300
С	Celebrate the success of local entrepreneurs that demonstrate leadership and and strengthen the entrepreneurial ecosystem	Entrepreneur Forum Develop Entrepreneur of the Year Award Quarterly Report Annual Report	# of leaders cele- brated	5
D	Promote events and activities in support of entre- preneurship	Start-Up Weekend Develop Incubator Business Plan Mentorship Program Launch Start-Up Community Entrepreneur Forum Sector Roundtables	# of activities pro- moted	5
E	Build connections with other startup communi- ties including Smithers, Edmonton, Calgary, and Boulder	Launch Start Up Drayton Communications Plan	# of entrepreneurs engaged	50
F	Sponsor Annual Business Forum to strengthen ecosystem	Entrepreneur Forum Roundtables	# of participants	25
5.7.A	Collaborate with local entrepreneurs to organize sector-based roundtables to broadly engage businesses in the Startup Community.	Sector Roundtables Investment Roundtables Real Estate Roundtables	# of participants	40
В	Mobilize and support entrepreneurs in enhancing the aesthetics, appeal and functionality of commercial districts.	Downtown Revitalization Research & Compile Grants	# of entrepreneurs engaged	10
С	Facilitate cultural industry capacity building in col- laboration with local entrepreneurs, artisans and community volunteers		# of participants	12
D	Identify, develop and promote tourism packages to attract visitors	Visitor Information Guide Investment Profiles Opportunity Assessment	# of packages developed	1
E	Collaborate with CETC to develop incubation programs	Develop Incubator Business Plan CETC Economic Devleopment Workshop Start Up Weekend Develop Business Simulator	# of programs developed	1
F	Provide support to local entrepreneurs in the development of value/supply chains and markets relating to biofibre processing	Biomass Feedstock Study Opportunity Assessments Investment Profiles	# of business opportunities advanced Page 83 of 96	1

REF	TACTIC	ACTIVITY	MEASURE	TARGET
5.8.A	Improve the quality of economic data available by revamping the business registration program using the Alberta Business Counts program.	Revamp Business Licensing Pro- gram Business Survey	# of economic indicators estab- lished	5
В	Utilize GIS mapping to develop and maintain an inventory of available land and buildings in collab- oration with local real estate entrepreneurs	Land and Building Inventory Real Estate Roundtable	# of real estate parnters engaged	3
С	Collaborate with municipal conference facility staff and local tourism entrepreneurs to develop a conference attraction strategy.	Conference Centre Attraction Bro- chure	# of Conferences Attracted	5
5.9.A	Organize and facilitate a community economic development strategic planning session to devel- op a community based plan that includes a broad spectrum of partners	Partnership Development Strategic Planning Workshop Community Economic Development Workshops CETC Economic Development Workshop	# of strategic partners	5
В	Develop an inventory of entrepreneurship pro- grams and business services		# of service inven- toried	25
С	Establish partnerships in support of entrepreneurs and the ecosystem		# of ecosystem supporters	25

# Information Items

10.0	Information Items	Pages 85-96
-	10.1. Sustainability Committee Meeting Notes June 2016	86-87
	10.2. Economic Development Committee Meeting Notes June 2016	88-89
	10.3. Drayton Valley/Brazeau County Fire Services June 2016 Stats	90-91
	10.4. Brazeau Seniors' Foundation Minutes May 2016	92-96

# MOTION:

I move that Town Council accept the above items as information.



Sustainability Committee Meeting Monday, June 20, 2016, 1:30 p.m. Town of Drayton Valley Conference Room #1

# **Meeting Notes**

Present:Councillor Fayrell Wheeler, Councillor Dean Shular, Danette Moulé, Sonya Wrigglesworth,<br/>Rita BijeauAbsent:Mayor Glenn McLean (Ex Officio), Sabine Larcher, Ron Fraser, Dwight Dibben

# **1.0** Call to Order Councillor Wheeler called the meeting to order at 1:38 p.m.

2.0 Additions or Deletions to Agenda There were no additions or deletions.

# 3.0 Adoption of Agenda Councillor Shular moved to adopt the Agenda as presented. Carried

# **4.0** Approval of May 24, 2016, Committee Meeting Notes Councillor Wheeler moved to approve the May 24, 2016, Committee Meeting Notes as presented. Carried

# 5.0 Discussion Items

# 5.1 Community Energy Plan Update

# 5.1.1 GHG Emissions Reports

Ms. Moulé provided the Committee with the reports about the Community Energy and Emissions Profile and Estimates and Inventory. Ms. Moulé will clarify a few pieces of information prior to the Governance and Priorities Committee Meeting.

