Town of Drumheller
COUNCIL MEETING
AGENDA

May 24, 2011 at 4:30 PM
Council Chamber, Town Hall
703-2nd Ave. West, Drumheller, Alberta

Page

1.0 CALL TO ORDER

2.0 MAYOR'S OPENING REMARK

3 2.1 Proclamation - World No Tobacco Day May 31, 2011
4-5 2.2 Proclamation - Seniors' Week - June 6 - 12, 2011

3.0 PUBLIC HEARING

4.0 ADOPTION OF AGENDA

5.0 MINUTES

5.1. ADOPTION OF REGULAR COUNCIL MEETING MINUTES

6-10 5.1.1 Regular Council Meeting Minutes of May 9, 2011

5.2. MINUTES OF MEETING PRESENTED FOR INFORMATION

5.3. BUSINESS ARISING FROM THE MINUTES

6.0 DELEGATIONS

7.0 COMMITTEE OF THE WHOLE RECOMMENDATIONS

8.0 REQUEST FOR DECISION REPORTS

8.1. CAO

11 8.1.1 Bylaw 10.11 Amendment to Land Use Bylaw (Education Facility - HWY C)
12-54 8.1.2 RFD - Strategic Business Plan
55-58 8.1.3 RFD - Marigold Library System - Amendment to Schedule C
59-60 8.1.4 Information - Proposed Streetlight Group Standards

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PROCLAMATION

"World No Tobacco Day 2011" ***Agenda Item # 2.1***

May 31, 2011

WHEREAS: The World Health Organization (WHO) is the world's foremost tobacco control instrument and the first treaty every negotiated under the auspices of WHO is an advancement of public health; and

WHEREAS: that countries must fully implement the treaty to protect present and future generations from the devastating health, social, environmental and economic consequences of tobacco consumption and exposure to tobacco smoke; and

WHEREAS: On World No Tobacco Day 2011, and throughout the year, WHO will urge countries to put the treaty at the heart of their efforts to control the global epidemic of tobacco use and reduce the tobacco-related diseases and deaths.

NOW,

THEREFORE: I, Terry Yemen, Mayor, do hereby proclaim **May 31st, 2011** as **"World No Tobacco Day"** in the Town of Drumheller and encourage everyone to live tobacco-free.

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SENIORS ADVISORY COUNCIL FOR ALBERTA

Agenda Item # 2.2

Proclamation

Seniors' Week 2011

In honour of the past, present and future contributions of the seniors of this community and throughout Alberta, I do hereby proclaim June 6 – 12, 2011, to be "Seniors' Week."

Dated this 24th Day of MAY , 2011, in Drumheller .

Mayor/Reeve

Dave Quest
Chair, Seniors Advisory Council for Alberta
MLA, Strathcona

Mary Anne Jablonski
Honourable Mary Anne Jablonski
Minister of Seniors and Community Supports

Alberta

SENIORS ADVISORY COUNCIL FOR ALBERTA

Agenda Item # 2.2

c/o Alberta Seniors and Community Supports
600, Standard Life Centre
10405 Jasper Avenue NW
Edmonton, Alberta, Canada T5J 4R7

Telephone 780/422-2321
Fax 780/422-8762
Email: saca@gov.ab.ca

AC0779

February 28, 2011

His Worship Terry Yemen, Mayor
Town of Drumheller
703 - 2 Avenue West
Drumheller, Alberta
T0J 0Y3

Dear ~~Mayor Yemen~~ Terry;

Alberta is preparing to honour its seniors once again during Seniors' Week 2011 in June. As Chair of the Seniors Advisory Council for Alberta, I am pleased to request your community's formal recognition of this important celebration from June 6 to 12, 2011.

Enclosed you will find a Municipal Proclamation produced by the Ministry of Seniors and Community Supports and the Council. This proclamation was designed to encourage communities to recognize Seniors' Week, generating a greater awareness of the contributions of seniors in our communities.

We appreciate your consideration of this request, and I sincerely hope that you decide to proclaim June 6 to 12, 2011 as Seniors' Week. Should your Municipal Council proclaim Seniors' Week, our Council would like to register it on our Seniors' Week website.

Please fax or e-mail the confirmation of your proclamation to the Seniors Advisory Council for Alberta prior to May 26, 2011 to ensure that your proclamation will be published on the Council's website. The Council's fax number is: 780-422-8762.

I hope that you will join us in celebrating Seniors' Week 2011!

Sincerely,

Dave

Dave Quest, MLA
Chair

Enclosure

LINDA
PLEASE B/F ~~to~~ TO
END OF MAY
I WILL READ IT THEN
THANKS

Alberta

Town of Drumheller
COUNCIL MEETING
MINUTES

May 9, 2011 at 4:30 PM
Council Chamber, Town Hall
703-2nd Ave. West, Drumheller, Alberta

PRESENT:
MAYOR:
Terry Yemen
COUNCIL:
Andrew Berdahl
Jay Garbutt
Sharel Shoff
Doug Stanford
Tom Zariski

CHIEF ADMINISTRATIVE OFFICER/ENGINEER:
Ray Romanetz
DIRECTOR OF INFRASTRUCTURE SERVICES:
Allan Kendrick
DIRECTOR OF CORPORATE SERVICES:
Michael Roy
DIRECTOR OF COMMUNITY SERVICES:
Paul Salvatore
RECORDING SECRETARY:
Linda Handy

ABSENT: Councillor Lisa Hansen-Zacharuk

1.0 CALL TO ORDER

2.0 MAYOR'S OPENING REMARK

2.1 Mayor T. Yemen proclaimed May, 2011 as Vision Health Month.

3.0 PUBLIC HEARING

4.0 ADOPTION OF AGENDA

MO2011.187 Shoff, Zariski moved to adopt the agenda as presented. Carried unanimously.

5.0 MINUTES

5.1. ADOPTION OF REGULAR COUNCIL MEETING MINUTES

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5.1.1 Regular Council Meeting Minutes of April 26, 2011

Agenda Item # 5.1.1

MO2011.188 Berdahl, Shoff to adopt the regular Council meeting minutes of April 26, 2011 as presented.

Councillor A. Berdahl requested Administration to prepare a press release on the status of the Town's finances. He further noted that the auditor commended both Administration and Council on the careful management of tax dollars.
Vote on Motion: Carried unanimously.

5.2. MINUTES OF MEETING PRESENTED FOR INFORMATION

5.3. BUSINESS ARISING FROM THE MINUTES

6.0 DELEGATIONS

7.0 COMMITTEE OF THE WHOLE RECOMMENDATIONS

8.0 REQUEST FOR DECISION REPORTS

8.1. CAO

8.1.1 Bylaw 09.11 being the Tax Rate Bylaw

R. Romanetz introduced Bylaw 09.11 and stated that the Municipal Government Act requires Council to pass a property tax bylaw annually to raise revenue to cover the payment of expenditures and transfers in the approved budget. He asked M. Roy to provide an overview on the Tax Rate Bylaw. His comments are as follows:

- the Town has approved a 2011 budget requiring tax revenue of $6,964,241;
- the Town requires $2,022,689.75 to pay the Province for the Alberta School Foundation Fund requisition and $402,333.91 to pay for the Redeemer CSRD No. 3 requisition;
- the Town requires $245,623 to pay the Drumheller and District Seniors Foundation requisition;
- the total residential municipal assessment is $642,269,490 and the total non residential (commercial) assessment is $230,404,950;
- additional 1.5% reflects new assessment growth which equates to 4.5% additional tax revenue from residential and non residential;
- the overall increase on average is 3.0% for an individual taxpayer

MO2011.189 Berdahl, Zariski for first reading of Bylaw 09.11. Carried unanimously.
MO2011.190 Shoff, Zariski for second reading to bylaw 09.11. Carried unanimously.
MO2011.191 Zariski, Stanford moved no objection to third reading.
In favour – Zariski, Stanford, Yemen
Opposed – Berdahl, Shoff, Garbutt
Motion defeated.

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8.2. Director of Infrastructure Services

Agenda Item # 5.1.1

8.2.1 RFD - 2011 Cast Iron Watermain Replacement Program

A. Kendrick advised that tenders for the 2011 Watermain Replacement Program closed on April 28, 2011 with two tenders received from Chinook Pipeline and Knibb Developments Ltd. The low bidder was Knibb Developments Ltd. with a tender amount of $857,886.75 including GST. The engineering estimate for this project was approximately $1,039,000.00.

MO2011.192 Berdahl, Stanford moved that Council award the low tender bid to Knibb Developments Ltd. in the amount of $857,886.75 including GST.

Discussion on Motion:
In response to a question from Council on the feasibility of accelerating the project to include more line replacements in light of the tender coming in under budget and to bring a resolution to the discolored water quicker, A. Kendrick stated that when a contractor opens up lines there may be other factors that may affect the bottom-line of the contract price. He further explained that regardless of new pipes, discoloration can reoccur if not monitored closely. R. Romanetz advised that the program has two years remaining and the Town would like to get this portion of the project done as quickly as possible to minimize the impact to the downtown businesses.

Vote on Motion:
Carried unanimously.

8.2.2 RFD - Engineering Proposals for Street Improvement Program

A. Kendrick advised that the proposal to secure professional engineering services for the Street Improvement Program and Bridge Inspection Services over the next three (3) years closed on April 12, 2011 with seven (7) proposals received. A selection team reviewed and evaluated the seven (7) proposals and selected the top three (3). Of the top three, AECOM's proposal was ranked the highest of the proposals received by the Town.

