

Town of Drumheller COUNCIL MEETING AGENDA

**January 30, 2012 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

3.0 PUBLIC HEARING

4.0 ADOPTION OF AGENDA

5.0 MINUTES

5.1. ADOPTION OF REGULAR COUNCIL MEETING MINUTES

3-8 5.1.1 Regular Council Meeting Minutes of January 16, 2012

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

9-21 8.1.1 Bylaw 01.12 being the Safety Codes Bylaw - third reading

22-77 8.1.2 RFD - 2012 Strategic Business Plan

78-79 8.1.3 RFD - Shareholder Representatives of the Canadian Badlands Ltd.

8.2. Director of Infrastructure Services

80-82 8.2.1 RFD - Badlands Community Facility Building Janitorial Maintenance

8.3. Director of Corporate Services

8.4. Director of Community Services

9.0 PRESENTATION OF QUARTERLY REPORTS BY ADMINISTRATION

83-89 9.1 CAO Quarterly Report from October 1st to December 31st, 2011
CAO Annual 2011 Report

90 9.2 Acting Director of Corporate Services' Quarterly Report from October 1st to December 31st, 2011

91-99 9.3 Director of Infrastructure Services' Quarterly Report from October 1st to December 31st, 2011
Director of Infrastructure Services' 2011 Annual Report

100-117 9.4 Director of Community Services' Quarterly Report from October 1st to December 31st, 2011
Director of Community Services' 2011 Annual Report

10.0 PUBLIC HEARING DECISIONS

11.0 UNFINISHED BUSINESS

12.0 NOTICES OF MOTIONS

13.0 COUNCILLOR REPORTS

14.0 IN-CAMERA MATTERS

**Town of Drumheller
COUNCIL MEETING
MINUTES**

January 16, 2012 at 4:30 PM
Council Chamber, Town Hall
703-2nd Ave. West, Drumheller, Alberta



PRESENT:

MAYOR:

Terry Yemen

COUNCIL:

Andrew Berdahl

Lisa Hansen-Zacharuk

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 Jay Garbutt

1.0 CALL TO ORDER

2.0 MAYOR'S OPENING REMARK

- 2.1 Mayor T. Yemen extended accolades to the Legion for hosting the Veterans Dinner to honor those who have served in the Canadian Armed Forces.
- 2.2 Mayor Terry Yemen proclaimed January 15 – 21 as National Non-Smoking Week.

3.0 PUBLIC HEARING

4.0 ADOPTION OF AGENDA

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MO2012.03 Hansen-Zacharuk, Shoff moved to approve the agenda as presented.
Carried unanimously.

5.0 MINUTES

5.1. ADOPTION OF REGULAR COUNCIL MEETING MINUTES

5.1.1 Regular Council Meeting Minutes of January 3, 2012

Councillor T. Zariski noted corrections to Item 13.2 Drumheller and District Senior Foundation – He stated that the requisitions will go up by \$100,000 every year thereafter of which Drumheller pays 51.7%; ASHA should be changed to ASCHA (Alberta Senior Citizen's Housing Association); and that the Delia Lodge is managed by the Foundation and owned by the Province so any losses or profits do not become part of the Foundation's operations.

MO2012.04 Berdahl, Stanford moved to approve the regular Council meeting minutes of January 3, 2012 as amended. 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 RFD - Safety Codes Services Award

R. Romanetz advised Safety Codes services has been provided to the Town by Superior Safety for five years and there is no longer an option for further extensions resulting in the Town issuing a Request for Proposal. The Town Administration, in conjunction with Palliser Regional Municipal Services, received two Safety Codes Service proposals from Superior Safety Codes and The Inspections Group. He advised that following the evaluation process, the recommended company is Superior Safety. R. Romanetz advised that Superior's new rates reflect a 10% increase over what the Town was paying (which is recovered through the increase of permit fees). He explained that Superior's rates did not increase over the five year period. The service would be provided by both PRMS and the Town with administrative services paid for by the Town through contracted services with Palliser.

Brad Wiebe, Planner with PRMS stated that he agrees with the CAO's comments in that Superior's proposal had significantly better pricing and they are familiar with the region. He stated that there would be fixed rates for the first two years with negotiated rates thereafter. C. Woods reiterated that Superior's rates have not increased since 2001

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and recommended that the Town consider raising the permit fees to be more competitive with the market.

MO2012.04 Zariski, Shoff moved that Council award the contract for the provision of safety codes inspection services to Superior Safety Codes for a two year term with an option for a two year extension.

Discussion on Motion:

Councillor D. Stanford asked if the Municipal Affairs audit offered any suggestions on the Town's inspection process. R. Romanetz advised that following the Municipal Affairs audit, it was recommended that more detail be provided on the inspection reports. For instance, any deficiencies and corrections in accordance with Safety Codes need to be identified. Councillor A. Berdahl asked how individuals will be impacted with the increased rates. C. Woods explained that the increase of rates includes a better inspection process for their dollars. She further explained that the Quality Management Plan (QMP) only requires minimal inspections and under the new contract with Superior Safety Codes, additional inspections will be carried out. R. Romanetz advised that the inspection fee would be marked up by 20% to cover Administration fees which is a standard practice across the Province.

In response to a question from Council, R. Romanetz explained that any federal government projects have the option of obtaining their Safety Codes permits through the municipality or the Province if the permit is written into the specs. If the federal government goes through the Province and if the project is on a large scale, Municipal Affairs can award the inspection services on an individual basis. He further explained that in the Town's case, the municipality awards the inspection services tender to one service provider.

Vote on Motion:

Carried unanimously.

8.1.2 Bylaw 01.12 being the Safety Codes Bylaw

R. Romanetz asked that Brad Wiebe to provide an overview of the Safety Codes Bylaw. B. Wiebe stated that the bylaw provides guidelines and requirements that go beyond the QMP. He stated that several schedules of fees are attached to the bylaw – some fees have increased significantly while other increases are minor. For instance, the building permit fee is now \$7.00 per \$1,000 of construction value compared to the former fee of \$6.50 per \$1,000 of construction value. He further explained that the minimum building permit fee was \$65.00 and is now \$100.00.

MO2012.05 Shoff, Andrew moved first reading to Bylaw 01.12.

Discussion on Motion:

Councillor D. Stanford stated that he preferred to see the demolition fees affordable to encourage the removal of derelict buildings. C. Woods stated that typically these fees are included in one permit fee and in the majority of cases, a portion of the demolition fees are recovered through the Town policy. She further explained that the policy offers a tax rebate intended to partially offset the landfill tipping fees associated with the

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removal of a derelict building during the redevelopment of property. If an applicant demolishes a building and rebuilds within a 24 month period, the applicant can recoup a portion of the demolition fee through this policy. She advised that for residential properties the tax rebate is the lesser of the actual landfill tipping fees or \$1,000 and for commercial properties it is the lesser of the actual landfill tipping fees or \$3,000. She further explained that the demolition permit serves as the trigger for the assessor to remove the improvement off the assessment role.

Vote on Motion: Carried unanimously.

MO2012.06 Hansen-Zacharuk, Stanford for second reading to Bylaw 01.12. Carried unanimously.

MO2012.07 Shoff, Zariski moved no objections to third reading of Bylaw 01.12.

In favour – Stanford, Yemen, Shoff, Zariski

Opposed – Hansen-Zacharuk, Berdahl.

Motion defeated.

8.1.3 Planning Report from Palliser Regional Municipal Services re Outdoor Patios on Public Space

B. Wiebe advised that the planning report was prepared in comparison with other communities (Cities of Red Deer and Calgary). He advised that on-street patios are currently not addressed in the Drumheller Land Use Bylaw and no specific policy exists to guide this type of development. The policy ensures that these types of patios are safe and consistent throughout the municipality however this type of activity would be specific to the Downtown Business District. He stated that the demand for on-street patios continues to expand and may enhance the viability and enjoyment of the downtown area. He stated that this activity normally happens on sidewalks and approval would be based on the assurances that there is sufficient room for pedestrian movement, wheelchairs, strollers, no issues with safety, ramps, does not interfere with site lines, not negative effects on adjacent properties, etc. He stated that the minimum pedestrian clearance should be 1.5 meters (5 ft) remaining after the patio is installed. He explained that recommendations should be considered as a separate policy and for the Municipal Planning Commission to approve applications on an annual basis for the period between April 15th and October 31st of each year.

Questions from Council:

Councillor L. Hansen-Zacharuk asked if the Alberta Gaming and Liquor Commission was contacted. B. Wiebe stated that they were not contacted however any applicant wanting to serve alcohol would have to obtain a liquor license. She stated that they have their own guidelines. Although MPC has not seen the policy and guidelines, they have previously discussed the matter and would like to be proactive rather than reactive when dealing with applications.

R. Romanetz stated that Administration is requesting Council's support of the patio guidelines. The MPC would use their judgment based on the guidelines and including the number of patios approved along the streets.

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MO2012.08 Shoff, Berdahl moved to accept the Town Patio Policy for outdoor patios on public space.

Discussion on Motion:

Council discussed that there should be no limit on the number of patios per block and to leave the decision up to the merchant if they want to extend their sidewalk out and lose their parking space in front of their store. Councillors Shoff and Berdahl agreed to a friendly amendment by striking the last sentence of Clause 11 relating to reduced parking stalls.

MO2012.08A Shoff, Berdahl moved to accept the Town Patio Policy for outdoor patios on public space as amended (strike out last sentence of Clause 11).
Carried unanimously.

8.2. Director of Infrastructure Services

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

**13.1 Councillors Jay Garbutt and Andrew Berdahl re Starland County
Regional Partnership Discussion**

Councillor A. Berdahl reported that he and Councillor Jay Garbutt met with the Starland County Council on January 10th to discuss potential cooperation, particularly issues around regional water and the Badland Community Facility. There was support for a joint Council meeting to discuss issues of common interests such as water quality on Michichi Creek, west water line extension, regional water system and the support of Aqua 7 in the expansion of their water system, possible contract for a four-way partnership for the Midland pump station, and future plans for both communities. Administration to research the logistics of a joint Council meeting.

14.0 IN-CAMERA MATTERS @ 5:23 PM.

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Mayor

Chief Administrative Officer

**TOWN OF DRUMHELLER
BY-LAW 01.12**

Being a By-law of the Town of Drumheller respecting Safety Codes Services.

Council of the Town of Drumheller enacts as follows:

- (1) This By-law may be cited as the "Safety Codes By-law".
- (2) Words used in this By-law shall have the same meaning as ascribed to them in the Safety Codes Act.
- (3) No person shall commence the construction or demolition of any building unless that person is authorized to do so by a permit issued pursuant to the Safety Codes Act, Regulations and this By-law.
- (4) No person shall commence the installation, repair or alteration to any electrical system, gas system, plumbing system or heating/air conditioning system unless that person is authorized to do so by a permit issued pursuant to the Safety Codes Act, Regulations and this By-law.
- (5) Permits may be issued to:
 - (a) A contractor with a current Town of Drumheller business license and those in possession of a certificate of competence in accordance with the Tradesman Qualifications Act, where required.
 - (b) A homeowner to perform work in or within his own owner occupied single family dwelling.
- (6) The fees which shall be paid for permits issued and inspections hereunder are those contained in Schedule "A" attached to and forming part of the By-law.
- (7) The minimum construction value factors contained in Schedule "B" shall be used to estimate construction values for the calculation of Safety Code Permit fees.
- (8) Commence of construction prior to obtaining a permit may result in a fine or a permit fee doubling in required amount.
- (9) An applicant for a permit hereunder shall complete and file with the Town of Drumheller, an application form prescribed by him together with such plans, site plans and specifications and copies thereof as the Safety Codes Officer requires.
- (10) No person, firm or corporation shall use or occupy all or any portion of a new building, or all or any portion of an existing building where there is a change of occupancy for that portion of a building to be occupied unless the owner of the building shall have prior thereto obtained from the Town an occupancy permit issued pursuant to this By-law.

- (11) Any person convicted of a breach of any provision of the Safety Codes Act shall be liable on conviction to a penalty outlined in the Safety Codes Act.
- (12) Council may amend Schedule "A" and "B" by resolution.
- (13) By-law 12.01 is hereby repealed.
- (14) This by-law comes into force upon the final passing hereof.

READ A FIRST TIME this 16th day of January, 2012.

READ A SECOND TIME this 16th day of January, 2012.

READ A THIRD AND FINAL TIME this _____ day of _____, 2012.

