



Agenda

Call to Order

National Anthem

1.0 Additions to the Agenda

2.0 Adoption of Agenda

3.0 Corrections or Amendments:

3.1. August 24, 2016, Regular Meeting of Council Minutes 3-6

4.0 Adoption of:

4.1. August 24, 2016, Regular Meeting of Council Minutes

5.0 Proclamations

5.1. Muscular Dystrophy Awareness Month 7

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6.0 Delegations

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6.2. S/Sgt. Callihoo, RCMP August Stats

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8.0 Department Reports

8.1. Engineering & Development	Ron Fraser
8.2. Community Services & FCSS	Annette Driessen
8.3. Emergency Services	Tom Thomson
8.4. Administration	
• Communications and Marketing	Tyler Russell
• CAO Report	Dwight Dibben

9.0 Council Reports

9.1. Councillor Fredrickson
9.2. Councillor Nadeau
9.3. Councillor Long
9.4. Councillor Shular
9.5. Councillor Wheeler
9.6. Councillor Bossert
9.7. Mayor McLean

10.0 Information Items

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10.6. Mayor McLean's Conference Report – Federation of Canadian Municipalities Annual Convention	124-126

11.0 Adjournment



Meeting Minutes

THOSE PRESENT:

Mayor McLean
Deputy Mayor Bossert
Councillor Long
Councillor Wheeler
Councillor Shular
Councillor Fredrickson
Dwight Dibben, Chief Administrative Officer
Annette Driessen, Director of Community Services
Tom Thomson, Director of Emergency Services
Kevin McMillan, Assistant Director of Corporate Services
Ron Fraser, Director of Engineering and Development
Chandra Dyck, Legislative Services Coordinator

Rita Bijeau, Executive Assistant
Tyler Russell, Communications and Marketing Coordinator
Jennifer Stone, Communications and Records Management
Paul Mah, Public Works Manager
Bill Adams, Utilities Manager
Eric Burton, Economic Development Officer
S/Sgt. Malcolm Callihoo, RCMP
Sgt. Erin Marshall, RCMP
Christian Richman, Audio/Visual
Justine Kimoden, Drayton Valley Western Review
Laine Mitchell, CIBW Radio
Members of the Public

ABSENT:

Councillor Nadeau

CALL TO ORDER

Mayor McLean called the meeting to order at 9:01 a.m.

1.0 Additions to the Agenda

There were no additions or deletions.

2.0 Adoption of Agenda

RESOLUTION #148/16

Councillor Long moved to adopt the August 24, 2016, Regular Meeting of Council Agenda, as amended.

CARRIED

3.0 Corrections or Amendments:

3.1. August 3, 2016, Regular Meeting of Council Minutes

There were no corrections or amendments to the August 3, 2016, Regular Meeting of Council Minutes.

4.0 Adoption of:

4.1. August 3, 2016, Regular Meeting of Council Minutes

RESOLUTION #149/16

Councillor Shular moved to adopt the August 3, 2016, Regular Meeting of Council Minutes, with proposed sentence alterations from Councillor Bossert.

CARRIED

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Minutes of August 24, 2016
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5.0 Proclamations

5.1. Prostate Cancer Awareness Month

Mayor McLean proclaimed September 2016 as Prostate Cancer Awareness Month in the Town of Drayton Valley

6.0 Delegations

Item 6.2 was discussed prior to Item 6.1.

6.2. Tour of Alberta – Trina Joly and Sandra Bannard

Ms. Joly and Ms. Bannard provided an update on the planning, advertising, and sponsorship for the Tour of Alberta finishing leg in Drayton Valley on September 3, 2016, and formally invited Council to attend the activities on September 2 and 3, 2016.

6.1 S/Sgt. Callihoo, RCMP July Stats

S/Sgt. Callihoo provided a detailed review of the RCMP statistics from July 2016, as well as advised as to why some of the statistics vary and that more consistent numbers will be coming forward in the future. The statistics relating to speed infractions do not include any tickets issued by Sheriffs when they are in the community. S/Sgt. Callihoo also introduced the new Sergeant in the Detachment, Erin Mathews.

7.0 Decision Items

7.1. Tour of Alberta Insurance

RESOLUTION #150/16

Councillor Long moved that Town Council endorse the Tour of Alberta festival activities on September 2 and 3, 2016 for coverage under the Town of Drayton Valley's General Liability Insurance.

CARRIED

7.2. MacKenzie Avenue Pavement Rehabilitation

RESOLUTION #151/16

Councillor Shular moved that Council award Part A – Mackenzie Avenue Pavement Rehabilitation Project to Parkway Enterprises Ltd. of Drayton Valley, AB, for \$829,842.75, plus GST and a 10% contingency.

CARRIED

7.3. Town Facility Rules of Conduct Policy A-04-16

RESOLUTION #152/16

Councillor Wheeler moved that Council approve the Town Facility Rules of Conduct Policy A-04-16, as presented.

CARRIED

Mayor McLean called a break at 10:14 a.m.

Mayor McLean reconvened the meeting at 10:27 a.m.

8. Department Reports

8.1. Engineering and Development

Mr. Fraser advised Council on the activities within the Department and reviewed the impact on infrastructure due to the influx of water this week.

Mayor McLean requested a meeting with Administration to assess infrastructure in the Town.

8.2. Community Services & FCSS

Ms. Driessen updated Council on the activities within the Department and advised that the reopening of Total Works Health and Fitness Centre will be on September 6th, and the grand opening of the pickleball courts will be on September 14th.

8.3. Economic Development

Eric Burton provided Council a report on recent Economic Development activities, his work with the Chamber of Commerce, and that he is coordinating a "Real Estate Round Table" for September 15th.

8.4. Emergency Services

Fire Chief Thomson provided Council a detailed report of the statistics from July for Fire Services, informed Council that the Traffic Advisory Committee had its first meeting yesterday, and provided an update on the Fire Training Centre.

8.5. Administration

- **Communications and Marketing**

Mr. Russell informed Council of the following:

- new interactive maps are available on the website and through the app;
- statistics on Automated Traffic Enforcement and the Safe and Healthy Community Fund is also available on the website; and
- encouraged residents to provide feedback on the Recreation and Culture Master Plan and to submit suggestions on the naming for the open space park which is currently under development.

- **CAO Report**

Mr. Dibben provided Council an update on the Section 690 appeal and other Administrative matters.

9. Council Reports

9.1. Councillor Bossert

- August 4th – Drayton Valley and District Family and Community Support Services Tour
- August 8th – Homelessness and Poverty Reduction Committee Meeting
- August 15th – Healthy Communities Coalition Meeting

9.2. Councillor Fredrickson

- August 4th and 22nd – Brazeau Seniors Foundation

9.3. Councillor Long

- August 4th – Drayton Valley and District Family and Community Support Services Tour
- August 15th – Meeting with MLA Prasad Panda, and MLA Mark Smith

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- August 15th – Drayton Valley Community Foundation

9.4. Councillor Shular

- August 12th – Sustainability Committee Meeting
- August 15th – Meeting with MLA Prasad Panda, and MLA Mark Smith
- August 19th – Clean Energy Technology Centre Committee Meeting

9.5. Councillor Wheeler

- August 12th – Sustainability Committee Meeting
- Agri-plex Committee Meeting
- North Saskatchewan Watershed Alliance Meeting

9.6. Mayor McLean

- Reminded residents of the following:
 - Park naming initiative
 - Tour of Alberta September 2-3, 2016
 - Chillin' Out in DV on September 16, 2016
 - Grand Opening of the Water Treatment Plant on September 16, 2016
 - Mayor's Luncheon and Community Achievement Awards on September 30, 2016

10. Information Items

10.1. Sustainability Committee Notes – July 15 and 22, 2016

10.2. RCMP July Stats

10.3. Drayton Valley Brazeau County Fire Services – July Stats

10.4. Councillor Bossert – Conference Reports

- Federation of Canadian Municipalities Annual Conference
 - University of Augustana - Economic Sustainability Course
-

RESOLUTION #153/16

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

CARRIED

11. Adjournment

RESOLUTION #154/16

Councillor Shular moved that Council adjourn the August 24, 2016, Regular Meeting of Council at 11:24 a.m.

CARRIED

MAYOR

CHIEF ADMINISTRATIVE OFFICER

Town of Drayton Valley

Proclamation

MUSCULAR DYSTROPHY AWARENESS MONTH SEPTEMBER 2016

Muscular Dystrophy is a group of neuromuscular disorders that have no known cure. In almost all cases, there are few treatments and no way to stop the disorder's progression. Muscular Dystrophy Canada is a national, non-profit organization committed to funding research into the causes, treatments, and eventual cure of neuromuscular disorders, as well as providing services to people with neuromuscular disorders and public education.

WHEREAS: People today have the opportunity to live longer lives because of breakthroughs in medical research, and;

WHEREAS: Muscular dystrophy is a neuromuscular disorder that affects many and has no known cure, and;

WHEREAS: Only through the support of the community may a cure be found;

NOW THEREFORE: I, Glenn McLean, Mayor of the Town of Drayton Valley, do hereby proclaim September 2016 as Muscular Dystrophy Awareness Month in the Town of Drayton Valley.

DATED at the Town of Drayton Valley,
in the Province of Alberta,
this 14th day of September, 2016.

Mayor Glenn McLean





Town of Drayton Valley

Proclamation Request Form

Name (s): Teresa Dunlop

Organization: Town of Drayton Valley, Community Services Department

Contact Number: 780-514-2531 Contact E-mail: programmanager@draytonvalley.ca

Mailing Address: Box 6837 Drayton Valley, AB T0E 1Z0

Description of Proclamation requested:

Alberta Culture Days in Drayton Valley

It connects residents of Drayton Valley to our past and

our diverse traditions, to our personal

and collective imaginations, to one another,

and to the place we all call home.

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

September 12th meeting.

Additional Information Provided

Please list the information you attached or included with your proclamation request:

Proclamation

Alberta Culture Days in Drayton Valley event flyer

Please indicate any preference you have for meeting:

I will be present to answer questions on behalf of the Committee.

Please submit your request by:

Fax: 780.542.5753

E-mail: admin-support@draytonvalley.ca

Mail: Box 6837, Drayton Valley, AB T7A 1A1

In person: 5120-52 ST
Drayton Valley, AB

Town of Drayton Valley

Proclamation

ALBERTA CULTURE DAYS IN DRAYTON VALLEY

- WHEREAS:** Culture arises and flourishes first locally; and
- AND WHEREAS:** The Town of Drayton Valley has already shown its intention to implement projects that affirm both its cultural identity and the active participation of its citizens to the cultural life of the municipality; and
- AND WHEREAS:** The cultural community has set up an annual national event, Culture Days, that would consolidate a number of cultural events under a common theme across Canada by promoting the widest possible access to the arts, heritage and culture;
- NOW THEREFORE,** I, Glenn McLean, Mayor of Drayton Valley do hereby proclaim October 1 and 2, 2016, as "Culture Days" in the Town of Drayton Valley.

DATED at the Town of Drayton Valley,
in the Province of Alberta,
this 14th day of September, 2016.

Mayor Glenn McLean





ALBERTA CULTURE DAYS IN DRAYTON VALLEY

Sat & Sun, OCT 1 & 2, 2016

Presents . . .

Drayton Valley & District
Agricultural Society

ANTIQUE TRACTOR PULL

Location: West Lions Park
Registration: 8:00 - 10:00 am

PULLS BEGIN AT 11:00 AM!

D.V Ag Fair Bench Show

Location: Royal Canadian Legion Hall
All entries to be submitted before 10:00 am

Judging: 10:15 - 12:45 pm

Public Viewing: 1:00 - 4:00 pm

Awards: 4:15 pm

This year's Bench Show Class List is available ...

Printed copies at:

Evergreen Farmers' Market

Drayton Valley & Breton Municipal Libraries

Online: www.dvagriculturalsociety.vpweb.ca

And . . .

Drayton Valley
Fine Arts Society

A FINE ARTS EXHIBIT

Location:
Eleanor Pickup Arts Centre Lobby
Time: 3:00 - 7:00 pm

Eleanor Pickup
Arts Centre

presents . . .

Multi-Cultural Entertainment

Time:
7:00 - 8:00 pm

Tommy Banks & Tim Tamashiro
Time:
8:00 - 10:00 pm

2016 CULTURE DAYS SCHEDULE

DATE / TIME	EVENT	LOCATION
Saturday, October 1 11:00 am - 2:00 pm	Antique Tractor Pull Preliminary Event	Lions West Valley Park
Saturday, October 1 1:00 pm - 4:00 pm	Drayton Valley Ag Society Bench Show	Royal Canadian Legion Branch 269
Saturday, October 1 2:00 pm - 4:00 pm	Drayton Valley Fine Arts Society Exhibition	Eleanor Pickup Arts Centre
Saturday, October 1 2:00 pm - 5:00 pm	Multi-Cultural Dance Demonstration & Participation Workshop	Miss Joanne's School of Dance
Saturday, October 1 2:00 pm - 4:00 pm	Historical Downtown Walking Tour!	Begins at the Drayton Valley Municipal Library
Saturday, October 1 7:00 pm - 8:00 pm	Drayton Valley Multi-Cultural Entertainment, featuring Nepal, India, Phillippines, Nigeria, Mexico, Japan & First Nations	Eleanor Pickup Arts Centre
Saturday, October 1 8:00 pm - 10:00 pm	Featured Entertainment by Tommy Banks & Tim Tamashiro	Eleanor Pickup Arts Centre
Saturday, October 1 2:00 pm - 10:00 pm	"What Drayton Valley Means To You" Art & Culture Themed Photo Contest Display!	Eleanor Pickup Arts Centre
Sunday, October 2 11:00 am - 2:00 pm	Antique Tractor Pull FINALS!	Lions West Valley Park



Town of Drayton Valley

Delegation Request Form

Name(s): Emily & Angela
 Organization: FCSS/Homelessness and Poverty Reduction Team
 Contact Number: 780-514-2221 Contact E-mail: homelessness@gmail.com
 Mailing Address: Box 6837 Drayton Valley AB

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)

Information only - Home Support Program, Chillin' Out in DV Event

Additional Information Provided

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

Brochure/poster

Please indicate any preference you have for meeting:

August 24, 2016

Please submit your request by:

Fax: 780.542.5753

E-mail:

admin-support@draytonvalley.ca

In person: 5120-52 ST

		SECTION	7.0
AGENDA ITEM: 7.1	Request to Waive Tax Penalty Fees for Tax Roll #84006700		
Department:	Corporate Services		
Presented by:	Councillor Bossert		
Support Staff:	Kevin McMillan, Assistant Director of Corporate Services		

BACKGROUND:

In reviewing outstanding tax accounts for mobile homes within the Town, Administration made telephone contact with the individual under whose name the utility account is registered in an attempt to obtain contact information for the registered owner of the mobile home. It was discovered by Administration, as a result of that conversation with the utility account holder that the individual was also the registered owner of the mobile home (Tax Roll #84006700). Administration advised the owner of the mobile home that property taxes were in arrears and that penalties are owing as a result.

During the discussion with the mobile home owner, Administration was informed that the owner has not received correspondence from the Town, but that a letter was sent by way of fax to the Town from the legal representative acting on behalf of the owner when the mobile home was purchased. Town records do not show that the correspondence was received until most recently, August 12, 2016. The owner has contacted their legal representative to investigate the matter and learned that the correspondence which was to have been sent contained incorrect mailing information for the owner.

The property tax account is currently up-to-date, including payment of the penalty fees incurred, totalling \$1,711.81. The current mobile home owner has advised that their legal representative has offered to pay one-half the resulting penalty. As such the owner is requesting a waiver of the remaining half the penalty fees incurred, in the amount of \$855.91.

It should be noted that Council's decision may impact how property tax penalties are treated in similar circumstances in the future. The outcome of the decision affects the enforceability for all properties subjected to a tax penalty.

The information package regarding this matter is included for Council's review and consideration.

OPTIONS:

- A. Council approve a waiver of tax penalties in the amount of \$855.91 for Tax Roll # 84006700.
- B. Council denies the request of a waiver of any tax penalties for Tax Roll # 84006700.
- C. Council table the request for waiver of tax penalties to a future Council meeting.

MOTION:

I move that Council _____.

[Your Name]
PO Box 10004
Drayton Valley, AB T7A 1W5
August 19, 2016

Town of Drayton Valley Civic Centre Office
5120- 52 Street, Box 6837
Drayton Valley, AB T7A 1A1

Dear Town of Drayton Valley Civic Centre Office:

I am writing in hopes that I can receive a credit for half of the penalty fees for taxes on Roll# 84006700.

I purchased my mobile home at #67 Greenwood in October of 2010. The paperwork filled out by Carol Lapointe Professional Services was faxed over on October 29, 2010 at 12:58:37pm. In 2010 it was a common practice to send this information via fax and I am told (from Carol Lapointe Professional Services) that because of this, a lot of paperwork did not get completed in a timely matter. I purchased this home six years ago and I was called for the first time regarding this on August 12, 2016 at 10:57AM. I was under the assumption that my taxes were to be worked into my mortgage (which was not the case) so when I did not receive any news on this situation, I thought it to be correctly handled. This was my first home and I was not well aware of what to look for. I realize that I am responsible for all taxes on my home and I have issued a payment of \$4,235.86 on August 16, 2016 via online payment. Because all of the tax notices and bills were being sent to the previous address- 67 Greenwood, I had never received them. There is a postal box that is set up in the area of Greenwood Mobile Home Park but you have to set them up through Canada Post- they are not automatically assigned with the purchase of a home there. I have been paying my water bill since the purchase of this mobile home and my account is setup with my phone number (which is how the town was able to call me on August 12) and my mailing address. When asked why it was left for six years before I was actually contacted, I was told that previously they had been lenient with mobile home taxes. The penalty fees add up to \$1711.81. Carol Lapointe Professional Services made a mistake on the paperwork and left my mailing address as the physical location instead of my correct address. They have admitted this and are covering the charge of half of the penalty fees- \$855.91. I am asking that you credit me in the amount of \$855.90 for the other half as six years is an outrageous amount of time to wait and have penalty fees build up over. My mailing address and phone number have been tied to my water bill for six years and both myself and Carol Lapointe Professional Services believe that efforts to call me should have been made prior to August 12, 2016.

Sincerely,

[Your Name]

Enclosure

CAROL LAPOINTE PROFESSIONAL SERVICES

Box 7649 (5108 – 53rd Street), Drayton Valley, Alberta T7A 1S7
Telephone: (780) 542-1571 Fax: 542-7205 email: clps@telusplanet.net

October 29, 2010

FAX – 542-5753

The Town of Drayton Valley
5120 – 52 Street, P.O. Box 6837
Drayton Valley, Alberta
T7A 1A1

Attention Marc:

RE: FOIP Act, RSA 2000, Chapter F-25, section 17(4)
#67 Greenwood MHP, Drayton Valley, Alberta – Roll No.: 84006700

Please be advised the following mobile home has been sold as follows:

Vendor:

FOIP Act, RSA 2000, Chapter F-25,
section 17(4)

Purchaser:

FOIP Act, RSA 2000, Chapter F-25,
section 17(4)

Mailing Address:

67 Greenwood MHP
Drayton Valley, Alberta
T7A 1M6

Effective:

October 29, 2010.

Please amend your records accordingly.

Sincerely,


Carol Lapointe Professional Services

CL/mvb

Enclosure

780 542 3392

12:58:37 p.m. 10-29-2010

3/3

BILL OF SALE

THIS BILL OF SALE made in duplicate this 29 day of October, 2010.

BETWEEN:

FOIP Act, RSA 2000, Chapter
F-25, section 17(4)

of the Town of Drayton Valley, in the Province of Alberta

(hereinafter called "the Grantor")

FOIP Act, RSA 2000, Chapter F-25,
section 17(4)

of the Town of Drayton Valley, in the Province of Alberta

(hereinafter called "the Grantee")

IN CONSIDERATION OF the sum of FOIP Act, RSA 2000, Chapter F-25, section 17(4)
DOLLARS AND OTHER GOOD AND VALUABLE CONSIDERATION paid by the Grantee to the
Grantor (receipt whereof is hereby acknowledged, the Grantor hereby absolutely transfers unto the
Grantee the following Chattels:

1978 Fleetwood Mobile Home, Serial #2102B0B3765222
Alarm System, Window Coverings, Washer Dryer, Fridge, Stove, Garburator, Dishwasher, Ceiling
Fan, Hood Fan and Storage

THE CHATTELS described above are presently situated at:

#67 Greenwood Mobile Home Park, Drayton Valley, Alberta

THE GRANTORS covenant that:

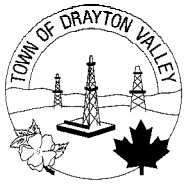
1. They are now rightfully and absolutely possessed of the Chattels and have the right to sell them.
2. The Grantees shall enjoy quiet possession of the Chattels.
3. The Grantors will do and execute all such further acts, deeds and assurances that the Grantees may reasonably request, but at the Grantee's expense.
4. The Chattels are free from any charge or encumbrance.

THE GRANTORS state that the Chattels are sold on an "as is, where is" basis, and the Grantees by taking possession of said Chattels accept the same on such basis.

IN WITNESS WHEREOF the Grantors have hereunto set their hands and seals as of the day and year first above written.

Shaw
Witness

FOIP Act, RSA 2000, Chapter F-25,
section 17(4)



TOWN OF DRAYTON VALLEY

BOX 6837, 5120 - 52 STREET
DRAYTON VALLEY, AB T7A 1A1

Phone: 780.514.2200 Fax: 780.542.5753

Website: www.draytonvalley.ca

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T A X S T A T E M E N T

FOIP Act, RSA 2000,
Chapter F-25, section 17(4)

#67 GREENWOOD MHP
DRAYTON VALLEY AB T7A 1M5

Owner #	Roll #	Statement Date	Statement Total
63880	84006700	2016/08/12	4, 235. 86

Lot - Block - Plan
67 -35

Mun Addr: #67 GREENWOOD MHP

Invoice Date	Invoice Description	Reference	Amount
2012/01/03	Penal ty - 2012 Current Taxes 15.00 %	Inv#-0033097	84. 86
2012/05/07	2012 TAX LEVY	Inv#-0036459	493. 21
2012/07/05	Penal ty - 2012 Current Taxes 15.00 %	Inv#-0036996	73. 98
2013/01/02	Penal ty - 2013 Current Taxes 15.00 %	Inv#-0037577	182. 67
2013/04/24	2013 TAX LEVY	Inv#-0041024	485. 85
2013/07/04	Penal ty - 2013 Current Taxes 15.00 %	Inv#-0041573	72. 88
2014/01/02	Penal ty - 2014 Current Taxes 15.00 %	Inv#-0042231	293. 88
2014/05/02	2014 TAX LEVY	Inv#-0045768	508. 63
2014/07/04	Penal ty - 2014 Current Taxes 15.00 %	Inv#-0046362	76. 29
2015/01/05	Penal ty - 2015 Current Taxes 15.00 %	Inv#-0047070	340. 84
2015/05/06	2015 TAX LEVY	Inv#-0050686	523. 38
2015/07/06	Penal ty - 2015 Current Taxes 15.00 %	Inv#-0051272	78. 51
2016/01/04	Penal ty - 2016 Current Taxes 15.00 %	Inv#-0052048	482. 25
2016/05/12	2016 TAX LEVY	Inv#-0055812	512. 98
2016/07/06	Penal ty - 2016 Current Taxes 5.00 %	Inv#-0056567	25. 65

Account Balance			
Current	1 Year Arrears	2 Year & Up	Balance Due
1, 020. 88	942. 73	2, 272. 25	4, 235. 86



Box 6837, 5120 - 52 Street
Drayton Valley, AB T7A 1A1

Owner #	Roll #	Statement Date	Statement Total
63880	84006700	2016/08/12	4, 235. 86

FOIP Act, RSA 2000, Chapter
F-25, section 17(4)

#67 GREENWOOD MHP
DRAYTON VALLEY AB T7A 1M5

Mairi Smith

From: Mairi Smith
Sent: Friday, August 12, 2016 1:45 PM
To: FOIP Act, RSA 2000, Chapter F-25, section 17(4)
Subject: mobile home registration form and seizure letter
Attachments: TOWN OF DRAYTON VALLEY MOBILE HOME REGISTRATION FORM.pdf; TAX ARREARS LETTER FEB 10.16 ROLL 84006700.pdf; TAX STMT ROLL 84006700 AUG 12.16.pdf

Good Afternoon,

As per our phone conversation I have attached the documents in regards to the property tax arrears for #67 Greenwood MHP.

The tax seizure letter states the **minimum amount of \$1,393.45 that must be paid before the end of September 2016.** The full balance as of August 12, 2016 is \$ 4,235.86 which contains the 2016 tax levy.

The **mobile home registration form** must be filled out and a copy of the **Bill of Sale** must be provided with it in order to change the owner in our system.

I am sympathetic towards your situation however it is the owners responsibly to ensure they receive their tax notice. We did not receive any correspondence regarding this property and the specified forms must be filled out.

Please do not hesitate to contact me if you require any additional information.

Thank you,

**Mairi Smith****Revenue Manager**

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

Phone 780-514-2208

Fax 780-542-5753

Email revenuemanager@draytonvalley.ca





TOWN OF DRAYTON VALLEY

BOX 6837, 5120 - 52 STREET
DRAYTON VALLEY, AB T7A 1A1

Phone: 780.514.2200 Fax: 780.542.5753
Website: www.draytonvalley.ca

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*** C O P Y ***

OFFICIAL RECEIPT

FOIP Act, RSA 2000, Chapter F-25, section
17(4)

GST Reg. #: R108126103
Receipt #: 0267475
Receipt Date: 2016/08/19
Page: 1
Received by: KS

Tax Codes: E=Exempt; T=Taxable; I=Included

Reference # (SS Account#)	Description	Reference (Invoice #)	Tax Code	GST	Payment
TX 0084006700	TAX PAYMENT	ARREARS 0033097		.00	84.86
TX 0084006700	TAX PAYMENT	ARREARS 0036459		.00	493.21
TX 0084006700	TAX PAYMENT	ARREARS 0036996		.00	73.98
TX 0084006700	TAX PAYMENT	ARREARS 0037577		.00	182.67
TX 0084006700	TAX PAYMENT	ARREARS 0041024		.00	485.85
TX 0084006700	TAX PAYMENT	ARREARS 0041573		.00	72.88
TX 0084006700	TAX PAYMENT	ARREARS 0042231		.00	293.88
TX 0084006700	TAX PAYMENT	ARREARS 0045768		.00	508.63
TX 0084006700	TAX PAYMENT	ARREARS 0046362		.00	76.29
TX 0084006700	TAX PAYMENT	ARREARS 0047070		.00	340.84
TX 0084006700	TAX PAYMENT	ARREARS 0050686		.00	523.38
TX 0084006700	TAX PAYMENT	ARREARS 0051272		.00	78.51
TX 0084006700	TAX PAYMENT	CURRENT 0052048		.00	482.25
TX 0084006700	TAX PAYMENT	CURRENT 0055812		.00	512.98
TX 0084006700	TAX PAYMENT	CURRENT 0056567		.00	25.65

Tender Type & Description	Reference	Amount	Total Tax:	.00
FOIP Act, RSA 2000, Chapter F-25, section 17(4)	ATB#1052	4,235.86	Total Amount Paid:	4,235.86
			Tender Received:	4,235.86
			Change Given:	

THANK - YOU FOR YOUR PROMPT PAYMENT

Visit us at our Website:
www.draytonvalley.ca



TOWN OF DRAYTON VALLEY

BOX 6837, 5120 - 52 STREET
DRAYTON VALLEY, AB T7A 1A1

Phone: 780.514.2200 Fax: 780.542.5753

Website: www.draytonvalley.ca

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Page:

1

T A X S T A T E M E N T

FOIP Act, RSA 2000, Chapter
F-25, section 17(4)

#67 GREENWOOD MHP
DRAYTON VALLEY AB T7A 1M5

Owner #	Roll #	Statement Date	Statement Total
63880	84006700	2016/08/12	4,235.86

Lot -Block -Plan
67 -35

Mun Addr: #67 GREENWOOD MHP

Invoice Date	Invoice Description	Reference	Amount
2012/01/03	Penalty - 2012 Current Taxes	15.00 %	Inv#-0033097 84.86
2012/05/07	2012 TAX LEVY		Inv#-0036459 493.21
2012/07/05	Penalty - 2012 Current Taxes	15.00 %	Inv#-0036996 73.98
2013/01/02	Penalty - 2013 Current Taxes	15.00 %	Inv#-0037577 182.67
2013/04/24	2013 TAX LEVY		Inv#-0041024 485.85
2013/07/04	Penalty - 2013 Current Taxes	15.00 %	Inv#-0041573 72.88
2014/01/02	Penalty - 2014 Current Taxes	15.00 %	Inv#-0042231 293.88
2014/05/02	2014 TAX LEVY		Inv#-0045768 508.63
2014/07/04	Penalty - 2014 Current Taxes	15.00 %	Inv#-0046362 76.29
2015/01/05	Penalty - 2015 Current Taxes	15.00 %	Inv#-0047070 340.84
2015/05/06	2015 TAX LEVY		Inv#-0050686 523.38
2015/07/06	Penalty - 2015 Current Taxes	15.00 %	Inv#-0051272 78.51
2016/01/04	Penalty - 2016 Current Taxes	15.00 %	Inv#-0052048 482.25
2016/05/12	2016 TAX LEVY		Inv#-0055812 512.98
2016/07/06	Penalty - 2016 Current Taxes	5.00 %	Inv#-0056567 25.65

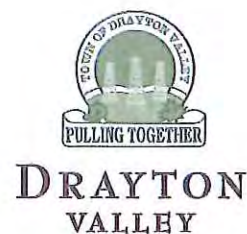
Account Balance			
Current	1 Year Arrears	2 Year & Up	Balance Due
1,020.88	942.73	2,272.25	4,235.86



Box 6837, 5120 - 52 Street
Drayton Valley, AB T7A 1A1

Owner #	Roll #	Statement Date	Statement Total
63880	84006700	2016/08/12	4,235.86

FOIP Act, RSA 2000, Chapter F-25,
section 17(4)



February 10, 2016

FINAL NOTICE

FOIP Act, RSA 2000, Chapter F-25, section

17(4)

#67 Greenwood MHP

Drayton Valley, AB T7A 1M5

RE: Mobile Home Tax Account 84006700

Please be advised that the status of your Mobile Home Tax Account as of February 10, 2016 is as follows:

Balance Outstanding: \$3,697.23

This shall constitute a **FORMAL DEMAND FOR PAYMENT** in the sum of \$1,393.45 to prevent further collection/seizure action being taken against you. **If payment is not received by this office on or before March 31, 2016, the Town may commence collection/seizure proceedings** for the monies owing on the goods and chattels of the owner (s).