MO2011.193 Shoff, Zariski that Council award the contract for the Professional Engineering Services for Roads and Bridge Structures for 2011, 2012, 2013 to AECOM.

Discussion on Motion:
In response to a question from Council on the selection process, A. Kendrick explained that the three top runners had similar proposals however one was more knowledgeable with the Town's above and

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below ground infrastructure as well as being the only firm that proposed to hold the costs throughout the length of the contract. Councillor Berdahl stated that although more information than usual was being presented; he would appreciate receiving an executive summary.

Vote on Motion:
Carried unanimously.

8.3. Director of Corporate Services

8.4. Director of Community Services

9.0 PRESENTATION OF QUARTERLY REPORTS BY ADMINISTRATION

10.0 PUBLIC HEARING DECISIONS

11.0 UNFINISHED BUSINESS

12.0 NOTICES OF MOTIONS

13.0 COUNCILLOR REPORTS

14.0 IN-CAMERA MATTERS

MO2011.194 Garbutt, Berdahl to go in camera at 5:09 PM. Carried unanimously.

14.1 Personnel Matter

MO2011.195 Stanford, Garbutt to revert to regular Council meeting at 6:15 PM. Carried unanimously.

MO2011.196 Garbutt, Shoff moved that Council approve the out of scope salaries, excluding the CAO, for 2011 as presented by the CAO. Carried unanimously.

MO2011.197 Berdahl, Shoff moved that Council approve the CAO's salary increase by 3% for 2011.
In favour – Berdahl, Shoff, Zariski, Stanford, Garbutt
Opposed – Yemen
Carried.

There being no further business, the Mayor declared the meeting adjourned at 6:20 PM.

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Mayor

Chief Administrative Officer

BYLAW NUMBER 10.11

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Agenda Item # 8.1.1

BEING A BYLAW TO AMEND LAND USE BYLAW NO. 10-08 FOR THE TOWN OF DRUMHELLER IN THE PROVINCE OF ALBERTA.

WHEREAS pursuant to the provision of Section 639 of the ***Municipal Government Act***, RSA 2000, Chapter M-26, the Council of the Town of Drumheller (hereinafter called the Council), has adopted Land Use Bylaw No. 10-08;

AND WHEREAS the Council deems it desirable to amend Land Use Bylaw 10-08; and

NOW THEREFORE the Council hereby amends Land Use Bylaw No. 10-08 as follows:

1. **Amendment to Part VI Land Use Districts as follows:**

   Addition of **"Education Facility - Unconventional"** as a ***discretionary use*** in the following district:

   32. HWY-C - Highway Commercial District

READ A FIRST TIME THIS __th DAY OF ______, 2011

READ A SECOND TIME THIS __th DAY OF ________, 2011.

READ A THIRD TIME AND PASSED THIS __th DAY OF ________, 2011.

____
MAYOR

____
CHIEF ADMINISTRATIVE OFFICER

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Town of Drumheller

Alberta

"Yes, We Are Open for Business!"

2011 Strategic Business Plan

APPROVED BY COUNCIL:

UPDATE:

UPDATE:

REVIEWED BY COUNCIL:

Council Annual Retreat held on March 3 and 4, 2011

This plan contains revised or new strategies developed by Council, CAO and Directors with WAYNE HOVE.

be or become. This includes the process of envisioning the future".

Drumheller is an innovative, resourceful, safe and strong regional centre where diverse community members thrive, the unique natural environment is used wisely, and the vibrant sustainable economy allows visitors and citizens to flourish.

Mission – A brief statement capturing what business you are in?

Drumheller enables citizens and visitors to flourish with innovative leadership, careful fiscal management, and responsible use of resources, to make the regional centre an exceptional place for citizens and visitors.

Values – Fundamental and enduring beliefs shared by organizational members, which direct the way in which the Municipality makes decisions and undertakes it s activities. Six were identified in previous planning reports:

1. Service - To promote the public interest (and ensure that service is prompt and gladly given).
2. Public Trust - To provide good stewardship and ensure that staff and the public come to share a commitment in making our Town a better place to live, work, and visit.
3. Fiscal Accountability - To obtain sufficient revenue to pay for operations and to ensure that public funds spent are used only for that specific purpose.
4. Personnel - To encourage and support the development of effective, efficient personnel.
5. Legal - To ensure compliance with the appropriate enabling legislation.
6. Planning - To ensure that comprehensive planning is carried out with a view to provide broad directions, so that our Town can reasonably develop its social, cultural, economic and tourism potential

Core Business – Statements of clarification of the Mission statement, clarifying and explaining the types of services and activities each unit is involved in, why do you provide them and within what environment?

Clients, Partners and Stakeholders – who do you, serve? Who are your target individuals, groups, businesses, etc.?

Communications Plan – How will the Town and/or your Department proceed to distribute the Business Plan, how will you communicate the content and with what action to residents, clients, stakeholders, government, media, partners and others?

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Agenda Item # 8.1.2

TOWN of DRUMHELLER
STRATEGIC PRIORITIES CHART

Date: March 2011

CORPORATE PRIORITIES (Council)

1) **IMPLEMENTATION OF MUNICIPAL SUSTAINABILITY PLAN** (Ray) (p. 5)
2) **TOURISM MASTER PLAN** (Ray T.) (p. 7)
3) **FOCUS ON AESTHETICS' ENFORCEMENT** (Paul) (p. 12)
4) **CAPITAL FINANCING STRATEGY** (Mike) (p. 11)
5) **DRUMHELLER FEASIBILITY TRANSIT STUDY** (Al) (p. 10)

LOWER RANKED PRIORITIES

1) SET PLAN FOR COUNCILLOR GATHERINGS (RETREAT)
2) REVIEW COMPENSATION POLICY
3) REVIEW REVITALIZATION COMPANY ROLE
4) DEVELOP LOBBY VOICE
5) REVIEW COUNCILLOR EXPECTATIONS
6) FACILITATE COORDINATOR VOICE
7) REVIEW COMMITTEE ENGAGEMENTS
8) REVIEW MEETING SCHEDULE
9) SHARE COMMITTEE INFO

ORGANIZATIONAL IMPROVEMENTS (Council/CAO)

- ESTABLISH A SYSTEMATIC OUTREACH PLAN (Ray) (p. 16)

OPERATIONAL STRATEGIES (CAO/Staff)

CAO (Ray)
1) IMPLEMENTATION OF MUNICIPAL SUSTAINABILITY PLAN (p. 5)
2) Community Facility Project Management (p. 20)
3) Green Plan (p. 24)
   - Regional Water Projects (carryover) (p. 25)

LOBBYING (Mayor/Ray) (p.14)
- Brownfields
- Post Secondary Education
- East Coulee Waterline
- Golf Course Waterline
- Regional Water
- Twinning SH575
- Michichi Bridge

OPERATIONS (Al)
1) TRANSIT FEASIBILITY STUDY (p. 10)
2) Asset Management (carryover) (p. 30)
3) Parks and Open Spaces Strategy (p. 31)
   - Public Works Yard Relocation Strategy (p.32)
   - Town Hall Relocation Strategy (p. 33)

COMMUNITY SERVICES (Paul)
1) FOCUS AESTHETICS' ENFORCEMENT (p. 12)
2) Heritage Program (p. 35)

ECONOMIC DEVELOPMENT (Ray T.)
1) TOURISM MASTER PLAN (p. 7)
2) Post Secondary Education (p.39)

CORPORATE (Mike)
1) CAPITAL FINANCING STRATEGY (p. 11)
2) East Coulee – Local Improvement Plan
3) Three Year Budget

FIRE (Bill)
1) New Fire Truck (Prepare Specs / Tender) (p. 43)
2) Radio Communications (Implementation of Provincial System) (p. 43)

RCMP (Art) (p. 42)

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Agenda Item # 8.1.2

TOWN OF DRUMHELLER
CORPORATE PRIORITIES WORK PROGRAM
SUMMARY

CURRENT

1. **IMPLEMENTATION OF MUNICIPAL SUSTAINABILITY PLAN** (Ray)
   - Review Recommendations
   - Ownership
   - Develop Implement Action Plan
   - Meetings with Community Groups
     -Appoint Coordinator to develop priorities, timelines

2. **TOURISM MASTER PLAN** (Ray T.)
   - Adopt Master Plan — Mar/11
   - Authorize the existing Drumheller Valley Buying Group to facilitate the first steps in the implementation of the Plan
   - Report to Council (First Report) — June/11
   - Grant Applications for Funding — May 15

3. **FOCUS ON AESTHETICS' ENFORCEMENT** (Paul)
   - Community Enforcement Work Plan — Apr 4
   - Council Review / Direction — Apr 4
   - Ongoing Monitoring for Compliance — Ongoing

4. **CAPITAL FINANCING STRATEGY** (Mike)
   - Update to Plan — June 15
   - Council Review / Direction — June 15
   - Adoption — July 15

5. **REVIEW TRANSIT STUDY** (Al)
   - Provide Transit Report to Council
   - Council Review to Establish Direction — June 30

PLANNED

- **Establish a Systematic Outreach Plan** (Ray)

CORPORATE PRIORITIES WORK PROGRAM

<table>
<tr>
<td><u>MUNICIPAL SUSTAINABILITY PLAN IMPLEMENTATION</u> (CAO)

What are the five pillars of the Sustainable Community?
- Environment
- Economy
- Society
- Culture
- Governance

Key partners:
+Economic Development Task Force
+ Municipal Planning Commission
+ Town Council /Administration
+ Policing Committee
+ Community Groups
+ Drumheller District Solid Waste Mgmt Assoc.
+ Chamber of Commerce</td>
<td>Vision: “Provide a safe, caring, affordable, quality of life.”
<hr>Action: Identify gaps/opportunities = Strategy = Implementation</td>
<td>1. MSP to the Community
2. Ownership
3. Develop Implementation Plar
4. Meetings with Community G</td>
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• Prerequisite; *Main Result; + Benefit

Action Steps – Municipal Sustainability Plan Implementation

What specific activities or actions will we perform to complete the strategy?