Mayor

Chief Administrative Officer

**TOWN OF DRUMHELLER
BYLAW 01.12
SCHEDULE "A"
SAFETY CODES FEES
(Effective February 1, 2012)**

Agenda Item # 8.1.1

BUILDING PERMIT FEES

Manufactured Home Placement

(on Blocking or Piles)

Permit Fees
\$105.00

Modular Home / Move-on Relocation (on crawlspace or basement)

(based on square footage of main floor)

Permit Fee (per square foot)
\$0.25
Minimum Fee
\$100.00

New Residential Single Family Dwelling / Residential Addition / Renovation / Garage, etc.

(based on a price per \$1,000 of construction value)

Description	Permit Fees
per \$1,000 of construction value	\$7.00
Minimum Fee	\$100.00

Multi-Housing Residential and Non-Residential

(based on a price per \$1,000 of construction value)

Description	Permit Fees
per \$1,000 of construction value	\$7.00
Minimum Fee	\$100.00

Demolition

(based on a price per \$1,000 of demolition value)

Description	Permit Fees
per \$1,000 of demolition value	\$2.50
Minimum Fee	\$100.00

Oil & Gas

Description	Permit Fee (construction value)
All Oil & Gas Installations	\$7.00/\$1,000.00
Minimum Fee	\$450.00

Additional 4% Safety Code Council Levy
added to cost of permit - Minimum \$4.50

ELECTRICAL PERMITS

New Residential Single Family Dwelling

(based on square footage)

Square Footage	Permit Fees
0 to 1,200 square feet	\$135.00
1,201 to 1,500 square feet	\$155.00
1,501 to 2,000 square feet	\$175.00
2,001 to 2,500 square feet	\$195.00
2,500 to 3,000 square feet	\$220.00
3,001 to 4,000 square feet	\$240.00
4,001 to 5,000 square feet	\$260.00
over 5,000 square feet	\$310.00

Miscellaneous

Description	Permit Fees
Permanent and Temporary Service Connection	\$85.00
Manufactured Home on Blocking or Piles	\$85.00

Additional 4% Safety Code Council Levy added to cost of permit - Minimum \$4.50

Agenda Item # 8.1.1

ELECTRICAL PERMITS
RESIDENTIAL AND NON-RESIDENTIAL
ADDITION / RENOVATION / GARAGE, etc.

Contract Value	Permit Fee
\$0.00 to \$1,000.00	\$80.00
\$1,000.01 to \$3,000.00	\$100.00
\$3,000.01 to \$3,500.00	\$130.00
\$3,500.01 to \$4,000.00	\$150.00
\$4,000.01 to \$4,500.00	\$180.00
\$4,500.01 to \$6,500.00	\$220.00
\$6,500.01 to \$8,500.00	\$270.00
\$8,500.01 to \$10,000.00	\$310.00
\$10,000.01 to \$14,000.00	\$350.00
\$14,000.01 to \$18,000.00	\$400.00
\$18,000.01 to \$22,000.00	\$440.00
\$22,000.01 to \$26,000.00	\$480.00
\$26,000.01 to \$30,000.00	\$530.00
\$30,000.01 to \$34,000.00	\$570.00
\$34,000.01 to \$38,000.00	\$620.00
\$38,000.01 to \$42,000.00	\$660.00
\$42,000.01 to \$46,000.00	\$710.00
\$46,000.01 to \$50,000.00	\$750.00
\$50,000.01 to \$60,000.00	\$840.00
\$60,000.01 to \$70,000.00	\$920.00
\$70,000.01 to \$80,000.00	\$970.00
\$80,000.01 to \$90,000.00	\$1,010.00
\$90,000.01 to \$100,000.00	\$1,100.00
\$100,000.01 to \$110,000.00	\$1,190.00
\$110,000.01 to \$120,000.00	\$1,280.00
\$120,000.01 to \$130,000.00	\$1,320.00
\$130,000.01 to \$140,000.00	\$1,370.00

Contract Value	Permit Fee
\$140,000.01 to \$150,000.00	\$1,410.00
\$150,000.01 to \$160,000.00	\$1,450.00
\$160,000.01 to \$170,000.00	\$1,500.00
\$170,000.01 to \$180,000.00	\$1,540.00
\$180,000.01 to \$190,000.00	\$1,590.00
\$190,000.01 to \$200,000.00	\$1,630.00
\$200,000.01 to \$210,000.00	\$1,670.00
\$210,000.01 to \$220,000.00	\$1,720.00
\$220,000.01 to \$230,000.00	\$1,760.00
\$230,000.01 to \$240,000.00	\$1,800.00
\$240,000.01 to \$250,000.00	\$1,850.00
\$250,000.01 to \$300,000.00	\$2,070.00
\$300,000.01 to \$350,000.00	\$2,290.00
\$350,000.01 to \$400,000.00	\$2,510.00
\$400,000.01 to \$450,000.00	\$2,730.00
\$450,000.01 to \$500,000.00	\$2,950.00
\$500,000.01 to \$550,000.00	\$3,170.00
\$550,000.01 to \$600,000.00	\$3,390.00
\$600,000.01 to \$650,000.00	\$3,610.00
\$650,000.01 to \$700,000.00	\$3,830.00
\$700,000.01 to \$750,000.00	\$4,050.00
\$750,000.01 to \$800,000.00	\$4,270.00
\$800,000.01 to \$850,000.00	\$4,490.00
\$850,000.01 to \$900,000.00	\$4,710.00
\$900,000.01 to \$950,000.00	\$4,930.00
\$950,000.01 to \$1,000,000.00	\$5,150.00
Add \$150.00 for each additional \$100,000 (or portion of) after \$1,000,000	Add \$160.00 for each additional \$100,000 (or portion of) after \$1,000,000

Add \$75.00 for homeowner permits / Additional 4% Safety Code Council Levy added to cost of permit – Minimum \$4.50.

Agenda Item # 8.1.1

GAS PERMITS

Residential

Number of Outlets	Permit Fee
1	\$80.00
2	\$90.00
3	\$100.00
4	\$110.00
5	\$120.00
6	\$130.00
7	\$140.00
8	\$150.00
9	\$160.00
10	\$175.00
Fee for each outlet over 10	\$10.00

Miscellaneous

Description	Permit Fee
Secondary Gas Line (Gas Co-op)	\$80.00
Propane Tank Installation	\$80.00

Additional 4% Safety Code Council Levy added to cost of permit - Minimum \$4.50

GAS PERMITS**Agenda Item # 8.1.1****Non-Residential**

New Installations

Temporary Heat

Replacement Appliances

BTU Input	Permit Fee
0 to 50,000	\$85.00
50,001 to 100,000	\$90.00
100,001 to 150,000	\$95.00
150,001 to 200,000	\$120.00
200,001 to 250,000	\$140.00
250,001 to 300,000	\$145.00
300,001 to 350,000	\$150.00
350,001 to 400,000	\$155.00
400,001 to 450,000	\$165.00
450,001 to 500,000	\$170.00
500,001 to 550,000	\$175.00
550,001 to 600,000	\$180.00
600,001 to 650,000	\$185.00
650,001 to 700,000	\$190.00
700,001 to 750,000	\$195.00
750,001 to 800,000	\$200.00
800,001 to 850,000	\$205.00
850,001 to 900,000	\$210.00
900,001 to 950,000	\$215.00
950,001 to 1,000,000	\$225.00
Fee for each additional 100,000 BTU (or portion of) after 1,000,000	\$10.00

Description of Work	Permit Fee
Propane Tank Set	\$80.00

Additional 4% Safety Code Council Levy added to cost of permit - Minimum \$4.50

Residential and Non-Residential

Number of Fixtures	Permit Fee
1	\$80.00
2	\$85.00
3	\$90.00
4	\$95.00
5	\$105.00
6	\$110.00
7	\$115.00
8	\$125.00
9	\$135.00
10	\$145.00
11	\$150.00
12	\$155.00
13	\$165.00
14	\$170.00
15	\$180.00
16	\$185.00
17	\$190.00
18	\$200.00
19	\$205.00
20	\$215.00
21	\$220.00
22	\$225.00
23	\$235.00
24	\$240.00
25	\$250.00
Fee for each fixture over 25	\$10.00

Private Sewage

Description	Permit Fee
Holding Tank, Open Discharge	\$175.00
Field, Mound, Sand Filter, Treatment Tank, etc.	\$250.00

Additional 4% Safety Code Council Levy added to cost of permit - Minimum \$4.50

FIRE DISCIPLINE FEES

RESIDENTIAL and NON-RESIDENTIAL:

PERMIT FEE

Occupancy Load	\$ 95.00 per hour
Fire Investigation	\$105.00 per hour
Fire Inspection	\$ 95.00 per hour

Minimum fee of \$150.00 per inspection.

SAFETY CODES

NOTES:

- Safety Codes Council Levies are not included in permit fees.
- A fax/photo copy fee may be applied to permit where applicable
- A method of payment must accompany all permits before they will be processed. Methods of payment include cash, cheques, visa or master card
- Cancellation and refund of a permit – refund and amount to be determined at the time of cancellation (minimum hold back 33%). No refund will apply after a time lapse of three months of date of issuance.

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TOWN OF DRUMHELLER *Agenda Item # 8.1.1*
BYLAW 12.01
SCHEDULE "B"
(effective February 1, 2012)
PROJECT VALUE DETERMINATION FACTORS

Residential Occupancies

The project value, when determining the building permit fee, must include all costs associated with the construction of the residential dwelling excluding the cost of the land and any landscaping.

Commercial and Industrial Occupancies

The project value, when determining the building permit fee, must include the costs of all engineering, design, materials, and labour of the following components. These components are regulated by the Alberta Building Code and must be reviewed in accordance with the Safety Codes Act.

SITE

- Temporary buildings and services (tents, skids, stick-built structures, relocatable structures, modulars, sea cans etc.)
- Building access for emergency response vehicles
- Fire hydrants, fire pumps
- Deep services for firewater, hydrants, plumbing, gas for building heat
- Storage of water supply for fire fighting (tanks, ponds reservoirs etc.—if required)
- Other buildings, equipment shelters or facilities for fire fighting

BUILDING/STRUCTURE

- Foundation including site preparation
- Building structure including means of egress (elevators, stairs, landings, catwalks etc.)
- Exterior building envelope (cladding, doors, windows, overhead doors etc.)
- Interior platforms, floor and wall assemblies including fire separations
- Fire-resistance rating of building structural assemblies
- Smoke control
- Structural support of tanks, process equipment, building services etc.

MECHANICAL

- Heating, ventilation & air conditioning
- Smoke and fire control (dampers, duct smoke detection etc.)
- Plumbing system (fixtures, drainage facilities etc.)
- Boilers, furnaces, pumps, and other fuel fired building appliances

ELECTRICAL

- Interior and exterior lighting
- Emergency lighting & exit signs
- Fire alarm & detection systems
- Emergency power supply (batteries, chargers, DC bus)
- Auxiliary power/outlets
- Telephone, radio, data, and security systems

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FIRE PROTECTION

Agenda Item # 8.1.1

- Automatic fire suppression systems (sprinklers)
- Localized or alternate suppression systems (foam, deluge systems etc.)
- Standpipe and hose systems
- Portable fire extinguishers
- Gas detection, emergency shut down, etc. (industrial projects)

EQUIPMENT

- Project value must include the total value of all equipment, appliances, fixtures and other appurtenances required for the operation of the building.
- Process equipment that is directly used to produce the end product in industrial buildings should not be used in determining total project value.