All costs associated with these collection/seizure proceedings will be applied to your tax account.

Sincerely,

Mairi Smith
Revenue Manager
780-514-2208

AGENDA ITEM: 7.2	Adoption of the Recreation and Culture Master Plan
Department:	Community Services Department
Presented by:	Councillor Fredrickson
Support Staff:	Annette Driessen, Director of Community Services

BACKGROUND:

The Town of Drayton Valley approved the development of a Recreation and Culture Master Plan in 2015. As there is no current Plan, this document will guide the progress of the recreation and culture delivery system. Two key supporting documents were reviewed in the development of this Master Plan: the Town of Drayton Valley Community Sustainability Plan and the Drayton Valley and Brazeau County Social Development Plan. These reports define at a high level the community values as well as collective goals and objectives. The role and purpose of a Recreation and Culture Master Plan is to identify issues and opportunities and will serve to guide decisions, actions and allocation of resources specifically for the next five years, but also with an eye towards the long-term future.

This Recreation and Culture Master Plan identifies 27 Recreation priorities and an additional 11 Arts and Culture priorities for consideration by the Town and Community Services department. Recreation priorities have been organized into three categories: Organization and Policy, Programs and Services, and Facilities and Parks.

On March 23, 2016, the Final Draft of the Recreation and Culture Master Plan was presented to the Town's G&P Meeting by David Hewko of David Hewko Planning and Program Management. Administration has presented the Final Draft to Brazeau County, Parkland County and the general public for review and comments, as well as engaging in targeted discussions with some community facility user groups. The document was available for viewing on the Town's website and was promoted on the Town's available social network forums.

Administration has received no comments from the public on the Final Draft.

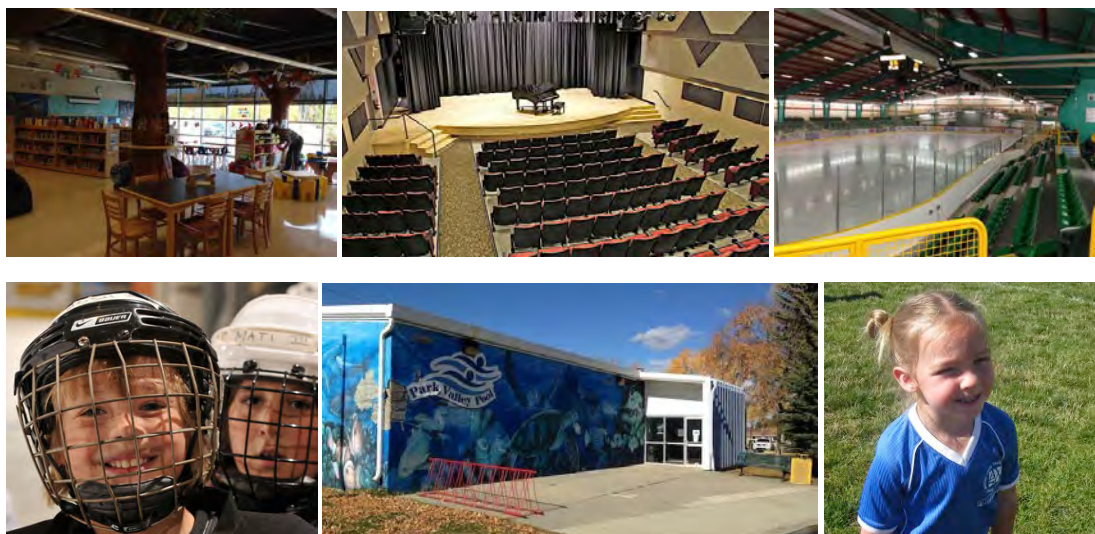
Administration is requesting adoption of the Recreation and Culture Master Plan, thereby providing a planning document for the delivery of recreation and cultural services.

OPTIONS:

- A. That Council adopt the final draft of the 2016 - 2020 Recreation and Culture Master Plan, as presented.
- B. That Council table the adoption of the final draft of the 2016 - 2020 Recreation and Culture Master Plan to a future meeting of Council.

RECOMMENDATION:

That Council _____ 2016 - 2020 Recreation and Culture Master Plan.



TOWN OF DRAYTON VALLEY

Recreation and Culture Master Plan 2016-2020

Final Report

April, 2016



David Hewko

Planning + Program Management

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- Priority R21: More outdoor activity infrastructure
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- Priority R23: New playgrounds and strategy for adding more
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Executive Summary

The Town of Drayton Valley Recreation and Culture Master Plan 2016-2021 will be a precedent document as there is no recent version of a Master Plan. Two key supporting documents however have informed this Master Plan: the Town of Drayton Valley Community Sustainability Plan and the Drayton Valley and Brazeau County Social Development Plan. These reports define at a high level the community values as well as collective goals and objectives. The role and purpose of a Master Plan is to identify issues and opportunities and will serve to guide decisions, actions and allocation of resources specifically for the next five years, but also with an eye towards the long-term future.

This Master Plan document identifies 27 Recreation and Culture priorities and an additional specific 11 Arts and Culture priorities for consideration by the Town. Recreation priorities have been organized into three categories: Organization and Policy, Programs and Services, and Facilities and Parks. In all three categories priorities are listed in descending order of urgency, though the priorities need not be acted upon in the same order.

Key Issues

Following a review and analysis of the Recreation, Parks and Culture facilities and services, four main areas to address have made themselves apparent:

- The Town has a significant inventory of recreation buildings and assets, some that are significantly under-utilized and whose on-going operations are a draw on limited resources – the challenge will be to find ways to use what already exists more effectively
- For many years Recreation, Parks and Culture functioned without dedicated management and attention to programming, resulting in a lack of clarity at the staffing level and significant untapped programming potential. In areas, formal policy is lacking that would offer direction. Expanded programming will also attract new segments of the population currently not engaged in regular physical activity
- The new Aquatic Centre as originally proposed in 2011 may be unaffordable during these more challenging economic times. But the unavoidable reality is the existing pool only has a limited service-life remaining. The new pool project may need to be scaled back in size and complexity in order to fall within a more reasonable debt-servicing and operating cost model
- The Arts, Heritage, and Culture community in Drayton Valley is relatively fragmented and lacking in coordinated messaging. Arts, culture and heritage groups with Town staff assisting with facilitation can lead to the creation of an Arts Umbrella organization or network that can collectively represent the interests and initiatives of the arts, heritage and culture constituents

Key Opportunities

This Master Plan attempts to frame the problems and make the case for solutions to all four challenges, while limiting capital spending or adding significantly to operating budgets.

For a community of over 7,000 residents and a regional population of over 14,000, Drayton Valley has a significant inventory of major recreation and culture buildings including a pool, two ice arenas, a curling arena and a Conference Centre. Additionally, there are two libraries, two theatres, over a dozen parks and sports fields, and facilities for Community Services and Early Childcare Development.

The old approach to recreation was 'build it and they will come', which was generally successful as long as population was increasing and the economy prospering. The role of staff was generally to operate and maintain facilities and attention focused on adding new buildings. But, over the life of recreation and culture facility operations will cost 6-8 times the capital outlay (all in present dollars). Cost recovery for the most successful recreation and culture buildings (blended for all types of buildings) is in the order of 70%, while the median is in the 50% range. Pools and theatres typically operate at below 40% cost recovery. The shortfall in this community comes in the form of annual operating subsidy from the Town and cost-sharing funds from the County.

At least half of the cost of operations of recreation and culture facilities is labour. Reducing staffing impacts service levels and customer satisfaction, and that is not what is being proposed here. What is being suggested is the organization roles and responsibilities need to be articulated, duplication removed and resources allocated to what will deliver the most positive impacts and outcomes. Staff need to be empowered further to do more meaningful work such as developing programming, communicating with user groups, and constantly finding ways to be more efficient.

The other aspect of operations is effective utilization and revenue generation. Many of the traditional recreation past-times such as organized team sports may be plateauing, but modest growth will continue as long as there is an influx of new residents to Drayton Valley.

The greatest opportunity then lies in increasing market share and increasing the participation rate in physical and leisure activity. Currently less than 40% of the population engages in regular physical activity and about three-quarters of that amount is in organized team sports with the remainder in individual or group fitness. The challenge and opportunity will then be engaging and activating about another 20-25% of the population – the ones that aspire to become physically active. There are many reasons for not being active such as time, cost or distance. But one of the major reasons is also indifference to current program offerings.

Programming has to adapt to appeal to our changing population, case in point, new Canadians bringing interests, social activities, recreation, art and sport from other cultures. It would be incumbent on staff to develop and diversify new programs in all areas: aquatics, ice, fitness, dryland, outdoors, arts and culture and others to attract and retain more participants. Other aspects worthy of exploration for programming are in the areas of unstructured play and non-competitive sport. Play develops physical literacy and that is a critical prerequisite in making a deeper commitment to regular physical participation. Raising awareness of arts, culture and heritage will also be important in the goal of enriching residents' lives.

1.0 Master Planning Overview

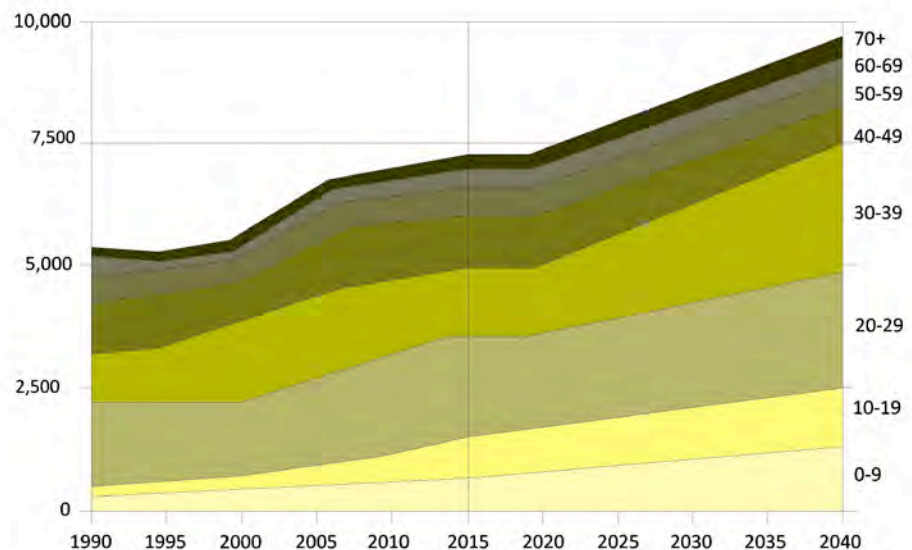
1.1 Demographic Overview and Population Projections

The population of Drayton Valley has increased at a rate of about 1.5% over the past 25 years and according to the Town, is projected to continue at that rate of increase for the next two decades.

According to StatsCan, most of the growth will come in the form of immigration (families), followed by migration (single adults and families) and thirdly through birth rate. About 50% of that growth is and will continue to be in immigration, underscoring the growing ethnic and cultural diversity.

The slightly increasing birthrate suggests the population is becoming more stable and permanent, and less transient though that aspect of the population will always be there.

Drayton Valley retains only about 2/3rds of its older adult population and consequently is very different in composition than the rest of the country. Nationally, the older adult population is growing at a rate of 2-3% per year, meaning subtracting for net out-migration of older adults suggests the growth in the younger adult and family-age cohorts is occurring at even a faster rate.



The working age 20-49 population combined equals over 60% of the total population, a cohort that is usually pressed for free time for recreation for themselves. Teens and '20-somethings' make up almost 33% of the total population, a physically active age group but notoriously difficult to engage in recreation (less so for the arts). Pre-teen children make up about 15% of the population and active older adults 50-69 also about 15% of the total.

One more variable in population is the so called "shadow population" of up to 3,000 primarily young transient adults living in hotels and temporary housing

during a robust economy. In most resource communities, these adults tend to have little or no impact on formal recreation demand.

Mentioned elsewhere in this report, the sum of all youth registration numbers for organized sports such as ice hockey, ringette, figure skating, soccer and baseball result in a higher than national average participation rate - approaching 40% of all under the age of 19 years.

This is a positive indicator, but the challenge remains with the 60% of youth still not physically active. This presents an opportunity for the Town to find new ways of further increasing physical literacy through participation.

Other anecdotal demographic and risk factor information about the Drayton Valley population include:

- Residents have a higher rate of home ownership than the provincial average (5% above provincial average);
- Residents have higher incomes than the provincial average in the lowest and highest brackets (under \$15,000 and over \$60,000);
- Residents have a much higher rate of not completing high school (25% greater than the provincial average) and a 10% lower rate of any post-secondary education (income and education are seen as at-risk and health indicators);
- Residents are more often overweight or obese than the provincial average (10% greater);
- Residents have a substantially higher rate of being regular or occasional smokers than the provincial average (25-30% greater);
- Residents have a higher rate that describe themselves as physically inactive (10% above provincial average);
- Residents have a higher rate that describe themselves as having had cancer, heart disease or high blood pressure (10% above provincial average);
- Residents have a lower rate that describe their lives as stressful (10% below provincial average);
- Residents have a lower rate of asthma than the provincial average (15% below provincial average); and
- Residents have a lower rate that describe themselves having alcohol problems (10% below provincial average) – note: this is opinion, not an AHS statistic.

In summary, Drayton Valley's population is characterized by a high young adult working population, a growing multi-cultural population, a smaller older adult population and a growing number of children that tend to be slightly more physically active than their provincial peers.

Demographic information is useful in painting a more complete picture of the community and should begin to inform new and expanded programming opportunities for the Community Services Department.

1.2 Current Policies, Procedures and Guidelines

The Recreation and Culture Master Plan 2016-2020 will be a precedent document as there is no recent version of a Master Plan in existence. This presumes planning was carried out in the last ten years on an ad hoc basis or as

opportunities for funding and support would emerge. Facilities have been added over time and each project appears to have been studied in isolation.

There is work to be done on enhancing comprehensive policy and procedure manuals, operational plans and other guidelines.

Policy documents that have been generated in the past year include:

- Town of Drayton Valley Community Sustainability Plan 2015-2019
- Town of Drayton Valley Social Development Plan 2015-2019

The Community Sustainability Plan is a comprehensive Town document that defines the interconnected community networks and systems as well as its goals and objectives. The six systems are:

- Health and Social
- Arts, Culture and Heritage
- Governance and Partnerships
- Sustainable Economic Development
- Built Environment
- Natural Environment

Each of the networks touches upon Recreation and Culture and the analysis and strategies in this report are based on the direction found in the Community Sustainability Plan (CSP). While these principles touch on all facets of life in the community, Recreation and Culture form a vital social hub for interaction.

The CSP speaks to inclusion, celebrating diversity and heritage, rich with innovation and learning, and sharing a wealth of natural and human-made places and spaces. The plan makes a commitment to community involvement in decisions and finding ways to collaborate and partner to realize goals. It promises a fiscal responsibility and accountability in government and an enabling process to support sustainable business.

The Community Sustainability Plan also makes a commitment to enhancing the quality of life for residents including housing, transportation and parks. It promises to be respectful to the environment and conserve its resources.

The Social Development Plan (SDP), developed in partnership with Brazeau County speaks to the Town and County as one community. The SDP endeavours to support individual abilities and organizations in realizing goals to live better, happier and healthier. The plan advocates community-building and cultivating strength and resilience.

Germane to the Recreation and Culture Master Plan is the Social Development Plan's commitment to health and wellness, especially with regards to parks and trails, recreation programs and services, and recreation and cultural facilities such as a new Aquatic Centre.

Learnings from both documents have influenced and guided the direction, strategies and recommendations found in this Master Plan.

1.3 Current Programs and Services

Information about current programs and services offered by Community Services can be found in various locations, electronically or in person.

The Town of Drayton Valley Community Services Department publishes bi-annually the Guide to Arts, Learning, Recreation and Support Services. The document includes descriptions of services, directories, schedule information and a calendar of special events. The document is well-organized and user-friendly but as with all directories, users still need to take the next step and contact each facility or service provider for more information on programs and times.

Other means of finding out about programs and services includes the Town website and app. The website is descriptive and user-friendly, and there are links to various facilities and the newsletters and schedules they publish. Each facility such as Park Valley Pool, the Omniplex and the Libraries has its own brochures and schedules which are also available in hardcopy at the facilities. There is also a webpage calendar that indicates event days for the month.

Family and Community Support Services (FCSS) publish a two-month summer calendar in an 11x 17 inch format for home-use that consolidates events and their locations for the month. This is primarily geared toward children and families.

Section 3 of this report includes an analysis of scheduling and utilization rates for existing recreation and arts and culture facilities. The types of current programs are commented on as well as market niche areas for new and additional programming.

1.4 Inventory of Current Facilities

The Town of Drayton Valley operates a large inventory of assets including eight major recreation facilities: 1 indoor pool, 2 ice arenas, 1 curling rink (6 sheet), 2 conference centres and 2 libraries. The Town also owns and operates or owns a number of other assembly and activity facilities as well as 14 parks (11 with playgrounds), trails, 5 ball diamonds, 1 performing arts centre (co-owned with Brazeau County), 1 splash park, 1 skatepark, 2 tennis courts, 1 rugby pitch, 1 off leash park, 1 soccer field and 2 cemeteries. The Town also collaborates with the local schools to provide community use of school-owned ball diamonds, soccer pitches, a football field, and playground equipment.

The table on the following page summarizes the inventory by location and by amenity type.

Location (multiple facilities at each)		Open Greenspace	Water Feature / Pond	Playground	Trails / Trail Linkages	Aquatic Facility	Ice Arenas	Curling Rink	Fitness Centre	Conference Centre	Library	Theatre	Child Development	Community Services	Seniors Centre	Hall	Museum	Sports Fields	Ball Diamonds	Tennis Courts	Splash Park	Public Plaza	Skatepark / BMX	Outdoor rink / ice surface	Off-Leash Park	Rodeo Grounds	Campground
Rotary Park	C	✓	✓	✓	✓	✓							✓	✓		✓				✓	✓						
Downtown Civic Precinct	C	✓	✓	✓	✓						✓	✓	✓	✓	✓						✓			✓			
Lions West Valley Park	SW	✓	✓	✓	✓		✓	✓	✓	✓	✓		✓	✓		✓	✓	✓	✓						✓	✓	✓
Park Place	SW																	✓									
Ivan To Park	SW	✓	✓	✓	✓																						
HW Pickup Grounds	SE	✓	✓	✓	✓							✓		✓									✓	✓	✓		
Little Lions Park	SE	✓	✓	✓	✓																						
Aspenview Park	SE	✓	✓		✓																						
Sekura Park	SE	✓		✓																							
Sunrise Park	SE	✓		✓																							
Watino Park	NW	✓	✓	✓	✓																						
Peace Park / Northview Pond	NE	✓	✓	✓	✓																			✓			
MacKenzie Park	NE	✓		✓														✓									
Pocket Park	NE			✓																							
Drayton Valley Cemetery	C	✓																									
Riverside Cemetery	NE	✓																									
Clean Energy Technology Centre	S	✓	✓		✓					✓																	

Of the major Town-owned and operated facilities, the following observations were made:

Park Valley Pool

Condition rating: fair to poor Remaining service life: 5-10 years maximum
The pool was built in 1985 and is rapidly approaching end of service life. Functional issues with tank and change rooms. The cost of renovating would approach 80% of new without solving functional issues. New 150% larger pool estimated to cost \$24 million.

Omniplex Arenas and Fitness Centre

Condition rating: good Remaining service life: 15-20 years
The arenas were built in 1987 and 1995 and are well-maintained and mechanical systems have been partially upgraded. Arena's dry floor also used for rodeo. Year-round Fitness Centre constructed in 1997. Replacement (same components) cost in current dollars \$25-30 million.

Omniplex Curling Rink

Condition rating: fair to good Remaining service life: 15 years
Constructed in 1991, major structural and envelope upgrade after roof collapse in 2013. Facility is well-maintained. Also use dry floor for Farmer's Market. With low utilization the curling rink would likely be re-built as a smaller 4-sheet facility at a cost of about \$10 million in current dollars, if replaced at all.

MacKenzie Conference Centre

Condition rating: very good Remaining service life: 20-25 years
Constructed in 2008, the facility features movable walls and a full commercial kitchen. If rebuilt today, cost would be in the order of \$5-7 million.

Downtown Library

Condition rating: fair

Remaining service life: 10-15 years

Opened in 1989 as part of the redeveloped former hockey arena that includes the Town Hall and Fire Hall. Library is spatially constrained and if rebuilt today would likely be twice its current size. Cost to build in current dollars is about \$3-4 million.

Rotary Children's Library

Condition rating: very good

Remaining service life: 25-30 years

Almost new library built attached to high school. Location to create synergy with Omniplex to promote family activities. Space is small with no current access to a program room.

Replacement cost not applicable.

Early Childhood Development Centre (ECDC)

Condition rating: good to very good

Remaining service life: 20-25 years

Constructed in 2007. Licensed capacity 83 children in five rooms on one level. Fenced outdoor play area. Very functional while not feeling institutional. Replacement cost if built today \$3 million.

Scout Hall

Condition rating: very poor

Remaining service life: 5 years

Asset estimated to be over forty years old. Handicapped access issues. Used as gym by ECDC. Not suitable for renovation, hall would have to be replaced. Estimated construction cost in current dollars \$1 million.

Outdoor Assets: Parks, Playgrounds, Water Splash Park, Skatepark, Sports Fields, Campground, Dog Park and Cemeteries

Condition rating (average): good

Remaining service life: infinite

All playgrounds CSA conforming and in very good condition. Parks and sports fields well-maintained and in good condition. No permanent washroom buildings at any parks or sports fields except Rotary Park. Cost per washroom building in current dollars \$500,000 with site servicing.

Outdoor Assets: Tennis Courts

Condition rating (average): poor

Remaining service life: infinite

Funds currently budgeted for the redevelopment of the tennis courts also allowing for adapted use for new activities such as pickleball.

Outdoor Assets: Rodeo Grounds

Condition rating (average): poor

Remaining service life: to be determined

Rodeo grounds are overlaid on a sports park compromising the functionality and operational efficiency of both activities. Rodeo grounds should be removed from the Lions West Valley Park site to a larger, purpose designed site with sufficient area for a track and grandstand, paddocks, barns and future Agriplex.

Town-owned or partnership buildings operated by others:

Eleanor Pickup Arts Centre

Condition rating: excellent

Remaining service life: 25-30 years

Society operated. Complete renovation of historical movie house converted into a modern arts theatre. Theatre functionally excellent and all building

systems new. Phase 2 support spaces addition postponed. Phase 2 cost estimate unknown. Town and County are joint-owners.

Museum and Heritage Park

Condition rating: very good Remaining service life: indefinite
Society operated. Relocated and restored small historical buildings with larger artifacts on site.
No replacement cost estimate.

55-Plus Activity Centre

Condition rating: fair Remaining service life: 15-20 years
Not owned by the Town, society-owned and operated. Built in 1979, the Centre underwent renovations in 1992 and 1998. Reasonably maintained and in good repair. Estimated replacement cost in current dollars unknown. May eventually seek Town partnership to replace.

MAX Theatre

Condition rating: good to very good Remaining service life: 20-25 years
Not a Town asset, facility is school district owned and operated. Constructed in 1998. In good condition and maintained to school standard. Replacement cost unknown.

1.5 Trends in Recreation and Culture

Recreation by its nature is always changing. Attitudes and interests change from one generation to the next, the context for recreation services delivery changes and even the nature of recreation buildings change over time. Some of the more common current trends in recreation and culture today include:

- Changing demographics such as aging population (elsewhere) and increase in immigration are changing the nature of demand;
- Equity, an expectation that all recreation offerings are equally available to all residents in all locations is widely supported;
- Participation in organized sports is declining, profoundly impacting children and youth;
- There is an increase in interest and participation in individual and spontaneous (drop-in) fitness activities, most noticeably among adults and seniors;
- Rising interest in encouraging free 'play' and discovery of physicality for children and the rediscovery of 'play' for adults as a form of self-expression and stress-relief;
- A shift in public opinion for increasing support for parks and open space over recreation buildings;
- Growing interest in experiential programs including outdoor adventure activities, cultural learning and participation and more intensive learning opportunities;
- Growth in interest in 'active transportation' including cycling, walking, boarding and running;
- The social aspect of recreation programming and the social time around programming is becoming more important to people, especially with older adults;
- Volunteerism is suffering everywhere and strategies to revive include 'packaged experiences' into shorter timeframes and specific projects;

- Sensitivity to and awareness of the environment is growing generationally, elevating natural environment stewardship and management programs;
- Cost of land has impacted local government's ability to acquire additional land for parks and open space;
- Demand for increase in services while expecting no increase in taxation;
- Aging infrastructure and the prohibitive cost of replacing facilities;
- A growth in partnerships, inter-governmental, public-private, public-NFP (not for profit);
- Energy pricing will continue to increase, impacting recreation and culture facility operations and underscoring the need to make buildings more efficient; and
- Stand-alone recreation and culture facilities tend to be less successful and more expensive to operate, hence older facilities are being phased out and replaced with multi-use complexes.

1.6 Consultation

Prior Consultation Work

Prior to the Master Plan study, a number of recent projects involved public engagement and consultation with stakeholders. Most recent and significant among them are:

- consultation for the Community Sustainability Plan, 2015
- consultation for the Social Development Report, 2015
- consultation for the Community Park Design, 2015
- consultation for the Brazeau County Open Space Master Plan, 2015
- focus group for the Agriplex study, 2012 and 2015
- consultation for the Aquatic Facility Feasibility Study, 2012

Public Survey (December 2015 - January 2016)

In order to understand what the community's interests and preferences were for future changes to recreation and culture services, a public on-line survey was created and linked to the Town's website. Seven multiple choice and one write-in questions were asked. A total of **435 responses** were tabulated. Each submission was from a separate individual, as the survey tool logged the URL source of each submission precluding multiple responses.

Q1: Place of residence

- 73% Town residents, 22% county, 5% other or not indicated

Q2: Rate importance of existing recreation, parks and culture facilities

Very important / high priority

- Park Valley Pool 79%
- Parks and Trails 49%
- Playgrounds 42%%

Somewhat important / medium priority

- Parks and Playgrounds 45%
- Waterpark & ball diamonds 40%
- Ice arenas & library 36%

Q3: Rate importance of potential new or additional recreation, parks and culture facilities

Very important / high priority

- New aquatic facility 77%
- Indoor playground 34%
- Trails and bike routes 29%
- Skatepark 17%

Somewhat important / medium priority

- Indoor soccer / trails 39%
- Indoor playground / gymnastics centre 34%
- Arts and culture centre / more playgrounds 29%

- Indicated that a new pool was unimportant or not a priority 2.5%

Q4: Tax increase to fund and operate new facilities or upgrade existing?