# 5.2 Bike Racks

# 5.2.1 New Promo Ideas

The Committee discussed different options for the promotion of the bike racks and will consult with Communications and Marketing to finalize promotional details.

# 5.2.2 Current Bike Rack Locations

The Committee will make a request to the Engineering and Planning Department to consider relocating one of the bike racks from the Park Valley Pool to Rotary Library, or alternatively to see if there are any additional racks within storage.

# 5.3 Rain Barrels

The Committee will make a request to the Engineering and Planning Department to look at the viability of installing rain barrels at Town facilities and using that source to water the flowers instead of fresh water.

# 5.4 Green Energy Forum Visioning Wall Exercise Responses

The Committee reviewed the responses from the Green Energy Forum.

# 5.5 Energy Auditing Update

The Committee discussed the proposal from C Returns, a company that does energy audits within all types of buildings, and potential ways to incentivize the project for local businesses and residents. More details are to be provided prior to a decision being made and this item will be brought forward on a future agenda.

# 5.6 Women in Leadership Program Wrap-up Plan

A dinner will be planned to gather feedback from all parties involved in the Women in Leadership Program. This information will be compiled and presented to Council at a future Governance and Priorities Committee Meeting.

# 5.7 Review Sustainability Plan

The Sustainability Plan will be reviewed separately on July 15, 2016.

# 6.0 Other Business

There was no other business discussed.

# 7.0 Information items

There were no information items discussed.

# 8.0 Items for Next Meeting

- Energy Auditing Status Update
- Review Sustainability Plan July 15<sup>th</sup>, 9am-12 pm

# 9.0 Next Meeting Date

August 12, 2016, 9:00-11:00 am, Boardroom 1

# 10.0 Adjournment

Councillor Wheeler adjourned the meeting at 3:39 p.m.



Economic Development Committee Meeting

Tuesday, June 21, 2016, 2:00 p.m. Town of Drayton Valley Conference Room #1

# **Meeting Notes**

Present:Mayor McLean, Councillor Nicole Nadeau, Councillor Graham Long, Eric Burton, Rita BijeauAbsent:Sabine Larcher, Dwight Dibben

- 1.0 Call to Order Councillor Nadeau called the meeting to order at 2:00 pm.
- 2.0 Additions or Deletions to Agenda There were no additions to the Agenda.

### 3.0 Adoption of Agenda

Councillor Long moved to adopt the Agenda as presented. Carried

**4.0** Approval of April 19, 2016, Committee Meeting Notes Councillor Long moved to approve the April 19, 2016, Meeting Notes as presented. Carried

### 5.0 Discussion Items

# 5.1 Roundtable Updates for Information

- Mr. Burton advised the Committee of the collaboration efforts underway with the Clean Energy Technology Centre.
- The Committee discussed alternate transportation methods as they relate to attracting potential entrepreneurs.

# Mayor McLean entered the meeting at 2:09 pm.

• The impact of the current economy to the community was discussed and whether or not analytics are available.

# 5.2 Work Plan Status Updates

Mr. Burton distributed an updated Work Plan and provided background on a few of the items, including ideas to improve the Business Licensing program, Chamber of Commerce, and tourism. The Committee also discussed the possibility of generating a short video to highlight the key points of Economic Strategy; this will be discussed with the CAO further.

# Mayor McLean exited the meeting at 2:23 pm.

Mayor McLean entered the meeting at 2:39 pm.

# 5.3 Strategy and Profile Approval Timeline

Mr. Burton outlined the proposed timeline for the approval of the Economic Development Strategy and Profile.

### 5.4 2016 Priorities

The Committee reviewed the priorities for 2016, as outlined by Mr. Burton and made recommendations.

### Mayor McLean exited the meeting at 3:04 pm

### 5.5 "Selling to the Community"

Councillor Nadeau forwarded information to Mr. Burton regarding an event the City of Edmonton is hosting to highlight the procurement practice of the City. She requested that Mr. Burton explore the concept for applications to Drayton Valley.

### 6.0 Other Business

No comments were made under this item.