LABOUR

- All costs associated with construction labour throughout the project
- All costs associated with engineering, design & consulting services throughout the project

Agenda Item # 8.1.1

MINIMUM CONSTRUCTION VALUE FACTORS
(effective February 1, 2012)

Minimum Construction Value Factors	Per Square foot	Per Square Meter
As of May 1, 2010		
Residential Housing		
Single Family	\$150.00	\$1,612.50
Basement Development	\$40.00	\$430.00
Multi-Family (3 storeys or less)	\$170.00	\$1,827.50
Multi-Family (more than 3 storeys)	\$155.00	\$1,666.25
Townhouses or Rows	\$170.00	\$1,827.50
Garages (attached or detached)	\$35.00	\$376.25
Carport	\$35.00	\$376.25
Renovations	\$75.00	\$806.25
Apartments		
Concrete Construction	\$135.00	\$1,451.25
Masonry and Wood Construction	\$135.00	\$1,451.25
Basement Parkade	\$90.00	\$967.50
Above-Ground Parkade	\$90.00	\$967.50
Commercial (Offices, Restaurants, Service Stations, Strip Malls, Warehouses)		
Concrete Construction	\$135.00	\$1,451.25
Masonry Construction	\$135.00	\$1,451.25
Masonry and Wood or Steel Construction	\$135.00	\$1,451.25
Steel Construction	\$135.00	\$1,451.25
Wood Construction	\$120.00	\$1,290.00
Renovations	\$120.00	\$1,290.00
Churches, Hotels, Schools		
Concrete Construction	\$135.00	\$1,451.25
Masonry and Wood or Steel Construction	\$135.00	\$1,451.25
Wood Construction	\$120.00	\$1,290.00
Hospitals		
Concrete Construction	\$270.00	\$2,902.50
Masonry and Wood or Steel Construction	\$245.00	\$2,633.75
Wood Construction	\$215.00	\$2,311.25
Industrial		
Call Superior Safety Codes Inc. at 1-866-999-4777		



DRUMHELLER

CHIEF ADMINISTRATIVE OFFICER

Agenda Item # 8.1.2



Request for Decision

Date: January 26, 2012

Topic:	2012 STRATEGIC BUSINESS PLAN		
Proposal:	The Town's 2012 Strategic Business Plan was developed at the Council Retreat held on December 12 th and 13 th . The intent of the plan is to identify priorities, how they will be accomplished, who will do the work, by when and within what framework of accountability. The Strategic Business Plan includes 2012 Corporate, Organizational and Operational Improvements Work Programs.		
Proposed by:	Council		
Correlation to Business (Strategic) Plan			
Benefits:	<ul style="list-style-type: none">◆ Ensures organizational leadership by Council is policy driven.◆ Provides customer focused programs and service delivery.◆ Ensure decisions are fact-based, resource-driven and aligned with other corporate directions.◆ Integrates the multi-year budgets.		
Disadvantages:			
Alternatives:			
Finance/Budget Implications:			
Operating Costs:		Capital Cost:	
Budget Available:	\$0.00	Source of Funds:	
Budget Cost:	\$0.00	Underbudgeted Cost:	
Communication Strategy:	1) The 2012 Strategic Business Plan is available to the public and media upon approval.		
Recommendations:	That Council approve the 2012 Strategic Business Plan.		
Report Writer:	R.M. Romanetz, P. Eng.	CAO:	
Position:	Chief Administrative Officer		

OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER

Telephone: (403) 823-1339

	Created By: Ray Romanetz	1
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Town of Drumheller

Strategic Business Plan

Facilitator: Dr. Gordon McIntosh

2012

Agenda Item # 8.1.2

Approved by Council:
Quarterly Update to Council:
Quarterly Update to Council:
Reviewed by Council:

WORKSHOP HELD ON DECEMBER 12TH AND 13TH, 2011

OUR VISION

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.

OUR MISSION

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.

OUR VALUES

Fundamental and enduring beliefs shared by organizational members, which direct the way in which the municipality makes decisions and undertakes its 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.*

2012 STRATEGIC PRIORITIES CHART**CORPORATE PRIORITIES (Council)**

- 1) BADLANDS COMMUNITY FACILITY FUNDING STRATEGY (Ray) (p.5)
- 2) PENITENTARY UTILITY RATES CONTRACT (Ray) (p.7)
- 3) TOWN HALL RELOCATION DECISION (AI) (p.8)
- 4) BADLANDS COMMUNITY FACILITY PHASE 2 DESIGN / COMMITTEE STRUCTURE (Ray) (p.9)
- 5) 2013 CELEBRATION COMMITTEE (Paul) (p.10)

ADVOCACY (Council/CAO) (p.14) (Michichi Creek Flooding / Three Hills Water / Seniors Housing)**ORGANIZATIONAL IMPROVEMENTS (p.17)**

- Public Communications

OPERATIONAL STRATEGIES (CAO/Staff)

CAO (Ray) 1) BCF FUNDING STRATEGY (p.5) 2) PENITENTARY UTILITY RATES CONTRACT (p.7) 3) BCF PHASE 2 DESIGN / COMMITTEE (9) 4) Affordable Housing RFP (p.21) 5) CN Rail (p.23)	LOBBYING (Con't) Mayor/Ray) (p.13) <ul style="list-style-type: none"> • Brownfields – AUMA Committee • Post Secondary Education • Water System Expansion • Regional Water • East Coulee Wastewater Treatment Plant • Twinning SH575 	CORPORATE (Bill) 1. Utility Rate Model (p.25) 2. Utility Rate Messaging (p.26) - East Coulee / Lehigh – Distribution Line (carryover) (p.27) - Asset Management (carryover) (p.28)
OPERATIONS (AI) 1) TOWN HALL RELOCATION DECISION (8) 2) Water System Expansion (Construction) (p.31) 3) Town Entrances (p.32) 4) Water and Wastewater Plant Upgrade (p. 33) <ul style="list-style-type: none"> • Public Works Yard Relocation Strategy carryover) (p. 34) • Green Team (carryover) (p. 35) 	COMMUNITY SERVICES (Paul) 1) 2013 CELEBRATION COMMITTEE (10) 2) Affordable Housing Policy (p. 38) 3) Regional Bylaw Services (p. 39) 4) Beautification Projects (p. 40) 5) BCF Start up (Marketing) (p. 41)	ECONOMIC DEVELOPMENT (Bob) 1. Review Econ Dev Strategy (with Council/CAO/EDO) (p.43) 2. Communication Strategy (p.14) - DMO Tourism Master Plan (carryover)(p.28)
	FIRE (Bill) 1) Alberta First Responder Communication Upgrade (p. 50) 2) SCBA Upgrade 3) Risk Management Procedures (p.50)	RCMP (Art) (p.49)

**CORPORATE PRIORITIES WORK PROGRAM
SUMMARY****CURRENT**

1. **BADLANDS COMMUNITY FACILITY FUNDING STRATEGY (Ray)**
 - Request Strategy (Joint Session) – Jan
 - Adjustments – Feb
 - New Plan of Action - Feb
2. **PENITENTIARY UTILITY RATES CONTRACT (Ray)**
 - Penitentiary Water Review - Jan
 - Negotiate New Rates – Jan
 - New Contract - Feb
3. **TOWN HALL RELOCATION DECISION (AI)**
 - Approve Concept Drawings – Dec/2011
 - User Meeting – Jan
 - Change Plan / Phase-in – Feb
 - Public Message - Feb
4. **BADLANDS COMMUNITY FACILITY PHASE 2 DESIGN / COMMITTEE STRUCTURE (Ray)**
 - Meet with the Committee – Dec/2011
 - Review Terms of Reference – Jan
 - Seek Memberships – Feb
 - New Committee Structure - Mar
5. **2013 CELEBRATION COMMITTEE (Paul)**
 - Terms of Reference – Mar
 - Centennial Celebration Committee – Apr
 - Start Developing a Program - May
 - Council Provide Direction – Sept
 - Application - Oct

CORPORATE PRIORITIES WORK PROGRAM

<p><u>BADLANDS COMMUNITY FACILITY FUNDING STRATEGY(CAO)</u></p> <p><i>How do we fund \$3M shortfall in fundraising?</i></p> <ul style="list-style-type: none"> - Total of \$9M Goal (\$6M Phase 1). The BCF was approved based on fundraising. - \$6M in long term borrowing; \$6M in short term borrowing (not accessed yet); - If the BCF does not get all fundraising goal the Town will have to finance the shortfall; - 2012 Budget has allowed for paying for interest for short term debt. Concern: If fundraising shortfall is built into the operating budget, the budget will not be able to absorb it. <p>Options:</p> <ol style="list-style-type: none"> 1. Continue Fundraising 2. Part of Debt – interim 3. Debt – operations 	<p><i>What can Council do to help the Cabinet reach the goal?</i></p> <ul style="list-style-type: none"> - Council can go out regionally. - Commitment to second phase if funding is available. If Federal and / or Provincial government came up with grants, we would be pursuing the dollars for Phase 2 but partners have to be at the table. <p>Options:</p> <ol style="list-style-type: none"> 1. Redefine Aim 2. A) Start over (failure of accountability) B) Continue Strategy as is C) Revitalization of the Cabinet / Consultant 	<ol style="list-style-type: none"> 1. Request strategy (joint session) - January 2. Adjustments (memberships, aim, consultant) – February 3. New Plan of Action
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- Prerequisite; *Main Result; + Benefit

Action Steps – BADLANDS COMMUNITY FACILITY FUNDING 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.	REQUEST STRATEGY (JOINT SESSION) Meeting has been arranged for January 17 th .	Mayor / Council		January/2012
2.	ADJUSTMENTS (memberships, aim, consultant)	Mayor / Council		February/2012
3.	NEW PLAN OF ACTION			

CORPORATE PRIORITIES WORK PROGRAM

<p><u>PENITENTIARY UTILITY RATES CONTRACT (CAO)</u></p> <p>Penitentiary Water Supply Contract has expired. Penitentiary Sewer Contract has two years remaining.</p> <p>Issue:</p> <ul style="list-style-type: none"> - Complaints about high water costs - Perception (regional partners are at less costs / Penitentiary agreement in place for 45 years with no increase in costs) - Concern re fairness 	<p>Options:</p> <ol style="list-style-type: none"> 1. Show public value for money (public message) 2. Sell more volume (regional partnerships) 3. Penitentiary need to pay fair share (6% of total water usage). Revenues would increase substantial if payments were made in accordance with the Utility Rate Bylaw. 4. Sewer costs (formula based) 	<ol style="list-style-type: none"> 1) Penitentiary Water Review - January 2) Negotiate new rates - January 3) New Contract - February
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- Prerequisite; *Main Result; + Benefit

Action Steps – Penitentiary Utility Rates Contract

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

Step No.	Action Step	Assigned To (Who)	Start Date	Due Date
1.	Penitentiary Water Review - Town Solicitor C. Kloot is preparing a letter of understanding re: utility agreement subject to Penitentiary input.	CAO		January, 2012
2.	Negotiate new rates	CAO		January, 2012
3.	New contract	Mayor and Council		February, 2012

CORPORATE PRIORITIES WORK PROGRAM

<p><u>TOWN HALL RELOCATION DECISION</u></p> <p><i>Do we move Town Hall to the Civic Centre?</i></p> <ul style="list-style-type: none"> • Approved for \$1.4M under the MSI Program • Hired Group 2 Architect for the needs analysis and design services. • Town Hall Relocation Concept Design Report – Dec, 2011 	<ul style="list-style-type: none"> - Contract design and construction - Inhouse move - Give Notice to Province (in accordance with rental lease) 	<ol style="list-style-type: none"> 1. Approve Concept Drawings / Costs (MSI Dollars) - December 2. User Meeting – January 3. Change Plan / Phase-in – February 4. Public Message (not input) - February
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• Prerequisite * Main Result + Benefit

Action Steps – TOWN HALL RELOCATION DECISION

Step No.	Action Step	Assigned To (Who)	Start Date	Due Date
1.	Approve Concept Drawings / Costs (MSI Dollars)	CAO to Council		December, 2012
2.	User Meeting Open House will be held on Feb 8 th at 7:00 PM at the Civic Centre.	CAO to Council		January, 2012
3.	Change Plan / Phase-in	CAO to Council		February, 2012
4.	Public Message (not public input)	Council		February, 2012

CORPORATE PRIORITIES WORK PROGRAM

BADLANDS COMMUNITY FACILITY PHASE 2 DESIGN / COMMITTEE STRUCTURE (CAO) Committee Structure Purpose: Design / input / assist Council in decision making <ol style="list-style-type: none"> 1) Engage for Phase 2 – design options and input – advises Council on moving forward (GEC offered to provide conceptual drawings) 2) Application(s) ready 3) Public stakeholder communication (past, present, future) 	Phase 2 Design <ol style="list-style-type: none"> 1. Design Options – April, 2012 2. Public process – April, 2012 3. Preliminary Conceptual Design and Budget – April, 2013 	<ol style="list-style-type: none"> 1. Meet with Committee – Dec 2. Review Terms of Reference – Jan 3. Seek Memberships (public message) – Feb 4. New Committee Structure – March
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● Prerequisite * Main Result + Benefit

Action Steps – BADLANDS COMMUNITY FACILITY (PHASE 2 DESIGN / COMMITTEE STRUCTURE)

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

Step No.	Action Step	Assigned To (Who)	Start Date	Due Date
1.	Meet with the BCF Steering Committee to review role	Mayor		Dec., 2012
2.	Review Terms of Reference	CAO to Council		January, 2013
3.	Seek Memberships	CAO to Council		February, 2013
4.	New Committee Structure	Council		March, 2013

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CORPORATE PRIORITIES WORK PROGRAM