- 1-5 percent tax increase 58%
- No increase 18%
- No increase except for inflation 18%
- 5-10 percent increase 5%
- More than 10% increase 1%

Q5: If the debt for 2 ½ times larger pool plus doubling or tripling of operating costs should the Town:

- Reduce scale of project but expandable 45%
- Keep project as is and community pays more 38%
- Reduce project to more than existing 13%
- Defer project to future 5%

Q6: What are the impediments to access of recreation and culture facilities?

- Programs offered at inconvenient times 66%
- Lack of programs of interest 53%
- Don't know what's available or where to look 31%
- Cost is a problem 22%
- Parking is a problem 11%
- Transportation is a problem 10%

Q7: What changes could be made to improve access to facilities and programs?

- Increase communication and promotion 65%
- Offer programs at different times 64%
- Broaden program offerings 61%
- Expand hours 59%
- Lower admission rates 27%

Q8: Additional comments

Less than 10% of respondents had additional comments

- Commented on condition of existing pool and/or need for new 28% of those that made comments
- Commented that young families need more things to do 8%
- Programs need better and more timely promotion 7%
- Commented on need for an indoor playground 6%

- Commented on need for an arts centre (not just performance) 4%
- Applauded being consulted 4%
- Commented more programs for kids and seniors needed 4%
- Commented on the importance of parks and trails 4%
- Commented on need for more sports fields with lights 2%
- Commented that given economic situation timing not appropriate for spending 1.5%

Consultation with Town Council and Senior Administrative Staff (January 18, 2016)

A workshop was held in January 2016 attended by Mayor and Council and senior administrative staff from all departments. Almost forty persons were in attendance. Attendees were given an overview of the analysis and public engagement that had occurred to that point, as well as an indication of where the recommendations and priorities might occur. There were eight topics covered over the four-hour session including: variables influencing demand, ice facilities utilization, revisiting the pool project, increasing use of existing facilities, improving parks and playgrounds, arts and culture needs, land acquisition for future recreation needs and capital planning. Some of the key comments raised in the session included:

- ‘Build it and they will stay’: repatriate recreation spending back into the community by creating an exciting, modern pool that residents will use
- Entertainment tourism sees Town residents spending their money in Edmonton, Spruce Grove, etc. as shopping is combined with leisure
- A new but more modest-scale pool will still be a vast improvement and more appropriate given current economic conditions
- There is an opportunity within the Town’s administrative departments to improve communication and coordinate planning efforts
- Current residential development is focused on the south-east, but long-term much of the growth will occur in the north-east – future recreation infrastructure development should react accordingly
- The arts community does need a home but that process should begin with the arts groups coming together to collaborate
- Gymnastics, archery and shooting and other emerging activities should be supported and accommodated however possible
- Need for Bylaws that support culture (public art, zoning changes that allow arts pop-ups, expanding allowable uses, etc.)
- Multiculturalism and heritage need to be supported and woven into more policy, programs, activities and events
- When the new pool is opened, the Park Valley Pool building should be retrofitted into a dryland activities centre, be it for sports such as gymnastics or multi-purpose space that can accommodate a great variety of activities
- Parks and trails are a priority with Council and will continue to be augmented and improved
- The idea for experimentation and innovation with playground design was supported (eg. innovations such as the “off-leash area” for kids where they can explore physical literacy and challenge themselves)

Consultation with the Arts and Culture Stakeholders (November 4, 2015)

A workshop was held in November bringing together over forty representatives from various arts and culture groups as well as individual artists. A series of questions and topics were introduced and discussed in a round-table format. Some of the key points raised that evening include:

- Arts and culture community encompasses very broad interests, including history, multi-culturalism, visual and performing arts – no unified voice
- Groups need to confer to identify collective goals of the arts and culture community
- Receptive to idea of an Arts Umbrella organization
- Communication – need single point of communication
- Promotion, mutual support, expand knowledge, elevate values of art
- Inclusiveness, collective voice, foster cooperation
- Growing multi-culturalism (language barriers), engaging newcomers, youth
- Groups only communicate now where relationships exist
- Need access to affordable advertising
- Expand Town app to include arts and culture
- Need to host event nights to promote clubs and for registrations; celebrate art symposium; multi-cultural days
- Library pivotal to communication, cross-programming
- Public art in the downtown core valuable promotion tool
- Newcomer services needed for multi-cultural and new residents
- Home occupation business licenses cost same as regular business – unfair to artists
- A Phase 3 at EPAC could create space for art and artists, dance
- Envision a multi-cultural arts centre, a building for all arts and activities, subsidized space

1.7 Key Issues and Opportunities Identified

Through the review and analysis of Recreation, Parks and Culture facilities and services, four main areas to address have made themselves apparent:

- The Town has a significant inventory of recreation buildings and assets, some that are significantly under-utilized and their on-going operations are a draw on scarce resources – the challenge is finding ways to use what already exists more effectively
- For many years Recreation, Parks and Culture functioned without dedicated management and attention to programming, resulting in a lack of clarity at the staffing level and significant untapped potential for expanding recreation programming. New programming will also achieve the high level goal of attracting a greater proportion of the total population
- The new Aquatic Centre as proposed may be unaffordable during these challenging economic times, though the existing pool only has a limited service life remaining. The pool project may need to be scaled back in size and complexity in order to work within a more reasonable debt-servicing and operating cost model

- The arts, heritage, and culture community in Drayton Valley is composed of a number of small, unconnected groups and lacking in coordination and the resources for disseminating their message. Town staff can help facilitate the creation of an Arts Umbrella organization or collective that can bring into focus and more effectively convey interests and initiatives of the arts and culture constituents

Solutions can be found for all four challenges, while limiting the need to spend significantly on capital. Adding programming should backfill unused capacity in most existing facilities. Decline in use can largely be attributed to the current economic downturn. Certain large facilities in particular are experiencing a significant decline in use including:

- MacKenzie Conference Centre Drop in demand for conference space due to economy
- Curling Rink Decline in membership
- Total Works Health and Fitness Centre Revenue down 1/3 due to economy

The first instinct when demand and revenues are in precipitous decline is to reduce costs, especially labour which makes up more than half of operating budgets. In fact, given that these assets will continue to incur significant annual fixed costs such as constant energy and overheads, the appropriate course of action would be to replace lost income by diversifying and boosting programming.

This is hand-in-hand with the second point, increasing programming to serve a greater spectrum of the population. Each facility be it the pool, ice arenas, fitness centre, curling rink, parks, and even libraries and cultural facilities has the capacity for adding new programs that respond to the interests of our changing demographics. Relatively modest investments may be needed to adapt existing spaces in facilities to accommodate the new activities and programs.

2.0 Assessment of Existing Programs and Facilities

2.1 Indoor Pool Programs and Facilities

The existing Park Valley Pool is approximately 30 years old and approaching the end of its expected service life. The 15,000 sf facility has been well maintained, including a series of lifecycle improvements to pool systems. The facility does have some building envelope and cosmetic issues but with proactive maintenance should remain operational for an additional 5-10 years. The most significant issues with the pool are functional: the program tank is only 5-lanes (10.75m x 25m or 35' x 81.25' - technically 4-lanes by current FINA standards) and is contiguous with a 90sm (1,000 sf) ramped leisure pool. The other main functional issue is the lack of dedicated family change rooms.

At least 6 lanes are needed to accommodate two lanes of lane swimming in a loop circuit, concurrent with 4 lanes for program use (large enough for 25-30 participants and break-even program delivery). The contiguous leisure water means contamination can't be isolated and consequently shuts down all water. The pool also operates at 29 degrees, considered too warm by many lane swimmers.

Currently, the Park Valley Pool experiences about 60-65,000 annual user visits (Town residents 45%, Brazeau County residents 45%, other 10%). Historically this number averaged over 90,000 per year. Staff attribute the decline on the waning interest in the leisure water and shallowness of the main tank limiting activities desired such as diving. Newer leisure pools in neighbouring communities have drawn away many of the local users.

The pool posts a 33% cost recovery before grants, or about 65% cost recovery after grants. This means revenues are only 1/3 of operating costs each year, well below industry standards of 55-60% for pools of this scale. About 80% of revenues are program-related and only about 20% public general swim admissions. Currently the pool operates normal daytime and prime-time hours with notable absence of use on weekend evenings and a weekday late afternoon gap in scheduling (used by staff for maintenance).

In terms of swim club use, the summer and winter clubs each have about 90 registrants as does a junior lifeguarding program. One hour of lane pool time each day is used by the swim clubs. Owing to the issues surrounding the shallowness of the tank, swim clubs may leave the Park Valley Pool for neighbouring community pools.

The proposed replacement pool has been estimated at almost three times the size of the existing facility (not including fitness centre mezzanine) and operating costs, especially labour, would be at least 2 1/2 times greater than existing. This means users' visits and revenues will need to more than triple in order to not exceed the current levels of subsidy from the Town and the County. While new pools have tremendous draw appeal, the target numbers remain daunting.

Note: the Net Zero Study will be examining ways of reducing energy use in a new and larger replacement aquatic facility.

2.2 Ice Arena Programs and Facilities

Currently, there are just under 500 children and youth participating in organized ice sports in Drayton Valley. Of this amount, 234 are registered in minor hockey and over 210 are registered in all other organized ice sports such as figure skating and ringette.

The demand for ice time by minor hockey can be measured by Hockey Canada's standard of play that prescribes the optimum number of hours per week per player, based on age categories and skill level. Based on the current number of teams, and a blended average of 2.75 hours per week per player for games and practices, approximately 39-43 hours are required (assuming 15-16 players per team). This is the equivalent prime-time demand of 0.8 to 0.9 ice sheets.

Other minor sport users do not have the same recognized standards of play but based on current schedules and comparisons with other Alberta communities, about 2.0 hours per week per participant is expected. Public skate programs total 2.5 to 3 hours per week. These residual ice uses constitute an additional prime-time demand of 25 to 30 hours per week of ice time, or 0.4 to 0.5 ice sheets.

Adult hockey currently has just over 200 registered in leagues and individual teams plus over 40 more participate in fun hockey (possible duplication). The adult bookings are typically games only and average only about 1.25 hours per week per participant, or up to 20 scheduled hours. The Junior Thunder and Senior Wildcats average 11 hours per week (6 off-prime in afternoons). Junior, senior and adult hockey constitute a demand for ice of about 0.3 to 0.4 ice sheets.

The combined current ice demand is about 1.6 to 1.9 ice sheets and the available supply is 2.0 ice sheets at the Omniplex. This accounts for overall utilization below 80% and why adults, typically relegated to off-prime times, have access to prime-time slots. While convenient for the adult users, the absence of off-prime time rentals and overall low utilization suggests a current over-supply of ice. This however is a positive, as the Omniplex arenas can absorb future additional demand without the need to build any more ice sheets for the foreseeable future.

Historical registration data, while incomplete, suggests that youth and adult ice sport registrations have been stable for the past decade, despite a net population increase of about 1.5% per year. Extrapolating this into the next five or even ten years, demand for a third ice sheet cannot be justified.

During the summer months, ice is put in on one sheet and there is dry floor space on the other. Current summer ice use is about 10 hours per week or 20% utilization, questioning the justification for summer ice at all. Dry floor rental of the other sheet is extremely low as there are few summer sport programs in place such as box lacrosse or ball hockey. Rodeos and agricultural events occupy the facility for about one month each summer, an important use and valuable revenue that would be lost if the proposed Agriplex were to be constructed.

In terms of cost recoveries, revenues and grants are about 60% of operating costs or less than 30% excluding grants, typical for ice arenas in smaller rural Alberta communities.

The Omniplex arenas were constructed in 1987 and 1995. The larger arena has a seating capacity of 1,200 spectators and the smaller arena estimated at over 200. The larger arena concourse is utilized daily as an indoor running circuit except during spectator events. The arenas have adequate team rooms and support spaces and share a large common lobby area. Based on a visual inspection only, the facilities were found to be well-maintained and building systems were in fair condition for their age. No major building or ice system deficiencies were noted.

2.3 Curling Programs and Facilities

Currently, there are about 200 adults and youth registered at the six-sheet Drayton Valley Curling Club. This is about 40% of the peak registration levels the sport enjoyed a decade ago. Curling experienced a significant loss of members when the roof partially collapsed in 2013 and has been slow to regenerate.

At present there are four scheduled adult draws (one women's, one men's and two mixed) as well as one youth draw, and a draw-slot used for 'learn-to-curl' and drop-in play. There are also occasional weekend bonspiels scheduled. Regular demand constitutes only 6 of a possible 42 weekly draw timeslots being used, or about 15% utilization.

Direct revenue to the Town from the Curling Club approaches 50% of operating costs as indicated in the Town financial reports, however operating numbers appear to be low suggesting some of the labour overheads haven't been pro-rated to curling from the ice arenas. As well, revenue from operating grants has not been pro-rated for curling.

When adjusting for the average annual operating cost of six-sheet curling rinks in Western Canada, the recovery rate for the Omniplex Curling Club is at the low end of the spectrum in the 20-25% range. There is little demand and negligible revenue from off-season dry-floor rentals (no sports such as box lacrosse or ball hockey). A weekly farmers' market does occur in the curling facility during dry-floor periods.

Low demand for curling does not justify increasing curling ice supply for the foreseeable future. In fact, the Town of Drayton Valley may wish to consider condensing the curling season to, for example, September to December, and converting the space for other dryland sport uses such as indoor soccer (U-9 and under FIFA size or a shorter version of boarded indoor soccer) as well as off-season training for outdoor field sports such as baseball and rugby or into a tenanted gymnastics gym.

The Omniplex six-sheet curling facility was constructed in 1991 and features a large curling lounge area with support spaces, contiguous with the MacKenzie Conference Centre and separated by a movable wall. Based on a visual inspection only, the facilities were found to be well-maintained and building

systems were in fair condition for their age. No major building or ice system deficiencies were noted.

2.4 Fitness Centre and Racquet Court Programs and Facilities

The existing Total Works Health and Fitness Centre is located in the Omniplex facility and occupies about 4,800 sf (including two racquet courts) on three levels. An operating assessment study was completed in 2014 making recommendations for changes to the membership framework, programming and marketing. Some recommendations are currently being implemented.

In 2014, the facility was capturing about 6% of the population or about 400-450 members and regular users. The study indicated that the facility had the capacity to capture three times that number (putting it in line with national participation numbers). With the current number of users and assuming three visits per week, this suggests about 1,200 weekly visits or about 12 users per operating hour.

The study also indicated that racquet court use was 0.6 uses per day and recommended that one court be decommissioned and renovated into a two-level movement studio space. Nationally, racquet sports are in a systemic decline with low prospect of recovery. The racquet court space should be re-purposed at minimal cost recognizing that if the new aquatic centre is built, relocation of the fitness centre to the new facility should be a priority consideration.

The current location with the arenas offers minimal or no synergies of users, aside possibly from those using the concourse running track. Co-locating a fitness centre with a pool has been proven in other contexts to improve usage for both assets.

In two prior years the fitness centre, racquet courts and track revenues (no subsidies or grants) were about \$300,000 annually with operating costs at about \$200,000 for an annual operating surplus of 50%. In 2015 revenues are actually projected to decline to about \$200,000 or an operating surplus of 0%. Factors may include the downturn in the economy and increased private sector competition.

2.5 Conference Centre Programs and Facilities

The MacKenzie Conference Centre (MCC) is part of the Omniplex complex at Lions West Valley Park. It includes a lobby and pre-function space with bar and washrooms, a large 7,000 square foot sub-dividable space, a commercial quality kitchen and storage. Constructed in 2008, the facility is a well-designed and versatile functional space adaptable to many configurations and uses and can be combined with the adjacent curling club lounge (an additional 3,600 sf of function space plus washrooms and modest kitchen). The facility has a rated capacity of 800 persons or 430 for banquets.

The facility was built to accommodate a need by the business community and industry for conference space in the town. The growing community also demonstrated a need for assembly and banquet space for private functions as well as community events. After a series of years of steady increase, the

downturn in the economy however has had a significant adverse impact on the usage of the MacKenzie Conference Centre and consequently a sharp drop in revenues and cost recovery. The revenue for 2015 is only about 30% of forecasted. Catered food services are provided by pre-approved contractors.

In 2015, the MacKenzie Conference Centre has been used or booked through year end for a total of 82 event days or 22% of available days, an average of 7 event days per month. Of that, 25% were only meetings, many of which could be accommodated in a smaller space and venue. Few corporate events such as conferences, trade shows or banquets were identified in the schedules for 2015.

An idea to consider may be broadening the functions and uses of the MacKenzie Conference Centre, until such a point in time that the economy recovers and the demand by the private sector for an event centre is restored. In past years, annual operating costs were in the order of \$400-530,000 for a cost recovery as low as 50% to as high as 90%. For 2015, cost recovery has been projected at about 33%, but operating costs had been reduced and mitigated, presumably labour not needed was eliminated and maintenance was deferred. Should the MacKenzie Conference Centre go off-line, the adjacent curling lounge at 3,600 sf could likely absorb the limited demand for large assembly space.

An option to contemplate may be the MacKenzie Conference Centre could be re-purposed and aggressively programmed and scheduled for recreation purposes as well as made available for the arts. The limited current demand for conference functions could be served by the remaining assembly spaces in the town: the Curling Club lounge (3,600 sf), the Max Performing Arts Centre (banquet seating), the Eleanor Pickup Arts Centre (theatre seating), and the Clean Energy Technology Centre.

The relatively low ceiling height and non-sprung floor of the MacKenzie Conference Centre precludes many recreation uses including many movement classes and some sports, but activities such as kindergym, yoga, pickleball, tai chi, martial arts, dance and limited gymnastics (primarily floor-mat exercise routines) could be accommodated with temporary modifications to the space (floor covering). Alternately, the space could be temporarily converted into a venue for visual artists and crafters, an informal performance area for dance, music, an art gallery and open space for craft shows and exhibits until a long-term solution can be found. Any physical changes should be reversible to allow the centre to eventually convert back to its original function.

All of these suggestions are intended to increase recreation, arts, and cultural programming opportunities and bring regular activity to the under-used facility. However, the stream of revenues generated by these programs will not be significant.

2.6 Arts and Culture Programs and Facilities

There are three major arts and culture facilities in Drayton Valley, the Eleanor Pickup Arts Centre, the Drayton Valley District Historical Society Museum and the MAX Performing Arts Centre.

The Eleanor Pickup Arts Centre includes the recently renovated 5,500 sf, 245-seat proscenium theatre including lobby, new washrooms and a wheelchair ramp. Budget limitations precluded the construction of the 4,300 sf Phase 2 that would include back-of-house spaces and a public concourse. The facility is jointly-owned by the Town of Drayton Valley and Brazeau County, but is operated by a not-for-profit society. The Society has been operating the facility since 2006 when the Town acquired the building, and the facility is self-sustaining in terms of revenues equaling operating costs, though the facility is heavily reliant on volunteer labour. Energy and insurance cost make up most of the expenditures budget.

The Drayton Valley Museum and Heritage Park is located at Lions West Valley Park and includes a number of small-scale historical buildings that have been relocated to the site. Artifacts are stored and displayed in the buildings and larger artifacts and agricultural implements are displayed. The facility is operated by the not-for-profit Historical Society. The land is owned by the Town, but the buildings and contents by the Society. The Town of Drayton Valley and Brazeau County provide annual financial assistance for the maintenance of the buildings and site, and the summer season of staffing. Like many interest groups, the Historical Society's volunteer base is declining in numbers which may pose some operational challenges in the future.

The MAX Performing Arts Centre is a dinner-theatre venue in the Frank Maddock High School, built and owned by the Wild Rose Public School Division No. 66. The facility has a rated capacity of between 240 to over 400 depending on scale of event and seating configuration. Food catering and bar service (unusual in a school property) is available in the facility. The facility is operated by a not-for-profit society and governed by a board of directors with paid staff. Financial and operational data was not available but the facility has an average of 3-5 event nights per month. The venue is part of the arts and culture facility inventory in the community but the Town does not provide any financial support outside of community grant funding.

The Scout Hall is not a viable alternative, but is a community asset and is available. The hall is a 2,800 sf facility located next to the Park Valley Pool at Rotary Park. The building is estimated to be 40 years old and in fair condition for a building of its age. The space is used by the Scouts and occasionally rented out to other groups, and used by the Early Childhood Development Centre on days when the weather is inclement. No schedule or financial data was available to comment on cost recovery. In terms of a cultural venue the local Legion is a far superior alternative to the aging Scout Hall.

Other activity facilities in Drayton Valley are operated by separate entities and those include a seniors activity centre referred to as the 55 Plus Recreation Centre with multi-purpose and activity-specific spaces, and the Legion which offers a large multipurpose room with elevated stage area (food and beverage services also available) and a Masonic Hall (no data available).

There are no other dedicated arts facilities in the Town of Drayton Valley or in Brazeau County. In the town there appears to be a deficiency in the number of multi-purpose rooms available in existing recreation facilities and there are no dedicated or specialized spaces for arts and crafts studios, music rooms, rehearsal spaces or gallery space. These types of multi-purpose spaces could be incorporated in new and future facilities, such as the new Aquatic Centre or in the redeveloped old pool.

2.7 Library Programs and Facilities

There are two library facilities operated by a Library Board, the main Municipal Branch located in the Civic Centre, downtown on 51st Street and the relatively new Rotary Children's Library at Lions West Valley Park built into the Holy Trinity Academy. The Main Branch is about 5,000 sf on one level and the Rotary Children's Library is an estimated 2,000 sf also on one level. Annual operational cost is in the order of \$400,000 with no revenues as library services are free to residents.

Over 3,600 residents have library cards or memberships, for a participation rate in the region of 51%. There are approximately 56,000 transactions annually at the two libraries. Recently, the Library Board prepared a Plan of Service document that defines strategic goals and priorities. Most objectives centered on technological improvements and emerging medias.

Neither library location has access to a large separate program room, limiting programming capability as well as being able to accommodate requests for space from outside groups. The Rotary Children's Library, by agreement, should have access to a multipurpose room in the school, but this is currently not available or available when the library could use it, nor is it available for rental by outside groups after regular hours (compromises security of school property). There is no handicapped accessible transportation service to Rotary Children's Library, limiting some users' access. A mobile library service, the Words on Wheels van, provides some outreach library services.

2.8 Early Childhood Development Centre

The Early Childhood Development Centre is a dedicated, accredited early childhood centre, one of only four of its kind in Alberta and partially supported by Provincial grants and subsidies. The facility is licensed for 83 children and has four separate program rooms and a fifth program/sleep room geared toward different age groups (each with a dedicated washroom). The facility also has an office, controlled lobby and support spaces such as staff room and laundry. The Centre also operates the Day Home Agency, which is also accredited in childcare.

The relatively new facility is a 6,000 sf one-level building located at Rotary Park next to the Park Valley Pool. By licensing requirements, the facility has an outdoor fenced play area.

2.9 Sports Fields, Parks, Playgrounds and Outdoor Amenities

The Town of Drayton Valley currently offers:

- 14 separate greenspace areas, 5 with ponds;
- 12 playgrounds;
- 1 water splash park with change rooms building;
- 1 skateboard park;
- 5 baseball diamonds (softball diamonds are located in the Brazeau Sports Park);
- 2 natural grass soccer field (other soccer fields located in the Brazeau Sports Park);
- 2 tennis court facilities, each with two playing surfaces ;
- 1 off-leash dog park;
- 1 RV campground (approx. 40 spaces; other campgrounds in Brazeau County);
- 1 rodeo grounds (not dedicated); and
- 17 kilometres of trails and pathways.

All facilities and assets appear to be in good condition and well-maintained. The community is well-served with playgrounds in all areas, though one additional playground in the south-east quadrant may be needed. All playground equipment meets current CSA requirements. There are no permanent washroom buildings for the sports fields (portable washrooms used), nor is there field lighting. Annual expenditures for all outdoor amenities are in the order of \$400,000 to \$600,000 per year with revenues in the order of \$150,000 to \$200,000 for a reasonable 30-35% cost recovery.

3.0 Recreation, Parks and Culture Recommendations and Strategies

The Town of Drayton Valley has an extraordinary wealth of built recreation and culture infrastructure. However, organizational structure and in particular programming and services have not had adequate attention paid to it over time and therefore has evolved on an ad hoc basis. Fortunately, the Town's recent addition of a Program Manager and a Recreation and Culture Manager is beginning to address these issues.

For a community of over 7,000 residents and a regional population of 14,000, Drayton Valley has a major recreation inventory of a pool, two ice arenas, a curling arena and two conference centres with a present-day estimated replacement value of about \$70 million. In addition there are two libraries, two theatres, over a dozen parks and sports fields, and facilities for community services and child development. The pool is approaching the end of service life and will need to be replaced within 10 years. The two arenas and curling rink are approaching three quarters' service-life expectancy and would likely need to be addressed within 15-20 years.

The old approach to recreation was 'build it and they will come', which was generally successful as long as population growth and economic prosperity was increasing. The role of staff was generally to operate and maintain facilities and attention focused on adding new buildings.

Approach and attention to the organizational structure and to programming lagged because operations were generally successful and the facilities for all intents ran themselves. In leaner times, the operating side of the equation comes into focus, and finding capital for new or replacement buildings becomes secondary and more difficult.

Over the life of a recreation facility, operations will cost 6-8 times the capital outlay. And cost recovery (blended for all types of buildings) for the most successful recreation and culture buildings is in the order of 70%, while the median is in the 50% range. Pools and theatres most often operate at under 40% cost recovery. The shortfall comes in the form of annual operating subsidy from the Town and cost-sharing funds from the County.

At least half of the cost of operations of recreation facilities is labour. Consequently, efficiency of labour is paramount. Reducing staffing impacts service levels and customer satisfaction, and that is not what is being suggested here. What is being suggested is the organization roles and responsibilities need to be articulated, duplication removed and scarce resources allocated to what will deliver the most positive impacts and outcomes. Building on successful partnerships already in place, staff need to be further empowered to do more meaningful work such as developing programming, communicating with user groups, and constantly finding ways to do more with less. This will be accelerated with the recent hiring of a Program Manager.

The other aspect of operations is effective utilization and revenues. Many of the traditional recreation past times such as organized team sports may be plateauing, but modest growth will continue as long as there is an influx of new

residents to Drayton Valley. Nationally, team sports have declined by 17% in two decades even though population has increased by 21% in that time. Even Hockey Canada acknowledges hockey is declining at a real rate of 1% per year nationally. Only soccer has experienced significant growth but is rapidly approaching saturation.

The greatest opportunity then lies in increasing market share and increasing the participation rate in physical activity. Currently less than 40% of the population engages in regular physical activity and about three-quarters of that amount in organized team sports with the remainder in individual or group fitness.

The challenge and opportunity will then be engaging and activating about another 20-25% of the population that aspires to become physically active but currently are not. There are many reasons for not being active such as time, cost or distance. But one of the major reasons is also indifference to program offerings.

Some traditional program offerings lose their appeal, or don't challenge participants enough. Some activities, fitness for example, don't attract new participants because it might be intimidating, too loud, too competitive or lacking in privacy (eg. cultural reasons).

Programming has to adapt to appeal to our changing population, case in point, new Canadians bringing interests, social activities, recreation and sport from other cultures. It would be incumbent on staff to develop and diversify new programs in all areas: aquatics, ice, fitness, dryland, outdoors, arts and culture and so on to attract and retain more participants.

Two other aspects worthy of exploration in programming are the concepts of unstructured play and non-competitive sport. Play develops physical literacy and is a critical prerequisite in making a deeper commitment to regular physical participation. Non-competitive play allows for a slower rate of skill development and simple enjoyment of games just for their pleasure. This can be further developed with the newly hired Program Manager and by expanding partnerships already in place.

Recommendations and Strategies

The following section includes 20 recommendations and strategies for change in recreation and culture (Arts and Culture also have separate additional recommendations in Section 4.0). Each item is prefaced with an "Opportunity" to set the context and followed by the "Priority" defining the actions required. The recommendations fall under one of three categories:

- Organization and Policy
- Programs and Services, and
- Facilities and Parks

The priorities within each category are listed in descending order of emphasis, though all of the recommendations and strategies are important. Each of the recommendations and strategies assimilates the goals and values articulated in three major documents:

- The Town of Drayton Valley Community Sustainability Plan 2015-2019
- The Town of Drayton Valley/Brazeau County Social Development Plan 2015-2019
- Canadian Parks and Recreation Association Pathways to Wellbeing – A National Framework for Recreation (NFR) 2015

The Canadian Parks and Recreation Association (CPRA), with partners, developed a whitepaper called Pathways to Wellbeing - A National Framework for Recreation. In it is a new definition for recreation:

“Recreation is the experience that results from freely chosen participation in physical, social, intellectual, creative and spiritual pursuits that enhance individual and community wellbeing.”

Each of the recommendations and strategies in this section conform to one or more of the five guiding principles expressed in the whitepaper.

- 1) Foster healthy, active living through recreation
- 2) Increase inclusion and access for all populations
- 3) Connect to nature through recreation
- 4) Supportive social and physical environments
- 5) Ensure growth and sustainability in recreation

Listed behind each recommendation and strategy title in parenthesis are the relevant principles addressed in this action. Example: “(NFR principles addressed: 1, 2, 3, 4, 5)”.