### 7.0 Items for Next Meeting

• Debrief of Canadian Community Economic Development Network Conference

### 8.0 Next Meeting Date

July 20, 2016, 10:00 am – 3:00 pm, Boardroom 1

### 9.0 Adjournment

Councillor Long moved to adjourn the meeting at 3:16 pm. Carried



# DRAYTON VALLEY/BRAZEAU COUNTY FIRE SERVICES

Office of the Fire Chief

 P.O. Box 6837

 5120-52 Street

 Drayton Valley, Alberta

 Main: (780) 514-2216

 T7A-1A1

 Fax: (780)514-2244

# June 2016 Stats

Town of Drayton Valley/ Brazeau County
Fire Calls- 1
Rubbish and Grass Fires- 4
Motor Vehicle Collisions- 4
Rescue Calls- 0
Alarm Calls- 14
Assist another Agency- 5
Misc Calls- 1
Total- 29
Town of Drayton Valley
<b>Town of Drayton Valley</b> Fire Calls- 0
Fire Calls- 0
Fire Calls- 0 Rubbish and Grass Fires- 1
Fire Calls- 0 Rubbish and Grass Fires- 1 Motor Vehicle Collisions- 0

Misc Calls-1

Total-15



# DRAYTON VALLEY/BRAZEAU COUNTY FIRE SERVICES

Office of the Fire Chief

P.O. Box 6837 5120-52 Street Drayton Valley, Alberta T7A-1A1

Main: (780) 514-2216 Fax: (780)514-2244

# **Brazeau** County

Fire Calls-1

Rubbish and Grass Fire- 3

Motor Vehicle Collisions- 4

Rescue Calls- 0

Alarm Calls- 3

Assist another Agency- 3

Misc Calls- 0

Total- 14



Brazeau Seniors Foundation

5208 – 47 Ave Drayton Valley, AB T7A 1N7 Phone: (780) 542 – 2712 Fax: (780) 542 – 2765 E-mail: bsf@telusplanet.net

MEETING OF THE BOARD OF DIRECTORS Shangri-La Lodge, Drayton Valley May 31, 2016 1:00 pm

# ATTENDANCE:

# **Directors Present:**

Jeannette Vatter, Chairperson Janet Young, Vice-Chairperson Brandy Fredrickson, Shirley Mahan Donna Gawalko Member at Large – Drayton Valley Village of Breton Town of Drayton Valley Brazeau County Member at Large – Brazeau County

# **Directors Absent:**

# Administration Present:

Stella Keller Cindy Trudgian Chief Administrative Officer Executive Assistant

# 1.0 CALL TO ORDER

J. Vatter called the meeting to order at 1:00pm

# 2.0 AGENDA

# 2.1 ADDITIONS TO THE AGENDA

- 6.1.4 Name Change Formal Date
- 6.1.5 M.L.A Attending Board Meeting

# 2.2 APPROVAL OF AGENDA

Resolution #16-05-01: Moved by J. Young to approve the agenda with additions.

Motion ... Carried Unanimously

Minutes of Regular Board Meeting May 31, 2016 Page 2 of 5

# 3.0 APPROVAL OF MINUTES

# 3.1 MINUTES FROM THE APRIL 22, 2016 REGULAR BOARD MEETING

**Resolution #16-05-02: Moved by** S. Mahan to approve the minutes of the April 22, 2016 Regular Board Meeting.

# Motion ... Carried Unanimously

# 3.2 BUSIINESS RISING OUT OF THE MINUTES

None at this time

# 4.0 FINANCIAL

# 4.1 **FINANCIAL REPORTS - Foundation**

# 4.1.1 Foundation Payable Disbursements for April 2016

**Resolution #16-05-03: Moved by** S. Mahan to accept the Payable Disbursements as information.

# Motion ... Carried Unanimously

# 4.1.1.1 Visa Payable for March 2016

**Resolution #16-05-04: Moved by** D. Gawalko to accept the Visa Payable as information.

# Motion ... Carried Unanimously

# 4.1.2 Foundation Balance Sheet as of April 30, 2016

**Resolution #16-05-05: Moved by** J. Young to accept the Balance Sheet as information.

# Motion ... Carried Unanimously

# 4.1.3 Foundation Financial Statements to April 30, 2016

- 4.1.3.1 Central Services/Lodge
- 4.1.3.2 Provincial Housing Units

**Resolution #16-05-06: Moved by** D. Gawalko to accept the Central Services/Lodge and the Provincial Housing Units Financial Statements as information.