2013 CELEBRATION COMMITTEE (Director of Community Services) September 2013 Anniversary Date Community Pride Milestones Celebrations Youth Engagement Access \$\$ Tourism	Possible Projects: - Milestones - Book - Homecoming - Events - Legacy Project	1. Terms of Reference for Centennial Celebration Committee – March 2. Centennial Celebration Committee – April 3. Start developing a program / \$ - May 4. Council provide direction – Sept 5. Application (Town funding) - Oct
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● Prerequisite * Main Result + Benefit

Action Steps – 2013 CELEBRATION COMMITTEE

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

Step No.	Action Step	Assigned To (Who)	Start Date	Due Date
1.	Terms of Reference for Centennial Celebration Committee	Dir of Community Services to Council		March, 2012
2.	Centennial Celebration Committee	Dir of Community Services to Council		April, 2012
3.	Start developing a program / \$\$	Dir of Community Services to Council		May, 2012
4.	Council provide direction	Council		Sept., 2012
5.	Application (Town funding)	Council		Oct., 2012

Agenda Item # 8.1.2

ADVOCACY (COUNCIL / CAO)

MICHICHI CREEK FLOODING THREE HILLS WATER SENIORS HOUSING		
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● Prerequisite * Main Result + Benefit

Action Steps – ADVOCACY (COUNCIL / CAO)

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

Step No.	Action Step	Assigned To (Who)	Start Date	Due Date
1.	MICHICHI CREEK FLOODING Background: Flooding has caused erosion damages to several properties along 9 th St. NW. Previous studies are available for reference. In the 1960's the Province did some work as well as in the mid 1970's because of severe erosion. This spring there was significant loss of the creek bank. The residents have expressed concern and the Town has had numerous meetings with Alberta Environment. As outlined in the studies, a number of solutions have been identified which indicated that the Province would take responsibility for the north end erosion and part of the embankment. The third area of concern which is located further to the south the Province has said this is not their responsibility because it directly backs on people's private property. The Province has said that they hired a consultant to do a report however Ocean and Fisheries will not allow any work in the area unless proven there will be no damage to the fish. It was hoped that work would have been done in the fall however it did not take place all authorities make a decision. The plan is to use the excessive silt in the creek and move it to the erosion area with rip rap to control further erosion. Provincial funding of 75/25 may be available for the problem area on the south end (may require follow up through the MLA).	COUNCIL / CAO 1. Studies reviewed. 2. Preferred option – province decision. 3. Private property report 4. Advocate action before March 12 th (MLA, MP, Ministry) – include public involvement (meetings, newspaper articles, public phoning to the authorities).	Immediately	Ongoing until Province takes corrective action.
2.	THREE HILLS WATER Background: Meetings have been held between the Town of Three Hills, the Town of Drumheller, and KRWSC (Aqua 7) to discuss the feasibility of an expanded regional water system. Aqua 7 is meeting with Three Hills to discuss potential partnerships. Kneehill County signed the water supply agreement to Churchill Water Co-op on September 30 th , 2011.			

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Town of Drumheller, AB
Strategic Business Plan – 2012

3.	SENIORS HOUSING The Town of Drumheller will need to do an assessment on housing needs.			

LOBBYING

PRIORITY/Desired Outcomes	OPTIONS/Preferred Strategy/ Notes	ACTION What, Who and When
PROVINCIAL LIAISON / LOBBYING (CAO / Mayor / Council) * 2012 Schedule ? How can we influence provincial decisions? + Access government funding + Develop partnerships + Favorable legislation • Timely access • Determine local needs <hr/> TOPICS Brownfields – AUMA Task Force Post Secondary Institute – MOU (Olds) Water System Expansion Regional Water East Coulee Wastewater Treatment Plant Twinning SH575	1. Planned Program 2. Issue-driven Approach <hr/>	<hr/> <u>Planned Meetings</u>

- 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 Date
1.	Brownfields Working Group (comprised of representatives from FCM, AUMA, AAMD&C, City of Edmonton, City of Calgary, Municipal Affairs, Environment, Urban Development Institute and Canadian Petroleum Products Institute) – CAO Ray Romanetz attends the working group (representing the AUMA). The group is developing a brownfields strategy for the remediation of contaminated sites. The draft proposal will move forward to provincial authorities shortly.	CAO to Council		Ongoing

2.	<p>Post Secondary Education Campus Alberta / Hope Health College Campus Alberta Central and the Town of Drumheller has signed a MOU 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 education opportunities to serve the learners of the Town and the region and provide support, guidance and information on best practices.</p> <p>Hope Health College - In the Spring of 2011 – Community Futures was advised that the Rural Alberta Development Fund had rejected the grant application to fund Hope College. Steps were taken to appeal the grant application. A justification for not providing funding was related generally to the existence of medical training programs in other parts of the province.</p> <p>Bow Valley College may deliver the Justice Studies Program in Drumheller and Olds. The purpose would be to increase the number of Albertan applications for employment to federal government Corrections Officer and other positions and specifically from the smaller cities and communities in the areas near the Bowden and Drumheller institutions. By increasing the number of locally based employees, the institutions will achieve more stability in the workplace and individuals will be able to work in the communities where they wish to live and have roots. Mayor Yemen has written a letter of support for the delivery of this educational opportunity for Drumheller.</p>			
3.	<p>Water System Expansion West Line – 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.</p> <p>East Line - Letter received from Hon. Luke Ouellette, Minister of Transportation advising that under the Water for Life Program the Town will receive a grant of 90% of the estimated eligible project costs, or up to \$3.45M for the Cambria to East Coulee Regional Waterline Extension. Stantec has been prepared the design drawings and set the preliminary numbers. An information package was prepared for the affected property owners advising of the costs should the project proceed. A public meeting was held November 9th. The Town has sent a second letter to the affected residents asking if they are in favour or against the proposed water line extension based on the information presented at the meeting. Of the 170 survey questions sent out 118 responded with results as follows: 3 supported, 28 would support but current price too high and 87 do not support (73.7%).</p>			

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4.	<p>Regional Water – Boundary change request for Water Supply Agreement between Aqua 7 Regional Water Commission (Formerly Kneehill Water Commission), Rocky View County and the Town of Drumheller Background: The Water Supply Agreement between KRWSC and the Town of Drumheller dated June 15, 2004 included the supply of water to only a small portion of Rocky View County. On November 19, 2008, Council approved an amendment to the Water Supply Agreement to extend services to the corporate boundaries of the Hamlet of Kathryn for the resale of water at a maximum of 2,200 m³ / day as identified by KRWSC as being the apportionment made available to the Rocky View County by KRWSC. On July 13, 2011, Mayor Yemen met with Reeve Ashdown and Deputy Reeve Butler to discuss the possibility of changing the boundaries to the Water Supply Agreement between Aqua 7 Regional Water Commission (formerly Kneehill Regional Water Services Commission) and the Town of Drumheller. This initial request from Rocky View by Reeve Ashdown indicated that the County had an urgent need for water from A7RWC. Following which an information meeting was held between Administration of Rocky View and the Town of Drumheller on August 30th. At the meeting, the County confirmed that they would not need additional water supply for at least five (5) years.</p> <p>Rocky View County has made arrangements for the supply of raw water from the Western Irrigation District (WID). They draw water from the canal at specific times each year and store the water in a large reservoir. A new treatment plant with a capacity of 3900 m³/day was put on line in May 2011 and can be readily expanded to 5700 m³ / day. This plant supplies the Balzac Mall and the new proposed CN Rail Logistics Park. Water from this new plant is pumped to the treated water storage reservoir located just north of Balzac Mall. The County also partners with Rocky View Coop who run a 16,000 m³/day plant west of Calgary that draws water from the Bow River. Currently, the Balzac Mall uses a maximum of 450 m³/day. On November 7, 2011, a letter was received from A7RWC requesting that the Water Supply Agreement be amended to allow A7RWC to extend the boundaries to include the entire area of Rocky View County. This extension of A7RWC lines would go directly to Rocky View's new plant (East Balzac Water Treatment Plant located beside the Graham Creek reservoir). This arrangement would allow for the County to supply water as needed to areas within the County dependent on growth in the future. The MD has advised that there are no current projects identified in the current boundary area however they would be able to plan for full water allocation in the future. Schedule B proposes to amend the map identifying the boundaries. Schedule F refers to the sale of water outside the boundaries which currently provides for an allocation not to exceed 2,200 m³/day. As Council is aware A7RWC have experienced some difficulties in providing water at a reasonable cost due to the low usage. Under the proposal, once Town of Drumheller water is supplied to the new East Balzac plant it</p>			
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Town of Drumheller, AB
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	would be available throughout Rocky View County. This arrangement would not provide any short term assistance to A7RWC or the Town of Drumheller as Rocky View has no immediate needs for additional water. Council reviewed the matter at their Council Meeting of November 21 st and has directed Administration to prepare a cost benefit analysis, further research insurance costs and whether a representative from Environment would offer their opinion.			
5.	<p>East Coulee Wastewater Treatment Plant</p> <p>The Town's application to replace the Rotating Biological Contact (RBC) treatment system has been approved by the Alberta Municipal Water and Wastewater Grant Program and has been in the queue for priority for four years. The Town has concerns that the plant will no longer be able to service the area in the very near future. The existing RBC treatment unit at East Coulee was constructed in 1982 (with used equipment) with a typically design life of about 20 years. The unit is now 30 years old. The failure of the RBC could happen any day resulting in sewage having to be transported to the Drumheller Wastewater Treatment Plant. The Province in a letter dated April 12, 2011 confirmed that the project is eligible for cost sharing. The total estimated project costs are \$1,275,000.</p>			
6.	<p>Twinning SH575 3rd Street SW to Premier Road</p> <p>Letter received from Hon. Ty Lund, Minister of Infrastructure and Transportation in 2005 where he advised that capital highway projects like the proposed twinning of SH575 are prioritized based on the estimated cost and the benefits that will be gained by highway users. He stated that this project ranks relatively low compared to other projects provincially. The Province is prepared to advance the project subject to a 30% contribution from the Town of Drumheller however this offer was not acceptable to the Town. The Province is prepared to fund the Highway 575 twinning project 100% however the timing of the construction will be dependent upon overall provincial proprieties and available budgets. Emergency response operators, businesses and other interested parties wrote letters of support which have been forwarded to the Minister of Transportation.</p>			

ORGANIZATIONAL IMPROVEMENTS WORK PROGRAM

PRIORITY/Desired Outcomes	OPTIONS/Preferred Strategy/ Notes	ACTION What, Who and When
1. PUBLIC COMMUNICATION (CAO) + Leadership + Build public trust + Transparency of decision making + Awareness + Better input + Town Council Meetings should be on webcast + Word of mouth – common message + Newspaper – prepare own material for Town Page + Website – update regularly + Social Media – need a policy	Triggers that need communication (consistency, clarify, trust, efficiency, unity, confidence) Policy (if in trouble) Strategy (if change / update) Finance (if overruns) Media Release Media Coverage – news you ought to know (both negative and positive because of calls you may get) Request for Information Think next morning – no surprises	1. Review Communication Strategy - Jan 2. Schedule Visitations / Outreach - Jan 3. Streaming Feasibility – Feb 4. Review Game Plan - April Every three months do the check list.