Stemming from these recommendations and strategies will be the need for the Town to further develop performance measures or metrics for assessing progress for each priority as they evolve. The foundation of these metrics are part of this report.

3.1 Organization and Policy

Opportunity 1: Reverse the national trend of increasingly sedentary behaviours and illness

Priority R1: Find ways to increase participation levels in recreation for all age groups (NFR principles addressed: 1, 2, 3, 4)

Recreation is an essential part of the quality of life in a community. Recreation and regular physical activity makes us healthy and helps prevent obesity, diabetes, heart and other chronic diseases as well as helping relieve stress. Intangible benefits include building social cohesion and reducing crime. In most surveys recreation is valued highly by a majority of the population and most consider it vital in helping children lead healthy lifestyles.

As mentioned elsewhere in this document, nationally about 40% of the population regularly engages in some form of physical activity. This breaks out into roughly 25% in team sports and about 15% in fitness. The majority of the team sport number is youth and most of the fitness participants tend to be adults.

In the Drayton Valley context, the team sport value is likely higher (demonstrated by proportionally high percentages of the youth population involved in hockey and soccer) and the fitness population lower (according to data in the Total Works Health and Fitness Centre Operating Plan study).

While it is critical to ensure future generations of children are active and that the growing senior population takes a preventative healthcare approach by staying active, the challenge will be the adult and youth populations. Work and family obligations often limit free time available for adult participation. The interest of youth and young adults is harder to capture as gaming and socializing take precedence.

The community needs to take responsibility for the health and well-being of their families, neighbours and friends. According to the Childhood Obesity Foundation, an epidemic level of 59% of adult Canadians are either overweight or obese – with Alberta being higher than the national average. In less than two decades the problem has increased by over 1/3 and projections suggest if the problem is not addressed, over 70% will be overweight or obese by 2040. In a majority of situations, the problems begin in childhood and continue through to adulthood. Activity, support and education are urgently needed.

The Drayton Valley solution may lie in increasing opportunities and offerings, and aggressively promoting recreation programming. More programs, more diverse offerings, more times of day, more days of the week, offered in more languages, offered at different price points and as a promotion, at times given away. Recreation has to make itself a desirable alternative again. Therefore, there is a need within the Community Services Department to develop the policies that will inform the programs and motivate more people to be physically active.

As Pathways to Wellbeing, A Framework for Recreation in Canada states, recreation builds confidence and leadership skills in individuals, builds stronger communities, and fosters and reaffirms common values such as family and citizenship. Recreation isn't just good fun, recreation is having fun doing good for one's self and one's community.

Opportunity 2: Recreation, Parks and Culture organizational structure needs clarity and updating

Priority R2: Organizational Clarity (NFR principles addressed: 1, 5)

The Parks, Recreation and Culture facilities need to clarify roles, responsibilities and accountability of management and staff. Some of this work has already been initiated by management, but an objective process should be initiated to define the organizational chart and consolidate detailed job descriptions for all staff.

Roles and responsibilities should clearly articulate what each staff position encompasses to ensure all duties are accounted for and overlap or gaps do not occur. Descriptions should be broad enough to allow for staff discretion and judgment in certain situations. Much of this work has already been initiated.

A clear leadership and reporting structure should streamline decision-making, make decisions more transparent and improve employee performance.

Opportunity 3: Communication and messaging is fragmented and needs to be coordinated

Priority R3: Develop Communication Plan (NFR principles addressed: 2, 4, 5)

Recreation, Parks and Culture should develop a coordinated communication plan including re-branding, interactive schedules on the website and the development of separate recreation and cultural facility guides in addition to the Community Guide. This would embrace recreation and sport, as well as arts and culture, the library and community services.

At present too many individual facilities, groups and programmers are self-publishing and distributing their own individual brochures and schedules, leading to confusion, ineffective messaging and attention fatigue among residents.

A single point of information is beneficial to the end user, but also better informs each of the facilities and groups about each other. Staff would be more informed and better prepared when approached by a member of the public with questions about another facility or service.

Better communication is also encouraged internally between Community Services and the various other Town departments to ensure plans are coordinated and occurrences such as special events impacting more than one department are properly considered.

Opportunity 4: Introduce a practice of regular dialogue between Community Services and the Planning Department and find means to initiate land-banking for the long-term addition of recreation facilities in response to population growth

Priority R4: Enhance Communication between Community Services and the Planning Department and Develop a Land Acquisition plan (NFR principles addressed: 5)

A strategy and process for acquiring additional land for future recreation, parks, sports fields and culture facilities should be developed collaboratively with the Planning Department and Community Services. To that end, Community Services and the Planning Department should regularly engage in formal and informal communication to better understand each other's needs and plans. The new Meraw Estates subdivision is a recent example of an opportunity where both departments can work together.

The Planning Department needs to better understand which land areas would be of strategic value for future parks, playgrounds and recreation and culture facilities. Community Services needs to understand where the Planning Department wants to direct future development and where recreation could contribute to the quality of life amenities in new residential neighbourhoods.

Currently, there are no other large-scale parcels of land in municipal reserve that are not already spoken for. In the next number of decades, additional recreation infrastructure or replacement facilities may be required and should be placed in strategically valuable locations.

Existing recreation facilities are largely concentrated on the west side of the town (a fact possibly accentuated when the pool leaves Rotary Park). Parks though, are more uniformly distributed throughout the residential neighbourhoods. The Town is bisected by the dividing line of 50th Street with predominantly commercial and industrial on the west side and residential to the east.

Ideally with Town planning, recreation centres are centrally located relative to population settlement patterns to minimize travel distances and to create community hubs or focal points. The exceptions are ice arenas that tend to be destination facilities and automobile-dependent.

New facilities should be planned for the east quadrants where growth will occur in the northeast and southeast. Land should be acquired and banked through direct purchase from developers and/or from residential housing developers as a 'development cost charge' (DCC) or fee for development the Town would be entitled to as new housing will impact existing infrastructure.

Parcels should be a minimum of 2.5 acres or 1.0 hectare in size (large enough for a stand-alone recreation building and parking or a modest park or soccer field), to over 10 acres or 4.0 hectares if possible (suitable for a multi-use recreation complex or athletic park).

Opportunity 5: Gaps in policies and procedures lead to confusion, mixed messages and needs overlooked

Priority R5: Define which policies and procedures are lacking and develop a process to address the vacuum, including a basic framework for recreation and cultural facilities development (NFR principles addressed: 1, 2, 3, 4, 5)

Where required, program policies and procedures should be developed through an inclusive and transparent process with recreation and culture stakeholders. Areas where discretionary decisions may have been made in the past, there will be a need in the future for a process that is fair, equitable and transparent.

Policies and procedures should be modeled after those commonly found in most municipalities including those governing use, allocation, rental rates, registrations, residency, code of conduct, affordability and access, and communication.

On the sport side, allocation policies should be enhanced for organized group pool users, arena users and sports field's users. Policies may be developed for allocating meeting rooms and multi-purpose spaces as well. Each sport organization at the provincial or federal level will have guidelines for recommended hours per week per player. Hockey Canada has the most developed and detailed metrics, but Soccer Canada is in the process of drafting

standards. This allows allocation to be determined by the Town on the basis of need, not perceived historical entitlement.

Currently, most existing recreation facilities in Drayton Valley have surplus capacity and therefore issues over number of hours or which groups have priority rarely occur, but this can be expected to change in the future. As population grows so too will demand and with it competition for supply.

A basic framework for recreation and culture infrastructure development should be developed by Community Services in order to be able to articulate needs to other entities such as the Planning and Engineering Departments. A formalized process for needs assessment, functional programming, business case development, and internal approvals mechanism should be formulated.

Policies, procedures and best practices, where absent, should also be developed for maintenance and operations. This will ensure all regulatory obligations are satisfied, standards of cleanliness and good repair are met and that patron safety is assured.

Opportunity 6: Increase awareness of arts and culture among recreation and sport users

Priority R6: Create linkages between Recreation, Arts and Culture and the Town and formation of a Recreation and Culture Advisory Board (NFR principles addressed: 2, 4)

Also refer to Priorities 3 and 7 in the Arts and Culture Strategy

Currently, recreation and sport operate in relative isolation from arts and culture, even though many individuals or households may be participating in both. Sport knows little about the arts or culture and the latter know little about the former. Misconceptions form and misinformation can be perpetuated. Stereotypes and assumptions about the other lead to distrust and a sense that the two are in competition with each other for municipal resources.

The Town's Community Sustainability Plan refers to the six community systems, one of which is 'health and social' and another is 'arts, culture and heritage'. The Social Development Plan speaks to 'working collaboratively' and 'inclusion' and 'community resiliency through strength and support'.

There exists an opportunity for the two sides to realize they are one, and in fact their services overseen by one body, Community Services. Having stakeholders from both sport and recreation, and arts and culture participate in a vehicle such as a Recreation and Culture Advisory Board would open up a regular dialogue between the diverse interests and the Town.

The best method to realize this goal is to integrate both areas in all events planned in the Town, in policy and action. Arts and culture coordinated events and celebrations can invite the participation of sport interests, and sport community events and tournaments can invite the arts and culture community's involvement. With familiarity comes understanding, and

ultimately the two spheres of interest can then become the champion for the other.

Opportunity 7: Partnering with sport groups to deliver new facilities

Priority R7: Initiating sport and culture partnerships (NFR principles addressed: 5)

In the future, the Town should consider reducing the burden and risk associated with adding recreation and culture infrastructure by entering into agreements with sport and cultural partners. The Town already has a precedent for partnering with Brazeau County on certain capital projects.

In many cities and towns, sport or interest groups come together to form a legal entity, usually a not-for-profit society with an elected board. That entity, separate from the sport body, will be responsible for fundraising towards capital and for a lifecycle fund, and will eventually manage and operate the facility.

This is commonly how indoor soccer facilities and outdoor artificial turf fields are realized in Western Canada and is also typical with many gymnastics facilities where the municipality is not traditionally the provider of that type of facility, but wishes to support that particular user group interest, age or gender.

There are advantages to such a relationship such as operational (eg. gymnastics staffing expertise and training), shared risk or the ability to reduce operation costs by taking advantage of volunteerism and internships. The disadvantages are typically a lack of continuity in the sport partner's leadership and often lower maintenance and repair standards (deferred maintenance) than a municipality, leading to accelerated deterioration of the asset.

Should the Town consider this avenue, the Town should continue to develop partnership policies, protocols and processes for partnering to ensure both parties' expectations can be met. Many good examples are in place such as the Eleanor Pickup Arts Centre, the Historical Society and the proposed new outdoor rink.

Opportunity 8: Forward-thinking about replacing facilities

Priority R8: Planning for Lifecycle Capital Replacement (NFR principles addressed: 5)

As the Town replaces or adds new recreation infrastructure, annual budgets should allow for the creation of a fund or capital reserve for the purpose of major capital replacement and lifecycle replacement. This could be entrenched in policy or as best practices standards. The most common example in municipal recreation right now are reserves created for artificial turf fields that have a specific and finite service-life expectancy and would have to be replaced at that end date.

Lifecycle capital replacement funds bank resources for the future, accruing interest as opposed to borrowing money where interest is paid for the life of

the amortization period. For example, in Calgary for the past 15 years, all new recreation infrastructures includes a capital reserve fund specific to the asset.

The Town of Drayton Valley will have a major challenge of overlapping debt in about 15-20 years, when the new Aquatic Centre debt will conflict with the need to replace the Omniplex arenas; both projects are in excess of \$20 million. This could be somewhat mitigated by initiating a lifecycle fund for the arenas in the next few years. It would be to the Town's long-term advantage to consider a lifecycle plan in the near future.

Opportunity 9: Working with Brazeau County to grow sport tourism

Priority R9: Cultivating sport tourism (NFR principles addressed: 1, 2, 4, 5)

The Town of Drayton Valley is well-positioned for increasing tourism, especially related to sport. The Town's proximity between Edmonton and the Rockies makes it central to numerous counties and municipalities in the region.

The twin arena Omniplex, the larger with a 1,200 spectator capacity, an abundance of hotels and restaurants, and campgrounds in the Town and in the County provide the essential infrastructure required. The Town and County also have six high-quality natural grass soccer fields, five baseball and 4 softball diamonds. The curling rink has six sheets, but a large-scale curling event could second one or both of the arenas to create 6 or 12 more rinks. The MacKenzie Conference Centre and curling lounge can accommodate banquets, trade shows and fairs.

The Town of Drayton Valley should continue and intensify its support to the local amateur sport organizations in their efforts to attract events. Support includes organization, promotion, lobbying, and/or financial assistance.

While sport tourism is perceived as a 'money-maker', in most situations a displacement occurs where regular users are bumped from scheduled times and replaced by modest outside revenues. The net effect of lost local rental revenues negates the gain to the municipal sport venues, and only frustrates local regular user groups.

What makes the situation different and more favourable in Drayton Valley is the inherent surplus capacity in the existing hockey ice, curling and to a lesser extent the outdoor sports fields. Hosting events will not displace regular user groups, though some shifting of schedules would be necessary. Outside events will actually bring outside revenues to the Town, the user groups and to local businesses.

Opportunity 10: Sports fields and parks maintenance is currently under the auspices of the Engineering Department creating the potential for gaps in responsibilities or lack of coordination

Priority R10: Coordinate responsibilities for parks and sports fields' maintenance between Community Services and Engineering (NFR principles addressed: 5)

Regular communication between Community Services and the Engineering departments should be formalized and strengthened to ensure both parties understand both issues and constraints, and most importantly find opportunities for improving economy and efficiency. Scheduled field bookings by Community Services and scheduling for maintenance by Engineering staff can be improved to avoid potential operational challenges, conflicts and user dissatisfaction.

Parks and fields maintenance practices should be reviewed by both departments to ensure they meet current parks and recreation industry practices and standards, and allow for the proper regeneration of grass sport fields. In the long-term, it may be more efficient for sports fields' maintenance to be managed and carried out by Parks staff as in many other municipalities.

Opportunity 11: Revisit the cost-sharing and/or joint-operating agreement between the Town and Brazeau County to confirm the relationship still works for the Town

Priority R11: Review cost-sharing agreement with Brazeau County (NFR principles addressed: 1,5)

Currently, the Town of Drayton Valley and Brazeau County have a cost-sharing agreement and/or joint-operating agreement for larger recreation facilities developed with a common interest and used by residents of both areas. The agreement is based on a renewable three-year contract. Examples in place of this relationship include the Park Valley Pool, the Omniplex and the MacKenzie Conference Centre. Populations in the Town and the County are roughly equal, but current partnered facilities are largely located within the Town boundaries. In the near future, given the magnitude of the new aquatic centre, it too will likely be a jointly-funded and jointly-operated facility. In the more distant future, the Omniplex arenas will need to be replaced and will also likely be beyond the means of one partner alone.

The current agreement is a 50-50 cost sharing agreement that has a mechanism for escalation for inflation. The agreement does not, however, compensate for variables such as the financial resources available to each party. In anticipation of expanding and extending the current relationship with the County, the Town should take the opportunity in the near future to review the terms and conditions of prior agreements to ensure the Town's interests are respected and properly protected, and that the financial parameters are equitable and fair.

Opportunity 12: The Town will eventually need additional sports fields and a plan for where they should be located

Priority R12: Strategic planning for new sports fields (NFR principles addressed: 2,5)

The Town of Drayton Valley will eventually need to add more sports fields to its inventory to meet future increase in demand. Currently the Town operates baseball diamonds at Lions West Valley Park and soccer fields at Park Place and Lions West Valley Park. The County has developed a new sport park featuring

softball diamonds and natural grass soccer fields. At present regional supply appears to be adequate in meeting demand.

For planning reference and coordination with the Planning Department for procuring future land reserves, ball diamonds and regulation soccer fields require about 2.5 acres or 1.0 hectares per field, plus an additional 0.25 acres for parking (about 30 stalls). Typically a landscape buffer surrounding a field (especially if field lighting is included) should also be considered for an additional 0.25-5.0 acres. Spectator seating, crush space and a fieldhouse building (washrooms / team rooms) would also add at least 0.25 acres.

Dimensionally, a soccer field with apron size footprint should be minimally 100 metres or 325 feet by 80 metres or 250 feet. Ball diamonds should allow at least 110 metres each direction to allow for maximum flexibility (up to a full-sized adult baseball diamond).

Engineered sand-based, grass fields with in-ground irrigation and drainage systems can cost in the order of \$250,000 and artificial turf fields about \$1.5 million (replacement turf after 8-10 years' service would be \$750,000). Lighting can add between \$75,000 and \$150,000 per field depending on practice or competition levels. Earthwork and soft costs are not included in the budget numbers quoted.

Grass fields typically cost \$15-40,000 / year in maintenance (cutting and watering), turf fields under \$10,000 annually (seam repairs, granular fill topping up), but have the significant lifecycle cost.

Opportunity 13: Consider the possibility that in the long-run the Historical Site and Museum Society may not be able to operate the facility

Priority R13: Review options for the Historical Site and Museum (NFR principles addressed: 5)

The Town of Drayton Valley should prepare itself for all possible scenarios for the future of the Historical Site and Museum. The site is owned by the Town, but all buildings and chattels are property of the Society. The Society collects revenues and covers operating costs with additional support from the Town and County.

The Society faces the problem of many not-for-profits, that of declining volunteerism and financial challenges. Should the Society cease to operate the facility, it would likely revert to the Town. Does the Town wish to operate the facility, and can it afford to do so? What is the value to the community and what resources would be diverted away from other needs in order to support a museum?

Is a better model that of finding additional means of supporting the museum in order for it to continue to be an independent entity? Are there other functions that could be added to the site to create economies of scale and bring new revenues to the site? These are some of the questions the Town should consider before the issue comes to a head. In the interim the Town should continue to offer the support it does to the museum.

The Town should maintain an awareness of these questions when addressing the provision of tourism services and facilities, as there are synergies that exist between what happens at the museum site and what a tourism delivery model sets out to achieve.

3.2 Programs and Services

Opportunity 14: Recreation and arts programs have the potential to increase significantly

Priority R14: Empower staff to increase programming (NFR principles addressed: 1, 2, 3)

For a town of its size, the Town of Drayton Valley has an abundance of recreation and cultural facilities. Other than the eminent need to replace the pool, no other major capital projects require urgent attention and investment. Therefore with space needs covered, attention turns to programming and the maximization of that spatial inventory as well as the goal of increasing participation in recreation and culture by the total population. Management and program staff should be encouraged and supported in its efforts to further develop and increase current initiatives and programming that will reach and engage new participants.

There are a number of growth niches to be examined and tested. The Town has a higher than provincial average of young adults that are physically active in their work and therefore could be in their leisure activities as well. The Town has a higher than average number of families that would be attracted to family-centered activities or that provide multiple concurrent interests to engage all family members. The Town has a significant older adult and senior's population seeking new activities and pastimes.

The harder to reach markets need to be marketed to as well. Youth are always an under-served cohort as they are hard to engage and retain. New Canadians, First Nations and Metis are also local demographic groups that aren't automatically attracted to public recreation. Activities have to be group-based to create a safe environment and marketing to those groups may involve going to them by word of mouth and through their community leaders.

Staff should be supported in efforts to innovate, experiment, import ideas, test programs, test and shift schedules and create incentives where needed (eg. differential pricing based on time of day). Patience and consistency with new programs will be needed as it may take time to build-up participation numbers.

Opportunity 15: Create new recreation opportunities for those cohorts under-represented with traditional offerings

Priority R15: Innovative programming (NFR principles addressed: 1, 2, 3)

If only 30-40% of the population (all ages) engages in regular physical activity, be it team sports or individual pursuits, this means 60-70% of the population is sedentary. According to the Canadian Healthier Living Academy (Vivo for Healthier Generations), of that 60-70% about 1/3 would like to start being

physically active. The remainder will never engage in any activity either by choice or by disability or are non-committal.

That suggests about 20-25% of the total population would like to become more physically active, but may face impediments of doing so. These impediments may be lack of time, lack of financial resources or transportation, but often it is because individuals are not attracted to traditional recreation offerings or offerings unfamiliar to them (i.e. new Canadians). They may also lack confidence, find the physical environment too over-stimulating or intimidating, or lack the support around them to make that commitment.

Innovative programming means research, consulting with users, and looking to recreation peers for new ideas for programs. Group fitness, creative expression activities, and unstructured play could be just some of the areas of new programming and made attractive to all age groups, ethnicities and all physical literacy levels.

Group fitness such as Zumba, TRX, spin, tai chi, yoga, pilates and aquasize have been around for a while but programs such as Nia, BollyX (Bollywood inspired dance-fitness), Piyo (pilates-yoga fusion), Cize Live (choreographed fitness), Hip Hop B-Boying and U Jam (world beat) are just some of the new and emerging group fitness programs gaining traction with new Canadians, teenage girls, and even committed fitness users looking for something new and different.

Unstructured play is another area of attention. With organized sport declining in Canada by 17% over the past two decades, common complaints are the sports are too competitive, too expensive and 'not fun anymore'. Unstructured play such as open gym, dodgeball, kindergym, indoor climbing, tumbling and trampolining, indoor playgrounds, and pickleball are some alternative activities. In some cases, the activity matters less and the focus is on the encouragement and enthusiasm of the instructor.

Even traditional sports can be made fun again by removing the rules, the scoring and the expectations. Many municipalities in Canada are developing fun hockey leagues for children that focus on skating, skill development and love for the sport. These are often linked to school academies and do not compete for prime-time ice by using daytime ice.

Opportunity 16: Improve ice arenas performance and utilization

Priority R16: Increase efficiency and broaden market for ice arenas (NFR principles addressed: 2, 5)

The Town of Drayton Valley operates the twin ice Omniplex, built in 1987 and 1995. Currently, scheduling for the two ice sheets indicates only 75% of prime-time is booked between the two and includes almost all adult bookings. Prime-time is typically 5-9 PM weekdays and 9 AM to 9 PM weekends or about 45-50 saleable hours per week.

Ideally prime-time should be 100% saturated by minor hockey, figure skating, ringette and skating lessons – all geared toward children. In most places, adults can only book off-prime times because that is all that is available. As well,

adults using off-prime hours (at full market rates) pushes up utilization by an additional 20-25 hours per week and almost doubles annual revenues.

Currently there are about 240 youth in Minor Hockey or enough demand to utilize 100% of prime-time on one ice sheet (based on Hockey Canada standards of play measure of hours per week per player accounting for age and skill level). The 240 also represents 3% of the Drayton Valley population, which is higher than the national average of 2%, but not uncommon in smaller rural communities.

The positive in this situation is the Drayton Valley arenas can absorb future increase in demand of up to 50% by absorbing unsold prime-time and displacing the adults to off-prime. Even with the population of the town projected to increase by 1.5% each year for the foreseeable future, this excess capacity is unlikely to be needed as, nationally, participation in hockey has been declining at an offsetting rate of 1%.

Enhancing programs like kids fun hockey may increase participation and attract novices, under-skilled or marginalized players. Redevelopment of the HW Pickup grounds in the future will see the development of an outdoor natural ice sheet suitable for skating and pick-up 'pond hockey', which should increase interest in ice sports but could further cloud the demand for rented indoor ice.

Lastly, the Town currently puts ice in for the summer on one sheet. That ice is only showing 20% utilization and higher hourly operating costs over a 2-month period. Recommendation is to reduce summer ice to only one month, thereby compressing demand into 80% utilization and reducing costs. There is little or no dry floor demand from box lacrosse or ball hockey to fill the void so the space could be closed for the remaining months.

Opportunity 17: Increase appreciation of nature and outdoor recreation opportunities

Priority R17: Outdoor education and programming (NFR principles addressed: 1, 2, 3)

The Town of Drayton Valley and Brazeau County feature a bounty of natural habitat and boundless outdoor recreation opportunities. Gaining an appreciation for nature and protecting the environment means education and environmental stewardship. Valuing natural environment and understanding the concept of sustainability means gaining an appreciation for the interconnectedness of human and natural systems.

As defined in the Town's Community Sustainability Plan, sustainability "addresses all community aspects that are impacted by our actions, whether this is in how we are reducing our ecological footprint or what we are doing to create an optimum quality of life... without compromising the lives of generations to come."

While this also applies to the social systems we create or the built environment, it also pertains to the respecting and valuing of nature. Sharing this knowledge, particularly with children, is vital to ensuring their future is

protected. The Town should enhance recreation programs such as summer camps and school camps that introduce nature to children through programming that is interactive, interpretative and experiential.

Opportunity 18: Defining the Town's role in providing Fitness programming

Priority R18: Repositioning the Fitness program (NFR principles addressed: 1, 2, 4, 5)

In 2014 a study was completed to examine how to improve operations and marketing of the Total Works Health and Fitness Centre, located in the Ominplex. The report indicated the Town's market share was at that time about 6% of the population and thought that full market penetration could be 15% or higher. Since then, market share has declined due to the downturn in the economy, but should recover.

The report recommended that with the private sector focusing on the young adult market, the niche opportunity and under-served markets would be families, older adults and youth. The report advised expanding and diversifying program offerings, taking a more business-like approach as well as a more 'professional enrollment approach' to memberships, pricing and marketing.

The logic of the study is reasonable and the Town should stay the course already initiated to grow the fitness business. In terms of population the town has a higher percentage than provincial average for young adults, more children of school age, fewer older adults and the average number of retirees.

Older adults and retirees generally are attracted to a more personal-service approach in a quieter and more subdued environment. Older adults would also be the target market for the unique indoor walking/jogging track. Families will be seeking value-added features such as child-minding during daytime and early evening hours. Youth will be attracted to programs made exclusively for them (eg. youth only hour) and separated by gender.

Generally speaking, clients attracted to public fitness centres are not the same people attracted to private fitness clubs. Public clientele seek flexibility versus the membership commitment of a private club, calmer environments versus loud and social atmosphere, and simple entry-level equipment versus high performance equipment.

Changes to each of these niche areas will require a continued commitment to quality, patience, effective promotion and a growing investment in training. Currently the Fitness Centre has the equivalent of 400 regular users (roughly equal to private club memberships). Hitting the projected goal in the report would mean adding an additional 600 regular users. Realistically, 300 more users should be attainable, adding about \$150,000-200,000 more revenue annually.

3.3 Facilities and Parks

Opportunity 19: The proposed new Aquatic Centre should be reaffirmed as it may be too large a project and exceeding the available resources at this time

Priority R19: Re-visit Aquatic Centre project (NFR principles addressed: 1,2,4,5)

It may be prudent to re-visit the project plan and scale back the Aquatic Centre project, defer the project into the future, or proceed with the support of the community to incur added costs. There is no disputing the fact that the Town needs a new pool and within the next 5-10 years, the question is what is appropriate and acceptable in these challenging economic times.

A design concept for a new Aquatic Centre facility replacing Park Valley Pool was developed in 2012. A public consultation process engaged residents to determine what should be included in the facility. At the time the economy was more robust than it is today and projections about growth were more optimistic. The plan included a new eight-lane 25-metre tank, a warm-water leisure pool with three additional lanes and zero-beach, hot pool, waterslides, abundant deck space, a sub-dividable on-deck multi-purpose room and support spaces. The project would be developed with Brazeau County as joint capital partners.

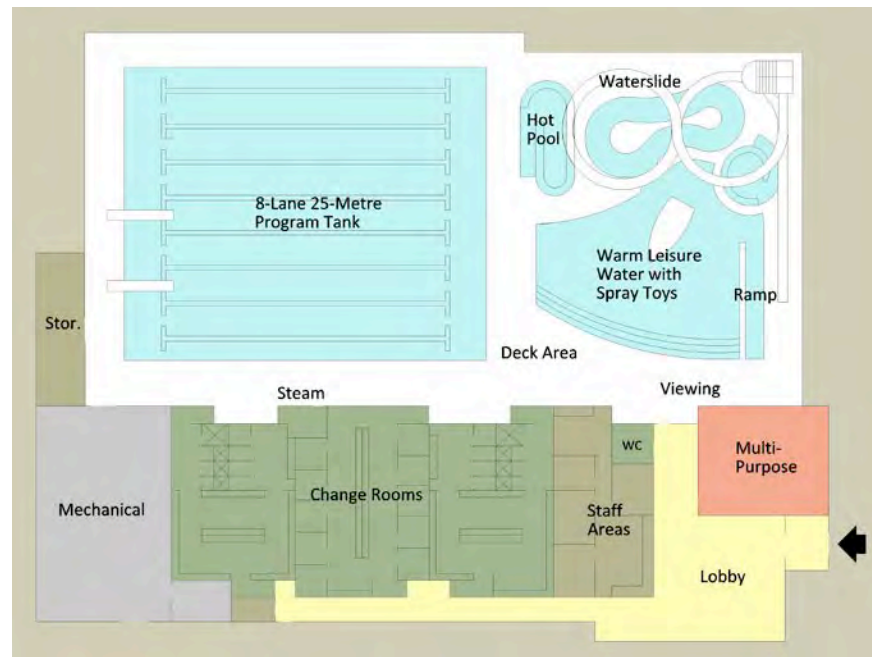
The study proposed a 42,000 sf pool complex not including a mezzanine space for fitness above the change rooms. The new Aquatic Facility would be almost three times larger than the existing facility and was estimated at that time to cost \$24 million, not including land. With a facility that much larger and even with economies of scale, the operating budget would more than double.