Step No.	Action Step	Assigned To (Who)	Start Date	Due Date
1	**MSP TO THE COMMUNITY** (Background) Council adopted the MSP on September 27th, 2010 and agreed that it be reviewed annually to ensure it meets the needs of the community into the long term. Mayor Yemen has forwarded a letter and a copy of the MSP to each of the organizations as listed in Appendix A requesting their acceptance and implementation of the objectives. Various organizations will have an active role in ensuring the objectives move forward.	Mayor / Council		Nov./2010
2.	**OWNERSHIP** Council - For the plan to be successful it must advance beyond the planning to become a part of the official policies and practices of the community to provide direction for all other strategic planning documents. Council to share the document with the Boards they sit on. Administration – Reference the MSP in the Request for Decisions as it relates to the objectives in the MSP.	Council / Administration	Immediate	Ongoing
3.	**DEVELOP IMPLEMENTATION PLAN AND STRATEGY** The Province is preparing an implementation template to assist with the process.	CAO	June 15	July 31
4.	**MEETING WITH COMMUNITY GROUPS** Assign a staff member to meet with community groups to discuss an implementation plan of the recommendations and to clarify expectations as may be required.	CAO	June 15	July 31

CORPORATE PRIORITIES WORK PROGRAM

TOURISM MASTER PLAN (Ray T.) The intent of the Plan is to: *Confirm the significance of the tourism industry to the Drumheller economy; * Identify direction for the public and private sectors in tourism development and growth for the next five years; * Assess and define the product development needs of the Town, its services, facilities and transportation system; * Define the roles and responsibilities of the public and private sectors as it relates to the development of Drumheller's tourism industry; and * Define a comprehensive implementation strategy and a mechanism to monitor achievements.	+Ensures leadership by Council; + Provides guidance to the Town staff; tourism industry and Town residents that will enable the Town's continued transformation as a tourist destination in a predictable and coordinated manner; + Define a destination development cycle; + Enhance the role of the Town as a four-season tourist destination and optimize the economic benefits of tourism throughout the region; and + The supports the recommendations in the Municipal Sustainability Plan.	1) Adoption of Plan – March 2011 2) Authorize the existing Drumheller Valley Buying Group to facilitate the steps in the implementation of the Tou Master Plan 3) Report to Council on progress quar

- Prerequisite; *Main Result; + Benefit

Action Steps – New Tourism Strategy

What specific activities or actions will we perform to complete the strategy?

Step No.	Action Step	Assigned To (Who)	Start Date	Due Date
1.	Adoption of the Plan: On Feb. 7th, 2011 the Consultants made a presentation to Council and on Feb. 8th a public meeting was held at the Ramada Inn. The plan includes 26 recommendations of which Council takes a leadership role in 18. There are eight (8) Strategic Priorities identified in the Plan. The first strategic priority is to strengthen the leadership role of the tourism industry: which involves three steps: 1) A Destination Management / Marketing Organization (DMO) with a committed and stable funding model is fully operational by 2012; 2) The Town Centre District Business Revitalization Zone is in place by 2012; and 3) Content and communication of an education strategy to increase awareness of the value of tourism has been developed and implemented by 2011. Implementation will start immediately and go 5+ years (2011	Ray T. / CAO / Council		March, 2011

	to 2015). At their meeting of March 28th, Council adopted the Tourism Master Plan.			
2	Authorize the existing Drumheller Valley Buying Group to facilitate the first steps in the implementation of the Tourism Master Plan The recommendations for a DMO organization and governance model for the Town of Drumheller are as follows: 1) Create a standalone, partner driven not for profit DMO that operates at arm's length from the Chamber and Town. The proposed structure should support or improve the positive organizational elements that currently exist within the eight member marketing co-op. 2) The DMO be incorporated as a not for profit organization that is board governed with a board of Directors which reflects all tourism interests in the region. 3) The eight member marketing co-op serves as the transition team responsible for the development and implementation of the work program to start up the new DMO. The Marketing Co-op (Drumheller Valley Buying Group) consists of: Town, Chamber, RTM, Reptile World, CanAlta, Golf Club, Rosebud Theatre and Atlas Coal Mine. This group would serve as a facilitator to map out the steps necessary to create a formal DMO which would look after management and marketing of tourism. The following task list has to be explored in advance in order to get all the information for the DMO: 1) Advocate and demonstrate the importance of tourism; 2) Position, brand and market the Town in the conference and meetings market; 3) Increase the efficiency and effectiveness of stakeholder's role in destination development by commencing a Business Revitalization Zone (BRZ); 4) Establish a BRZ policy framework; and 5) Amend the MDP to foster high quality tourism development. Council at their meeting of March 28th, authorized the existing Drumheller Valley Buying Group to facilitate the first steps in the implementation of the Tourism Master Plan and report to Council on progress quarterly.	Council		
3	Report to Council on progress quarterly	Ray T.		June, 2011

4.	Develop a Plan The Drumheller Valley Buying Group (DVBG) has held two meetings to develop a plan for the DMO. All strategic decisions will need to be approved by the Town and Chamber. It is agreed that we will hire a manager for the DMO in October 2011. It was strongly suggested that Administrative salaries should not come out of DFM funding. If agreed by Council and Chamber we have an option for providing Administrative funding for 2012. Both organizations could use the current budgets and reallocate some of our budgets to provide a manager. One Destination Marketing Fund (DMF) has expressed an interest in providing interim funding for a DMO Manager from October – December 2011. This would be on condition that the Town agrees that Administration funding for the future will come from sources other than DMF. We will recommend that the DMO Manager will work out of the Chamber office but remain a separate entity. We are developing a budget for the first year of the DMO operation. This will include a plan to obtain revenue from additional DMF's, Municipal and Chamber funding and marketing development projects.	Meet with Chinook County DMO to discuss sustainable DMO's. Plan for a facilitated public meeting to discuss the formation of the Travel Drumheller DMO. Finalize the Marketing Plan for the 2012 Year. DMO (organization structure / board to be established which will manage the following aspects of tourism industry: Product Development Research & Planning Promotion/Awareness & Marketing Visitor Services Advocacy & Community Relations		May 27, 2011 Sept. 2011 Oct./Nov. 2011 Jan. 2012
5.	We have applied for funding through the Canadian Badlands and the RADF to initiate two other projects with the Tourism Master Plan Project #1 – Branding – The Town of Drumheller will contract a destination branding consultant to facilitate the branding initiative. Project #2 – Create a distinctive Town Centre District Plan with a common streetscape fabric that showcases and links the downtown's major features. This plan would also include signage and Wayfinding Strategic Plan.	Funding Decision		Oct., 2011

CORPORATE PRIORITIES WORK PROGRAM

DRUMHELLER TRANSIT FEASIBILITY STUDY (CARRYOVER) The objective of the Transit Feasibility Study is to provide a high level assessment of the existing services provided by the Valley Bus Society (VBS) and the opportunity to introduce fixed route services. The opportunity to provide fixed route service is examined in the context of what other similar sized municipalities are doing in terms of best practices. + BCF will need transit services. + Community Bus Schedule (cost, benefits – social / environmental / tourism market – need – partnerships)	• Valley Bus Services – report completed • Linked to the Tourism Master Plan - Remaining updates from the Downtown Parking Task Force fall under the Tourism Master Plan and MSP.	1) Review the Transit Feasibility Stu 2) Set Direction

• Prerequisite; *Main Result; + Benefit

Action Steps – New Tourism Strategy

What specific activities or actions will we perform to complete the strategy?

Step No.	Action Step	Assigned To (Who)	Start Date	Due Date
1.	Transit Feasibility Study (Draft Report) to Council on April 19, 2010. iTRANS Consulting had carried out most of the work on the Study last year. The process was initiated in part by requests being received from VBS and indication that the community needs to readdress issues that we have not looked at since 1984. VBS has operated successfully from that time and has grown within the community, however it may not be meeting all the needs. Council to review the Study and costs attached during the 2011 budget deliberations. VBS was given a copy and will be part of the review process.	Director of Infrastructure Final Plan was provided to Council in Feb./11.	Jan / Feb	
2.	Council to review options available.		June	Sept 30

CORPORATE PRIORITIES WORK PROGRAM

CAPITAL FINANCING STRATEGY(CARRYOVER) **(Council/CAO/Director of Corporate Services)** ?How do you increase dollars or how do you prioritize? + Affordability + Borrowing limits + Taxes + Levies + Reserves • Ranking Criteria		1. Update to Chart 2. Council Review / Direction 3. Adopt Plan

• Prerequisite * Main Result + Benefit

Action Steps – CAPITAL FINANCING STRATEGY

Step No.	Action Step	Assigned To (Who)	Start Date	Due Da
1.	Update to Existing Plan Including 10 Year Capital Plan	CAO / Director of Corporate Services		~~Dec/09~~ June 15
2.	Council Review / Direction	CAO to Council		~~Dec/09~~ June 15/20
3.	Implementation of Strategy into 3 Year Budgeting Cycle.	CAO / Directors		~~Jan/10~~ July 30/201

Town of Drumheller, AB
Strategic Business Plan – 2011

CORPORATE PRIORITIES WORK PROGRAM

FOCUS ON AESTHETICS ENFORCEMENT **COMMUNITY ENFORCEMENT PRIORITIES** **(Community Services Director)** * **Evaluation Criteria** + Staff (number and approach) + Policy (voluntary – reactive – proactive) + Education + Priority Focus + Increased hours of availability + Council confidence on the program + Tools for measurement (identify areas of priority) + Community standards communicated to the public	• Attitude (Approach) CAO = Director – Community Enforcement • Respond to phone calls (Councillor is a phone call)	1. Work Plan 2. Monitor Report 3. Review - Quarterly

• **Prerequisite** * **Main Result** + **Benefit**

Action Steps – COMMUNITY ENFORCEMENT

What specific activities or actions will we perform to complete the strategy?