• 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 Date
1.	Review Communication Strategy We want to satisfy stakeholder information expectations and increase public awareness of Council's responsibilities, processes and services. We also want to increase public engagement and understanding of our initiatives.	Mayor / Council / CAO Econ Dev Officer		January, 2012
2.	Schedule Visitations / Outreach			January, 2012
3.	Streaming Feasibility Live Council Meetings – what are the costs to equip Council Chambers? Possible local radio station sponsor program?			February, 2012
4.	Review Game Plan Currently, the following communication actions are carried out: Radio - Mayor or representative do a bi – weekly or monthly update on the air. Depending on advertising dollars we may be able to purchase some consistent			April, 2012

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	<p>advertising on a radio station. The purpose of the ads will be to drive people to the website. For this purpose we would purchase 10 – 15 second commercials on a consistent basis.</p> <p>Website The strategy is to drive more people to our website for news and information on the town. Links to “what’s new in Drumheller will be promoted on the town page. The goal is to have more people checking the website as opposed to reading the advertising in the news paper.</p> <p>Current and updated information for Residents - The What’s New link will provide brief headline and then “click here for more” information. Important meeting dates will also be on the web. Newsletters or other information bulletins can be inserted in the utility bills.</p> <p>Current and updated information for Business RFP /Request for Tenders /upcoming events for possible Retail (Dates for big events)/Link to chamber newsletter/Information Sessions.</p> <p>Press Releases - The goal is to provide regular information to the media. This information will be news that residents want to know about. There are many news stories that do not get published due to the fact that the media may not realize the local aspect of the story.</p>			
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Chief Administrative Officer

OPERATIONAL STRATEGIES

CAO – OPERATIONAL PRIORITIES WORK PROGRAM

PRIORITY/Desired Outcomes	OPTIONS/Preferred Strategy/ Notes	ACTION What, Who and When
BADLANDS COMMUNITY FACILITY FUNDING STRATEGY PENITENTIARY UTILITY RATES CONTRACT BADLANDS COMMUNITY FACILITY PHASE 2 DESIGN / COMMITTEE STRUCTURE See Corporate Priorities		

- Prerequisite; *Main Result; + Benefit

CAO OPERATIONAL PRIORITIES WORK PROGRAM

PRIORITY/Desired Outcomes	OPTIONS/Preferred Strategy/ Notes	ACTION What, Who and When
AFFORDABLE HOUSING REQUEST FOR PROPOSAL <ul style="list-style-type: none"> Municipal Development Plan Housing Corporation Transient, social (subsidized) and market Shortfall of social housing (20% of income) Drumheller Housing Administration (no request into the Province for funding) – DHA has existing housing (rent is based on formula of 10% below market rent) Town can advocate 	Options: <ul style="list-style-type: none"> Market affordable housing Encourage private sector to build a supply of housing 	1. Land Sites – Nov. 2011 2. Terms of Reference – Feb, 2012 3. Call for Proposals – March, 2012

• Prerequisite; * Main Result and + Benefit

Action Steps – Affordable Housing Request for Proposal

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

Step No.	Action Step	Assigned To (Who)	Start Date	Due Date
1.	On November 7 th , 2011 Council directed Administration to proceed with Call For Proposals on the following land sites: Hillsview Phase 2 - The original plan was registered in 1981. - In 2006, Hillsview Phase 1 was serviced by the Town and is now completely built out. - When the property was subdivided in 1981, it was assumed that an existing mine shaft located within Hillsview Phase 11 was properly filled however when further drilling was being carried out on the site, a large concrete cover was found. The cover was broken off and it was confirmed that there was a shaft that went down approximately 90 feet. At that time, Council approved a remediation plan to fill the			November 2011

Town of Drumheller, AB
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	<p>shaft with washed rock using water for compaction. Due to the possibility of settlement, it was agreed that a 15 metre radius around the centre of the shaft should not be developed. This area will be used for parking or a green space.</p> <ul style="list-style-type: none"> - In 2008, the area was reclassified from R-1 to R4 which would allow for multi-family housing. - In early 2011 a replot of the area included a laneway that had to be increased in width to accommodate drainage from adjacent properties. The replot also included the consolidation of all lots into one area which would allow for construction of multi-family housing. The new plan will be registered by Hunter Survey Systems shortly. - There have been several expressions of interest in the property in recent months. <p>Elgin Hill</p> <ul style="list-style-type: none"> - The plan was registered in May, 2011. - The Area Structure Plan was adopted in 2006 and includes land owned by two other parties in addition to the Town. The plan provides for legal access to the site via a cul-de-sac road extending from a high point on Elgin Hill Road up on to the flat bench land. This road will provide access to all land on the upper area. - In order to maintain acceptable water pressures for the site, a booster pump is required. - The planning report suggests a variety of housing types including town houses and apartments however the final plan would be at the discretion of the developer. 			
2.	Terms of Reference			February, 2012
3.	Call for Proposals			March, 2012

CAO - OPERATIONAL STRATEGIES WORK PROGRAM

PRIORITY/Desired Outcomes	OPTIONS/Preferred Strategy/ Notes	ACTION What, Who and When
CN RAIL <i>Issue: The CN Rail line will become abandoned and there could be other possibilities for the line, if owned by the municipalities. Any contamination on the site is CN's responsibility however they will not transfer the property if contaminated.</i> + Rail steel could be sold for other uses + Future Use + Trail + Utility Corridor + Short Line	Options: 1. Province did not indicate an interest in the rail discontinuance process. 2. Private enterprise (was not able to raise the revenue to buy the line). 3. Municipality could retain the right of way and then enter into use agreements with private sector.	1. Partners meet with CN to confirm position – Jan 2. Assess options - Feb 4. Negotiations - 2012

• Prerequisite * Main Result + Benefit

Action Steps – CN RAIL

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

Step No.	Action Step	Assigned To (Who)	Start Date	Due Date
1.	Partners meet with CN to confirm position BACKGROUNDER: Oyen-Lyalta Rail Recovery Project – A Part 9 Company, Badlands Railco, was formed as a legal entity for the acquisition and ownership of the rail line that will defer any direct liability from any single municipal entity. Negotiations included a land evaluation process for the issuance of a tax certificate to CN (rather than paying cash); environment site assessment; and an engineering review of the CN Bridge Report. The net salvage value of the line is \$23M depending on the fair market value. The purchase of the line would have a significant impact on economic development in the region.	CAO to Council		
2.	Assess Options Conference call held on January 9 th – CN is to outline new position in letter. A further conference call will be held on February 8 th with Drumheller, Starland and Wheatland – next steps.			
3.	Negotiations			

Agenda Item # 8.1.2

Director of Corporate Services

OPERATIONAL STRATEGIES

CORPORATE SERVICES - OPERATIONAL STRATEGIES WORK PROGRAM

PRIORITY/Desired Outcomes	OPTIONS/Preferred Strategy/ Notes	ACTION What, Who and When
UTILITY RATE MODEL (Director of Corporate Services) Bylaw Rate Review was done in 2010. <i>Issue: Complaints about high water costs; Perception - regional partners are at less costs; Concern - fairness.</i>	Options: 1. Show public Value for \$\$ (public message). 2. Sell more volume (regional partnerships). 3. Penitentiary should pay fair share (6% of total water usage). 4. Sewer costs (formula based). 5. Three Hills volume will reduce Aqua7 and Town costs.	1. Renegotiate Penitentiary Contract – Jan

• Prerequisite * Main Result + Benefit

Action Steps – Utility Rate Model

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

Step No.	Action Step	Assigned To (Who)	Start Date	Due Date
1.	Renegotiate Penitentiary Contract – if the Penitentiary were paying their fair share of 6% of the total water usage, their bill would increase substantially. This would replace the rate structure agreed to in 1978.	CAO /Director of Corporate Services		

CORPORATE SERVICES - OPERATIONAL STRATEGIES WORK PROGRAM

PRIORITY/Desired Outcomes	OPTIONS/Preferred Strategy/ Notes	ACTION What, Who and When
UTILITY RATE MESSAGING (Director of Corporate Services)		

- Prerequisite * Main Result + Benefit
-

Action Steps – Utility Rate Messaging

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

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

CORPORATE SERVICES - OPERATIONAL STRATEGIES WORK PROGRAM

PRIORITY/Desired Outcomes	OPTIONS/Preferred Strategy/ Notes	ACTION What, Who and When
EAST TRANSMISSION WATER LINE (Director of Corporate Services)		

- Prerequisite * Main Result + Benefit
-

Action Steps – East Line Water Extension

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

Step No.	Action Step	Assigned To (Who)	Start Date	Due Date
1.	Council discussion – next steps Background: Further to subsequent resident polling results regarding the proposed water distribution systems for East Coulee and Lehigh, the Town is proceeding with the design of a water transmission line only, with limited fire protection servicing as well as truck fill stations located where warranted. In order to evaluate the alignment options for the transmission line, the Town is seeking input from landowners in the vicinity of the project who may be interested in connecting to the system either in the short term or in long term in support of existing development and / or future development potential.	Directors of Corporate Services Infrastructure Services		
2.	Borrowing Bylaw	Director of Corporate Services		
3.	Construction	Director of Infrastructure Services		

CORPORATE SERVICES - OPERATIONAL STRATEGIES WORK PROGRAM

PRIORITY/Desired Outcomes	OPTIONS/Preferred Strategy/ Notes	ACTION What, Who and When
ASSET MANAGEMENT (CAPITAL INVENTORY) Carryover (Director of Corporate 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 Date
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. Model is place. The live portion is not running yet – testing of the system needs to be done.	Director of Infrastructure Services / Director of Corporate Services		

Director of Infrastructure Services

OPERATIONAL STRATEGIES

INFRASTRUCTURE SERVICES - OPERATIONAL STRATEGIES WORK PROGRAM

PRIORITY/Desired Outcomes	OPTIONS/Preferred Strategy/ Notes	ACTION What, Who and When
TOWN HALL RELOCATION (AI) See Corporate Priorities		

- Prerequisite; *Main Result; + Benefit

INFRASTRUCTURE SERVICES - OPERATIONAL STRATEGIES WORK PROGRAM

PRIORITY/Desired Outcomes	OPTIONS/Preferred Strategy/ Notes	ACTION What, Who and When
WATER SYSTEM EXPANSION (Construction) (Director of Infrastructure Services)		

- Prerequisite * Main Result + Benefit
-

Action Steps – Water System Expansion

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

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

INFRASTRUCTURE SERVICES - OPERATIONAL STRATEGIES WORK PROGRAM

PRIORITY/Desired Outcomes	OPTIONS/Preferred Strategy/ Notes	ACTION What, Who and When
TOWN ENTRANCES / CORRIDOR STRATEGY (Director of Infrastructure Services) <i>How do we improve the entrances to Drumheller?</i> Concern: 4 primary entrances need landscaping / cleanliness / picnic tables – amenities for stopping tourists / wayfinding signage / reduce clutter / road condition	Options: - May be a 2013 Centennial Project	1. Assessment – January, 2012 2. Targets – January, 2012 3. Budget – February, 2012 4. Operational Maintenance / Tender – June 5. Implementation – August, 2012

• Prerequisite * Main Result + Benefit

Action Steps – Town Entrances

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

Step No.	Action Step	Assigned To (Who)	Start Date	Due Date
1.	Assessment	Director of Infrastructure Services		January, 2012
2.	Targets			January, 2012
3.	Budget			February, 2012
	Operation Maintenance / Tender			June, 2012
	Implementation			August, 2012

INFRASTRUCTURE – OPERATIONAL STRATEGIES WORK PROGRAM

PRIORITY/Desired Outcomes	OPTIONS/Preferred Strategy/ Notes	ACTION What, Who and When
WATER AND WASTEWATER PLANT UPGRADE		

- Prerequisite; *Main Result; + Benefit

Action Steps – Water and Wastewater Plant Upgrade

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

Step No.	Action Step	Assigned To (Who)	Start Date	Due Date
1.	RFP for Study Report On October 11 th , Council awarded the contract to Associated Engineering for \$66,781 to supply Professional Engineering Services for System Upgrades and Optimization at Drumheller Water and Wastewater Treatment Facilities.	Director of Infrastructure Services	October, 2011	Nov. 30, 2012
2.	Associated Engineering and Town to submitted application for upgrade to the WTP.	Director of Infrastructure Services	October, 2011	Feb. 28, 2012
3.	Associated Engineering and Town to complete Drumheller and East Coulee WWTP's – Receiving stream assessments.			Nov. 30, 2012
4.	Town to complete upgrade for WTP			Nov. 30, 2012

INFRASTRUCTURE SERVICES - OPERATIONAL STRATEGIES WORK PROGRAM

PRIORITY/Desired Outcomes	OPTIONS/Preferred Strategy/ Notes	ACTION What, Who and When
PUBLIC WORKS YARD RELOCATION STRATEGY (Carryover) (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 Date
1.	Leaseholder has been advised that the lease expired on March 31, 2011. The Town is giving the leaseholder some leeway to remove his assets.	Director of Infrastructure Services		

INFRASTRUCTURE SERVICES - 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 Date
1.	<p>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:</p> <ol style="list-style-type: none"> 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). <p>The Town has implemented a green strategy plan for Town residents. The following programs were successfully implemented in 2010.</p> <ul style="list-style-type: none"> - \$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. <p>Other green strategies include:</p> <ul style="list-style-type: none"> - Street lighting HP Sodium reduced energy by 60% and discussions have been held with ATCO. 	CAO to Council		
2.	<p>Committee to identify new priorities for Council consideration</p> <ul style="list-style-type: none"> - Eligible for replacing 2 toilets under the Rebate Program - Pre ordering rain barrels / composters and selling at cost - Pre ordering fermentation barrels and selling at cost - Change out of fixtures to energy savings 		July 2011	Sept 2011 January, 2012

Director of Community Services

OPERATIONAL STRATEGIES

COMMUNITY SERVICES - OPERATIONAL STRATEGIES WORK PROGRAM

PRIORITY/Desired Outcomes	OPTIONS/Preferred Strategy/ Notes	ACTION What, Who and When
2013 CELEBRATION COMMITTEE (Director of Community Services) See Corporate Priorities		