The current operating deficit of the Park Valley Pool costs the Town about \$250,000 to \$300,000 per year, consistent with the average for older stand-alone pools. This works out to about \$43 per resident. There is no capital debt with Park Valley Pool, but there are maintenance capital costs varying from year to year.

The cost of capital for a new 42,000 sf pool complex, split evenly between the Town and County would cost each resident of the Town of Drayton Valley about \$137 per year for 25 years, plus the operating deficit would minimally double to just under \$90 per year per resident, for a total of \$225 per person – a five-fold increase.

And this model assumes the number of annual user visits increases from 63,000 per year (4.5 visits per Town and County resident) to about 160,000 per year (11.5 user visits per Town and County resident, consistent with provincial averages). Any shortfall of the ambitious 260% increase in user visits compounds the operating shortfall to be picked up by the municipalities (eg. only 100,000 annual user visits would cost the municipalities an additional \$300,000 per year).

It may be practical to consider a 25%-33% reduction in the size of the Aquatic Centre. This could be achieved by reducing the program tank to 6 lanes from 8, eliminating the water slide annex (though a slide could still be accommodated internally), and by reducing deck areas, lobby and some support spaces.



An example of a comparable smaller-scale pool concept. The facility will be in the order of 25,000 square foot or just over one-half the size of what is being proposed for Drayton Valley

One of the variables in achieving the target is understanding the nature of the regional pool market, or which pools would be in competition with a new Drayton Valley pool and what would be a complement.

Other forms of revenue should also be examined as a means of mitigating costs. Placing a fitness centre in the pool complex creates synergies and can create a positive cash flow. Naming rights, sponsorships and advertising can also positively contribute to income.

Further public engagement will be necessary before decisions can be made about scaling back the Aquatic Centre project.

Opportunity 20: The MacKenzie Conference Centre and the Curling Centre have significant capacity for increased utilization

Priority R20: Investigate the re-purposing, re-programming or adding of new functions to the existing facilities (NFR principles addressed: 2, 5)

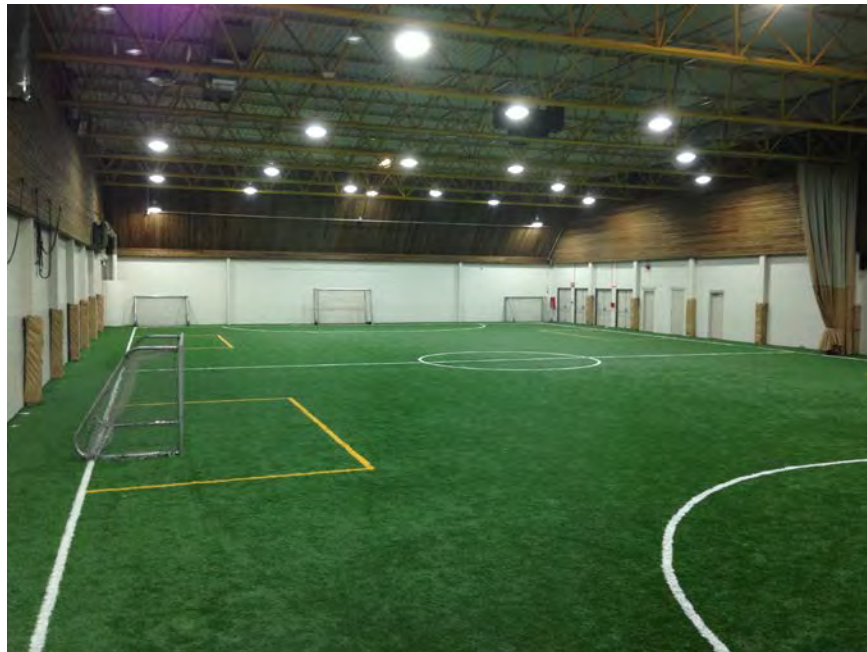
Combined, the Curling Club and the MacKenzie Conference Centre are currently operating at about 25% cost recovery and a combined average utilization rate of under 20%. The Omniplex racquet courts are used to the equivalent of one user every two days (or equal to 30 minutes use/day).

The Curling Club membership is currently about 200 members and using six of a possible 42 draw slots, down significantly from before the closure due to a partial roof collapse. Membership is slow to rebuild but may recover in the future, especially with the aging population and curling's ability to attract new participants at any age.

The MacKenzie Conference Centre was a relatively heavily utilized and successful enterprise before the downturn in the economy and likely will be again in the future. Currently, the MCC averages less than 33% utilization and about 23-25 'dark days' per month, with typically a few meetings weekdays and most bookings on weekends.

Both of these facilities are vital to the community and it would make no economic sense in the long-term to decommission either facility. What could make financial sense and support other activities in the community in need of space is modifying the spaces and schedules of the two facilities.

Idea 1: Reduce the curling season from September to April to a compressed September to early December season (including bonspiels). From January to August the ice would be removed and an artificial turf installed for indoor soccer, as well as rentals for other field sports (conditioning and evaluation camps for baseball, rugby, etc.). In most communities that introduce winter indoor soccer there is minimal impact on the demand for winter ice sports as most of the participants do not engage in ice sports anyway.



An example of a curling rink converted into indoor soccer (Oak Bay, BC)

Artificial turf, padding on columns, nets and score clocks would cost in the order of \$75,000, and could be capitalized in one year (18 weeks x 50 hours/week x \$75/hour). The seasonal temporary conversions would be a test case for whether demand would sustain an indoor soccer fieldhouse in the long-term.

In most Alberta towns indoor soccer turf facilities can attract as much as 50% of outdoor users, or up to 400 youth. At 2.0 hours per week per player (1 game, 1 practice), over 40 hours per week could be utilized. Add another 20 hours per week for indoor use and the facility would be 100% utilized.

Idea 2: The MacKenzie Conference Centre's main space is temporarily adapted for expanded recreation and arts programming. Scheduling would be evaluated on a season-to-season basis. The existing flooring would be protected by applying a portable interlocking sport-court flooring over the carpeting at a cost of about \$15-20,000 and recovered in program and rentals revenues in 1-2 years. Displaced meeting and banquet events could be accommodated and improve the bottom line at the 3,600 sf Curling Lounge, Legion or Eleanor Pickup Arts Centre.

As mentioned earlier, the relatively low ceiling height and non-engineered floor of the MCC precludes many recreation uses including many impact movement classes and some sports, but activities such as kindergym, yoga, pickleball, tai chi, martial arts, dance and limited gymnastics (primarily floor routines) could be accommodated. The space could also be used for arts and culture programming.

Public input will be required to ensure the community is supportive of the temporary measures to create additional programmable space in the community.



An example of portable 'indoor playground' constructables that may be suitable for use in the MCC as an alternative to toys or inflatables (product: Imagination Playground)

Idea 3: The Omniplex racquet courts are about 3% booked per week or one user every two days. The space is currently used more often on an ad hoc basis for other activities including movement classes and instruction. One of the two courts should be adapted for multi-activity use.

*Opportunity 21: Need for additional unstructured play opportunities for children and youth***Priority R21: More outdoor activity infrastructure** (NFR principles addressed: 1, 2, 3)

In the short and medium-term, the Town of Drayton Valley should commit increasingly more staff and financial resources to the maintenance of existing and addition of new outdoor recreation infrastructure.

Two of the most significant growth areas in recreation nationally over the past decades are:

- Individual fitness and unstructured play; and
- Outdoor leisure activities such as walking, jogging and running, cycling, climbing and camping.

The Town of Drayton Valley and surrounding Brazeau County are blessed with an abundance of natural beauty and outdoor recreational opportunities. The Town itself offers a number of urban parks, some with pond water features. The network of urban greenspaces including school properties are strategically located and fall within 200 metres of each other, linked in many cases by a walking trail. Only one of the parks does not have a playground.

Parks and trails, and playgrounds for children make physical activity available to anyone. With 60% of the population sedentary and more than one-third overweight or obese across the country, parks and trails are an entry-opportunity making fitness accessible regardless of how limited participation may be.

In the past the Town has expressed a commitment to adding more walking trails and cycling routes and this program should continue. The current network includes a perimeter ring path three-quarters around the town core, with wooded trails in Lions West Valley Park.

As residential construction continues, the Town should ensure all new development includes its share of greenspaces, playgrounds, picnic areas and trails.

The Town has also undertaken a study for the redevelopment of three existing urban parks, each with a unique theme. One of the parks, referred to as the HW Pickup Grounds, will be including a trail network, naturalized pond, and an outdoor ice rink (natural). An outdoor fitness equipment circuit is planned for the site as well.

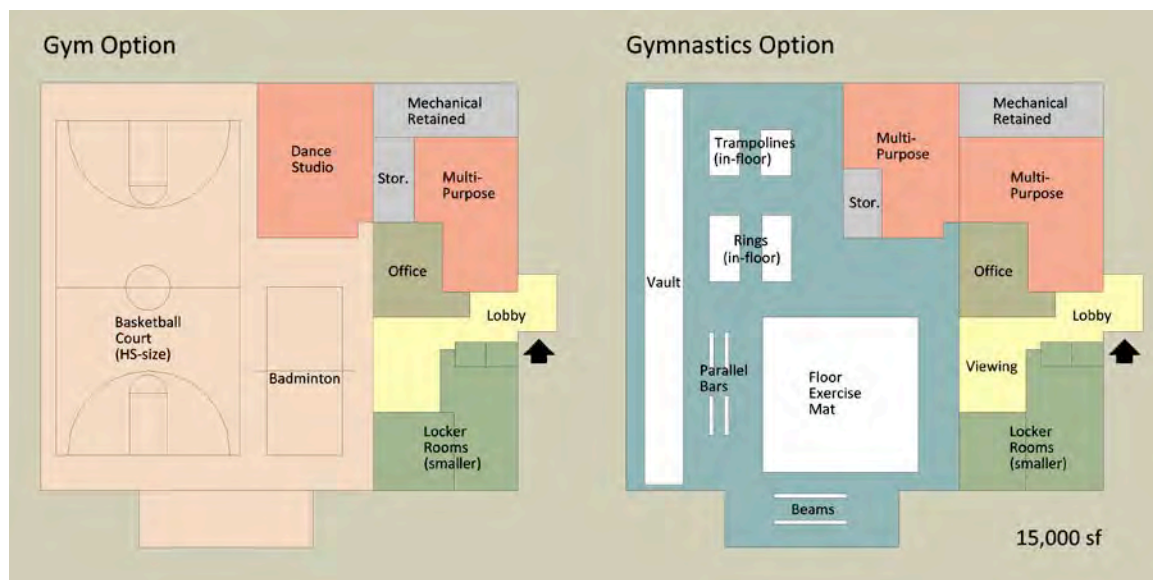
As resources allow, these park upgrades should proceed. As well, the Town should plan on committing additional resources to the eventual second skatepark (serving the northwest quadrant of the town). In the long-term, additional rectangular sports fields will be needed as well (see Priority 4: Land Acquisition), one for each 250 additional participants in field minor sports.

Opportunity 22: Highest and best use of Park Valley Pool building made redundant when the new Aquatic Centre is opened

Priority R22: Plan for Park Valley Pool Re-use (NFR principles addressed: 1, 5)

When the new Aquatic Centre is constructed within the next 5-10 years, the shell of the old Park Valley Pool may offer some potential for adaptive re-use for up to an additional 10-15 years. An engineering study should be undertaken to assess the viability of the conversion. The cost-benefit analysis would reveal how extensive the retrofit would be.

A change of use typically triggers a complete building conformance to current building codes including handicapped access, emergency and life safety, hazardous materials abatement and structural integrity. It would be assumed that mechanical and electrical may need some remedial work or adaptation for new functions and all pool mechanical removed. Repair to the building envelope and roof would be extensive. A permanent floor would have to be built over the tank area.



Possible ideas for the redevelopment of the Park Valley Pool building

At \$100-150 / sf (about 1/3 to 1/2 the cost of a new building) the project could cost \$2-3 million. A new pre-engineered building of the same size (about 15,000 sf) would cost almost the same amount and could be configured to suit the functions, rather than the functions adapting to the space.

If there is a reasonable case for the renovation of the old pool, the ideal user groups for this type of facility would be gymnastics shared with a complimentary function such as an indoor playground.



An example of an indoor playground structure (not portable)

The space would also suit a fitness centre, a multi-cultural centre or sub-divided into an annex for the Early Childhood Development Centre. The space would be too narrow for a basketball court and too low clear height for volleyball or badminton.

Should the cost of renovation exceed 75% of the cost of new construction, the old pool building should be torn down to remove it from the annual operating cost budget. A new building could be constructed on the site left vacant.

Opportunity 23: Need for more playgrounds

Priority R23: New playground and strategy for adding more with new residential subdivisions developed (NFR principles addressed: 1, 2, 3)

Community Services should formalize policy, strategy and standards for playground development and share it with the Planning Department so the latter understands the specific requirements for new playgrounds in new subdivisions.

Historically, the Town of Drayton Valley has done an exceptional job of providing playgrounds. Drayton Valley has a very young population with a very large children's contingent. About 12% of the population in Drayton Valley is under the age of 10 years or almost 1,000 children.

The Town of Drayton Valley currently provides 11 outdoor playgrounds, a number that exceeds minimum recommended planning standards per population in Canada and the US. Are the playgrounds in the most appropriate and relevant locations (relative to demographics) should be subject to further analysis by staff and the Planning Department. Almost all playgrounds (including schools) are within 200 metres of each other creating a network whereby a child would not have to go any farther than 100 metres (straight

line) to reach a playground. Most playgrounds are in larger parks and many linked by trails, but only one is a pocket-park.

Despite growing societal problems with sedentary lifestyles, playgrounds remain very active, popular places. Playgrounds help with the development of gross motor skill development and with developmental issues such as autism spectrum. Playgrounds encourage unstructured 'play' and use of the imagination.

Currently, new residential development is occurring in the south-east quadrant, outside of the established playground network or grid. It will be imperative that a new playground be added in or near the new subdivision to ensure the same level of service in the new area as can be found in established neighbourhoods. Another pocket park would be acceptable, but a playground in a park setting would be preferable.

Developer cost charges (DCCs), a form of levy real estate developers pay for permission to build to the density they seek, should also be applied to the purchase of playgrounds and greenspace reserves.

Currently, the Town of Drayton Valley holds back a nominal area of a subdivision as municipal reserve. A reserve at least 50% greater would be more appropriate for meeting the usable green space needs of the community, requiring a significant policy change. The average playground costs in the order of \$250-500,000 for equipment and landscaping. The Town should consider developing by-laws proposing one playground be provided by the developer for approximately each 200 dwelling units.



New parks and playgrounds design could incorporate innovations and new trends such as adventure play parks or kids 'off-leash' areas where parents can let children explore and develop their physical literacy

*Opportunity 24: Long-term need for an artificial turf field***Priority R24: Assess business case for a future artificial turf soccer field** (NFR principles addressed: 1, 5)

Artificial turf fields' greatest advantage is the assurance that they are playable in all weather conditions and for as many hours in a day as there is demand. The common wisdom is that one artificial turf field has the equivalent capacity to six grass fields.

Manufacturers of artificial turf fields also claim the synthetic turf is environmentally superior as there is no watering or fertilizing and the grass strands and rubber base are made of recycled materials. Further, grass fields cost \$15-40,000 per year to cut and irrigate, turf maintenance costs should be well under \$10,000.

The greatest shortcoming of an artificial turf field is only one game can occur at a time, and peak demand is usually concentrated weekdays in the early evenings and weekends early afternoon. In order to maximize the utility of an artificial turf, lighting is required as well to extend the schedule of use late into the evenings.

The other obstacle is cost: an artificial turf field typically costs six times as much as an engineered grass field. Other negatives are the synthetic fields can become very hot in summer, and certain types of injuries on turf are more common (though grass fields can be harder when compacted).

An emerging environmental concern is the link between cancer and artificial turf. Manufacturers have reduced the lead content in the grass strands, but the granular fill is thought to break down and become carcinogenic.

Grass fields have about 400 playable hours per year with noticeable decline in quality after 250 hours, artificial turf fields can be used 2,000 hours a year though in reality the number is unlimited.

Full-size FIFA grass fields cost \$250,000 (sand-based with irrigation and drainage), artificial turf fields of the same size cost \$1.5 million dollars (50% in the carpet, the remainder in the subsurface work). Field lighting can cost between \$75,000 to \$125,000 depending on quality and lighting levels.

With the increasing scarcity of large parcels of land in the town, an artificial turf may be a practical solution. Currently, most of the youth and adult demand is being met between the Town's grass field at Park Place and the four grass fields recently constructed in Brazeau County. Growth in soccer registrations has plateaued in recent years but that may be a function of playable field supply constraints.

Most municipalities charge an average of \$30 / hour for youth and over \$60/hour for adults. This amount with 100% prime time booking and 20% additional adult off-prime sustainably covers operating costs including insurance and security, but most importantly creates a capital reserve fund for the replacement of the carpet in 10 years.



Artificial turf fields with lighting are typically used the equivalent of six grass fields with season extended

Opportunity 25: Where should the Agriplex facility proposal scheme fit into the picture

Priority R25: Defer the Agriplex project until the economy recovers (NFR principles addressed: 5)

A study for an Agriplex, a dedicated indoor facility that would move the rodeo out of the Omniplex arenas was proposed in 2012 at a cost of \$10.5 million with an annual operating cost estimated at \$600,000. Given the changed economic circumstances, lack of outside funding and a surplus of under-utilized existing recreation space in the town, the Town's participation in this initiative should be postponed indefinitely.

Opportunity 26: The popularity of the rodeo continues to increase and has outgrown sharing grounds with the sports fields at Lions West Valley Park

Priority R26: Relocation of the Rodeo Grounds (NFR principles addressed: 2,5)

The current location of rodeo grounds and sports fields on the same site is dysfunctional for both uses, is an inefficient use of land and presents operational challenges for the Town. The sports fields season of use occurs at the same time as rodeos. Rodeo use of the open space damages the grass for sport use. Rodeo use of the Omniplex arena results in significant labour for conversion before and after the event, plus damage and accelerated deterioration of the building and grounds. Given that the primary year-round use of Lions West Valley Park is sport (Omniplex ice arena, curling rink, ball diamonds), the rodeo use of grounds and buildings is not sustainable in the long run.

Options should be examined for the relocation of the Rodeo Grounds function and with it, the proposed Agriplex, from the Lions West Valley Park location. Site area requirements for a replacement rodeo grounds would be significant

and in the order of 80.0 acres (32.5 hectares) or more for buildings, paddocks, track, grandstand and parking.

Opportunity 27: Trails can link parks to create a more important greenspace network

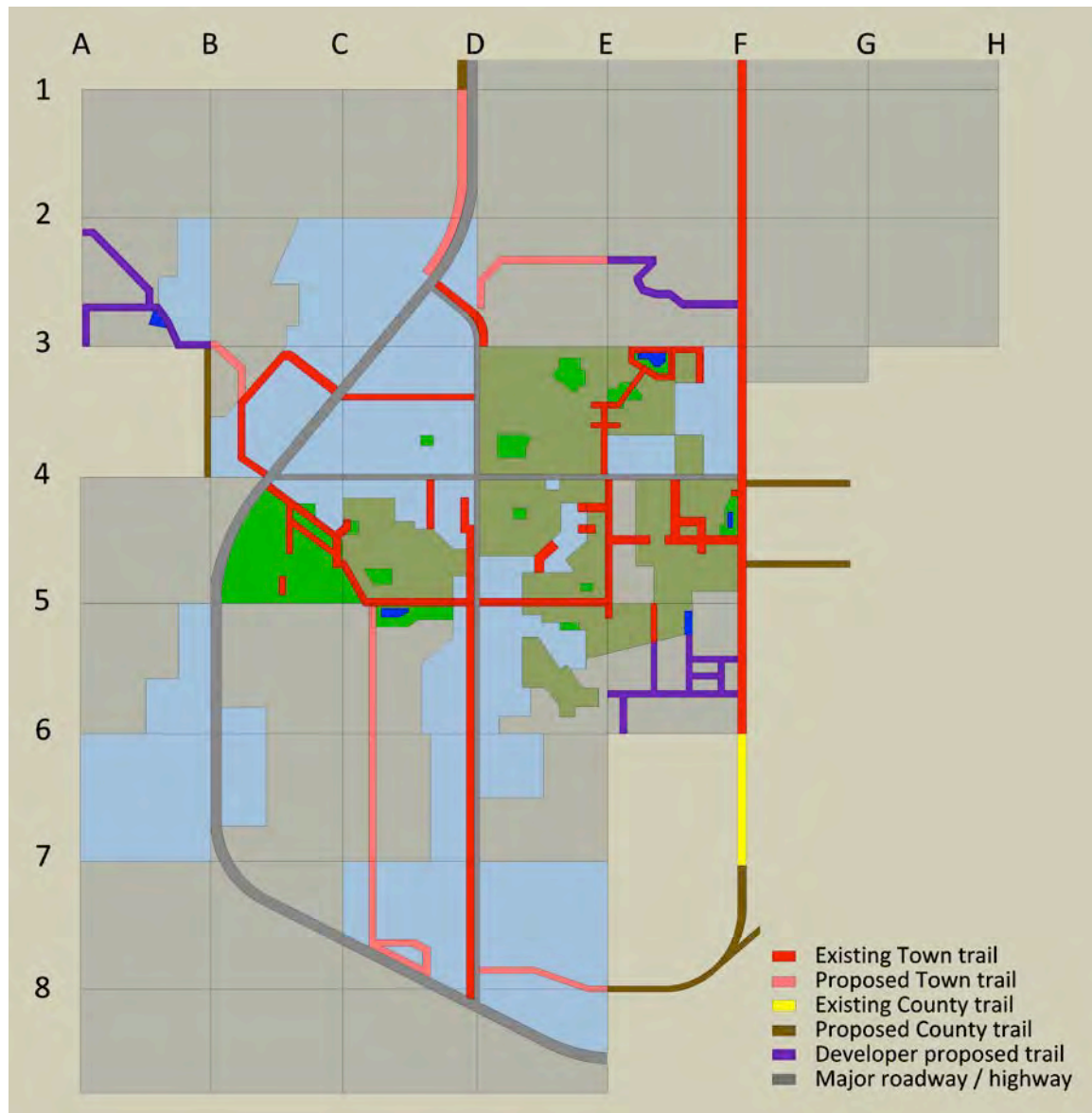
Priority R27: Future new trails master plan to link greenspaces (NFR principles addressed: 1,2,3)

A greenspace trail development master plan should be undertaken by the Town to define the actual strategic locations and specific trail needs. In numerous national surveys in the past decade, parks and trails have surpassed recreation buildings in importance and is where it was thought spending should be directed. Walking, running and cycling have created accessible, affordable and convenient opportunities for recreating and becoming regularly physically active. This is especially important for those individuals starting out who are not, or have not ever been, regularly active and seek, safe, non-intimidating and self-directed means of exercising.

The Town of Drayton Valley has developed a number of neighbourhood parks and greenspaces and will continue to do so in new residential subdivisions. Creating a comprehensive network of trails and linear parkways can link the larger open spaces creating nodes and destinations. Trails also create a safe route away from road traffic for children linking play spaces or connecting schools to playgrounds, and for cyclists creating an uninterrupted circuit for extended rides. Examples include the new residential development areas to the east and south.

New trails like the one that will link the Clean Energy Technology Centre and indirectly to Lions West Valley Park, or that are planned to connect east side residential areas with the south end of the town should serve as a template for new and additional trail ways in the future. New trails should connect isolated individual parks to create a larger, more comprehensive network.

Map of existing and proposed trails in the Town (with parks shown in bright green tone)



4.0 Arts and Culture Recommendations and Strategies

The arts and culture are alive in the Town of Drayton Valley represented by a large constituent group of creative and passionate artisans, performers, writers, crafters, conservators and activists. Culture and the arts are also represented by the many diverse cultural groups from the new Canadians attracted to the many opportunities presented in Drayton Valley, to the Metis and First Nations people who have inhabited the land for centuries.

The arts, culture and heritage community in the Town of Drayton Valley is composed of numerous diverse but somewhat fragmented groups and individuals. Groups are either organized as a not-for-profit society with a board or an informally association of individuals sharing a common interest. In some cases, individual artists work alone and are not connected with any group.

The process leading to the development of a strategy for growing and nurturing the arts and culture in Drayton Valley revealed a number of significant issues, impediments or things conspicuous in their absence. At present, groups only communicate with groups that they have an existing relationship with. All groups struggle with an ability to get their message out to attract more participants or be able to sell their work locally. Uniformly, arts and culture groups work with significant financial constraints and their achievements are remarkable considering their challenges.

The following Arts and Culture Strategy identifies the eleven key topics, issues or opportunities in the community today, and includes recommended actions and initiatives. As always, a master plan or strategy sets the direction for change and action, but it is only the beginning of the process. In the coming months and years, time, effort and resources will be necessary to realize these goals. The strategies are organized in descending order of priority, though many points are of equal importance.

Opportunity 1: The time has come for the arts and culture community to speak for their interests with a single common voice

Priority A1: Umbrella Organization

The Town of Drayton Valley should provide staff facilitation to assist the arts and culture community in the formation of an umbrella organization or collective for the purpose of creating a single unified vehicle for communicating internally among constituents, and externally with the Town and other entities. The organization would, on a regular basis, bring representatives together cultivating a bond, and creating a forum to share common concerns and issues as well as to set common goals and priorities.

The umbrella organization would regularly bring constituents together for the purpose of advancing their mutual, social and economic benefits. The arts and culture community would be able to coordinate and consolidate communication with parties they would interact with such as the Town, school boards, and business community to ensure a single unified message or ask.

At present, the arts and culture community is composed of dozens of fragmented groups, each working in isolation promoting, recruiting new members, fund-raising and planning events. At times this results in duplication of efforts, inefficiencies with scarce resources and a “donor fatigue”. This situation is a common occurrence in many communities across the country, with the arts and culture community left with the perception that larger organizations such as organized sport receive a disproportionate share of public resources.

An umbrella or collective organization model would differ from a guild in that its purpose would not be to regulate trade, nor would it be a cooperative in that it unto itself would not be a legal entity. As a committee or advisory committee, the entity may not be empowered in a manner conducive or productive for the Town and its staff. The purpose of the umbrella would be communication and promotion, coordination and collaboration, and for the advocacy of mutually beneficial initiatives.

Opportunity 2: Improve effective communication and promotion by and for arts and culture

Priority A2: Facilitate Regular Communication

Develop communication liaison roles within the Town and within the Arts and Culture Umbrella organization to plan, coordinate and carry out communication to ensure messaging is clear, concise and consistent. At present, each group promotes its art or interest individually with some groups lacking the resources to promote in any fashion.

The intention would be for the Town to support the arts and culture organizations by providing technical and design support as well as linkages to the Town information distribution networks. Communication could extend to all forums and mediums including the internet, printed materials and with television and radio media.

The Town already has the expertise and resources in-house, and could offer assistance to the umbrella group in developing on-line calendars and directories, homepages that describe the groups and their activities, as well as creating the tools that would connect residents in the community with arts groups in their area of interest.

Opportunity 3: Arts and culture are not understood by the majority of the population and consequently are not valued in the community to the extent it should be

Priority A3: Elevate Profile of the Arts and Culture community

Elevate the profile of the arts through including more public art in Town properties, parks and streets, and the Town creating incentives for businesses, schools and other recreation activities to support the arts. This begins with establishing a policy and an action plan. Engage the community in discourse about art and culture and elevate the profile of the arts by including those groups in civic events and celebrations.

The arts and culture community has long said that art is an investment, not a liability or an expense. That message has to continue to be spread and the general population needs to be exposed to what art is and how it can enrich our lives. Artists want to be able to live and work in their community and be able to sell their work locally as well. 'Buy locally' means as much to the arts as anything else in the economy. Art needs to be visible and present everywhere in Drayton Valley.

The Town has expressed its commitment to the renewal of the downtown precinct, 'place-making' and the integral role of public art. This would include sculpture, functional art, murals, artistic signage, street art (graffiti now mainstream), and so on. In many cities, interpretative signage is added to describe the art piece or educate the viewer as to what the artist's intention was. This makes the art more personal and more meaningful to the viewer and to the artist.