Step No.	Action Step	Assigned To (Who)	Start Date	Due Da
1.	2011 Work Plan presented to Council on April 4, 2011 which will focus on sustainability and enforcement. Social sustainability – sense of community; Environmental sustainability – clean look; and Governance – vision to action (results). Areas of Focus: property protection, regulation and matters of public safety. In addition to being proactive and reactive, the enforcement process will include progressive enforcement which is an approach that seeks to change negative behavior (or actions) in favour of improving the current circumstances.	Director of Community Services		April 2011
2.	Monitor Work Plan Community Enforcement and Development Control business units have been very focused on matters related to graffiti, unsightly premises, derelict vehicle removal and general compliance with the respective Land Use and Community Standards bylaws as identified in the annual workplan which was presented to	Paul		Ongoing

	Council on April 4, 2011. There is a significant increase in the number of properties (particularly focused on Downtown Drumheller) that have been contacted regarding graffiti with a very high rate of compliance (over 90% of those contacted). As it has been early in the season, the majority of unsightly properties were actively encouraged to take advantage of the Spring Clean-up program and those that are not in compliance will be contacted. In the weeks ahead we will be more active with weed control into the summer season.			
3	Review – Quarterly Report presented to Council			Ongoing

CORPORATE PRIORITIES WORK PROGRAM

PRIORITY/Desired Outcomes	OPTIONS/Preferred Strategy/ Notes	ACTION What, Who and When
PROVINCIAL LIAISON / LOBBYING (CAO / Mayor / Council) * **2011 Schedule** ? How can we influence provincial decisions? + Access government funding + Develop partnerships + Favorable legislation • Timely access • Determine local needs **TOPICS** Brownfields Post Secondary Institute East Coulee Waterline Golf Course Waterline Regional Water Twinning SH575 Michichi Bridge	1. **Planned Program** 2. Issue-driven Approach	*Planned Meetings* February 18, 2011 • Discussion with Council to confirm Lobbying Strategy. • Meeting with MLA / MP. • Regional meeting re Three Hi Water. • Regional Partners - Palliser.

• Prerequisite; * Main Result and + Benefit

Action Steps – Provincial Liaison / Lobbying

What specific activities or actions will we perform to complete strategy?

Step No.	Action Step	Assigned To (Who)	Start Date	Due Dat
1	**Previous Meetings** On December 15, 2009, Mayor Bryce Nimmo along with Reeve Annon Hovde and Mayor Bruce Rowe met with Ministers Luke Ouellette, Jack Hayden and Ray Danyluk to express the importance of their support of regional water systems and the benefits to the users of the systems. Drumheller's submission of the Brownfields motion was presented by Councillor K. Bertamini at the Mayors' Caucus held in the spring, 2010. Since that time AUMA has put together a PTMA Committee who has partnered with the AADMC and the Minister of Environment with the purpose in establishing solutions for communities with brownfields in their areas. CAO Ray Romanetz has agreed to let his name stand on this Committee. A meeting has been arranged for February 18th, 2011 with Mayor, CAO R. Romanetz and Hon. Jack Hayden to discuss the following items: Pat Doyle's House, Housing Administration, East Coulee Water Line, Golf Course Water Line, Water to Three Hills, Acquisition of the CN Line and 9th Street NW Local Improvement Plan (road upgrade).	CAO to Council		Ongoing Ongoing

ORGANIZATIONAL IMPROVEMENTS WORK PROGRAM

PRIORITY/Desired Outcomes	OPTIONS/Preferred Strategy/ Notes	ACTION What, Who and When
1. ESTABLISH A SYSTEMATIC OUTREACH PLAN / CAO) + Accountability to constituents + Communicating more to the constituents + Unified messages that Council is moving forward + Use media, attend committee hall meetings + Proactive in our lobbying by using the constituents, + Facebook + Town Council Meetings on webcast	The areas we are developing include: - Ratepayer Communications - Key Messages - Council Communications - Issues Communications - Internal Communications Culture - Evaluation Measures - Media Relations Policy - Social Media Policy - Plain Language Guidelines - Customer Service Telephone Protocol - Internal Communications Bulletin - Intranet Guidelines - Lobbying Guidelines	1. Develop a Communication Plan 2. Develop a Lobby voice 3. Regular reporting on Council Committees and Board

• Prerequisite * Main Result + Benefit

Action Steps

What specific activities or actions will we perform to complete the strategy?

Step No.	Action Step	Assigned To (Who)	Start Date	Due Da
1.	Develop a Communication Plan – Recognizing the importance of effective communications, the Town of Drumheller has committed resources to the review and update our communications plan. The plan itself will have a number of objectives, including: Formalizing the Town of Drumheller communications objectives, strategies and tactics in order to create a more sophisticated strategic communications approach; Ensuring that the Town is communicating effectively and efficiently with its current and new ratepayers, and that interested publics are able to efficiently receive the information that they require; We want to satisfy stakeholder information expectations and increase public awareness of Council's responsibilities, processes and services. We also want to increase public	Mayor / Council / CAO Ray Telford		Sept. 30, 20

	engagement and understanding of our initiatives.			
2	Develop a lobby voice			
3	Regular reporting on Council Committees and Board			

Chief Administrative Officer

OPERATIONAL STRATEGIES

CAO – OPERATIONAL PRIORITIES WORK PROGRAM

PRIORITY/Desired Outcomes	OPTIONS/Preferred Strategy/ Notes	ACTION What, Who and Wh
IMPLEMENTATION OF MUNCIPAL SUSTAINABILITY PLAN (CAO) **See Corporate Priorities**		

- Prerequisite; *Main Result; + Benefit

CAO OPERATIONAL PRIORITIES WORK PROGRAM

PRIORITY/Desired Outcomes	OPTIONS/Preferred Strategy/ Notes	ACTION What, Who and When
BADLANDS COMMUNITY FACILITY • Multi-use (lease options/commercial) • + Master Plan • + Corporate Sponsorship • Provincial / Federal Funding + Self Sufficiency + Survey Results + Building Design • Phased In and site options • Know capital costs • Know operating costs Review list for facilities: Police, library, recreation, Administration (Town Hall), facility optimization, convention centre, post secondary, retail & services and arts & culture.	1. **In-house with external expertise** 2. In-house 3. Consultant 1. **Town** 2. Community Group 3. Task Force • Community Facility Marketing • MSP • Operational • Capital Plan	1. **Council Direction – Nov./09** 2. Project Design / Scope – Feb/2010 3. Final Architect Design – Feb/2010 4. Tender Award – July 2010 5. Hole in the Ground – Sept./2010 6. BCF Operations 7. Open – Oct.2011

• Prerequisite; * Main Result and + Benefit

Action Steps – Badlands Community Facility

What specific activities or actions will we perform to complete strategy?

Step No.	Action Step	Assigned To (Who)	Start Date	Due Da
1.	Council Direction MOTION FOR THE COMMUNITY FACILITY PROJECT (Council Meeting of November 9th, 2009) Whereas, Town of Drumheller commissioned Graham Edmunds Cartier Architects and Randall Conrad and Associates to complete a Recreational Master Plan and Interim Needs Assessment in June, 2005. Whereas, Council in October, 2006 passed a resolution committing to hold a plebiscite regarding the question of facility location before the project would proceed. Whereas, In the summer of 2008, a Community Facility Survey was conducted in Drumheller in connection with a municipal census and on August 12, 2008 RC Strategies Inc. presented the Community Facility Census Survey Report confirming 78% support for the construction of a facility. Whereas, Council approved the Plebiscite Vote to be held on November 3, 2008 with the question being "Are you in favour of constructing a Community Facility on the location that includes the lands known as John Anderson Park?" and the vote results were 67% yes and 33% no. Whereas, On December 8, 2008, Council approved their 2009 Strategic Business Plan with one of their corporate priorities being the construction of a Community Facility. Whereas, In June, 2009 Canada Alberta Building Canada Fund announced that the Badlands Community Facility – Library Project had been approved in the amount of $3M from Federal Government and $3M from the Province. Whereas, At a Special Council Meeting held on July 13, 2009, Council agreed to retain the firm of GEC for architectural services as outlined in their proposal dated June 29, 2009. Whereas, On August 24, 2009 Council adopted Bylaw 14.09 being a borrowing bylaw for the construction of the Community Facility in the amount of $6M over twenty years. Whereas, On August 31, 2009 Council approved an initial budget with funding sourced from debentures, reserves, grants and donations. Whereas, the construction of the Badlands Community Facility is progressing on schedule with the architect firm of Graham Edmunds Cartier currently working on the design and the preliminary site work scheduled for late 2009. Whereas, Council having reviewed all decisions, resolutions and actions taken by it, the Community Facility Steering Committee and the Fundraising Sub Committee. THEREFORE, BE IT RESOLVED THAT Council supports the construction of the Badlands Community Facility as outlined in the Recreation Master Plan to be located at John Anderson Park starting with a field house, running track, fitness centre, meeting facilities and a public library followed by a second ice surface and curling rink as funding becomes available.	CAO / Steering Committee		Nov/ 2009
2.	Project Design / Scope On July 7th, 2009, the Badlands Community Facility Steering Committee and Sub			