- Prerequisite * Main Result + Benefit

COMMUNITY SERVICES - OPERATIONAL STRATEGIES WORK PROGRAM

PRIORITY/Desired Outcomes	OPTIONS/Preferred Strategy/ Notes	ACTION What, Who and When
AFFORDABLE HOUSING POLICY (Director of Community Services)		

- Prerequisite * Main Result + Benefit

Action Steps – AFFORDABLE HOUSING POLICY

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

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

COMMUNITY SERVICES - OPERATIONAL STRATEGIES WORK PROGRAM

PRIORITY/Desired Outcomes	OPTIONS/Preferred Strategy/ Notes	ACTION What, Who and When
REGIONAL BYLAW SERVICES (Director of Community Services) <i>Issue: Will Regional Bylaw Services be advantageous – cost savings / cooperation / restructure?</i> Currently have 2.5 staff.		1. Review Study – Jan 2. Do Analysis – Sept 3. Council provide direction - Oct 4. Administration negotiate - 2013

- Prerequisite * Main Result + Benefit
-

Action Steps – REGIONAL BYLAW SERVICES

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

Step No.	Action Step	Assigned To (Who)	Start Date	Due Date
1.	Review Study BACKGROUND: The Regional Bylaw Services Exploration Study was initiated as a result of a request from member municipalities at the Palliser Regional Municipal Services (PRMS) 2010 November General Meeting to be reviewed and considered to determine the potential benefits of a regional bylaw service in East Central Alberta. PRMS is the contracted agency to provide the study. PRMS currently provides Municipal Planning, Mapping, Safety Codes and Regional Solutions Services to 28 Member / Shareholder municipalities in East Central Alberta.	Director of Community Services		January, 2012
2.	Do Analysis			Sept., 2012
3.	Council provide direction			October, 2012
4.	Administration Negotiate			2013

COMMUNITY SERVICES - OPERATIONAL STRATEGIES WORK PROGRAM

PRIORITY/Desired Outcomes	OPTIONS/Preferred Strategy/ Notes	ACTION What, Who and When
BEAUTIFICATION PROJECTS (Director of Community Services)		

- Prerequisite * Main Result + Benefit
-

Action Steps – BEAUTIFICATION PROJECTS

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

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

COMMUNITY SERVICES OPERATIONAL PRIORITIES WORK PROGRAM

PRIORITY/Desired Outcomes	OPTIONS/Preferred Strategy/ Notes	ACTION What, Who and When
BADLANDS COMMUNITY FACILITY STARTUP (Marketing) (Director of Community Services)		

- Prerequisite * Main Result + Benefit
-

Action Steps – BADLANDS COMMUNITY FACILITY STARTUP (Marketing)

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

Step No.	Action Step	Assigned To (Who)	Start Date	Due Date
1.	Quarterly Updates to Council	Director of Community Services/BCF Manager		

Economic Development Officer

OPERATIONAL STRATEGIES

ECONOMIC DEVELOPMENT OFFICER / TASK FORCE OPERATIONAL PRIORITIES WORK PROGRAM

PRIORITY/Desired Outcomes	OPTIONS/Preferred Strategy/ Notes	ACTION What, Who and When
REVIEW ECONOMIC DEVELOPMENT STRATEGY (Economic Dev Officer) * Existing Strategy ? What is our role? + Focused effort + Foundation for partnerships + Council expectations	1. Task Force	1. Review Economic Development Strategy - Feb

Action Steps – REVIEW ECONOMIC DEVELOPMENT STRATEGY

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

Step No.	Action Step	Assigned To (Who)	Start Date	Due Date
1.	Review Economic Development Strategy BACKGROUND: On July 19, 2010, Wayne Hove presented the recommendations from the Economic Development Objectives: A Blueprint for the Future. These objectives are based on the EDTF strategic planning session of March 24, 2010 and the inclusion of the recommendations from the Parking Task Force through Council. The following are the prioritized objectives: Priority 1 – Engage the community in a Municipal Branding process. Priority 2 – Generate a Towne Center icon within the Downtown Core. Priority 3 – Connecting Drumheller's Creative Community to expand the economy for both prime and shoulder visitor seasons. Priority 4 – Post Secondary Education and Training. Priority 5 – Investment Development (supporting the current investment activities within the region). Council agreed to support the Economic Development Objectives in principle as the priorities are consistent with those strategies identified in the Municipal Sustainability Plan.	CAO/Director of Community Services/ EDO/ Task Force to Council		February, 2012

EDO OPERATIONAL STRATEGIES WORK PROGRAM

PRIORITY/Desired Outcomes	OPTIONS/Preferred Strategy/ Notes	ACTION What, Who and When
COMMUNICATION STRATEGY (See Organizational Improvements) (Council / CAO / EDO)		

- Prerequisite * Main Result + Benefit

EDO OPERATIONAL STRATEGIES WORK PROGRAM

<u>TOURISM MASTER PLAN (EDO)</u> 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 first steps in the implementation of the Tourism Master Plan 3) Report to Council on progress quarterly.
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• 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. 7 th , 2011 the Consultants made a presentation to Council and on Feb. 8 th 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.	EDO / CAO / Council		March, 2011

Agenda Item # 8.1.2

Town of Drumheller, AB
Strategic Business Plan – 2012

	Implementation will start immediately and go 5+ years (2011 to 2015). At their meeting of March 28 th , Council adopted the Tourism Master Plan.			
2.	<p>Authorize the existing Drumheller Valley Buying Group to facilitate the first steps in the implementation of the Tourism Master Plan</p> <p>The recommendations for a DMO organization and governance model for the Town of Drumheller are as follows:</p> <p>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.</p> <p>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.</p> <p>The following task list has to be explored in advance in order to get all the information for the DMO:</p> <p>1) Advocate and demonstrate the importance of tourism;</p> <p>2) Position, brand and market the Town in the conference and meetings market;</p> <p>3) Increase the efficiency and effectiveness of stakeholder's role in destination development by commencing a Business Revitalization Zone (BRZ);</p> <p>4) Establish a BRZ policy framework; and</p> <p>5) Amend the MDP to foster high quality tourism development.</p> <p>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.</p>	Council		
3.	<p>Report to Council on progress quarterly</p> <p>The Drumheller Valley Buying Group made a presentation to Council on June 20th, 2011.</p>			June, 2011

Town of Drumheller, AB
Strategic Business Plan – 2012

4.	<p>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.</p> <p>The next steps include:</p> <ul style="list-style-type: none"> - The DVBG is finalizing the contract for the hiring of the Destination Marketing Manager; - Put an ad out for a Destination Marketing Manager for a 2012 hire with funds coming from the Town and Chamber; and - Hold public meetings with all stakeholders in the new year to provide input. The DVBG will make the final recommendations. 	<p>Meet with Chinook County DMO to discuss sustainable DMO's.</p> <p>Plan for a facilitated public meeting to discuss the formation of the Travel Drumheller DMO.</p> <p>Finalize the Marketing Plan for the 2012 Year.</p> <p>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</p>		<p>May 27, 2011</p> <p>Sept. 2011</p> <p>Oct./Nov. 2011</p> <p>Jan. 2012</p>
5.	<p>We have applied for funding through the Canadian Badlands and the RADF to initiate two other projects with the Tourism Master Plan</p> <p>Project #1 – Branding – The Town of Drumheller will contract a destination branding consultant to facilitate the branding initiative.</p> <p>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. No wording on funding approval as of yet.</p>	Funding Decision		<p>Oct., 2011</p>

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 Policing Priorities in 2012		

FIRE – OPERATIONAL PRIORITIES WORK PROGRAM

PRIORITY/Desired Outcomes	OPTIONS/Preferred Strategy/ Notes	ACTION What, Who and When
1. ALBERTA FIRST RESPONDER COMMUNICATION UPGRADE		
2. SCBA UPGRADE		
3. RISK MANAGEMENT PROCEDURES		

SUCCESS INDICATORS

(APPENDIX 1)

Social <ul style="list-style-type: none"> • Badlands Community Facility – new programming • Elim Church (old Central School) – new daycare / space for rent • New modern school buildings • Hospital Cancer Center / CT Scan / Ultra Sound • New Business Initiatives • Hillview Addition • Affordable Housing • Vibrant Art Scene (Galleries) – grants availability • Foreign workers filling employment void • Passion Play • Program variety to engage youth / adults 	Environment <ul style="list-style-type: none"> • Solar panels for irrigation and street lighting • Solar bees on raw water storage system • More seniors housing • Recycling Facility Award (best practices for effective delivery of regional services) • Green Team initiatives (rain barrels, toilet rebates) • Community Gardens • Secondary Treatment WWTP • Boat Launch (access to river for emergency services) • Dedication of Environment Reserve
Infrastructure <ul style="list-style-type: none"> • Tourism Accommodations • High Quality Water System • High Quality Solid Water Management System • Trail System • Expansion of Regional Water System • New schools / hospital / subdivisions • Future Town Hall • Good road system 	Economic <ul style="list-style-type: none"> • Stores are busy • Employment opportunities • Construction Activity (new bank) • Housing • Population • # of Business Licenses • Great Image (Top 10 in Alberta)

Vision Check-up

(APPENDIX 2)

<p>Social</p> <p>What Works Well</p> <ul style="list-style-type: none"> • Seniors Co-ordinator • Valley Bus • Badlands Ambulance Society • Low crime rate • Community engagement – block parties • Volunteer Fire Department • Service Clubs / Organizations • Heritage Committee • Dayhomes 	<p>Social</p> <p>Areas for Attention</p> <ul style="list-style-type: none"> • Low Income • More affordable housing • More seniors housing • Integrate Ethnic volunteers • Encourage outdoor rink usage – community organizations • Post secondary opportunities • Special community needs – Skateboard Park
<p>Environment</p> <p>What Works Well</p> <ul style="list-style-type: none"> • Playground rebuilds / park upgrades with partnership with community groups • Rain sensors on irrigation system • Promoting conservation (rate design) • Planning documents working well (Land Use Bylaw and Municipal Development Plan) / MPC approvals • Tree planting and pruning 	<p>Environment</p> <p>Areas for Attention</p> <ul style="list-style-type: none"> • Brownfield site remediation • Xeriscaping advancement • Sludge handling • Public parks (Kinsman / Partici Park) • Newcastle Beach • New provincial legislation without supporting grants • Community entrances • Land for development – growth area • New section of Cemetery needs landscaping

Vision Check-up (Cont'd)

Infrastructure What Works Well <ul style="list-style-type: none"> • Recycled Road Millings • Automatic Garbage Pickup • Badlands Community Facility • New Town Hall • Spray Park / Location • Cast Iron Replacement • Tim Hortons • Airport 	Infrastructure Areas for Attention <ul style="list-style-type: none"> • East Coulee / Lehigh Water • Drumheller to Rosedale Trail Development • Bears paw Drill Site Expansions in McMullen Island • Partici Park • Wayfinding Signage for getting around Drumheller • New pavement for unpaved roads • Highway 10 Rosedale to East Coulee Upgrade • Highway 9 /10 jurisdictional issues • Waterslide Replacement • Wifi Connection • Rail line • Expand Airport Functions • Industrial infrastructure • Provincial highways cleaning • Cost of investment – financial barrier • Water to Penitentiary • Michichi Bridge improvements
Economic What Works Well <ul style="list-style-type: none"> • Highway 9 Company • Attractive Welcoming Community • Attract diversity • EARN breakfast • Badlands Community Facility 	Economic Areas for Attention <ul style="list-style-type: none"> • Shoulder Season • Branding • Skilled workforce • Economic Stability • Hours of Stores / Businesses • Tax Rate • Cats • Beautification • Signage – marketing consistency • Customer Service • Diversity • BCF Fundraising • Town Hall Relocation

Issues / Opportunities Long List**(APPENDIX 3)****Priority Rating (Council and Senior Staff)**

Item	Council	Staff	Total
Badlands Community Facility Funding	36	26	62
Entrances to Drumheller	21	12	33
Town Hall Relocation	10	23	33
Michichi Creek Improvement	18	11	29
Regional Water System	18	11	29
Senior Housing	25	2	27
Water Rate Review	25	0	25
Internal Communication	15	7	22
Affordable Housing	22	0	22
Newcastle Beach	11	7	18
Town Communication Network	0	18	18
East Coulee / Lehigh Water	11	4	15
Town Centre	5	10	15
Staff Training	0	15	15
Asset Management	0	14	14
External Communication	14	0	14
Bylaw Services Review	14	0	14
VBS Operation	9	4	13
Brownfields	0	13	13
Road Improvements	3	9	12
Staffing Levels	0	12	12
Penitentiary Sewer and Water Rate Review	0	12	12
Active Youth	0	12	12
BCF Marketing	0	11	11
Highway Improvement	4	7	11
BCF Next Phase	10	0	10
Sewage Smell	10	0	10
2013 Centennial Planning	0	10	10