# Motion ... Carried Unanimously

# 4.2 FINANCIAL REPORTS – Urban Housing

4.2.1 Urban Housing Payable Disbursements for the month of April 2016.

Minutes of Regular Board Meeting May 31, 2016 Page 3 of 5

# 4.2.2 Urban Housing Balance Sheet as of April 30, 2016

# 4.2.3 Urban Housing Financial Statements to April 30, 2016

**Resolution #16-05-07: Moved by** D. Gawalko to accept the Urban Housing Payable Disbursements, Balance Sheets and Financial Statements as information.

# Motion ... Carried Unanimously

# 4.3 Approved 2016 Budget for Housing

Discussed under Provincial Housing Units

# 4.4 BOARD MEMBER EXPENSE

# 4.4.1 Board Member Expenses for April 2016

**Resolution #16-05-08: Moved by** B. Fredrickson to approve the Board Member Expenses for April 2016, in the amount of \$5579.18.

# Motion ... Carried Unanimously

# 5.0 OLD BUSINESS

None at this time

# 6.0 REPORTS

# 6.1 OPERATIONS REPORT

# 6.1.1 Operation's Report

Operations Report was verbally reviewed by S. Keller.

6.1.1.1 Under Age Applicants

An underage application was brought to the Board for review and approval as per policy. Underage applications are not approved when it is agreed that the 'applicant' has the potential to change or alter the 'senior' environment of the facility. [The applicant will not be a senior for more than 20 years and currently has a young family in the area.]

**Resolution #16-05-09: Moved by** D. Gawalko to not approve the underage application and to specifically protect the well-being of the seniors and future seniors who will continue to access the program by ensuring the building remains a senior environment.

# Motion ... Carried Unanimously

**Resolution #16-05-10: Moved by** B. Fredrickson to accept the Operations Report as information.

Motion ... Carried Unanimously



Minutes of Regular Board Meeting May 31, 2016 Page 4 of 5

# 6.1.2 Vacancy Report

**Resolution #16-05-11: Moved by** S. Mahan to accept the Vacancy Report as information.

# Motion ... Carried Unanimously

# 6.1.3 In-Private Session

None at this time

# 6.1.4 Name Change

S. Keller will contact the Bank and get their requirements before proceeding with a formal announcement of the name change.

# 6.1.5 MLA Mark Smith Meeting with Board

MLA Mark Smith would like to meet with the Board to familiarize himself with the Brazeau Seniors Foundation. S. Keller will organize a time for him to attend a Board Meeting.

# 7.0 NEW BUSINESS

None at this time

# 8.0 CORRESPONDENCE

- 8.1 From: Alberta Seniors and Housing Approval of Name change for Brazeau Seniors Foundation to Brazeau Foundation (April 28, 2016)
- 8.2 To: Terry Molencamp, CAO Village of Breton 2016 Requisitions (April 30, 2016)
- 8.3 To: Marco Schoeninger, CAO Brazeau County 2016 Requisitions (April 30, 2016)
- 8.4 To: Dwight Dibben, CAO Town of Drayton Valley 2016 Requisitions (April 30, 2016)
- 8.5 From: Brazeau County Amend the Rocky Rapids Area Structure Plan Bylaw 890-15 (April 25, 2016)
- 8.6 From: Brazeau County Land Use Bylaw Amendment 904-16 (April 26, 2016)
- **8.7 From: Alberta Seniors and Housing** -- Promotion of Seniors Week June 6-12, 2016 (May 19, 2016)

**Resolution #16-05-12: Moved by** J. Young to accept the correspondence as information.

Motion ... Carried Unanimously

Page 95 of

Motion ... Carried Unanimously

# 9.0 FUTURE MEETING DATES

- **9.1 MEET AND GREET WITH RESIDENTS** Friday June 17, 2016 at Spruce View Court, Breton @10am
- **9.2** NEXT BSF REGULAR BOARD MEETING –Friday, July 15, 2016 at the Lakeview Inn @ 10:00am.
- **9.3** STATEGIC PLANNING MEETING Friday, July 15, 2016 following the Board Meeting at Lakeview Inn.
- **9.4** SEPTEMBER BOARD MEETING WITH M.L.A Friday, September 30, 2016 at the Shangri-La Lodge @ 1pm.

# 10.0 ADJOURNMENT

Resolution #16-05-13: Moved by B. Fredrickson to adjourn the meeting at 3:30pm.

# APPROVED AT THE July 15, 2016 MEETING OF THE BOARD