	Committees heard a presentation from David Edmunds, GEC – Graham Edmunds Cartier on the proposal of Architectural / Prime Consulting Services. Their fees will be based upon 7.08% of the construction costs of $21,500,000. On August 31, 2009 Council approved a total budget of $23M for the project with funds coming from debentures, reserves, grants and donations. On October 21st, 2009 the Steering Committee heard that the Supplementary Environmental Assessment Report prepared by Thurber Engineering (September 2009) was sent to Alberta Health and Environment. Environment requested that the Town develop a remediation and risk management plan. On October 28th, 2009 MPE released the tender for grounds works, 1 ½ metres of pitrun to be brought in to the north east of the site to bring the level up to the existing berm. The geotechnical assumption is that the building will be on piles and the grade elevated. The tender was awarded to Foran and work is near completion.	CAO/ Steering Committee/ Council		Feb./2010
3.	Final Architect Design New design drawings circulated (dated January 12th, 2010) with updated cost estimates. A meeting was held with GEC, iTRANS and the Town on January 21st to review the traffic circulation on site access / egress locations. Meeting held with MPE for the location to provide water main looping throughout the area; changing the five year plan for the cast iron line replacement program so that the facility site will fit into this year's schedule; underground utilities will need to be installed this year to allow for the settling period; followed by base and asphalt paving in 2011. Canalta's proposal for access to the Badlands Community Facility was finalized and approved by Council on May 25th, 2010.	CAO to Council		Feb./2010
4.	Tender Award Nine tenders were received with the bids ranging from $13,725,000 to $14,987,000 (exclusive of GST and separate prices). Tenders closed on June 9th with the low tender being awarded to Dawson Wallace Construction Ltd. out of Calgary. The base bid of $13,725,000 includes $469,000 cash allowance for the kitchen and detailed mill work and 310,200 separate prices that represent items that could be deferred or left out. Administration recommends that the separate price items be included in the tender price bringing the total bid to $14,035,200 exclusive of GST. Costs outside of the total bid prices include site work at $1.3M, access road construction and servicing at $400,000, cenotaph at $250,000, 7% contingency which may be required to cover change orders and $351,000 that was expended in the fall of 2009 on site fill and grading for a total construction cost of $17,455,164. Other costs such as the furnishings, equipment, IT, fees for architectural and engineering are including in the overall total project cost which will be in the amount of $21,221,786.40. All initiatives will fit together for the LEED Silver Certified building.			May/2010

5.	**Hole in the Ground** Ongoing meetings held with Dawson Wallace / GEC / Design Committee / ATCO Electric / and construction meetings on site. Ground Breaking Ceremony held on July 19th, 2010. Storm water work started on January 31st, 2011 with the remainder of the work such as the parking lot storm drainage along with the base and pavement will be completed in the spring or early spring. Phase 2 conceptual design drawings were presented to the Steering Committee however they asked for more options.			Sept./2010
6.	**BCF Operations** On March 9th, 2011, Council and the BCF SC heard a presentation from Mike Roma – RC Strategies and Roger Smolnicky – Leduc's Recreation Centre Director. The consultants provided information on the benefits of a municipally run facility which outweighed the lease option. Council at their meeting of March 14th, moved that the BCF fitness centre be municipally run and authorized Administration to move forward with all necessary steps to support the future municipal operation of the fitness areas within the BCF. On March 28th, Council approved the rental rates for the conference, meeting and major events in the Badlands Community Facility. Since Council has approved the conference room rates, Ray Telford has been actively trying to get bookings for November 1st. Project Management Team has the responsibility for day to day activities.			
7.	**Open** Dawson Wallace's contract completion date is Sept. 2011, with the opening of the building November 2011.			Nov./2011

CAO - OPERATIONAL STRATEGIES WORK PROGRAM

PRIORITY/Desired Outcomes	OPTIONS/Preferred Strategy/ Notes	ACTION What, Who and When
GREEN PLAN (Carryover)		

- Prerequisite * Main Result + Benefit

Action Steps – GREEN PLAN

What specific activities or actions will we perform to complete the strategy?

Step No.	Action Step	Assigned To (Who)	Start Date	Due Da
1.	**BACKGROUNDER:** The Town's Green Team has identified internal and external programs for all of the various departments within the Town of Drumheller. The departments have been categorized as follows: Town Vehicles / Transportation; Town Facilities & Lighting; Office Reduction; Solid Waste & Recycling; and Water Conservation / Waster Water. The Green Team has prioritized all of the programs and rated them by the following category: 1. Easy to implement, low in costs, completed with one (1) year; 2. Need time to research or investigate, budget considerations, completed within 2-3 years. 3. Difficult to accomplish, large dollar value to complete, technologies are emerging (3+ years to complete). The Town has implemented a green strategy plan for Town residents. The following programs were successfully implemented in 2010. - $50 rebates for homeowners who replace high flow toilets (13 litre or greater) with 6 litre single flush toilets and $75 rebates for dual flush toilets (15 applicants and have the ability to rebate between 150 – 200); - Composters for sale at $56.00 (50 sold); - Rain barrels for sale at $46.00 (194 sold); and. - Change to automated garbage collection system. Other green strategies include: - Street lighting HP Sodium reduced energy by 60% and discussions have been held with ATCO.	CAO to Council		
2.	Committee to identify new priorities for Council consideration		July 2011	Sept 2011

CAO - OPERATIONAL STRATEGIES WORK PROGRAM

PRIORITY/Desired Outcomes	OPTIONS/Preferred Strategy/ Notes	ACTION What, Who and When
REGIONAL WATER PROJECTS (Carryover)		

• Prerequisite * Main Result + Benefit

Action Steps – Regional Projects

What specific activities or actions will we perform to complete the strategy?

Step No.	Action Step	Assigned To (Who)	Start Date	Due Da
1.	**BACKGROUNDER:** Kneehill Regional Water Services Commission – The Town and KRWSC continue to explore other options to supply water including the Town of Three Hills. Elected Officials (Beiseker / Linden / Drumheller) trying to get various Ministers involved on the Commission's behalf for the supply of water to Three Hills / Trochu. Kevin Miner and his staff, Kneehill County, are now serving as CAO for the KRWSC. Kneehill County signed the water supply agreement to Churchill Water Co-op on September 30th. Discussions have been held with Kevin Miner, KRWSC to explore the feasibility of tying Three Hills into our water system. Golf Course Water Line Extension – Proposal is to partner with Starland and Kneehill to supply water at the golf course and surrounding areas. The proposed 6" line will provide fire protection and water supply for growth in the future. Still in the preliminary design stages. Municipalities will meet with MLA Jack Hayden to identify any funding options available. Cambria to East Coulee Water Line Extension - Consultants have updated the cost of the former study with the new cost of the transmission line at $4.4m. Town's application has been in the queue for 2 years under both programs, the Municipal Water & Wastewater and Water for Life. East Coulee Treatment Plan will need to be upgraded. In January, 2011, Council directed Administration to review the Penitentiary Water Supply Agreement.	CAO to Council		
2.	**Provincial Intervention / Position (implications, regional cooperation, sustainability).** Meeting held with Ministers in 2010 to express the importance of their support of regional water systems and the benefits to the users of the systems.			
3.	Letter responding to Three Hills			
4.	Cambria to East Coulee line preparation of Local Improvement Plan and construction		May	Completion June, 2012

Director of Corporate Services

OPERATIONAL STRATEGIES

CORPORATE SERVICES - OPERATIONAL STRATEGIES WORK PROGRAM

PRIORITY/Desired Outcomes	OPTIONS/Preferred Strategy/ Notes	ACTION What, Who and When
1. CAPITAL FINANCING STRATEGY (Director of Corporate Services) * See Corporate Priorities*		

- Prerequisite; *Main Result; + Benefit

Director of Infrastructure Services

OPERATIONAL STRATEGIES

INFRASTRUCTURE SERVICES - OPERATIONAL STRATEGIES WORK PROGR

PRIORITY/Desired Outcomes	OPTIONS/Preferred Strategy/ Notes	ACTION What, Who and When
DRUMHELLER FEASIBILITY TRANSIT STUDY(AI) **See Corporate Priorities**		

- Prerequisite; *Main Result; + Benefit

INFRASTRUCTURE SERVICES - OPERATIONAL STRATEGIES WORK PROGR

PRIORITY/Desired Outcomes	OPTIONS/Preferred Strategy/ Notes	ACTION What, Who and When
ASSET MANAGEMENT (CAPITAL INVENTORY) (Director of Infrastructure Services)		

- Prerequisite * Main Result + Benefit
-

Action Steps – ASSET MANAGEMENT

What specific activities or actions will we perform to complete the strategy?