Item	Council	Staff	Total
Beautification	8	2	10
Skateboard Park	10	0	10
Community Involvement	0	10	10
Water / Wastewater Upgrades	0	9	9
Humane Society Business Plan	8	0	8
Police Expansion	0	8	8
Sidewalk Patios	8	0	8
Municipal Art Policy	0	8	8
Dealing with Cultural Diversity	7	0	7
Debt Management Policy	6	0	6
All season Trail Maintenance	5	0	5
Future of Train Bridge	5	0	5
Signage	5	0	5
Infrastructure Funding	5	1	6
Downtown Merchant Cooperation	0	4	4
BRZ	4	0	4
Wind Power	3	0	3
Government Lobbying Strategy	0	3	3
Welcoming Communities	0	3	3
Airport Development	0	2	2
Aquaplex Improvement	2	0	2
Council Laptop Upgrade	1	0	1
Green Team Initiatives	0	1	1
Safety codes Inspections	0	0	0
Drumheller Festival of Lights	0	0	0
Hwy Upgrade (Rosedale to East Coulee)	0	0	0
Advisory Committee – BCF	0	0	0
Financial Reporting from Departments	0	0	0
Regional Partnerships	0	0	0

ISSUES / OPPORTUNITIES SHORT LIST
(Appendix 4)**Represents Council's / Staff's Top Ten*

ITEM	COUNCIL	STAFF	TOTAL
Badlands Community Facility Funding	36 (1)	26 (1)	62
Entrances to Drumheller	21 (5)	12 (6)	33
Town Hall Relocation	10 (9)	23 (2)	33
Michichi Creek Improvement	18 (6)	11 (10)	29
Regional Water System	18 (7)	11	29
Senior Housing	25 (2)	2	27
Water Rate Review	25 (3)	0	25
Internal Communication (include External Communication)	15 (8)	7	22
Affordable Housing	22 (4)	0	22
Newcastle Beach	11	7	18
Town Communication Network	0	18 (3)	18
East Coulee / Lehigh Water	11	4	15
Town Centre	5	10	15
Staff Training	0	15 (4)	15
Asset Management	0	14 (5)	14
Bylaw Services Review	14 (10)	0	14
Penitentiary Sewer and Water Rate Review	0	12 (7)	12
Staffing Levels	0	12 (8)	12
Active Youth	0	12 (9)	12
BCF Marketing	0	11	11



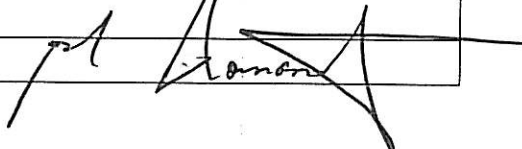
DRUMHELLER

REQUEST FOR DECISION

Agenda Item # 8.1.3



Request for Decision

		Date:	January 27, 2012
Topic:	CANADIAN BADLANDS LTD.		
Proposal:	As of April 1 st , 2012, the three shareholder representatives of the Canadian Badlands Ltd. will be Mayor Terry Yemen, Councillor Sharel Shoff and EDO – Bob Cromwell.		
Proposed by:	Town Council		
Correlation to Business (Strategic) Plan			
Benefits:	With well planned and coordinated development and marketing, all municipalities within the Canadian Badlands region have the potential to realize economic benefits. Provincial contributions.		
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 the appointments of Mayor Terry Yemen, Councillor Sharel Shoff and EDO - Bob Cromwell as shareholder representatives of the Canadian Badlands Ltd.		
Report Writer:	Ray Romanetz, P. Eng.	CAO:	
Position:	CAO		

OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER

Telephone: (403) 823-1339

	Created By: Linda Handy	1
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Agenda Item # 8.1.3

Canadian Badlands

SHAREHOLDER REPRESENTATIVES OF THE CANADIAN BADLANDS LTD.

Municipality Town of Drumheller

Address 703 - 2 Avenue West
Drumheller, AB

Postal Code T0J 0Y3

1st Representative must be the Mayor or Reeve or a designate who must be an elected official.

Name Terry Vemen Position Mayor

2nd Representative may be a second elected official, a tourism operator, economic development officer, or individual from a tourism marketing organization.

Name Sharel Shoff Position Councillor

3rd Representative may be a tourism operator, economic development officer, an individual from a tourism marketing organization or could be an elected official.

Name Bob Cromwell Position EDO

Signature required:

Mayor or Reeve (signature) (printed name)

Dated the ____ day of _____, 2012

Please fax this signature page to 403-823-7753

AND mail the original to Box 1408, Drumheller, AB, T0J 0Y0



Request for Decision

Date: **Monday, January 16, 2012**

Topic: Building Janitorial Maintenance contract at the Badlands Community Facility

Proposal: On December 14, 2011 the Town of Drumheller sent out tender documents for janitorial service at the BCF for a two year term. On January 6th, 2012 a site walk through of the facility occurred with six interested parties. Tenders were opened in Council Chambers at 2pm, January 13th, 2012. Five tenders were received, one was rejected based on the fact that it was faxed in.

The results were as follows:

Scollard Maintenance Ltd. (Edmonton, AB): \$ 94,500.00

Additional Hourly Rate: \$ 20.80

Note : Scollard requested additional money for the yearly cleaning duties that were supposed to be included in the contract price.

Clean Family Clean (Medicine Hat, AB): Rejected tender due to faxing, not mailing

Carmel Projects Inc. (Drumheller, AB): \$292,406.00

Additional Hourly Rate: \$ 15.20

All Canada Clean Corp. (Edmonton, AB): \$137,997.00

Additional Hourly Rate: \$ 19.50

Best Service Pro's (Calgary, AB): \$ 94,349.62

Additional Hourly Rate: \$ 20.80

Additional Hourly Rate (Supervisor) \$ 25.96

Note: All quotes include GST.

Proposed by: Keith C. Russell

INFRASTRUCTURE SERVICES

Telephone: (403) 823-1330

Request for Decision	1/16/2012 1:28:00 PM	1
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Agenda Item # 8.2.1

Correlation to Business (Strategic) Plan: The proposed Operation Draft Budget allocated \$90,000 for 2012 - 2014. The janitorial tender is for a two year term and as such could become an issue in 2014.

By accepting the lowest tendered price of \$94,349.62 less 5% GST, the final cost for 2012 and 2013 would be \$89,856.81 which is within the proposed budget allocation.

Benefits:

- The firms offering the service are professional cleaners
- Janitorial services are seven days a week, thus no additional Town staffing or overtime
- Janitorial supplies including paper products and cleaning supplies are the responsibility of the successful bidder
- The lowest tender is within scope of the operational draft proposal

Disadvantages:

- Service levels by contractor require monitoring
- There are always out of scope issues that may be contentious
- The budget amount of \$90,000 for the service is merely a draft at this point

Alternatives:

- Retender after substantial completion of the building construction
- Use Town staff to provide the service

Finance/Budget Implications:

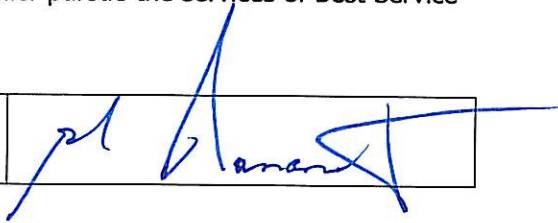
There are no obvious issues assuming that draft budget number is approved.

Operating Costs:		Capital Cost:	
Budget Available:	\$90,000.00	Source of Funds:	
Budget Cost (less GST):	\$89,856.81	Budget Cost:	

Communication Strategy: The successful bidder would be contacted and offered the contract. The contract would be signed and the Town of Drumheller would ensure that Liability Insurance, WCB, and the Irrevocable Letter of Credit are in place. The unsuccessful bidders would be notified of the Town's decision and the rejected quote would be returned to Clean Family Clean without review.

Agenda Item # 8.2.1

Recommendations: It is my recommendation that the Town of Drumheller pursue the services of Best Service Pro's for the lowest tendered price of \$94,349.62 including GST.

Report Writer:		CAO:	
Position:			



DRUMHELLER

CHIEF ADMINISTRATIVE OFFICER

Agenda Item # 9.1



QUARTERLY REPORT

Name:	R.M. Romanetz, P. Eng.	Month:	October to December 2011
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Last Quarter's Accomplishments:

- **Mayor and Council:**

- On October 11th, Council awarded the contract to Associated Engineering for \$66,781 to supply Professional Engineering Services for System Upgrades and Optimization at Drumheller Water and Wastewater Treatment Facilities;
- Council set the reserve bid price for properties for the January 25, 2012 tax recovery auction;
- Council denied that the Sandstone Manor be made exempt from taxation; and
- Council directed Administration to proceed with the sale of Newcastle Hall to Newcastle Recreation Association. All parties signed the offer to purchase and sale agreement on December 21st, 2011.
- On October 17th, R. Romanetz provided an overview of the East Coulee / Lehigh water line extension project and costs. Council requested that an information letter be sent out prior to the Public Meeting on November 9th;
- A. Kendrick provided an overview of the remediation plans for the Michichi Creek bank erosion; and
- P. Salvatore provided an overview of the BCF play area.
- Council held its Organization Meeting on October 24th with approval of the Board appointments for 2011/12.
- On October 31st, Council reviewed the Transit Feasibility Study and requested Administration to prepare a public survey / questionnaire on expanded services for the Valley Bus; and
- Council reviewed a request from Community Futures for the sale of the Downtown Revitalization Corporation.
- On November 7th, Bylaw 06.11 was passed which proposes to close a portion of unused road allowance in the middle of Mr. and Mrs. Sandy Brown's property;
- R. Romanetz provided an overview of Elgin Hill and Hillsvie Phase 2 areas for development; Council directed Administration to proceed with both the Hillsvie Phase 2 and Elgin Hill Phase Call for Proposals; and
- Council approved the introductory fees for the Badlands Community Facility and Aquaplex.
- Council held their Annual Strategic Planning Workshop on December 12th and 13th with Dr. Gord McIntosh as the facilitator.
- On November 14th, Council heard a delegation from the United Church Women on the Child Well-Being Initiative; and
- R. Romanetz presented an overview of the November 9th Public Meeting held in East Coulee on the water line extension. Council directed Administration to send out a letter asking the affected residents if they were in favor or against the project; and
- Councillor Sharel Shoff provided a report on the Rural Physicians Conference held on October 27th & 28th.

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	Created by Handy	Page 1 of 4
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Agenda Item # 9.1

- On November 28th, Council heard a presentation from Bruce Coad on the EMS Ambulance Society;
- Council review the draft Responsible Pet Owners Bylaw; and
- Councillor J. Garbutt presented a proposal from the Rotary Club on a portable skating rink.
- On December 5th, Mayor Terry Yemen presented the Drumheller Titans Senior Football Team with a plaque and congratulated the team for their success in winning the Tier IV Alberta Provincial Championship on November 25, 2011;
- Diana Rowe, Economic Development Task Force presented the Drumheller Retail Survey for 2011;
- Council gave first and second reading to Bylaw 13.11 which proposes to dedicate the former Doyle Property to an Environmental Reserve due to potential continued ground subsidence on the property. The bylaw was adopted on December 19, 2011; and
- Bill Wulff provided an overview of the 2010 Financial Indicator Graphs as they relate to Drumheller.
- On December 19th, Mayor Terry Yemen presented the results from the poll of the East Coulee / Lehigh water extension project to the public with the majority of the affected residents not supporting the project;
- In the absence of Luxton & Associates, P. Salvatore provided an update to Council on the Heritage Committee's activities to date; and
- G. Latour provided an overview of the remaining Badlands Community Facility equipment purchases. Council authorized the purchases of the fieldhouse equipment from North Star Athletic in the amount of \$42,533.88 and to purchase the remaining equipment from other suppliers for a total expenditure of \$60,000.00. As well, Council authorized the purchase of the video scoreboard and signage from Digital Edge in the amount of \$55,000.00.

2011 Strategic Business Plan as set in March, 2011 - Corporate Priorities:

IMPLEMENTATION OF MUNICIPAL SUSTAINABILITY PLAN

The Municipal Sustainability Implementation Plan was presented to Council on December 12th, 2011.