The Town can leverage its influence to encourage businesses such as restaurants, coffee shops, office buildings, hospitals and schools to include art either as revolving temporary or permanent exhibits. Schools may exhibit students' work alongside that of artists in the community, making the statement that art and the process of producing art is accessible and available to all. Restaurants and cafes can be encouraged to host and showcase local live music, prose and poetry readings, story-telling and dance.

The arts and culture groups should be invited to participate in all public events and celebrations, including sporting events as a means of demystifying and removing the stigma attached to the arts, often seen as elitist, esoteric or irrelevant.

Opportunity: 4: Arts and culture require direct and indirect assistance, and support to thrive and grow

Priority A4: Assisting the Arts and Culture Community

The Town could provide unscheduled or unsold time in existing recreation facilities for use by arts and culture interest groups at little or no cost. In many cases, the space would otherwise go unused and the time lost. As well, space unused short or longer-term in Town-owned buildings could be made available on a temporary basis. The Town could also encourage private property owners to make space available to arts groups and the Town could reduce the cost of business licenses to artists and increase grants to arts groups.

At certain times of the day multi-purpose space in recreation facilities may not be booked, but may be suitable for some groups and their activities. This typically is off-prime times such as day-times or weekend evenings. The former may be appealing to those interests with a larger older adult constituency, shift workers or stay-at-home parents (providing child-minding is also offered). The latter in many municipalities appeals to ethnic groups and new Canadians for large social gatherings and family activities.

The Town could also create incentives for businesses to offer reduced rents, especially in vacant spaces, to artists, performing artists and multi-cultural

groups. Incentives could take the form of property tax relief, or part of development cost charges levied against future redevelopment of the site.

The Town can create a new and separate type or tier of business license for artists and artisans that acknowledges their limited revenues and incomes. The Town can also enhance existing land-use and zoning bylaws to permit activities such as pop-up galleries to occur.

The Town needs to continue to develop its grants process and direct additional available resources to increase funds available for the arts and culture community, providing the arts groups meet criteria established by the Town.



Example of an empty retail storefront temporarily becoming an art gallery or art studio

Opportunity 5: Long-term priority to develop space for the arts and culture community

Priority A5: Future Dedicated Arts and Culture Centre

The Town should begin to investigate and evaluate the potential for the future development of a dedicated Arts and Multi-Cultural Event Centre. In many communities this type of facility includes a large social gathering space and several multi-purpose activity spaces, as well as support space.

The Eleanor Pickup Arts Centre, even when Phase 2 is completed, will be largely limited to the performing arts, such as a theatre, musical performance, dance and spoken word. Rehearsal space would be minimal. Visual artists, crafters and various cultural and multi-cultural groups would be excluded.

A dedicated Arts and Multi-Cultural Event Centre might include a large multi-purpose common space, breakout and meeting rooms, bookable art studios, rehearsal rooms and music room spaces, gallery space, rentable office spaces, and storage. The facility operations could be offset by the inclusion of food and beverage or retail tenants. It would be essential that such a facility be located

in the Downtown precinct to ensure accessibility to all residents. The building could be new or a re-purposed existing building acquired for the purpose.

An option to consider is the possibility of the Arts and Multi-Cultural Event Centre being a second storey addition above the planned Phase 2 expansion of the Eleanor Pickup Arts Centre. The advantages would include economies of scale, shared support spaces and lower construction costs than that of a free-standing building.

Opportunity 6: Engaging the Library as a partner for arts and culture

Priority A6: Library as a Partner to the Arts, Culture and Heritage

The Town should continue to acknowledge and support the Library in its role of promoting and assisting the arts and culture community. The Library is a focal point in the town for a majority of residents, benefitting from a very high profile and with well-established goodwill. The Library could and would display art, but more importantly, it should become the place in the community where residents could come to talk about art and about culture.

The Library is an ideal conduit for promoting arts and culture, through coordinating programming, facilitating networking and when practical, by opening its doors to groups to use its space. The Library is often one of the public agencies new residents are attracted to learn about the community, its attractions, and what types of activities they can become a part of. Often new residents are new Canadians as well, and the Library can help connect those residents with the services and multi-cultural organizations that can make the transition easier.

This type of role for libraries is not new, and in fact represents some of the most current trends in library planning, service delivery and design. Increasingly libraries have more social space and less materials storage space. Meeting rooms, seating areas, children's story-telling areas can all be used for programs and activities. Many new libraries now include 'maker spaces', studio spaces for making things and exploring one's creative and problem-solving side as part of the learning and growing process.

The Library could also become the community bulletin board, where wall space and web-space could be provided to promote arts and cultural groups, programs and events.

Opportunity 7: Need for more new venues and connections to existing events to promote arts and culture

Priority A7: New Events and Inclusion of Arts, Culture and Heritage in Events

The Recreation Programmer staff role should be broadened to connect and bring groups together to develop events and to cultivate relationships, partnerships and sponsorships that will bring greater success to the arts and culture community.

The Town's Programming staff is in a unique position with relationships in both the recreation side and the arts and culture side. The staff members would also

have internal linkages within the municipal government and externally with other municipalities, the County and other levels of government.

The Programming staff should be furthered empowered to initiate and develop new programs, activities and events for arts and culture, especially for those activities that would broaden awareness and understanding with other interests in the community such as organized sport, community service providers, seniors organizations and the schools.

Opportunity 8: Engaging youth, a growing seniors population, and the Metis and First Nations communities in arts and culture

Priority A8: Engaging the Under-Represented Constituents in Arts, Culture and Heritage

Within the arts and culture community there is awareness that certain demographic groups are under-represented or not aware of the opportunities and organizations that exist that nurture and support creativity, discourse and preservation of culture and history. The Town should develop a policy and commit to support the arts and culture community in the work of raising awareness, communicating the importance of creativity and respect for tradition.

Youth in particular have been difficult to attract as the arts appear to have a perceived stigma or that the activities aren't stimulating enough, a perception that can change with engagement and education. Youth leadership programs can and do build support within that constituent group.

The First Nations and Metis communities should be supported in their arts and cultural programs and efforts made to coordinate similar programs offered by groups in the town.

Within arts and culture there is an awareness of the importance and value of the environment. Much of art produced represents, interprets and honors nature. The culture component in many ways reminds us of the natural and human history that has brought us to where we are today. This too is where learning from the aboriginal community can bring everyone closer together.

Opportunity 9: Creating linkages with recreation programming

Priority A9: Linking Arts, Culture and Heritage with Recreation

By definition, promoting recreation includes promotion of arts and culture. Recreation is what we choose to do with our leisure time, strengthening and regenerating our bodies and souls, and for the development of social linkages and youth leadership skills. Arts and culture strengthen and enrich our minds and expand our thinking through the creative process, and in the common celebration of culture and history. There already are precedents of cross-over activities that embrace both the physical and the spiritually expressive, such as yoga and meditation.

The Town of Drayton Valley's Community Sustainability Plan describes a healthy community as one which is:

- Responsible, responsive and resilient
- Caring and inclusive
- Secure in its food supply
- Enriched with innovation and learning, and
- A community thriving in wellness and health

At least four of the five points speak to the importance of the sound mind and body and the value to community and cooperation. The creative process is a problem-solving process valuable in all facets of life. In sport we learn commitment, dedication and teamwork. The two perspectives are in fact mutually dependent and mutually beneficial.

The Town's Community Services Department is already responsible for both recreation and for culture and is already working to reduce the barriers between the two. Staff should work to ensure that arts and culture are elevated to a higher profile and that misconceptions are erased. Staff should develop new cross-over programming and actively promote the arts to their recreation clientele.

Opportunity 10: Commitment to completion of the Eleanor Pickup Arts Centre project and the creation of a downtown arts and culture precinct

Priority A10: Completion of the Eleanor Pickup Arts Centre

A keystone in the development of an arts and culture precinct in downtown Drayton Valley is the Eleanor Pickup Arts Centre. The renovation of the 221-seat theatre is nearing completion and it will become the anchor on the 51st Street corridor, already populated by trendy shops and restaurants and a growing pedestrian street atmosphere. Similar new businesses will be attracted to the area in the future, further enriching the area.

The Town should commit to ensuring subsequent development on the street and new businesses opening are compatible with arts and culture. In the long-term, the Town may choose to purchase properties on the street as they become available as an inventory of space for arts and culture tenants as well as municipal offices.

The Planning Department's commitment to 'place-making' mentioned previously also extends to making the area livable with the introduction of residential occupancies. Public art would feature prominently in the form of sculpture, murals and architectural details. Future development may also include residential floors above retail, potentially some of it marketed to artists or patrons of the arts.

Downtown Park, the public plaza across from the Civic Centre on 52nd Street and backing the Eleanor Pickup Arts Centre will, in the future, be redeveloped according to the 2014 Public Spaces study proposing formalizing the public gathering space. This may include an amphitheatre built into the hard landscaping and being able to take advantage of the Eleanor Pickup Arts Centre Phase 2 back-of-house support spaces.

*Opportunity 11: Declining volunteerism impacting groups' ability to function***Priority A11: Promoting Volunteerism**

The Town will commit to promoting the value of volunteerism and to examining solutions for creating incentives for citizens to engaging in volunteerism. Volunteers have long been the foundation of most recreation and arts and culture groups. From sitting on boards and fundraising, to teaching and mentoring, volunteers give of their time because of their commitment and passion to their interest.

The decline in volunteerism is now a national systemic problem, a generational problem and an economic problem. The demands of job and family now necessitate two incomes, and significant obligations outside of work leave individuals precious little free time. Minor sports still have some ability to recruit and retain volunteers, at least for the duration of their child's participation in the activity.

The future bank of volunteers will come from either of two sources, older adults or youth. With an aging population, even communities with significant numbers of young families like Drayton Valley will see an increase in the real number of seniors. The new older adults are less likely to give of their time and knowledge without some sort of consideration. Youth at the front end of their working lives can be engaged through intern and sponsorship programs where their unpaid labour can be converted into work experience or bursaries.

The Town should examine its potential for, in the future, offering financial modest assistance to the not-for-profit or unregistered arts and culture groups to allow them to attract and retain volunteers. This may come in the form of modest grants or bursaries, tax credits or transfers to allow these groups to compensate individuals committing time on a regular basis. For example, incentives should be found to encourage local employers to allow employees to contribute 1-2 volunteer days per year.

5.0 Timetable and Implementation Resources

5.1 Five-year Implementation Schedule

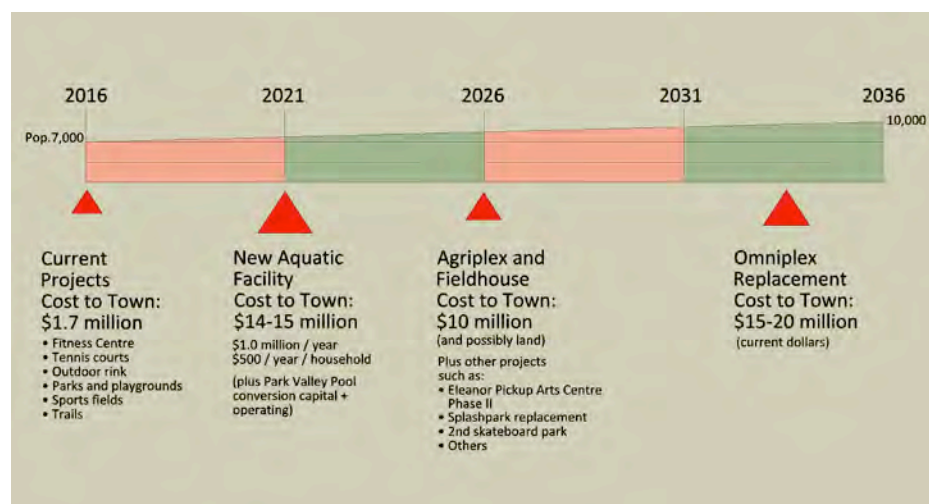
The table on the following page outlines a potential implementation timeline for the recommendations and strategies for Recreation (R1-R27) and for Arts and Culture (A1-A11). The graphic below is a simplified version illustrating the most significant pending interventions.

Most of the work that will need to be accomplished in the next five years involves the use of staff time and existing resources, thereby adding minimal cost to the Community Services budget. The exception will be an estimated \$100,000 capital outlay to accommodate conversion of spaces in existing buildings to increase utilization, as well as three studies in the next five years:

- Re-design and business plan for the proposed Aquatic Centre to reduce the scale and cost
- Feasibility study to determine the use and operating plan for the decommissioned Park Valley Pool
- Feasibility study to define the needs for a future Arts and Multi-Cultural Centre

The capital outlay includes about \$75,000 for artificial turf for the Curling Club, as well as padding for the columns, soccer goals and a score clock. An additional \$25,000 would be for a sport court-type portable tile flooring for the MacKenzie Conference Centre to protect the carpeting and accommodate recreation activities. These outlays do not include soft costs and any other unforeseen costs associated with the temporary conversion of these spaces.

Three major capital outlays not included in the estimates are the revised Aquatic Centre design and construction, the Eleanor Pickup Arts Centre Phase 2 design and construction, and cost of design and construction for renovating the decommissioned Park Valley Pool as the scale of project is unknown at this time.



Recreation, Parks and Culture Master Plan - Five-Year Implementation Timetable

	Year 1 2016	Year 2 2017	Year 3 2018	Year 4 2019	Year 5 2020	Total Cost
Recreation Organization and Policy						
Priority R1: Increase participation levels in recreation all age groups	Staff time	Staff time	Staff time	Staff time	Staff time	No cost
Priority R2: Organizational Clarity	Staff time					No cost
Priority R3: Develop Communication Plan	Staff time					No cost
Priority R4: Land acquisition plan		Staff time	Staff time			No cost
Priority R5: Define which policies and procedures are lacking	Staff time	Staff time				No cost
Priority R6: Create linkages between Recreation and Arts and Culture	Staff time	Staff time	Staff time			No cost
Priority R7: Initiating sport partnerships			Staff time	Staff time	Staff time	No cost
Priority R8: Planning for Lifecycle Capital Replacement					TBD	TBD
Priority R9: Cultivating sport tourism			Staff time	Staff time	Staff time	No cost
Priority R10: Coordinate parks responsibilities with Engineering	Staff time					No cost
Priority R11: Review cost-sharing agreement with County	Staff time					No cost
Priority R12: Strategic planning for new sports fields		Staff time				No cost
Priority R13: Review options for Historical Site and Museum			Staff time	Study		\$10,000
Recreation Programs and Services						
Priority R14: Empower staff to increase programming	Staff time	Staff time	Staff time	Staff time	Staff time	No cost
Priority R15: Innovative programming	Staff time	Staff time	Staff time	Staff time	Staff time	\$10-20,000
Priority R16: Increase efficiency and broaden market	Staff time	Staff time	Staff time	Staff time	Staff time	No cost
Priority R17: Outdoor education and programming				Staff time	Staff time	\$10-20,000
Priority R18: Repositioning the fitness program			Staff time			No cost
Recreation Facilities and Parks						
Priority R19: Revisit Aquatic Centre project	Staff time	\$200,000				\$200,000
Priority R20: Investigate the re-purposing of existing facilities	Staff time	Staff time	\$100,000			\$100,000
Priority R21: More outdoor activity infrastructure	Staff time			Staff time	TBD	TBD
Priority R22: Plan for Park Valley Pool re-use	Staff time			Staff time	\$50,000	\$50,000
Priority R23: New playground and strategy for adding more	Staff time				Staff time	No cost
Priority R24: Assess business case for a future artificial turf soccer field	Staff time				Staff time	No cost
Priority R25: Defer Agriplex project to the future	Staff time					No cost
Priority R26: Relocation of the Rodeo Grounds	Staff time				Staff time	Unknown
Priority R27: Future new trails to link greenspaces	Staff time				Staff time	Unknown
Arts and Culture						
Priority A1: Umbrella organization	Staff time	Staff time				No cost
Priority A2: Facilitate regular communication	Staff time	Staff time				No cost
Priority A3: Elevate profile of Arts and Culture	Staff time	Staff time				No cost
Priority A4: Assisting Arts and Culture	Staff time	Staff time	Staff time	Staff time	Staff time	No cost
Priority A5: Future dedicated Arts and Culture Centre				\$50,000		\$50,000
Priority A6: Library as a partner to Arts and Culture	Staff time	Staff time	Staff time	Staff time	Staff time	No cost
Priority A7: New events and inclusion of Arts and Culture	Staff time	Staff time	Staff time	Staff time	Staff time	\$10-20,000
Priority A8: Engaging the under-represented constituents	Staff time	Staff time	Staff time	Staff time	Staff time	No cost
Priority A9: Linking Arts and Culture with Recreation	Staff time	Staff time	Staff time	Staff time	Staff time	No cost
Priority A10: Completion of the Eleanor Pickup Arts Centre					TBD	TBD
Priority A11: Promoting volunteerism	Staff time	Staff time	Staff time	Staff time	Staff time	No cost
Cost by Year and Total		\$200,000	\$110,000	\$70,000	\$70,000	\$450,000

*Recreation, Parks and Culture Master Plan - Impact by Facility / Facility Type***Recreation Organization and Policy**

- Priority R1: Increase participation levels in recreation all age groups
 Priority R2: Organizational Clarity
 Priority R3: Develop Communication Plan
 Priority R4: Land acquisition plan
 Priority R5: Define which policies and procedures are lacking
 Priority R6: Create linkages between Recreation and Arts and Culture
 Priority R7: Initiating sport partnerships
 Priority R8: Planning for Lifecycle Capital Replacement
 Priority R9: Cultivating sport tourism
 Priority R10: Coordinate parks responsibilities with Engineering
 Priority R11: Review cost-sharing agreement with County
 Priority R12: Strategic planning for new sports fields
 Priority R13: Review options for Historical Site and Museum

Aquatics
 Ice Arenas
 Curling Rink
 Fitness Centre
 McKenzie Conference Ctr.
 Libraries
 ECDC
 Arts / Culture Facilities
 Sports Fields
 Splash Park
 Skateboard Park
 Playgrounds
 Parks and Trails
 All other

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Recreation Programs and Services

- Priority R14: Empower staff to increase programming
 Priority R15: Innovative programming
 Priority R16: Increase efficiency and broaden market
 Priority R17: Outdoor education and programming
 Priority R18: Repositioning the fitness program

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Recreation Facilities and Parks

- Priority R19: Revisit Aquatic Centre project
 Priority R20: Investigate the re-purposing of existing facilities
 Priority R21: More outdoor activity infrastructure
 Priority R22: Plan for Park Valley Pool re-use
 Priority R23: New playground and strategy for adding more
 Priority R24: Assess business case for a future artificial turf soccer field
 Priority R25: Defer Agriplex project to the future
 Priority R26: Relocation of the Rodeo Grounds
 Priority R27: Future new trails to link greenspaces

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Arts and Culture

- Priority A1: Umbrella organization
 Priority A2: Facilitate regular communication
 Priority A3: Elevate profile of Arts and Culture
 Priority A4: Assisting Arts and Culture
 Priority A5: Future dedicated Arts and Culture Centre
 Priority A6: Library as a partner to Arts and Culture
 Priority A7: New events and inclusion of Arts and Culture
 Priority A8: Engaging the under-represented constituents
 Priority A9: Linking Arts and Culture with Recreation
 Priority A10: Completion of the Eleanor Pickup Arts Centre
 Priority A11: Promoting volunteerism

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5.2 Performance Measures and Metrics

What is the Recreation and Culture Master Plan aiming for and how will the Town be able to evaluate if the recommendations and priorities have been achieved? The following are some possible indicators, benchmarks and measurable outcomes for consideration. Over time additional methods of review or even specific financial outcomes may be defined and added to this list.

STRATEGIC OBJECTIVES

OUTCOMES MEASUREMENT

Organization and Policy

Priority R1

Increase participation levels in recreation for all age groups

Setting and meeting a target of engaging more people in regular physical activity from the current 40% to 45% within five years (a net increase of 11%)

Priority R2

Organizational Clarity

Develop an organization chart for the Community Services/Recreation, Parks and Culture delivery system and re-assess it annually to ensure its accuracy and relevance

Priority R3

Develop Communication Plan

Improved promotion and ease of access to communication will benefit the Town with increased interest and participation in programs and services, and as a consequence will improve revenues and cost recoveries; better communication internally within the Town Administration will benefit Community Services with becoming involved in initiatives at the outset and result in fewer opportunities missed

Priority R4

Enhance Communication between Community Services and the Planning Department, and Land acquisition plan

Initiate regular meetings with the Planning Department (and even the Engineering Department) to ensure future development in the Town includes appropriate revisions for future recreation needs. Assess procedure periodically to ensure it is working

Priority R5

Define policies and procedures including a basic framework for recreation facility development

The burden of filling policies and procedures, where lacking, does not have to fall entirely on staff and limited Town resources; stakeholder participation in the development of policies for the use of, planning for, and allocation of recreation facilities can become a collective exercise with buy-in from the user groups and less effort expended by Town staff

Priority R6

Create linkages between Recreation and Arts and Culture

Make it a practice to include culture in recreation initiatives, events and programs, and vice versa. Regularly consult with the arts and culture community to ensure the process is working

<p><i>Priority R7</i> Initiating sport partnerships</p>	<p>The burden and risk to the Town in developing replacement and new recreation facilities can be reduced if sport user groups become empowered to become capital partners, partners in the self-management of scheduling and use of facilities, and even in the operations of recreation facilities</p>
<p><i>Priority R8</i> Planning for Lifecycle Capital Replacement</p>	<p>Build upon an existing process of future planning for major capital improvements of assets; success will be measured in the preparedness for unexpected occurrences</p>
<p><i>Priority R9</i> Cultivating sport tourism</p>	<p>Create a template or 'package' for sport hosting and develop networks with the local hospitality industry and provincial tourism associations to grow sport tourism, and monitor progress over an extended period of time</p>
<p><i>Priority R10</i> Coordinate responsibilities for Parks and Sports Fields between Community Services and Engineering</p>	<p>Field maintenance should respond to the schedule of use, therefore Engineering should receive more information from Community Services, or Community Services should assume control of parks and fields maintenance</p>
<p><i>Priority R11</i> Review cost-sharing agreement with Brazeau County</p>	<p>Review cost-sharing agreement a year before each three-year contract expires to ensure Town understands its position going into negotiations</p>
<p><i>Priority R12</i> Strategic planning for new sports fields</p>	<p>As field sports such as soccer reach the 'tipping point' or threshold in justifiable demand for another field, secured land should be in place for another new field</p>
<p><i>Priority R13</i> Review options for the Historical Site and Museum</p>	<p>Goal of long-term success of the museum on financial terms favourable to the Town</p>

Programs and Services

<p><i>Priority R14</i> Empower staff to increase programming</p>	<p>Continue the path already started of encouraging and supporting program staff in increasing programming and participation</p>
<p><i>Priority R15</i> Innovative programming</p>	<p>Continue and expand the development of new programs by looking to other municipalities and industry trends, as well as regularly engaging users and testing new programs, accepting that results may take time and patience will be required</p>

Priority R16

Increase efficiency and broaden market

Continue to test new and/or additional time slots for current programs to see if it increases participation or at least leads to positive feedback from users

Priority R17

Outdoor education and programming

Continue to develop outdoor education and programming directly or through partners like the schools and the Eagle Point/Blue Rapids Parks Council with the goal to build long-term connections with children and youth and the outdoors

Priority R18

Repositioning the Fitness program

Progress is already being made to examine what can be done to improve utilization and financial performance of the fitness centre without going after market share held by private operators; this would include developing introductory and novice programming as well as rehabilitation and therapy programming targeting segments of the population that are currently inactive

Facilities and Parks

Priority R19

Revisit Aquatic Centre project

Re-open dialogue with the community members to ensure they feel part of the process in reviewing the pool project with the intention of making it more attainable and affordable, success will be measured by more positive feedback

Priority R20

Investigate the re-purposing of existing facilities

Actions to re-purpose or enhance facilities use always comes with risk, though if user agreements can be secured in advance (eg. indoor soccer), projected revenue streams become more certain and the investments more viable

Priority R21

More outdoor activity infrastructure

The community should be engaged in a discussion to determine what new types of outdoor amenities are needed, as well as to formulate a long-term solution for an indoor playground for the winter months

Priority R22

Plan for Park Valley Pool re-use

Options for adapted re-use should be evaluated on a business-case basis: renting to a user group (eg. gymnastics) would yield a higher revenue and lower operating costs than operating the facility as a community centre type amenity that would require staffing, programming and operating expenditures

Priority R23

New playground and strategy for adding more

The community should be engaged in a discussion to determine what new types of outdoor playgrounds are needed, as well as to formulate a long-term solution for an indoor playground for the winter months

Priority R24

Assess business case for a future artificial turf soccer field

A minimum of 250 additional confirmed registered soccer players willing to pay at least \$35-40 / hour rental would be required to justify an artificial turf field

Priority R25

Defer Agriplex project to the future

Economics will likely make the decision to defer the project inevitable, however the project may become part of the negotiations for the relocation of the rodeo grounds and an opportunity cost of change

Priority R26

Relocation of the Rodeo Grounds

A period of years will be required to assemble a large enough parcel of land and secure agreements with the Society and the County partner, therefore outcomes cannot be assessed before the long-term future

Priority R27

Future new trails to link greenspaces

Public engagement and Community Services working with the Planning and Engineering Departments will help realize the missing pieces to a comprehensive trail network

Arts and Culture Recommendations and Strategies

Priority A1

Umbrella organization

The Town should facilitate the networking and organization of local community arts and culture groups to lead to the formation of a single, cohesive voice; in the long-run this will reduce workload for Town staff and allow the users to determine among themselves what initiatives and priorities should be

Priority A2

Facilitate regular communication

The Town should designate a staff person to become a liaison between the municipality and the Arts and Culture Umbrella; the Town could also offer technical and IT support, and use its communication network in aiding arts groups in promotion

Priority A3

Elevate profile of Arts and Culture

The role of arts and culture should be promoted by the Town in the community, conveying the positive impacts of arts and heritage in the lives of citizens (i.e. the arts are an investment not an expense); the benchmark for success will be when local artists become self-sustaining and when arts and culture become part of the everyday vocabulary

Priority A4

Assisting the Arts and Culture

Arts and culture groups could be offered first refusal for access to space in existing recreation facilities, for limited cost, that isn't otherwise booked for programming during peak periods, or isn't rented, thereby putting unused time inventory in facilities to better use

Priority A5

Future dedicated Arts and Culture Centre

The Town should work with other levels of government to secure funding for a dedicated centre promoting all art forms, culture and multi-culturalism; this type of facility may come on stream at a time when other Community Services facilities are reaching capacity and would likely free up some inventory of time

Priority A6

Library as a partner to Arts and Culture

The Library should be supported in its expanded role as being the place or touch-stone for the arts and culture community; already serving as the source of information about arts and culture events and programs, the added role re-affirms the Library's role in the community and reduces pressure on other community services

Priority A7

New events and inclusion of Arts and Culture

Eventually recreation events will become 'recreation and culture events', and arts and culture events will become one with recreation events; bringing all quality of life offerings together will create an efficiency and economy with Town resources

Priority A8

Engaging the under-represented constituents

Many arts and culture interests are fragmented and disenfranchised; the Town will have the opportunity and gain the benefits of creating a dialogue with all of the community including marginalized or hard to reach cohorts such as youth, older adults, and First Nations and Metis community members

Priority A9

Linking Arts and Culture with Recreation

Make it a practice to include culture in recreation initiatives, events and programs, and vice versa. Regularly consult with the arts and culture community to ensure the process is working

Priority A10

Completion of the Eleanor Pickup Arts Centre

The performing arts facility will be complete and fully functional when the back-of-house functions have been added

Priority A11

Promoting volunteerism

Incentives and rewards need to be created for individuals that become volunteers to recognize and value their time and efforts, examples such as internships for students or credits for programs; a resource centre should be developed to place volunteers

AGENDA ITEM: 7.3	Letter of Support Request from Drayton Valley and District Family and Community Support Services (FCSS) Board
Department:	Community Services
Presented by: Support Staff:	Councillor Nadeau Annette Driessen, Director of Community Services

BACKGROUND:

At the November 18, 2015, Governance and Priorities Meeting the change in delivery of the Parenting After Separation Program to the residents of Drayton Valley and area was raised as a concern by Administration. At that time, Administration shared its concerns with loss of availability and accessibility of this Program on a local level.

Subsequent to that meeting, on December 2, 2015, a letter was sent to Minister Kathleen Ganley, the Minister of Justice and Solicitor General, from Mayor McLean to express the Town's concerns about the online delivery of the Parenting After Separation Program, rather than the in-person delivery. The letter further expressed how the change in process may impact children and families in our community. Minister Ganley's response in January of 2016 supported the Ministry's decision and did not indicate that there was an interest in looking at alternative forms of delivery with the service providers who had previously facilitated the Program.