Step No.	Action Step	Assigned To (Who)	Start Date	Due Da
1.	Asset Management software installed. Infrastructure Services to complete the data entry.	Director of Infrastructure Services		
2.	Provide update on implementation. Forms are under develop and going live in June.	Director of Infrastructure Services / Director of Corporate Services		

INFRASTRUCTURE SERVICES - OPERATIONAL STRATEGIES WORK PROGR

PRIORITY/Desired Outcomes	OPTIONS/Preferred Strategy/ Notes	ACTION What, Who and When
PARKS AND OPEN SPACES STRATEGY (Director of Infrastructure Services) **Concern:** no strategy, O&M (existing document that is 10 years old). Complaints received that the Town does not do enough to generally keep things clean. **Strategy:** Social infrastructure, environmental protection, partnerships, walkways, MPS link, tourism, plan for future, developers, funding.		

- Prerequisite * Main Result + Benefit

Action Steps – PARKS AND OPEN SPACES STRATEGY

What specific activities or actions will we perform to complete the strategy?

Step No.	Action Step	Assigned To (Who)	Start Date	Due Da
1.	Strategy: Review existing plan – link to MSP. The MSP identifies the following under its sustainable actions: *"<u>Ongoing Initiatives</u> – The development of a community standards bylaw which will reinforce acceptable standards of cleanliness and maintenance of properties in Drumheller; Cooperation with Communities in Bloom and Corrections Canada related to local gardening projects; and the adoption and application of landscaping requirements through the Land Use Bylaw."* *"<u>1-2 Year Actions</u>: Identify and implement a Cleanliness Campaign, including public awareness and recognition of property owners that clearly show pride in their properties;Determine community standards of cleanliness based on a "neighbourhood benchmark; and Build / expand partnerships with Communities in Blooms."*	Director of Infrastructure Services		
2.	Maintenance: (Standards / Hot Spots). Review existing Maintenance Standards			
3.	Trails inventory and development strategy (existing and proposed). Review available plans and maps. Analyze and recommend 3-5 year trail development strategy including estimated maintenance and repair costs for existing trails, in addition to identifying opportunities for future trail development within a defined trail network. Factors include, accessibility, cost, safety and promoting active lifestyles.		July, 2011	Nov., 2011

INFRASTRUCTURE SERVICES - OPERATIONAL STRATEGIES WORK PROGR

PRIORITY/Desired Outcomes	OPTIONS/Preferred Strategy/ Notes	ACTION What, Who and When
PUBLIC WORKS YARD RELOCATION STRATEGY (Director of Infrastructure Services)		

- Prerequisite * Main Result + Benefit
-

Action Steps – PUBLIC WORKS YARD RELOCATION STRATEGY

What specific activities or actions will we perform to complete the strategy?

Step No.	Action Step	Assigned To (Who)	Start Date	Due Da
1.		Director of Infrastructure Services		

INFRASTRUCTURE – OPERATIONAL STRATEGIES WORK PROGRAM

PRIORITY/Desired Outcomes	OPTIONS/Preferred Strategy/ Notes	ACTION What, Who and When
TOWN HALL RELOCATION STRATEGY		

Prerequisite; *Main Result; + Benefit

Action Steps – TOWN HALL RELOCATION STRATEGY

What specific activities or actions will we perform to complete the strategy?

Step No.	Action Step	Assigned To (Who)	Start Date	Due D
1.	Administration has searched out consultants that have expertise for revamping the library / Civic Centre. Administration hopes to start on the strategy shortly.	Director of Infrastructure Services		April, 2011
2.	Selection of Consultant	Director of Infrastructure Services		June 15, 20
3.	Report by Consultant			Nov., 2011
4.	Construction		Jan. 2012	June, 2012

Director of Community Services

OPERATIONAL STRATEGIES

OPERATIONAL PRIORITIES WORK PROGRAM

HERITAGE PROGRAM (Paul)		
+ Enables the Town to identify Historic Resources and develop preservation strategies that would support long term viability; + Would enhance the character and economic opportunities available for historic district in Drumheller. + Provides opportunities to partner with the Chamber of Commerce, individual property owners and other community stakeholders.	Heritage Program could be funded by partners including the Chamber of Commerce, Community Futures, individual property owners and the Town.	1. Establish Committee 2. Hire a Consultant 3. Build Inventory List

• Prerequisite * Main Result + Benefit

Action Steps – HERITAGE PROGRAM

Step No.	Action Step	Assigned To (Who)	Start Date	Due Da
1.	Explore On September 25, 2009, Council heard a presentation from Alberta Culture and Community - Michael Thome (Historic Resources Management Branch). At that time, Council made a motion to proceed with participation in the Alberta Main Street Program as a basic member (not requiring funding from a municipal source). The Town has completed the following requirements: 1. Municipal Council endorsement of membership; and 2. Historical Significance of over 50% of buildings "truly historic" (Drumheller has over 80% of historical buildings). The following additional requirements must be met in order to receive Basic Membership status in Alberta Main Street Network: 3. Commencement and completion of a Heritage Inventory (total cost to the Town approximately $50,000 – with up to $20,000 matching funding from the Province – current estimate is $1,500 per property which would cover 33 properties with a total net cost of $30,000); and 4. Employment of a Main Street Coordinator. On December 3, 2009,	CAO / Director of Community Services		

	Administration met with officials from the Program and Chamber representatives to tour the downtown core and discuss the next steps for proceeding with a Heritage Preservation Strategy for the Town of Drumheller. On December 21, 2009 Council moved that in order to encourage the development of business related to tourism, economic growth and downtown revitalize, Council directs Administration to seek funding partners in the preparation of a Heritage Inventory. On February 16th, 2010, Council moved to instruct Administration to make an application to Historical Resources Foundation subject to the Chamber of Commerce and Community Futures supporting the application and each committing to a 1/3 share of the $30,000.00 cost. Both community groups have agreed to cost share.			
2	Municipal Heritage Inventory Agreement (signed July 23, 2010) - Heritage Steering Committee: a) the Drumheller District Chamber of Commerce (Mike Todor) b) Community Futures Big Country (TBD) c) Councillor Tom Zariski d) Two public at large members – Rhea Brady and Annette Nielsen A Request For Proposals (RFP) will be prepared for heritage consultants – with input from the Heritage Steering Committee. It is expected that the selection of the consultants would occur by early June, 2011 with the majority of work to begin shortly thereafter.	CAO to Council		~~Dec/09~~ Mar./2011
3.	Build inventory list The Committee has begun the initial identification of properties for consideration in Drumheller's Heritage Inventory project. The Committee has been formed and given an orientation (March 24, 2011) and hosted an open house (May 11, 2011).			

Economic Development Officer

OPERATIONAL STRATEGIES

ECONOMIC DEVELOPMENT OFFICER / TASK FORCE

PRIORITY/Desired Outcomes	OPTIONS/Preferred Strategy	ACTION What, Who and When
1. <u>TOURISM MASTER PLAN</u> See Corporate Priorities.		

OPERATIONAL PRIORITIES WORK PROGRAM

PRIORITY/Desired Outcomes	OPTIONS/Preferred Strategy/ Notes	ACTION What, Who and When
POST SECONDARY EDUCATION (CARRYOVER) (Economic Dev Officer) * **Strategy** ? **What is our role?** + Focused effort + Foundation for partnerships + Council expectations Local opportunity Less travel Keep $$ in Town Increase $$ coming in Retain youth Drumheller has an Art School and Nursing Program	1. **Task Force**	

Action Steps – POST SECONDARY EDUCATION INSTITUTE

What specific activities or actions will we perform to complete strategy?

Step No.	Action Step	Assigned To (Who)	Start Date	Due D
1.	Campus Alberta / Hope Health College Big Country Community Futures has been one avenue for delivering residentially based post secondary education in Drumheller. On December 10th, 2010 representatives from Campus Alberta met with the Town and Community Futures to discuss Memorandums of Understanding between the three parties. As a result of this meeting a draft "letter of support" with the Hope Health Initiative has been developed from Campus Alberta and was delivered to representatives at Hope Health College. This letter states that Campus Alberta will work collaboratively with any organization offering learning opportunities to student in Drumheller and region. Campus Alberta has provided a MOU between Campus and the Town to demonstrate a joint desire to develop specific post secondary education initiatives that both entities would be willing to support and work towards. The key objective is that Campus Alberta will work with the Town on the development of post secondary	CAO/Director of Community Services/ Ray Telford/ Task Force		

	educations opportunities to serve the learners of the Town and the region and provide support, guidance and information on best practices. Jean Madill will attend the Council Meeting on May 2nd to explain the Memorandum of Understanding between the Town and the Campus Alberta. On February 28th, J. Ohlhauser / Jordan Webber presented Hope Health College's Business Model to Council. First year of classes is anticipated for the fall of 2012 with a proposed enrolment of 38. Five year enrolment projections are targeted at 1000 students with 200 of those students out of Drumheller. Council pledged $5000 each year for the next three years to Hope Health (2011 – 2013).			

Protective Services

OPERATIONAL STRATEGIES

RCMP – OPERATIONAL STRATEGIES WORK PROGRAM

PRIORITY/Desired Outcomes	OPTIONS/Preferred Strategy	ACTION What, Who and When
1. Policing / Community Policing Input Members of the Drumheller Policing Committee has been working directly with the Staff Sgt. to establish the focus of the Annual Policing Priority Plan (following the federal government year-end, of March 31st). This plan is currently being finalized by Art Hopkins and will be brought back to the Policing Committee for review and approval, with a presentation to Council to follow in July, 2011. Policing Priorities in 2011 will include: Traffic – Distracted Driving – enforcement and education Criminal – Theft – education and prevention Criminal – Fraud – identity, credit card, phone scam, etc.		