The Drayton Valley and District FCSS Board intends to continue to advocate for the delivery of the in-person Parenting After Separation Program and proposes to submit the attached resolution to the FCSS Association of Alberta (FCSSAA). Should the FCSSAA Resolution Committee determine that the topic falls within the scope of the FCSSAA to address, it will go to vote by the membership at the Annual General Meeting in November 2016.

The Drayton Valley and District FCSS Board are requesting Council support for this resolution.

OPTIONS:

- A. That Council endorse the resolution as proposed by the Drayton Valley and District FCSS Board to be presented to FCSS Association of Alberta.
- B. That Council not provide its support of the resolution as proposed by the Drayton Valley and District FCSS Board to be presented to FCSS Association of Alberta.

MOTION:

I move that Council _____.

SUBMITTED BY: Drayton Valley and District Family and Community Support Services (FCSS)

TOPIC: Parenting After Separation Program

BE IT RESOLVED THAT the Family and Community Support Services Association of Alberta (FCSSAA) advocate to the Ministry of Justice to renew contracts with communities in Alberta to provide the facilitation of the in-person Parenting After Separation Program and to no longer offer the online Parenting After Separation E-Course.

RATIONALE

Communities across Alberta have been working with the Ministry of Justice through the Public Legal Education and Information Resolution and Court Administration Services Department to provide the Parenting After Separation Program through FCSS and other community service providers. The Program is court mandated for parents who are filing for legal separation or divorce and provides information about a parent's legal rights and responsibilities, and builds skills that will result in more effective co-parenting. The feedback that we have received from past participants, as well from human service agencies who work with children and families who are going through legal separation or divorce, indicates that this Program is extremely important.

The delivery of the Parenting After Separation Program has recently been modified to an online format and contracts with most communities in Alberta to deliver the in-person six hour Program have been canceled. The Ministry of Justice states that the online format has been developed in order to better meet the needs of Albertans, however it can be argued that online learning cannot replace in-person interaction. We are deeply concerned about the impact this change will have on children and families affected by separation and divorce.

The facilitators who were contracted by the Ministry of Justice to deliver the in-person program are professionals who live and work in the communities where they provide the courses. They are passionate about helping people and not only deliver the content of the program, but are able to address specific concerns and connect participants to other resources, such as mediation services, counseling, or family violence courses. Our fear is that many of the positive outcomes associated with an interactive Program will be lost and that the children and families who could benefit from this Program will suffer.

The content provided in the online Parenting After Separation Program is consistent with the in-person Program. If the parent spends the recommended three hours to complete the Program as intended, he/she will gain some skills that will help them to effectively co-parent while going through legal separation or divorce. There are however several inadequacies, namely:

1. The online registration process does not ask for identification, therefore there is no verification that the parent who is required to take the Program is the person who is completing the Program.

2. -Once registered, there are three sections with twelve modules in total. Each module contains material and videos, all of which the parent can click through without reading or watching the content.
3. Within each module there are quizzes, all of which the parent can click random answers and still move forward to the next module.
4. At the end of each section there are reflective questions that require written responses. Since the responses provided are only seen by the parent, it will allow them to type random letters and then move on to the next section.
5. Within fifteen minutes of being logged into the Program, the parent can have easily clicked through to the end and be presented with a printable certificate indicating that he/she has “successfully completed the Parenting After Separation Program” which can then be filed with the courts.

The Ministry of Justice states that the discontinuation of the contracted delivery of in-person Parenting After Separation Program allows them to be fiscally responsible. If parents have not used the online format as intended, they are not well informed about their legal rights and responsibilities, nor are they armed with the skills they will need to effectively work together through the challenges that divorce brings. As a result, the number of parental disagreements that requires intervention by the RCMP is increasing. A lack of cooperation between parents would suggest an increase in the need for custody/legal counseling and time in family court as well.

According to the Financial Proxy’s Database developed by the SROI Edmonton Learning Group,

- the cost for one family court case is \$2000/hour.
- the cost for one family to get custody/access legal counseling is \$300/session.
- the cost for one RCMP call out is \$32.47/hour.

The cost per Parenting After Separation Program is \$1200.00 which serves 20 or more families. From a Social Return on Investment perspective, these numbers suggest that the in-person delivery of the Parenting After Separation Program may be more fiscally viable.

The cancellation of contracts with FCSS and other service agencies to provide the Parenting After Separation Program has left many gaps in services for parents going through legal separation or divorce across Alberta. We have received many inquiries from people who do not know how or cannot access the Program because they do not have access to reliable internet service, which is a common issue in rural communities. Parents who have taken the in-person Program in the past but have lost their Certificate of Completion still call their local service providers hoping to get a copy for an upcoming court date. There are several steps necessary to provide a replacement Certificate, which can be extremely time intensive. Without being given the appropriate resources from the Ministry of Justice, we are unable to provide these services, leaving parents with no other alternative but to direct their inquiries to the Public Legal Education and Information Resolution and Court Administration Services. That Department has indicated that they do not have the resources to take inquiries by phone and that at this time it can take several weeks to process requests via the email address provided.

The effectiveness of the course has been measured by the Ministry based on the results of the participant evaluation. The parent, however, is not required to complete the evaluation in order to complete the Program. Furthermore, there has not been an opportunity for contracted providers or other human service agencies such as RCMP, school/daycare staff, and family wellness programs to be a part of that evaluation. According to the letters attached, the demand for services resulting from parents not receiving the training and the tools they need to effectively co-parent is increasing. Other services such as Child and Family Services may be affected also. The Province of Alberta encourages cross-Ministry collaboration, therefore having discussions across sectors would not only ensure that outcomes identified by the Ministry of Justice are achieved but will also support the work done being done by other Ministries.

Healthy functioning within families is an outcome of the FCSS mandate and we strive to ensure that people are self-reliant, resilient and able to function in a positive manner (Family and Community Support Services Regulation Section 2.1). The Parenting After Separation Program gives people the skills they need to overcome the challenges families experience when they go through divorce or separation. Therefore, we respectfully urge the FCSSAA to consider negative impacts that the online focused format of the Parenting After Separation Program will have on children and families in Alberta, and to encourage the Ministry of Justice to work with community service providers such as FCSS to renew contracts to offer the in-person Parenting After Separation Program.

References

Family and Community Support Services Regulation. Alberta Queen's Printer, 1994. *Alberta Regulation 98/2015*

Edmonton SROI Learning Group. (August 16, 2016). Retrieved from <https://creator.zoho.com/sroiedmonton/sroi-indicators/#Page:Income>



Royal Canadian Mounted Police
Gendarmerie royale du Canada

Security Classification/Designation

Protected A

NCO i/c Drayton Valley RCMP
5409 Industrial Road
Drayton Valley, AB
T7A 1R6

Your File

Lola Strand
FCSS Drayton Valley

Our File

2016-08-22

Dear Madam:

Parenting after Separation


I have received a request for input into this matter after being advised that parents who separate are no longer required to take personal training for this, but instead online type courses.

Custody Orders and issues regarding parental disagreements tend to be seen on a fairly regular basis by the Police. The vitriol that sometimes is seen between parents can be surprising. The concern that is raised comes down to the breakdown or refusal between parents to work together for the betterment of the children involved. More often than not it is one side trying to get the other side into trouble for some minor issue and are not following in the spirit of the agreement, which is about the welfare of the children and setting out guidelines.

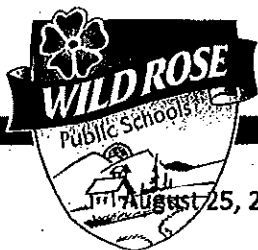
It is my opinion that education regarding custody and access is appropriate, and that having an online course may not have the same benefit. Parents, if not required to take the course of required reading and education will likely result in higher calls for service from the Police to sort out issues that may be averted with education and strategies that may assist with an actual course.

I trust this will assist with your efforts. Anything further please do not hesitate to call.

Best Regards,



S/Sgt. M.F. Callihoo
Detachment Commander
Drayton Valley RCMP



Wild Rose Public Schools

4912-43 Street, Rocky Mountain House, AB T4T 1P4

Ph: 1-800-771-0537 | (403) 845-3376 | Fax: (403) 845-3850 | www.wrsd.ca

Drayton Valley and District FCSS
Box 6837
Drayton Valley, AB
T7A 1A1

RE: Parenting After Separation Program

I write this letter to support your efforts to advocate for the continuation of the in-person Parenting After Separation Program. I believe that this program was valuable for families and are concerned about the negative impacts that may be associated with only offering this program online.

I am the Director of Wellness for Wild Rose School Division and also the Clinical Supervisor for Drayton Valley Family Wellness Program. We are seeing that an increasing number of our "at-risk" students are from divorced parents. We are facing significantly concerning times in this province, particularly in our rural areas, that have impacted our students, and their families. Families in our rural school division depend heavily on the oil and gas industry for their financial resources; the recent economic struggles have left significant strain on these families. We have seen that impact most noticeably in the mental health and thus break down of families with an alarming rate of family breakups. We are well aware that our students are suffering; Canadian data recently suggests that 1/3 of all hospital beds occupied by children are as a result of mental-health related concerns. Suicide rates are occurring at an alarming rate. In our school division alone, Family Wellness caseloads have tripled within the past 24 months.

As a school division we need to have the help of community groups to offer programs such as this one in order to increase our youth's life chances. We know that money invested in preventing trauma and violence in the home is vital. Parents need to be given the knowledge and tools through courses such as this so their children do not suffer as a result of their ignorance. As previously mentioned caseloads have increased to a point where we can no longer be effective in helping individual students instead we need to have more programs that empower and equip parents with skills to help their own children. This is not the time to discontinue this program. We know that along with the specific knowledge and skills that parents learn through this program the face to face learning is also key. Within the group the parents develop relationships and contacts with others in their community whom they can turn to even after the course is finished. There is overwhelming evidence that it is these "relationships" developed during face to face classes that hold the power and are the agent of change.

Thank you for your consideration in the manner and please contact me should you require any more information.

Sincerely,

Darlene Ferris

Director of Wellness and Human Services
Wild Rose School Division



Family
Violence

*It's Not
about Blame,
It's about Change.*

August 23, 2016

P.O. Box 5031
Drayton Valley, Alberta
T7A 1R3
ph: (780) 542-6702
fax: (780) 621-1860

To whom it may concern;

This is a letter of support for the Parenting After Separation (PAS) program in Drayton Valley.

For a number of years I have facilitated classes in Drayton Valley. I have found it to be one of the most valuable programs offered to struggling parents. Frequently, these parents are isolated and attendance in a group setting allows them to understand they are not alone. Although personal issues are not discussed in the classes, some of the questions and responses alert them to the universal nature of their situation.

I am also the Program Director for the Drayton Valley Comprehensive Family Violence Institute (CFVI). I have often noticed that attendees in the PAS classes respond positively to the opportunity to attend the CFVI groups, which are offered at no cost. This information might not be accepted as easily if they were to take the PAS program on their own, or on-line.

If I can offer more information please contact me at (780) 621-1800.

Regards,



Rita Dillon MSW RSW
Program Director





5024 48th St
Drayton Valley, AB
T7A 1E1

514-2248 (Phone) 621-0413 (Fax)
www.town.draytonvalley.ab.ca

Drayton Valley Early Childhood Development Centre

Lola Strand
FCSS Coordinator
4743 - 46th St
Drayton Valley, AB

Re: Parenting After Separation Course

It is with a real concern that I address this letter to you today in regards to the delivery of the Parenting After Separation Course, and share my support to ensure Albertans remain in a classroom setting to take part in this invaluable presentation.

The Drayton Valley Early Childhood Development Centre (ECDC) offers care up to eighty-three families annually. In the past five years our family model is over 50% single parent or divorced. Our child care team works very closely with parents and first hand see the effects of communication break down between parents.

It is imperative that the Parenting After Separation course remain a locally delivered mandatory information session for families going through separation and divorce. Child care practitioners, teachers, and day home providers alike are becoming the conduit which parents are choosing to "pass information" through to the other parent due to communication breakdown. Effective communication methods can not be taught on a screen, it needs to be modelled and explored with the parent to be effective.

In the past six months there has been three occasions of a parent not returning a child to the other parent's home, yelling at the other parent in the centre, or refusing to follow policy as a measure to upset the other parent. I believe, having gone through the course myself, that empathy which is required needs to be learned from a passionate instructor. They can share examples and open discussion to allow the parents to see the effect they have when behaving in this manner, both on the other parent and more importantly on the child.

The other statistic which would be of concern is how many of these single parents have access to a computer to actually take the course? As a single mother I did not have the financial means to purchase a computer and it was not a priority on my budget. I fear other families will experience this same barrier and therefore not take the course, or possibly have a friend or family member just do it for them. Currently there is not a way to ensure the parent completed the course on their own accord.

We will welcome this program back with gratitude delivered locally with a trained facilitator and will endeavor to be of support whether in helping provide child care or referral of families.

Sincerely,

B. Taylor
Bernice Taylor

Program Manager
Drayton Valley
Early Childhood Development Centre



Drayton Valley and District FCSS
Box 6837
Drayton Valley, AB
T7A 1S1

August 17, 2016

To whom it may concern;

Please accept this letter in support your efforts to advocate for the continuation of the in person Parenting After Separation Course. We believe that the face to face program was valuable for families and are concerned about the negative impacts that may be associated with only offering this program online.

The Community Parenting Coalition is an interagency collaboration that exists to maximize community resources, educate parents about the services available, help to identify barriers and gaps families encounter and educate the community about the importance of early learning years and quality early childhood education. We consist of a number of different organizations who provide services to families and agree that it has been an excellent opportunity for anyone who is experiencing the challenges that come with separation and divorce to increase their capacity to deal with those challenges and continue to effectively co-parent. The facilitators were local and had a good understanding about what services are available, therefore made referrals to service providers for additional support.

If you have any questions about this letter of support, please don't hesitate to contact me at (780) 542-3713.

Sincerely,


Lorna Pearson-Hoofd, Chair

Parenting after separation work shop

To whom it may concern:

I am writing in concern to the information that I was given about the parenting after separation workshop going from a group environment to one that people can do on line.

This alarms me greatly of a very short sighted decision being made. As a women who took the class and participated in the ongoing discussions that we had and the sense of inclusion that the group gave me. I went from feeling that I was the only one this was happening to, to realising that I was not alone there was help out there but more importantly someone else knew what I was going through. Sitting in a room of women that were struggling with the same things that I was gave me a sense of relief and took a huge weight and pressure off myself to fix the problem, I was not crazy. Taking that interaction away from the men and the women in the groups is a huge mistake as with the first three sessions people were still very hostile at having to be there. it wasn't until later that they get in to the meat of the problem that they started to relax and actually pay attention to the things that were being discussed and coming to a realisation that they are not all to blame in the situation . If you take this away they will just be sitting in front of a computer that has nothing to add to the situation not to mention isolating them further than they already are.

I still keep in contact with 6 of the ladies that I met in the group and we are continually discussing things that we were shown in the group. If you take away that interaction with the participant ants I don't think that someone will be able to move beyond the anger of the situation and get the full benefit of the classes.

Please reconsider this very important decision

Sincerely

Janice Thyr

Janice Thyr

To Whom It May Concern:

As a father currently going through a divorce I would like to write this letter in support of the in person Parenting after Separation Course.

I have completed the online course and find it unable to answer questions and thoughts that I have. I understand that it's deemed a necessity to take, however to provide it only online in the smaller communities is a disservice to children in these communities. This course online teaches basics, and holds no accountability for the parent to actually learn from it as you can fast forward and answer questions in any way you deem fit whether your answer is right or wrong. The online course cannot answer where I can get information in my community for resources that my children or I may need. The learning format is clinical, and in a world where technology is replacing human contact, this issue is not clinical. Each situation is unique and the questions and understanding that the course brings up cannot be effectively explained through an online course. Support is needed during these times and without the in person, many people would not know where to find these supports in their community, or might not even realize that they need some of these supports without the discussions that come with it. There is nothing worse in a world of turmoil than to feel you're alone. Connections that the in person course can provide can help ease the stresses that come with separation and divorce, and ultimately help the children during this hard time.

I urge you to reconsider taking the in person courses away from the smaller communities. You are doing a grave disservice to these children in these situations. The program was developed with the needs of the child coming first...not the money the government will save in the budget. To me my children's wellbeing and their parent relationships are more important than the "dollar".

Sincerely

A handwritten signature in blue ink, appearing to be 'Sam Allen', with a stylized, sweeping flourish extending to the right.

Sam Allen

		SECTION	7
AGENDA ITEM: 7.4	Letter of Support for Pembina Nordic Ski Club (PNSC)		
Department:	Administration		
Presented by:	Councillor Long		
Support Staff:	Dwight Dibben, CAO		

BACKGROUND:

The Pembina Nordic Ski Club is currently working on achieving its fundraising goals, which includes preparing grant applications for submission to various government and non-government sources, for the realization of the Eagle Point (Rotary-Pembina Nordic) Outdoor Education and Events Centre. One such grant is to Alberta Culture and Tourism through the Community Facility Enhancement Program.

A requirement of the application is a letter of support from the local municipality, and Town Council is being requested to provide a letter for this purpose.

OPTIONS:

- A. That Council provide a letter of support for the Pembina Nordic Ski Club for use in its grant application to Alberta Culture and Tourism.
- B. That Council not provide a letter of support for the Pembina Nordic Ski Club for use in its grant application to Alberta Culture and Tourism.

MOTION:

I move that Council _____.

Place on Town of DV Letterhead

September 8, 2016

Community Facility Enhancement Program
Culture and Community Spirit
Suite 212, 17205 106A Avenue
Edmonton, AB T5S 1M7

To Whom It May Concern:

The Town of Drayton Valley is pleased to support the application submitted by the Pembina Nordic Ski Club (PNSC) to Alberta Culture and Tourism for the PNSC's project ***Eagle Point (Rotary-Pembina Nordic) Outdoor Education and Events Centre***.

As well as providing a community events centre, this facility will support and enhance the outdoor education programming of the Eagle Point – Blue Rapids Parks Council. As a founding member of the Eagle Point – Blue Rapids Parks Council, of which the PNSC is also a current and founding member, The Town of Drayton Valley continues to support the efforts of the Parks Council and its member organizations. Over the past five years, the Eagle Point – Blue Rapids Parks Council has worked closely with industry representatives, neighboring municipalities, landowners, and the Government of Alberta to ensure environmental and recreation management of the parks system and to provide outdoor environmental education to our Town's youth. This project headed by PNSC will be a key facility for the Eagle Point – Blue Rapids Parks Council.

The Eagle Point – Blue Rapids Parks Council offers a range of high quality environmental, experiential education programs targeted to teachers, students, and community organizations in Drayton Valley and Brazeau County. To enhance their education programming, they need this facility in order to provide an indoor venue, with modern facilities and education tools, in an area of Eagle Point Provincial Park that offers opportunities for abundant, natural, outdoor education experiences.

The Eagle Point – Blue Rapids Parks Council and its staff have demonstrated that they are capable and qualified in delivering important outdoor environmental education experiences for our community's youth, and as such we feel confident in offering our support for this project.

The PNSC has hosted a number of local as well as provincial Nordic ski and cross-country race competitions and events at their current facility, and have demonstrated that they have a very strong volunteer base to do more. They have similarly demonstrated that they are capable and qualified in building and successfully operating facilities.

We look forward to the positive impact this project will have on our local youth and residents as well as the economic development benefits this facility will bring to the town and surrounding area. If you have any questions, please feel free to contact me directly.

Sincerely,

Glenn McLean
Mayor, Town of Drayton Valley

Rotary – Pembina Nordic Outdoor Education and Events Centre

Environmental education and outdoor recreation is increasingly important in today's society to enhance the connection between people and the environment and to encourage healthy, active lifestyles.

The Eagle Point – Blue Rapids Parks Council wants to help ensure Albertans, especially youth, are environmentally literate, engaged in environmental stewardship and contribute to a healthy, sustainable future. We want to support this generation of students with interactive environmental programs that link to the Alberta curriculum.



To this end we are partnering with the Pembina Nordic Ski Club and Rotary Club of Drayton Valley, who are building an environmental education facility in Eagle Point Provincial Park. This facility will provide an indoor venue, with modern facilities and educational tools, in an area of the Park that offers opportunity for abundant, natural, outdoor education program experiences. The centre will be a key asset for the Eagle Point – Blue Rapids Parks Council's environmental education program delivery.

This outdoor education and events centre is needed in Drayton Valley and the region because:

- The Eagle Point – Blue Rapids Parks Council is the only local organization providing extensive environmental education programs and we need a facility close to the Town of Drayton Valley to serve the school and community youth population.
- The centre will be located within close walking distance to incredible outdoor environmental education opportunities, including wetlands, trail systems, the escarpment of the North Saskatchewan River Valley, mixed forests, rare and sensitive wildlife species, bugs and birds – all within the nature-rich Eagle Point Provincial Park.
- The centre will help to reconnect more students and community youth with the environment.
- We engage hundreds of students each year with environmental education programs; however the demand for programming can't be met with our current facilities. Local teachers have continually expressed the need for a venue that will accommodate more classrooms of local students, that can be easily accessed by school bus transportation and that offers an indoor learning environment, with washroom facilities, in an area that also offers a natural wilderness environment, perfect for experiential outdoor education learning.
- A practical and perfectly situated facility will encourage interest from environmental educators outside of the local area, thereby boosting local tourism and outdoor recreation users in the area.
- It will be a facility from which adult groups, community groups and industry can connect with local wild places and receive guided interpretive environmental education and outdoor recreation opportunities.

The Rotary – Pembina Nordic Outdoor Education and Events Centre will address these needs by:

- Linking the environmental education programs of Eagle Point – Blue Rapids Parks Council with a needed facility for effective program delivery.



- Providing indoor classroom and gathering space for introduction and wrap-up sessions, a hands-on workspace and shelter in case of inclement weather and washroom facilities.
- Allowing the environmental education programs to grow and serve more schools, more classrooms, more students and more community youth and adults.
- Eliminating the need for school and other user groups, participating in a number of programs, to be transported to multiple sites for their experiential environmental education programs.

The Parks Council is a grassroots non-profit organization comprised of local recreational organizations, landowners, government, and industry who are responsible for the planning, funding, and management of the Parks System. We are consistently recognized locally, provincially, nationally, and internationally for making a community effort to bring better management to public lands, and we love sharing recognition and the spotlight with our sponsors and partners.

If you are interested in being a sponsor or donor to this exciting environmental education program for Drayton Valley and Brazeau County, please contact us at the Eagle Point – Blue Rapids Parks Council. Telephone 780 898 7275 or email peter@epbrparksCouncil.org or bev@epbrparksCouncil.org

Our Environmental Education Programs

The Eagle Point – Blue Rapids Parks Council offers a range of high quality environmental, experiential education programs targeted to teachers, students, and community organizations in Drayton Valley and Brazeau County. We are currently the only local organization providing curriculum-linked environmental education programs in the area. We're excited about each opportunity we have to encourage youth and all citizens and visitors to be active outdoors and to connect with nature while respecting our local wild places. Presently, well over 1,000 students and youth groups attend our programs every year and there is demand to serve more students and youth at the local and regional levels.



The Parks Council has a program for every season and age group, from elementary to high school. Interpretive hikes with the Parks Council are available year round and include snowshoeing in the winter months. Our education programs are not exclusive to school classes and are available to all community members and groups in Drayton Valley and Brazeau County. New programs, such as Urban Wildlife, an extensive junior high outdoor education program, are constantly being developed.

A. Wonders of Wetlands

Grade 5: Wetland Ecosystems

Grade 8: Fresh Water and Salt Water Ecosystems

Get out of the classroom and near a body of water (either a local pond or a wetland in the Park) to discover what types of plants and animals call ponds home! Through hands-on activities, students will learn more about wetland ecosystems. Students will have the opportunity to search for wetland creatures, capture them in nets provided by the Parks Council, and observe them up close using their pond dipping kits. We will also take a look at riparian habitats, water quality, evidence of terrestrial



animals, and the importance of wetlands for our local environment. Different focuses will be made to match different grade's curriculum links.

B. Natural Notions Eco-Hikes

Preschool – Grade 3; Various Curriculum Links

Join the Parks Council for a relaxing jaunt through the Boreal Forest. On the way, we will share with you our knowledge of the local flora & fauna that can be found just outside of Drayton Valley. Students will utilize all of their senses during several fun activities along the way. We'll listen for wildlife and other forest sounds, search the underbrush for insects, feel the difference between sunlight and shade, and even imagine what it's like to be an animal living in the Boreal Forest.

C. Trees & Forests

Grade 4: Plants and Growth

Grade 6: Trees and Forests

Learn about the unique characteristics of our Boreal Forest as well as the plants and wildlife that inhabit it! This program is also an interpretive hike along one of our beautiful trails. Students will learn how to identify some common tree and shrub species, how to determine the age of a tree, what sort of adaptations trees and animals have to survive the Boreal climate, and more!

D. Science of Snow

Primary Grades: Animal Lifecycles, Weather Watch

Students will learn how snowflakes are formed and create some snowflakes of their own during this program! They will also learn about winter animal adaptations that allow wildlife in Alberta to survive our long winters. Students will then venture outside to build quinzee snow shelters for their little critters and have some fun playing interactive games which teach them about winter habitats and hibernation.

Grade 8: Mix and Flow of Matter

Secondary Grades: Snow Chemistry, Data Collection

Students will do a scientific study on snow and determine the amount of snow and water in an area through calculations including volume, mass, and area. Students will also learn about animal adaptations in the winter and how snowfall affects the environment.

E. Geocaching

Grade 7 – 9: Geography and Mapping, Data Collection

This program will teach students how to use a GPS and provide an opportunity to discuss the pros and cons of GPS vs. a compass. Students will then go on a high-tech treasure hunt for caches placed along the trails! The Parks Council will supply the GPS', maps and other materials required for this program. Students and teachers are invited to bring small trinkets or treasures of their own (ex. Key chains, pens, bracelet, etc.) to leave in the caches once they are found.

F. Marvellous Misunderstood Bats

Preschool – Grade 6: Various Curriculum Links

Bats play a very important role in our Boreal ecosystem and need our protection! During this interactive presentation, students will learn all about the different kinds of bats in Alberta and throughout the world. We will explore the parts of a bat, food sources, special adaptations (i.e. hibernation and echolocation), and threats to bat survival. Students will also have the chance to participate in fun games



that allow them to experience the world as a bat! Different focuses will be made to match different grade curriculum links.

G. Introduction to Outdoor Survival

Grade 7 – 9: Environment and Outdoor Education

Get out of the classroom and into the wilderness of the boreal forest! Through individually-led and hands-on activities, students will learn the difficulties of outdoor survival and rewards of having the necessary skills. Students will discuss the essentials for surviving outdoors in all seasons (especially the cold boreal winters), will have the opportunity to search for their own natural tinder and kindling, and even light a small fire with flint and steel! Students will learn the importance of teamwork for survival when participating in activities. We will also discuss human and animal adaptations for surviving boreal winters, how human disturbance can impact local wildlife's ability to survive, and the responsibilities for personal safety that come with outdoor recreation. This program is **not** designed to be a survival course – rather to pique student interest in the subject of Outdoor Survival.

I. Nature's Recyclers/Life in a Bucket of Soil

Grade 4: Waste and Our World

Get out of the classroom and into the Boreal Forest to discover what types of plants, animals, and fungi are nature recyclers! Through hands-on activities, students will learn more about how plant and animal waste and dead matter is recycled in our world. Students will have the opportunity to search for decomposers in the forest and search through soil samples to observe them up close. We will discuss the importance of these sometimes overlooked creatures for humans and the environment. This program can be delivered while visiting a local trail system, a Parks Council recreational facility, or a forested area behind or near your school.

J. Treelympics

Grades 1 – 4: Forest Communities & Inter-Relationships

During the Treelympics program, students will gain an understanding of the functions of trees by comparing their strengths with those of a tree in a series of Olympic-like activities. The Olympic-style events demonstrate to students that the seemingly ordinary processes of a tree are indeed wonders of the natural environment. This program can take place in the school yard or as part of a field study within the Eagle Point – Blue Rapids Park system.

K. Bugology

Grade 2 Science: Small Flying and Crawling animals

This program focuses on small crawling and flying invertebrates and the activities give students a hands-on experience with some of Eagle Point Provincial Park's smallest inhabitants! On the Mini Beast Safari you will walk along the bank of the majestic North Saskatchewan River and use your imagination to shrink down for a bug's eye view of the forest floor. At the Pond Life station the students will investigate and observe living plants and creatures in the water. At Butterfly Meadows the students can observe different butterflies feeding on the many wildflowers full of nectar.

L. Owl Discovery

All Grade Levels: Biology and Biodiversity

What did your owl eat for dinner? This in-class program teaches students basics of owl adaptations and owl pellet dissection, along with methods to identify animal skulls and bones harvested from owl pellets.



M. Tracks and Scats

All Grade Levels

Animals are all around us, but many are shy and rarely seen. The clues (tracks and scat) left behind by wild animals are powerful learning tools to teach us about wildlife. Join in this Eagle Point – Blue Rapids Parks Council education program and become an animal detective during this in-class learning opportunity!