FIRE – OPERATIONAL PRIORITIES WORK PROGRAM

PRIORITY/Desired Outcomes	OPTIONS/Preferred Strategy/ Notes	ACTION What, Who and When
1. PROVINCIAL COMMUNICATION SYSTEM IMPLEMENTATION STRATEGY – April Changes have to be built into the Town's long term capital plan. The intent is for communication to flow through the Province as one integrated system (includes the RCMP system. The change will provide for more security of information within emergency situations.		
2. NEW FIRE TRUCK (PREPARE SPECS AND TENDER)		

Prerequisite; *Main Result; + Benefit

Request for Decision

Date:	May 19, 2011		
Topic:	**MARIGOLD AGREEMENT SCHEDULE C**		
Proposal:	Schedule C forms part of the Agreement between member municipalities and the Marigold Library System. It sets the levy for municipalities and library boards. Since 2007, the Town of Drumheller (with a library board) has paid \$4.70 per capita (\$37,280.40). Marigold Library System is proposing an increase for each of the next three years: 2012 - \$4.90 per capita; 2013 - \$5.25 per capita and 2014 - \$5.60 per capita.		
Proposed by:	Marigold Library System		
Correlation to Business (Strategic) Plan			
Benefits:			
Disadvantages:			
Alternatives:			
Finance/Budget Implications:			
Operating Costs:		Capital Cost:	
Budget Available:	\$0.00	Source of Funds:	
Budget Cost:	\$0.00	Underbudgeted Cost:	
Communication Strategy:			
Recommendations:	That Council approve an Amendment to Schedule C of the Agreement between the Parties comprising the Marigold Library System for 2012, 2012 and 2014.		
Report Writer:	R.M. Romanetz, P. Eng.	CAO:	
Position:	Chief Administrative Officer		

OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER

Telephone: (403) 823-1339

MARIGOLD
LIBRARY SYSTEM

Strathmore, AB T1P 1K4
403–934–5334 1–800–332–1077
fax 403–934–5331
www.marigold.ab.ca

Agenda Item # 8.1.3

3 May 2011

Mayor Terry Yemen
Town of Drumheller
703 - 2nd Ave. West
Drumheller, AB T0J 0Y3

Re: Schedule C of the Marigold Agreement

Dear Mayor Yemen,

Enclosed are two copies of Schedule C. This document, an amendment to the Marigold Agreement, outlines Marigold's levy rates for municipalities and library boards for 2012, 2013 and 2014. Schedule C is presented for three years to avoid the municipal election cycle and to provide a longer term for financial planning.

Please sign the two copies, keeping one for your files and returning one to Marigold Headquarters by **September 30, 2011**. If your municipality has a library board, please also have a signing officer from the municipal library board sign the copies of the amendment.

A change or amendment to Schedule C requires written notification from 60% of the Parties to the Agreement, representing 60% of the people living within the boundaries of Marigold, as outlined in clause 45 of the Marigold Agreement. It is important that you send in your signed copy by September 30, 2011 so that Marigold can ascertain that the necessary 60% has been achieved.

The motion to approve the levy rates on the attached Schedule C was made at the Marigold Library System AGM and Board meeting on April 19, 2011. The motion was carried unanimously. The moderate increase was calculated based on rising costs for external resources and three-year budget projections. A fact sheet is attached, along with other documents to provide information about Marigold's purpose and services.

Marigold is a member collaborative formed in 1981 to support 41 municipalities and 35 member libraries in south central Alberta. Your municipality is a member of this collaborative, which exists to provide cost effective and valuable resources and leadership for a strong public library presence in your area.

If you have questions, please contact your Marigold Board Member, Marigold Library System Director, Michelle Toombs or Assistant Director, Laura Taylor. We would be pleased to speak to you about the amendment and/or to arrange a short presentation to your Council.

Thank you for your attention.

Regards,

M. Michelle Toombs

Michelle Toombs,
Director

...

Agenda Item # 8.1.3

cc. Lynda Lyster, Chair, Marigold Library System Board
John Getz, Treasurer, Marigold Library System Board
Marigold Library System Board members
Municipal Library Board Chairs
Member Library Managers

Enclosures:

Schedule C (two copies)
Schedule C Fact Sheet
Vision 2015: A Plan of Service for Marigold Library System (2011 – 2015)
Value of Your Investment Report for the library or libraries in your area
Marigold Library System Annual Report
Marigold Library System Services for Member Libraries Brochure
Marigold Library Board audited financials and explanation

Schedule C

Attached to and part of the Agreement by and between the Parties comprising the Marigold Library System.

Part I For those municipalities without library boards

The contributions to the Marigold Library System by counties, municipal districts, special areas, improvement districts or any other municipality without a library board shall be as follows for the period stated:

2012 ~ $7.54 per capita paid to the Marigold Library System

2013 ~ $8.14 per capita paid to the Marigold Library System

2014 ~ $8.60 per capita paid to the Marigold Library System

Part II For those municipalities with library boards

The contributions to the Marigold Library System by municipalities having municipal library boards shall be as follows for the period stated:

2012 ~ $4.90 per capita to be paid directly to Marigold Library System

2013 ~ $5.25 per capita to be paid directly to Marigold Library System

2014 ~ $5.60 per capita to be paid directly to Marigold Library System

Part III For municipal library boards

The contributions to the Marigold Library System by municipal library boards shall be as follows for the period stated:

2012 ~ $4.50 per capita to be paid directly to Marigold Library System

2013 ~ $4.50 per capita to be paid directly to Marigold Library System

2014 ~ $4.50 per capita to be paid directly to Marigold Library System

ALBERTA MUNICIPAL PLACE

ALBERTA URBAN MUNICIPALITIES ASSOCIATION

Agenda Item # 8.1.4

May 11, 2011

Dear CAO:

RE: Proposed Streetlight Grouping Standards

In response to our Membership's requests, the AUMA has taken a leadership role to initiate new rules under the Settlement System Code relating to the treatment of streetlights in a consistent manner across Alberta.

In collaboration with the Alberta Utilities Commission (AUC), Distributors, Retailers and other Industry Participants, the new rules will set out streetlight grouping standards and will provide the flexibility for streetlight customers to customize the grouping of streetlights to better align with their operating and accounting requirements.

For your convenience, the AUMA has provided a sample draft council report attached. For further information, contact your Wire Service Provider, Energy Retailer and/or Brian Jackowich, Senior Director, Energy and New Services.

Yours Truly,

John McGowan
AUMA Chief Executive Officer

Attachment: Sample Council Report – Streetlight Grouping Standards

cc: Brian Jackowich, AUMA Senior Director, Energy and New Services
P: (780) 409-4316 Email: bjackowich@auma.ca

Nexen Customer Care
T: 1-800-668-1223 F: 1-800-630-0572
Email: retail_customer_service@nexeninc.com

ISSUE

Administration has received notification from the AUMA of new ruling from by the Alberta Utilities Commission (AUC) which was approved in November 2010. Rule 021 (Version 2.1) Section 7.10, regarding streetlight grouping rules will establish standards for enrollment and settlement of streetlights consistently throughout Alberta and will come in to effect July 1, 2011.

RECOMMENDATION

THAT Council receive for information the report regarding the proposed AUC rule for streetlight grouping and settlement.

REPORT

The AUC, in consultation with the AUMA, Distributors, Retailers and other Industry Participants has collaboratively developed a rule under the Settlement System Code to establish standards for enrollment and settlement of streetlights. Approved by the AUC in November 2010, the rule will set out requirements for the grouping of streetlights by rate class and will result in more consistent treatment of streetlights by all industry participants throughout Alberta. The proposed rule will also provide the flexibility for streetlight customers to customize the grouping of streetlights to better align with their operating and accounting requirements for billing and settlement.

The AUC facilitated a formal consultation process in July 2010, while Distributors and Retailers have developed plans to communicate and implement the new rule in the first half of 2011, with a deadline of July 1.

Implementation of these changes will have no impact on the distribution utilities' approved tariffs for streetlights; however, the new rules for grouping of streetlights may result in either an increase or decrease to the number of streetlight sites the distributor sends to the retailer for billing and settlement purposes. The AUMA suggests considering grouping streetlights by residential neighbourhood, or by commercial or industrial areas, etc. Administration will receive additional information from the local Wire Service Provider throughout this process and will advise the Provider of the municipality's suggested groupings.

ATTACHMENTS

(At the discretion of the CAO as provided by the Wire Services Provider, the AUC or the AUMA)

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A BYLAW TO AUTHORIZE THE RATES OF TAXATION TO BE LEVIED AGAINST ASSESSABLE PROPERTY WITHIN THE MUNICIPALITY OF THE TOWN OF DRUMHELLER ALBERTA FOR THE 2011 TAXATION YEAR.

WHEREAS the Town of Drumheller has approved the 2011 Budget requiring tax revenue of $6,964,241

AND WHEREAS the required tax to pay the requisition from the Province for the Alberta School Foundation Fund and the requisition for Christ the Redeemer CSRD No. 3 is $2,022,689.75 and $402,333.91, respectively;

AND WHEREAS the required tax to pay the requisition from the Drumheller and District Seniors Foundation is $245,623.00;

AND WHEREAS the Council is authorized to classify assessed property, and to establish different rates of taxation in respect to each class of property, subject to the Municipal Government Act, Chapter M-26, Revised Statutes of Alberta, 2000;

AND WHEREAS the assessed values of all property in the Town of Drumheller as shown on the assessment roll is:

Assessed Value of Property	Municipal	Education	Seniors
Residential/Farmland	642,269,490	638,046,750	638,046,750
Non-Residential	230,404,950	230,404,950	230,404,950
Machinery and Equipment	3,415,270	exempt	3,415,270
Total Assessment	876,089,710	868,451,700	871,866,970

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

1. That the Chief Administrative Officer is hereby authorized to levy the following rates of taxation on the assessed value of all property as shown on the assessment roll of the Town of Drumheller.

2011 Municipal Tax Rates

	Tax Levy	Assessment	Tax Rate
Residential Municipal	4,439,881	642,269,490	0.00691280
Non-Residential Municipal	2,524,370	233,820,220	0.01079620
Totals	6,964,250	876,089,710	

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2011 Education Tax Rates

Agenda Item # 8.3.1

	Tax Levy	Assessment	Tax Rate
Residential Municipal	1,561,237	638,046,750	0.00244690
Non-Residential Municipal	867,129	230,404,950	0.00376350
Totals	2,428,366	868,451,700	

2011 Seniors Foundation Rates

	Tax Levy	Assessment	Tax Rate
Residential Municipal	179,738	638,046,750	0.00028170
Non-Residential Municipal	65,867	233,820,220	0.00028170
Totals	245,605	871,866,970	

2. That this bylaw shall take effect on the date of the third and final reading.

READ A FIRST TIME this 9th day of May, 2011

READ A SECOND TIME this 9th day of May, 2011

READ A THIRD AND FINAL TIME this ___ Day of ________, 2011

MAYOR

CHIEF ADMINISTRATIVE OFFICER

Agenda Item # 8.3.2

DRUMHELLER
DINOSAURS • DISCOVERY • OPPORTUNITY
Dinosaur Capital of the World

Request for Decision

Date:	19 May 2011
Meeting Type:	Regular Council
Topic:	Council Retirement Plan
Proposal:	In January 2011 Council received a presentation from Bernie Gold, Director of Retirement Services with AMSC. The presentation centered on a pension plan for members of Council. After this presentation the information was provided to the Council Remuneration Committee for consideration in the remuneration review. The recommendation from the Council Remuneration Committee was for Council to receive a 3% pension. Another option that was raised by Councillor Garbutt was a Group RRSP. Administration contacted AMSC and confirmed that a Group RRSP option is available to Council. In comparison to the Council Pension plan option the group RRSP would provide Council with more flexibility in the plan design. The pension plan option requires 2 years before being vested in the plan and must have matching dollars from the member. A group RRSP plan has no vesting period and the design of the plan can have a non-matching element to it. Questions that need to be answered to proceed with a Group RRSP are: • Employee eligibility - immediate, 3 month waiting period, 6 month waiting period • Employer contributions by % - 0%, 1%, 2%, 3%, 4%, 5%, employer match employee contribution to maximum of x% or Employer Contribution by fixed $ - $x or employer match employee contribution to a maximum of $x • Withdrawal restrictions - no restriction of funds withdrawal, funds restricted to employee contributions only, no restriction on employer and employer withdrawals but the employer will delay making employer contributions for a set period of time, no restrictions on employee withdrawal of contributions but the employer will delay matching contributions for a set period of time.
Proposed by:	Michael Roy
Correlation to Business (Strategic) Plan	
Benefits:	
Disadvantages:	
	• Council directs Adminstration to establish a Council Pension plan with

Alternatives:	AMSC at 3% • Council directs Adminstration to establish a Council Pension plan with AMSC at another contribution rate determined by Council • Council directs Adminstration to establish a Group RRSP with AMSC at 3% and provide further directions regarding eligibility, employer/employee contributions, and withdrawal restrictions • Council directs Adminstration to establish a Group RRSP with AMSC at another contributions rate determined by Council and provide further directions regarding eligibility, employer/employee contributions, and withdrawal restrictions		
Finance/Budget Implications:	3% of 2011 Council remuneration is $4,220		
Operating Costs:	$4,220 at 3%	**Capital Costs:**	
Budget Available:		**Source of Funds**	
Budget Cost:		**Underbudgeted Cost:**	
Communication Strategy:	Should Council proceed Adminstration would process the registration and forward to AMSC.		
Recommendations:	Council provide Administration with direction regarding a retirement plan for members of council.		
Report Writer:	Michael Roy		
Position:	Director of Corporate Services		
	CAO:		

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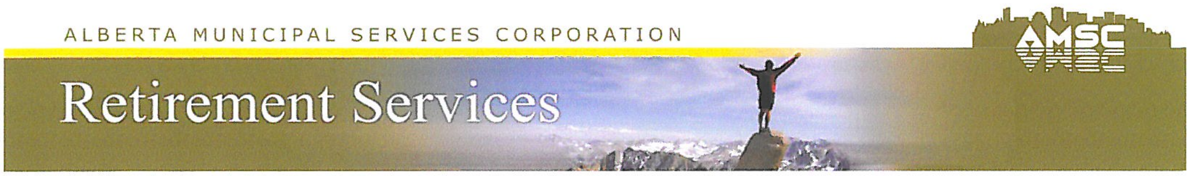

Group RRSP

Frequently Asked Questions

1. What is a Group RRSP?	A Group RRSP permits an employee to contribute to an RRSP directly through their employers.
2. Who is eligible?	The employer has discretion in determining eligibility.
3. What does the employer contribute?	The employer has no obligation to contribute. Where the employer elects to contribute, the contribution is generally as a percentage of salary or a fixed dollar amount.
4. What does the employee contribute?	The employee contributes a percentage of salary or a fixed dollar amount.
5. Is the employee restricted in making withdrawals?	The employer has discretion to restrict employee withdrawals up to the level of employer contributions.
6. What are the tax implications?	Employer contributions through a Group RRSP are a taxable benefit to employees. The total of employer and employee contributions is tax deductible to the employee up to the limit of the employee's available RRSP room.
7. Can an employee set up a spousal RRSP?	Yes
8. How are the contributions made?	Contributions are by payroll deduction

Call 310-AUMA or visit www.amsc.ca

AMSC Group RRSP Benefits

Why should you choose the AMSC Group RRSP over any other?

1. Immediate Tax-Savings – instead of only once a year, withdrawals are taken off at source at every pay period and invested immediately.
2. Funds Hand-Picked - our third party investment consultants have assessed the investment options for risk, reward, performance and fees. These fund choices have been seriously considered and recommended by our investment consultants.
3. Increased Availability – you may have access to some funds that may not be typically available to individuals. As a group we may have more options.
4. Voluntary – the Group RRSP Plan is voluntary.
5. Employer Discretion – the employer has some discretion as to the plan design; participation requirements, contribution levels, and withdrawal restrictions, if any.
6. Customer Service - employers have a designated account representative at AMSC.
7. Segregated/Guaranteed Fund Protection - our segregated funds and guaranteed funds are made available with two important characteristics:
   i. The money invested in these products may be protected from your creditors in certain circumstances.
   ii. You can name a beneficiary to receive your fund assets in the event of your death. Doing so means the proceeds flow directly to your beneficiary by passing your estate and the probate fees that might otherwise apply.

Employer Group RRSP/TFSA Participation Checklist

#	Steps	√
1.	Contact AMSC to enroll in the AMSC Group RRSP and/or TFSA programs. Contact Information: bgold@auma.ca or 780. 409.9125 – Director, Retirement Services dfortier@auma.ca or 780.434.4530 – Senior Pension Analyst or dial 310-AUMA	
2.	AMSC will send information via email to you. Please review package sent by AMSC and review Group RRSP Plan Design Guidelines	
3.	Complete an original Participation Agreement and return it to: Alberta Municipal Place 300, 8616 - 51 Avenue Edmonton, AB T6E 6E6 Attn: Retirement Services *Note: Please keep a copy of the Participation Agreement for your records.*	
4.	Complete the Group RRSP Plan Design form and return it to AMSC Retirement Services (same address as above).	
5.	Complete: Member enrolment forms and send **the original enrolment** forms to AMSC at: Alberta Municipal Place 300, 8616 - 51 Avenue Edmonton, AB T6E 6E6 Attn: Retirement Services *Please retain a copy of these forms for your records.*	
6.	Set up process to deduct contributions through your payroll.	

Alberta Municipal Services Corporation

GROUP RRSP/TFSA PARTICIPATION AGREEMENT

This is to advise that effective ______________________ (month) _______ (day) of 20____ (year)

____
(Employer/Municipality Name)

wishes to participate as an "Employer" in the Alberta Municipal Services Corporation Group Registered Retirement Savings Plan (AMSC Group RRSP) and/or the Alberta Municipal Services Corporation Tax-Free Savings Account (AMSC TFSA).

We will be participating in the AMSC Group RRSP ☐ in the AMSC TFSA ☐
[Please indicate (√)]

We agree to abide by the terms of the agreements in force from time to time between AMSC and the Assurance Companies and any amendments thereto.

Please complete the following:	
Municipality/Employer Name:	
Address:	
Province:	**Postal Code:**
Contact Name:	**Phone Number:**
Email Address:	**Fax Number:**

We recognize that AMSC is the Master Policy Holder for the AMSC Group RRSP and the AMSC TFSA.

Dated ________________ (month) ___________ (day) of 20____ (year)

_______________________________ _______________________________
Signature of Employer Authorized Signing Officer

AMSC Retirement Services
Alberta Municipal Place
300, 8616-51 Avenue
Edmonton, AB T6E 6E6

Phone: 310-AUMA
Fax: 1-866-515-6442
Email: pensions@auma.ab.ca