N. Urban Wildlife

Junior High and High School

Working in close cooperation with a lead teacher, students receive a continuous outdoor education experience for an entire term. This course, customized for the age group, includes facets of all current Eagle Point – Blue Rapids Parks Council experiential education programs as well as hands on experience with wild edibles, tree and shrub identification, fishing and fish identification, tracks and scats of Alberta wildlife, basics of no trace camping and hiking (including camp set-up and cooking over a fire), building survival shelters, and biodiversity.

O. Snowshoes and Skis

All Grade Levels

Take your class on a snowshoeing adventure in the backyard of your school or on a local parks system trail! The Parks Council has the following snowshoes for use: 12 pairs of Tykers (up to 80lbs) 12 pairs of Youth (up to 125lbs) 2 pairs of Women (up to 180lbs) 4 pairs of Adult (up to 180lbs).

Testimonials:

"You have no idea how powerful community experts are. Thanks for taking the time to make this a rich learning experience!"

Tammie Stafford, Teacher
Aurora Elementary School
Wild Rose School Division

"The facilitator was amazing! The children were engaged throughout our walk and responded well to her. I'll be booking again next year!"

Jennifer Landers, Teacher
Kindergarten, Eldorado Elementary School
Wild Rose School Division

"Program was focused on pond studies and games were associated with the concept. Mande was very efficient. It was very well done."

Michelle Haggerty, Teacher
St. Anthony School
STAR Catholic School Division

"Very accommodating and relevant to curriculum outcomes."

Brad Drader, Teacher
H.W. Pickup Jr. High School
Wild Rose School District

Information Items

10.0 Information Items

Pages 109-126

10.1. STAR Catholic Newsletter – August 2016	110
10.2. Councillor Wheeler's Conference Report - Effective Planning and Strategy EOEP	111-113
10.3. Drayton Valley Brazeau County Fire Services – August Stats	114-115
10.4. RCMP August Stats	116-122
10.5. World Suicide Prevention Day Proclamation	123
10.6. Mayor McLean's Conference Report – Federation of Canadian Municipalities Annual Convention	124-126

MOTION:

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

Board Meeting Highlights



Board tours Father Leduc Catholic School construction site

The Board toured Father Leduc Catholic School, under construction in the Southfork community in Leduc. The construction is on schedule for an opening following the Christmas break.

New Secretary Treasurer joins STAR Catholic

Ed Latka joined STAR Catholic School Division's senior administration team over the summer as the Secretary Treasurer. Latka previously served in the same capacity with Grande Yellowhead Public School Division.

Value Scoping set for Father Lacombe Catholic School

The Board was advised that a date has been set for the Government of Alberta to conduct a value scoping of Father Lacombe Catholic School in Lacombe. The value scoping, which assesses the facility to determine what upgrades are needed, will take place September 28 and 29.

Promotional apparel approved

The Board approved a \$30 credit toward the purchase of a clothing item branded with the STAR logo for all staff and trustees in the Division for the 2016-2017 school year.

Ward Review to commence this fall

The Board received a report on and approved the dates for public consultation regarding an electoral ward boundary review, starting in October. The review is in keeping with the Board's desire to ensure good governance and to examine the Board's electoral representation throughout the Division.

École Mother d'Youville School

The Board was updated on the construction of École Mother d'Youville School in Beaumont, which is on schedule for an opening in September 2017.

STAR prepares for Reflection Day

The Board was updated on plans for this year's Reflection Day, where staff gather before the start of the school year to focus on faith and community. This year's theme is Light for the Way, and will include a Mass celebrated by Archbishop Richard Smith.

ASCA membership and conference

The Board approved the membership fees to the Alberta School Councils' Association (ASCA) for all Division school councils for the 2016-2017 school year.

The Board also approved sponsoring the attendance of two members from each Division school council to the 2016-2017 Alberta School Councils' Conference and Annual General Meeting.



DATES TO REMEMBER

Next Board Meeting

Wednesday, September 21

10:30 a.m.

STAR Central Office

4906 50 Ave., Leduc, AB

The public is welcome at all Board meetings.

Board of Trustees

Thalia Hibbs, Chair

Lacombe

John Tomkinson, Vice Chair

Wetaskiwin

Dan Chalifoux

Beaumont

Sandra Bannard

Drayton Valley

Susan Kathol

Drayton Valley

Karen Richert

Leduc

Michelle Lamer

Leduc

Dan Svitich

Ponoka

Henry Effen

Wetaskiwin

Conference Report

Council Member: *Fayrell Wheeler*

Conference/Workshop Attended: **Effective Planning and Strategy EOEP**

Date of Conference: June 14th, 2016



Information Presented:

Session 1: *What is a Strategic plan?*

A deliberate blueprint for moving vision and intention to action through proactively assessing what needs to happen and why, in what priority, and identifying accompanying logistics (who, when, budget, etc.) It should be a communication tool used to articulate what council wishes to achieve over 4 years, supported by high level planning documents like the CSP/LUB/Down Town Re-development/Growth Plan/MDP that have had extensive stakeholder engagement.

The plan itself is a very important engagement tool used to go to the public and show them what council plans to do, and gives them some measurability. It is also used to guide the municipality as one offs come up in planning and budgeting, it gives focus on the community goals and will help determine if a project needs reprioritizing.

As a foundational document for the Town, the diagram below outlines the key rationale for why strategic planning is important:

Why prepare a strategic plan?

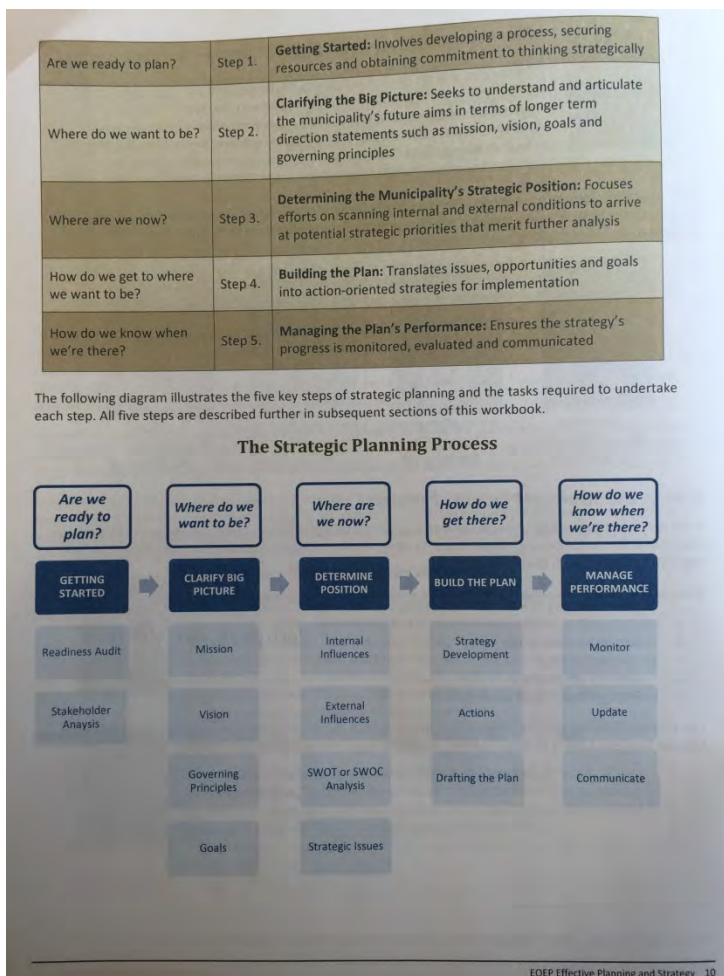
"Planning does not slow the process, it ensures the process can be executed in the first place" ... Cynthia Mccourt

➤ Strategic plans enable council's to:

- ✓ Assess and adjust the organization's direction in response to change
- ✓ Set priorities
- ✓ Allocate resources appropriately
- ✓ Ensure that council, administration and other stakeholders are working toward common goals
- ✓ Establish agreement around intended outcomes
- ✓ Drive positive change and address community concerns
- ✓ Reduce risk and uncertainty



Source: <http://www.novamind.com/planning/mind-maps/strategic-planning-1-680.png>



This is from our guide book. It contains a breakdown of the process to create the strategic plan.

Key Highlights:

- How do you do business if you don't have a goal or a plan?
- If we can set the tone of open, collaborative and community minded, then we will get people stepping up to help accomplish the goal.
- We need to be innovative and adapt to change.
- What is the meaning behind our mission/vision? If everyone knows the intent and can keep it in focus that's what's important, not whether they can recite it. Do we refer back to it as we make decisions?
- They recommend doing the strategic plan along with the budget as it helps to keep focus on what the goals we need to be working towards are.
- This planning allows council to set the direction for the organization and lets administration respond by developing work plans aligned with the direction council has provided. Those plans are in turn used to build the budget that council will review and approve.
- If the plans are designed for 3-4 years then it allows admin to make multi-year plans and budgets plans rather than a year to year not knowing if projects will be approved.

Correlation to Approved Town Plans/Policies and Council Vision

Ex. Social Development Plan (SDP), Community Sustainability Plan (CSP), Economic Development Strategy (EDS), Municipal Development Plan (MDP), Housing Index Study (HIS), Recreation & Culture Master Plan (RCP), etc.

Session 1: CPS: Governance: Municipal Finance& Communication.

Recommendation(s) for Council consideration:

- 1) Have a written, published strategic plan to show our accountability. It's a governance piece that I feel we could use to communicate more with the public. I know we do a strategic retreat in the spring but it might be better timed to do in the summer or early fall as we get into budget.
- 2)

Identify Partners and/or External Resources:

- 1) EOEP course on Strategic Planning- I have the participant Pkg
- 2) <http://www.oakville.ca/assets/general%20-%20town%20hall/StratPlan2015-2018.pdf>
- 3) <https://www.cochrane.ca/ArchiveCenter/ViewFile/Item/149>
- 4) http://www.sylvanlake.ca/uploads/Town_of_Sylvan_Lake_-_Strategic_Planning_Session_-_Summary_Report_Oct_23_2015.pdf
- 5)

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Date
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Date
Reviewed:

Item(s) for Administration policy or procedural consideration:

- 1)
- 2)



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

August 2016 Stats

Town of Drayton Valley/ Brazeau County

Fire Calls- 0

Rubbish and Grass Fires- 2

Motor Vehicle Collisions- 5

Rescue Calls- 1

Alarm Calls- 9

Assist another Agency- 1

Misc Calls- 7

Total- 25

Town of Drayton Valley

Fire Calls- 0

Rubbish and Grass Fires- 2

Motor Vehicle Collisions- 0

Rescue Calls- 0

Alarm Calls- 5

Assist another Agency- 0

Misc Calls- 3

Total- 10



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- 0

Rubbish and Grass Fire- 0

Motor Vehicle Collisions- 5

Rescue Calls- 1

Alarm Calls- 4

Assist another Agency- 1

Misc Calls- 4

Total- 15

Drayton Valley Municipal Detachment

Statistical Comparison

January to August: 2012 - 2016

All categories contain "Attempted" and/or "Completed"

Tuesday, September 06, 2016

CATEGORY	Trend	2012	2013	2014	2015	2016
Homicides & Offences Related to Death		0	0	0	0	0
Robbery		1	2	8	2	1
Sexual Assaults		12	3	5	5	10
Other Sexual Offences		2	2	3	3	4
Assault		129	98	96	76	54
Kidnapping/Hostage/Abduction		9	2	2	1	1
Extortion		0	0	1	0	0
Criminal Harassment		22	14	13	12	8
Uttering Threats		39	29	27	25	27
Other Persons		0	0	0	0	0
TOTAL PERSONS		214	150	155	124	105
Break & Enter		84	47	56	44	71
Theft of Motor Vehicle		73	48	72	43	50
Theft Over \$5,000		11	6	8	8	5
Theft Under \$5,000		181	221	255	172	187
Possn Stn Goods		33	20	40	13	19
Fraud		28	35	36	32	27
Arson		2	1	1	1	1
Mischief To Property		191	185	238	175	133
TOTAL PROPERTY		603	563	706	488	493
Offensive Weapons		11	9	18	11	7
Public Order		1	1	0	0	0
Disturbing the peace		109	97	62	55	30
OTHER CRIMINAL CODE		144	144	156	152	106
TOTAL OTHER CRIMINAL CODE		265	251	236	218	143
TOTAL CRIMINAL CODE		1,082	964	1,097	830	741

Drayton Valley Municipal Detachment



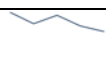
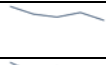
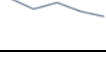
Statistical Comparison




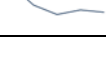


January to August: 2012 - 2016

All categories contain "Attempted" and/or "Completed"

CATEGORY	Trend	2012	2013	2014	2015	2016
Drug Enforcement - Production		2	0	0	0	0
Drug Enforcement - Possession		37	32	50	26	23
Drug Enforcement - Trafficking		9	10	10	17	5
Drug Enforcement - Other		0	0	1	0	2
Total Drugs		48	42	61	43	30
Federal - General		13	7	2	5	7
TOTAL FEDERAL		61	49	63	48	37
Liquor Act		30	22	12	9	11
Other Provincial Stats		48	64	61	68	67
Total Provincial Stats		78	86	73	77	78
Municipal By-laws Traffic		3	6	7	8	3
Municipal By-laws		113	87	61	66	70
Total Municipal		116	93	68	74	73
Fatals		2	3	0	0	0
Injury MVC		5	4	4	4	8
Property Damage MVC (Reportable)		245	184	229	173	143
Property Damage MVC (Non Reportable)		30	25	23	26	21
TOTAL MVC		282	216	256	203	172
Provincial Traffic		553	362	359	301	330
Other Traffic		16	9	2	4	11
Criminal Code Traffic		101	76	68	48	39
Common Police Activities						
False Alarms		216	173	218	225	189
False/Abandoned 911 Call and 911 Act		52	73	61	82	66
Suspicious Person/Vehicle/Property		169	117	28	79	51
Persons Reported Missing		1	11	9	5	23
Spousal Abuse - Survey Code		124	101	92	115	108

Drayton Valley Municipal Detachment 5 Year Traffic Summary - January to August

January to August	Trend	2012	2013	2014	2015	2016
Fatals		2	3	0	0	0
Injury MVC		5	4	4	4	8
Property Damage MVC (Reportable)		245	184	229	173	143
Property Damage MVC (Non Reportable)		30	25	23	26	21
Total MVC		282	216	256	203	172

January to August	Trend	2012	2013	2014	2015	2016
Impaired Operation*		Currently Not Available				
Roadside Suspensions - alcohol related - No charge**		16	9	2	4	11
Occupant Restraint/Seatbelt Violations**		5	6	3	5	0
Speeding Violations**		26	20	19	8	88
Intersection Related Violations**		20	11	7	9	8
Driving without Due Care or Attention*		Currently Not Available				
Other Moving Traffic*		Currently Not Available				
Other Non-Moving Violation**		116	67	59	65	61
Other CC Traffic***		18	17	7	6	6

*include "Cleared by Charge" and "Cleared Other" **"Actual" ***"Reported"

Drayton Valley Municipal Detachment

Statistical Comparison

August: 2012 - 2016

All categories contain "Attempted" and/or "Completed"

Tuesday, September 06, 2016

CATEGORY	Trend	2012	2013	2014	2015	2016
Homicides & Offences Related to Death		0	0	0	0	0
Robbery		0	0	2	0	0
Sexual Assaults		0	1	0	0	1
Other Sexual Offences		0	0	0	0	0
Assault		19	9	8	11	7
Kidnapping/Hostage/Abduction		0	0	0	0	0
Extortion		0	0	0	0	0
Criminal Harassment		4	2	4	2	0
Uttering Threats		3	5	5	3	3
Other Persons		0	0	0	0	0
TOTAL PERSONS		26	17	19	16	11
Break & Enter		16	7	10	3	5
Theft of Motor Vehicle		11	8	8	8	2
Theft Over \$5,000		3	2	1	2	1
Theft Under \$5,000		34	19	31	22	26
Possn Stn Goods		5	4	8	1	2
Fraud		1	3	6	4	3
Arson		0	0	0	0	0
Mischief To Property		32	25	40	9	13
TOTAL PROPERTY		102	68	104	49	52
Offensive Weapons		1	0	2	2	1
Public Order		0	0	0	0	0
Disturbing the peace		0	23	8	5	1
OTHER CRIMINAL CODE		38	28	15	11	8
TOTAL OTHER CRIMINAL CODE		39	51	25	18	10
TOTAL CRIMINAL CODE		167	136	148	83	73

Drayton Valley Municipal Detachment

Statistical Comparison

August: 2012 - 2016

All categories contain "Attempted" and/or "Completed"

CATEGORY	Trend	2012	2013	2014	2015	2016
Drug Enforcement - Production		1	0	0	0	0
Drug Enforcement - Possession		4	5	8	5	1
Drug Enforcement - Trafficking		2	1	1	0	0
Drug Enforcement - Other		0	0	0	0	0
Total Drugs		7	6	9	5	1
Federal - General		1	1	0	1	0
TOTAL FEDERAL		8	7	9	6	1
Liquor Act		3	1	0	0	1
Other Provincial Stats		9	7	7	7	4
Total Provincial Stats		12	8	7	7	5
Municipal By-laws Traffic		1	1	0	1	1
Municipal By-laws		20	14	14	11	14
Total Municipal		21	15	14	12	15
Fatals		0	0	0	0	0
Injury MVC		0	0	0	0	1
Property Damage MVC (Reportable)		31	18	24	17	12
Property Damage MVC (Non Reportable)		4	2	1	1	2
TOTAL MVC		35	20	25	18	15
Provincial Traffic		64	44	47	47	24
Other Traffic		1	0	0	0	1
Criminal Code Traffic		9	15	6	4	5
Common Police Activities						
False Alarms		35	19	47	41	22
False/Abandoned 911 Call and 911 Act		4	13	7	19	7
Suspicious Person/Vehicle/Property		0	5	6	10	4
Persons Reported Missing		0	1	2	0	1
Spousal Abuse - Survey Code		19	17	11	13	13

Drayton Valley Municipal Detachment 5 Year Traffic Summary - Month of August

August	Trend	2012	2013	2014	2015	2016
Fatals		0	0	0	0	0
Injury MVC		0	0	0	0	1
Property Damage MVC (Reportable)		31	18	24	17	12
Property Damage MVC (Non Reportable)		4	2	1	1	2
Total MVC		35	20	25	18	15

August	Trend	2012	2013	2014	2015	2016
Impaired Operation*		Currently Not Available				
Roadside Suspensions - alcohol related - No charge**		2	0	0	0	1
Occupant Restraint/Seatbelt Violations**		0	1	0	2	0
Speeding Violations**		1	2	6	0	0
Intersection Related Violations**		1	2	1	0	0
Driving without Due Care or Attention*		Currently Not Available				
Other Moving Traffic*		Currently Not Available				
Other Non-Moving Violation**		4	8	5	14	7
Other CC Traffic***		0	4	0	1	0

*include "Cleared by Charge" and "Cleared Other" ***"Actual" ****"Reported"

Drayton Valley Municipal Detachment

January to August: 2012 - 2016

All categories contain "Attempted" and/or "Completed"

Category	Trend	2012	2013	2014	2015	2016		Mean	Std Deviation	Mean + 1 Std Dev	FLAG	Slope
Theft Motor Vehicle (Total)		73	48	72	43	50		57.2	12.7	69.9	Within Norm	-5.1
Auto		2	7	3	1	2		3.0	2.1	5.1	Within Norm	-0.6
Truck/SUV/Van		44	19	46	32	34		35.0	9.7	44.7	Within Norm	-0.7
Motorcycle		3	1	5	1	0		2.0	1.8	3.8	Within Norm	-0.6
Other		19	18	11	9	13		14.0	3.9	17.9	Within Norm	-2.1
Take Auto without Consent		5	3	7	0	1		3.2	2.6	5.8	Within Norm	-1.1
Break and Enter (Total)		84	47	56	44	71		60.4	15.1	75.5	Within Norm	-2.9
Business		16	24	25	23	48		27.2	10.9	38.1	Issue	6.3
Residence		42	14	20	16	13		21.0	10.8	31.8	Within Norm	-5.6
Cottage or Seasonal Residence		0	0	0	0	1		0.2	0.4	0.6	Issue	0.2
Other		21	4	8	4	6		8.6	6.4	15.0	Within Norm	-3
Spousal Abuse		124	101	92	115	108		108.0	11.0	119.0	Within Norm	-1.8
Robbery		1	2	8	2	1		2.8	2.6	5.4	Within Norm	0
Assault		129	98	96	76	54		90.6	24.9	115.5	Within Norm	-17.2
Sexual Assaults		12	3	5	5	10		7.0	3.4	10.4	Within Norm	-0.2

Traffic	Trend	2012	2013	2014	2015	2016		Mean	Std Deviation	Mean + 1 Std Dev	FLAG	Slope
Impaired Operation*		Currently Not Available						Currently Not Available				
Roadside Suspensions - alcohol related - No grounds to charge**		16	9	2	4	11		8.4	5.0	13.4	Within Norm	-1.5
Occupant Restraint/Seatbelt Violations**		5	6	3	5	0		3.8	2.1	5.9	Within Norm	-1.1
Speeding Violations**		26	20	19	8	88		32.2	28.5	60.7	Issue	11.2
Intersection Related Violations**		20	11	7	9	8		11.0	4.7	15.7	Within Norm	-2.6
Driving without Due Care or Attention*		Currently Not Available						Currently Not Available				
Other Moving Traffic*		Currently Not Available						Currently Not Available				
Other Non-Moving Violation**		116	67	59	65	61		73.6	21.4	95.0	Within Norm	-11.2
Other CC Traffic***		18	17	7	6	6		10.8	5.5	16.3	Within Norm	-3.5

Town of Drayton Valley

Proclamation

WORLD SUICIDE PREVENTION DAY

- WHEREAS:** World Suicide Prevention Day (WSPD), is an initiative of the International Association for Suicide Prevention (IASP) and the World Health Organization (WHO) since 2003, and has taken place on 10th September each year;
- AND WHEREAS:** According to the recently released World Health Organization (WHO) report: *Preventing Suicide: A Global Imperative*, conservatively estimates that over 800,000 people die by suicide across the world each year.
- AND WHEREAS:** this year's theme for WSPD is 'Preventing Suicide: Reaching Out and Saving Lives', which encourages us all to consider the role that offering support may play in combating suicide;
- AND WHEREAS:** the act of showing care and concern to someone who may be vulnerable to suicide can have a significant impact and may be life-saving.
- AND WHEREAS:** on September 10, 2016, citizens of Drayton Valley are called upon to join with others around the world who are working towards the common goal of preventing suicide.
- NOW THEREFORE,** I, Glenn McLean, Mayor of the Town of Drayton Valley, do hereby proclaim September 10, 2016, as World Suicide Prevention Day in the Town of Drayton Valley.

DATED at the Town of Drayton Valley,
in the Province of Alberta,
this 9th day of September, 2016.

Mayor Glenn McLean



Conference Report

Council Member: Mayor Glenn McLean

Conference/Workshop Attended: FCM Annual Convention

Date of Conference: June 2-5, 2016



Information Presented (all relevant sessions):

Session 1: Keynote Address from Prime Minister

The Prime Minister's speech was about how the federal government will work with FCM and re-establish a federal presence in the municipal landscape. This will be achieved over the next several years, primarily through investing in infrastructure. There may be opportunities for assistance in our municipal infrastructure needs within the 2017 Federal Budget.

Session 2: Study Tour – “Winnipeg – Airport City”

During the tour of the international airport in Winnipeg, although the scale is much larger than we could responsibly take on the numbers were very interesting.

	1998 Stats	2016 Stats
Number of jobs	7,200	19,000+
Total Wages	\$220 Million	\$810 Million
GDP	\$288 Million	\$3.6 Billion

A large portion of the increase can be attributed to the focus on growing cargo traffic, hence the number of commercial development in and around the airport. Winnipeg took advantage of its unique geographical position in North America in order to attract the cargo traffic and now serves as a major distribution hub for cargo of all kinds for all of North America. The airport is projecting that passenger traffic will increase by 69% and cargo traffic by 62% over the next 20 years.

The Winnipeg example is a good one for a major airport. Should our airport be developed it will rely on our ability to capitalize on our geographic location, the size of our airstrip, and proximity to growth industry. Example – Bio-Mile industry, Fire Training Centre

Session 3: Budget 2016 and Beyond – What it Means for the Municipal Sector

This session was facilitated, in part, by Member of Parliament Adam Vaughan and focused on the Federal Government's commitment to provide considerable infrastructure funding for municipalities. The 2017 Budget will allow for more investment into infrastructure than 2016 and preference may be given to projects that are ready to move forward.

Session 4: Engaging Effectively with your Local First Responders

Panelists for this session included the chair of the Edmonton Police Commission, former Fire Chief of Saskatoon Fire Services, and the current Chief of the Winnipeg Police Services. The major take-away was the need to invest in preventative measures to reduce crime in a community.

“If a community is to reduce its crime rate they need to put resources into prevention/resiliency programs if they don’t want the law enforcement budget to grow out of control.” Chief of Winnipeg Police Services

Session 5: From Outsourced to In-house – Save Money, Avoid Headaches

Panelists for this session included the Mayor from Port Hawkesbury, Nova Scotia and a Councillor from the City of Montreal. The session centered on the issue of cost effectiveness for service delivery, in particular contracting services out versus in-house. The majority of the examples provided were in relation to Public Works and cited gains in efficiencies and quicker response times as benefits. In some cases the switch resulted in decreased costs.

Session 6: Active Transportation, Lessons Learned

During this study tour the merits of bicycle lanes and planning process was discussed. In the case of the City of Winnipeg, they were able to capitalize on a major funding stream however it meant that the work would all have to be done within one budget cycle. The existing system went from 4 kilometers to over 400 kilometers, with a focus on the downtown core. Challenges that were faced included public consultation and engineering of the route such as managing the placement of the cycling lanes and types of barriers, if possible, to have between the cyclists and the vehicular traffic. The overall message was to make sure to take the time and plan out the inclusion of cycling lanes in a thoughtful and logical manner, if possible.

Correlation to Approved Town Plans/Policies and Council Vision

Ex. Social Development Plan (SDP), Community Sustainability Plan (CSP), Economic Development Strategy (EDS), Municipal Development Plan (MDP), Housing Index Study (HIS), Recreation & Culture Master Plan (RCP), etc.

Session 1: Keynote Address from Prime Minister: N/A

Session 2: Study Tour – “Winnipeg – Airport City”: MDP, EDS

Session 3: Budget 2016 and Beyond – What it Means for the Municipal Sector: N/A

Session 4: Engaging Effectively with your Local First Responders: SDP

Session 5: From Outsourced to In-house – Save Money, Avoid Headaches: CSP

Session 6: Active Transportation, Lessons Learned: SDP, CSP, MDP, RCP

Recommendation(s) for Council consideration:

Session 1: Keynote Address from Prime Minister: N/A

Session 2: Study Tour – “Winnipeg – Airport City”:

- 1) Need to identify opportunities for airport development that take into account our strengths and limitations bearing in mind the details of lease with Province of Alberta and land use regulations of Brazeau County.

Session 3: Budget 2016 and Beyond – What it Means for the Municipal Sector: N/A

Session 4: Engaging Effectively with your Local First Responders:

- 2) Undertake an inventory of prevention (fire and crime) programs that we currently undertake, seek out opportunities for funding of those initiatives, and compare the inventory with where the need is...identify the gaps and figure out at the Administration level how to move to address the gaps. Either by establishing new programs, augmenting existing programs, or partnering with organizations to fill the gaps

Session 5: From Outsourced to In-house – Save Money, Avoid Headaches:

- 3) Consideration should be given to bringing some work in house with a view to achieve cost savings and better response times and possibly better institutional awareness of community needs.

Session 6: Active Transportation, Lessons Learned

- 4) Consider the judicious application of cycling lane(s) in some areas leading to downtown Drayton Valley with special consideration given to public education and linking it to our municipal plans in the course of that public education.

Identify Partners and/or External Resources:

Session 1: Keynote Address from Prime Minister: N/A

Session 2: Study Tour – “Winnipeg – Airport City”: Industry, Brazeau County, and Province of Alberta

Session 3: [Plan Reference using the acronym]: N/A

Session 4: [Plan Reference using the acronym]: Provincial and Federal Government as possible funding agencies and community based organizations such as Healthy Communities Coalition, Citizens on Patrol, or other youth oriented clubs.

Session 5: From Outsourced to In-house – Save Money, Avoid Headaches: N/A

Session 6: Active Transportation, Lessons Learned: Community

For Administrative Use Only:

Date

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Date

Reviewed:

Item(s) for Administration policy or procedural consideration:

- 1)
- 2)