TOURISM MASTER PLAN

The Drumheller Valley Buying Group is finalizing the contract for the hiring of the Destination Marketing Manager. Public meetings will be held in the new year with all stakeholders to provide input. The Drumheller Valley Buying Group will make the final recommendations with a report to Council.

DRUMHELLER FEASIBILITY TRANSIT STUDY

Council needs to review the Transit Feasibility Study and set direction. A survey / questionnaire on VBS services will go out to the public shortly.

BADLANDS COMMUNITY FACILITY PROJECT MANAGEMENT

- Administration reviews the detailed project schedule and tours the facility weekly with Dawson Wallace. Any critical items that would cause delays are immediately dealt with. New schedule proposed by Dawson Wallace identified a January 31st completion date however recent updates suggest the completion date will extend to late Feb.
- Project Team Minutes and BCF SC Minutes for the quarter have been circulated to Council for information.

EAST TRANSMISSION WATERLINE

Results of the residents polling shows that the majority of residents are not in support of the water distribution systems for East Coulee and Lehigh. The Town is proceeding with the design of a water transmission line only, with limited fire protection servicing as well as truck fill stations located where warranted subject to Council approval. In order to evaluate the alignment options for the transmission line, the Town has sent out letter to landowners in the vicinity of the project who may be interested in

connecting to the system either in the short term or in long term in support of existing development and / or future development potential.

LANDFILL OPERATIONS


- The Rural Regional Recycling program - contact with schools within the regions and brochures distributed to all municipalities within the regions. Presentations to be carried out at all schools.
- The Landfill will have to submit an application in 2012 for the 2013 operating renewal.
- Rosedale and East Coulee recycling containers are being used and sites are being looked after by residents within the community.
- 2012 budget approval with nominal increase on the requisitions to member municipalities.

Seminars / Meetings Attended:

Permit Fee / Palliser – Oct. 3, 14 and 18
BCF Project Team – Oct. 3, Nov. 1, Dec. 8
BCF Construction – Oct. 5, Nov. 4, Nov. 24, Dec. 2 and walk thru's every Friday afternoon
Trican Well Service – Oct. 5
Newcastle Hall – Oct. 6
RCMP / Calgary Staff Sgt – Oct. 6, Nov. 25
Town Hall Relocation – Oct. 6, Nov. 23
Certification (Edmonton) – Oct. 12
Disaster Recovery Program – Oct. 14
East Coulee Water Line – Oct. 14, Nov. 8, Nov. 9
Dave Boone – Quarterly Service Review – Oct. 18
Associated Engineering – Oct. 20
ATCO – Oct. 21
BCF Steering Committee – Oct. 26, Dec. 14
Penitentiary Water Rates – Oct. 27, Nov. 30
Rotary Clock – Nov. 1
Canadian Badlands Ltd. – Nov. 2, Nov. 8
Sandstone Weeping Tile – Nov. 2
Shaw – Nov. 3
Knibbs – Nov. 3
AE residual – Nov. 7
Budget Meeting – Nov. 10, Nov. 30, Dec. 15, Dec. 16
Valley Plaza – Nov. 10
Brownfields – Nov. 15
BCF – Digital Signage – Nov. 18
Legal Matters – Oct. 25, Nov. 17, Nov. 18, Dec. 2
CAC Institution – Nov. 7
Revitalization – Nov. 22
Solid Waste Budget – Nov. 22
Patio Policy – Nov. 24
Econ Dev Interviews – Nov. 25, Nov. 28
RDRMUG – Dec. 1
Solid Waste Mtg. – Dec 2
Leadership at Apex Program – Dec. 6 & 7
Annual Strategic Workshop – Dec. 12 & 13
AMHS Risk Management – Dec. 15
Water Rate Review – Dec. 22
Personnel Matters (various dates)
Land Matters (various dates)

2012 Municipal Seminar – Mar. 9

Recruitment of Director of Corporate Services





DRUMHELLER

CHIEF ADMINISTRATIVE OFFICER

Agenda Item # 9.1



ANNUAL REPORT

Name:	R.M. Romanetz, P. Eng.	Year:	2011
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Year's Accomplishments:

• Mayor and Council:

- In January, Administration requested Council's direction on whether the ski hill land should be sold. Council passed a motion for the Town to enter into a lease agreement with the Drumheller Valley Ski Club (1997) to expire on April 30, 2011 with no option to purchase the Town owned land. The ski hill did not operate in 2011.
- In February, Consultants from Malone Given Parson, iTRANS and Reid Marketing Planning presented the Tourism Master Plan. The Tourism Master Plan was adopted by Council on March 28th and authorized the exiting Drumheller Valley Buying Group to facilitate the first steps in the implementation of the Plan.
- On February 28th, Council approved the Town's 2011 Operating Budget (as amended) and the 2011 Capital budget as presented.
- In March, Council passed a motion to move forward with a municipally operated fitness centre in the Badlands Community Facility based on recommendations from Mike Roma – RC Strategies and Roger Smolnick – Leduc's Recreation Centre Director.
- On March 3rd and 4th, Council held their annual strategic workshop facilitated by Wayne Hove.
- In April, Council approved the Elected Officials Remuneration Task Force Report.
- In May, Jean Madill – Campus Alberta provided an overview of their post secondary program in conjunction with Olds and Red Deer Colleges. Council signed the Memorandum of Agreement on September 12th.
- On June 20th, Council accepted the proposal from Group 2 Architects for the needs analysis and design services to relocate the town Hall to the new location at the Civic Centre.
- On July 5th, Grand Openings held for the upgrades to the Landfill and Drumheller Waste Water Treatment Plant.
- Administration approved the Capital Financing Strategy on July 18th.
- In August, Administration presented the draft local improvement plan for East Coulee and Lehigh water connections. Council held a public meeting on November 9th and sent out a letter to the residents asking whether or not they were in favour of the project. The majority of affected residents did not support the project.
- Administration provided a preliminary review of the BCF rate structure to Council on September 6, 2011. On November 7th Council approved the introductory fees for the Badlands Community Facility and Aquaplex.
- In October, Council directed Administration to proceed with the sale of Newcastle Hall to Newcastle Recreation Association. All parties signed the offer to purchase and sell agreement on December 21st, 2011.
- In November, Council directed Administration to proceed with the Call for Proposals for Elgin Hill and Hillview Phase 2 areas for development.

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- In December, Council heard a presentation from Diana Rowe – Economic Development Task Force on the Drumheller Retail Survey for 2011.

2011 STRATEGIC BUSINESS PLAN

Adopted by Council on May 24th, 2011 with quarterly reviews provided to Council on July 18th, October 24th and December 12th.

CORPORATE PRIORITIES (detailed review provided in the Strategic Business Plan):

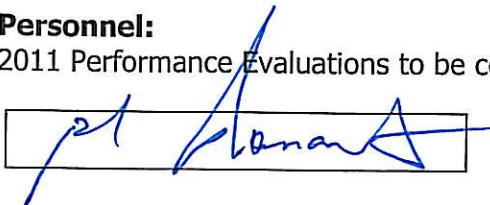
- **Municipal Sustainability Implementation Plan** – Completed. The document was presented to Council on December 12th and will be updated and reviewed by Council annually to ensure that the objectives as identified in the MSP move forward.
- **Tourism Master Plan** – Carryover to 2012. The Drumheller Valley Buying Group is finalizing the contract for the hiring of the Destination Marketing Manager with funds coming from the Town and Chamber; and they will hold public meetings with all stakeholders in the new year to provide input.
- **Focus on Aesthetics' Enforcement** – Community Enforcement Work Plan presented to Council on April 4th.
- **Capital Financing Strategy** – Approved by Council on July 18th.
- **Badlands Community Facility** – Dawson Wallace / Town Joint Occupancy on February 6th with public opening the end of February.
- **East Coulee / Lehigh Waterline** – No support for the affected residents for the distribution line. East Transmission Line letters sent to those residents who may be interested to hook on.

OTHER WORK PRIORITIES

- **Green Plan** (carryover) – Town of Drumheller implemented a green strategy plan for Town residents with the Committee identifying new priorities for Council's consideration: replacing toilets, rain barrels / composters / fermentation barrels and changing out fixtures to reduce energy costs
- **Regional Water Projects** – *Rocky View* – Council reviewed the matter at their Council Meeting of November 21st and has directed Administration to prepare a cost benefit analysis, further research insurance costs and whether a representative from Environment would offer their opinion. *West Line* – still in the preliminary design stages. Municipalities will meet with MLA Jack Hayden to identify any funding options available. *Three Hills* – ongoing meetings with Aqua7 to discuss potential partnerships. *Kneehill County* - signed the water supply agreement to Churchill Water Co-op on September 30th, 2011.
- **Penitentiary Water Rates** Council directed Administration to review the Penitentiary Water Supply Agreement to set new rates.
- **Lobbying** – Brownfields Redevelopment Working Group – comprised of representatives from FCM, AUMA, AAMD&C, Cities of Edmonton and Calgary, Town of Drumheller, Municipal Affairs, Environment, Urban Development Institute and Canadian Petroleum Products Institute) – This group is developing a brownfields strategy for the remediation of contaminated sites. The draft proposal will move forward to provincial authorities shortly.

- **Land Planning / Improvements / Meetings**
 - BCF Community Facility Civil Engineering (MPE Engineering)
 - BCF Project Team with GEC
 - BCF Steering Committee / Design / Marketing
 - Several Land Use Amendment Bylaws
 - WTP / WWTP - Stantec
 - Ski Hill
 - Red Deer River Municipal User Group
 - Landfill Expansion / Regional Recycling
 - CN Rail Line
 - East Coulee / Lehigh Water Line
 - Regional Water / Penitentiary Water Rates / Water Rate Review
 - Brownfields Redevelopment Working Group
 - Various Legal / Land / Personnel Matters
- **Seminars / Conferences / Workshops attended:**
 - Emerging Law Trends
 - Municipal Law Seminar
 - AUMA Regional Seminar
 - Safety Codes
 - Local Government Administrators Association
 - Municipal Administration Leadership Workshop
 - Canadian Association of Municipal Administrators Annual Conference
 - Federation of Canadian Municipalities Annual Conference
 - AUMA Convention
 - CEO / CAO Leadership at the Apex Program
- **Committees**
 - AUMA representative to Alberta Water and Wastewater Certification Board
 - Citizen Advisory Committee for the Drumheller Institution
 - Brownfields Redevelopment Working Group
 - Red Deer River Municipal Users Group Task Force
- **Personnel:**
 - 2011 Performance Evaluations to be completed March 31st.

CAO:





DRUMHELLER

CORPORATE SERVICES



Quarterly Report – October to December 2011

Budget

The budget was substantially completed with the reviews by the staff and the department heads. It was then reviewed by Ray and myself, and then the process of preparation of the documents for Council began.

Water/Sewer Rate Review

We had the same consulting firm that developed the working papers for the utility rates to review the process with Ray, Allan, and me. I started the process of updating the documents; however we won't have the final revenues for 2011 until the billing calculations on or about January 11, 2012.

2012 Fee Schedule

The various departments has started the development of the Fee Structure for 2012.

2012 Audit

We had some discussions with the new audit firm for the financial structure of the Town, and provided them with the current financial statements so they can start creating their files. The first structured meeting with the auditors will be January 17th.

Staffing

The job descriptions have been developed and reviewed by the staff, to take effect on January 3rd. You will notice that some staff has changed location in the front office because of the new workflow. Please bear with us as we go through another training period because of the revised descriptions.

East Coulee/Lehigh Water Distribution System

December 16th was the closing date of the unofficial poll of the ratepayers. Linda Handy, Paul Salvatore and I compiled the results.

Penitentiary Utility Rates

We had a meeting with Corrections Canada in regards to the utility rates. The discussion was very positive during the meeting, and I look forward to learning the results.

Tax Recovery

The advertising has been made for the Tax Recovery on January 11, 2012 for the sale date of January 25, 2012. There are 3 commercial properties and 4 residential properties on the list.

Respectfully submitted,

Bill Wulff

Town of Drumheller
Town Hall
703 2 Avenue West
Drumheller, AB T0J 0Y3

Canadian
Badlands



DRUMHELLER

INFRASTRUCTURE SERVICES

Agenda Item # 9.3



2011 Infrastructure Quarterly Report

Name :	Allan Kendrick	Month:	
	Director of Infrastructure Services	Oct 1 st to Dec 31 st	4 th Quarter

Last Quarter's Accomplishments:

Human Resources:

- Water Plant Operator II resigned replacement hired
- Equipment Operator resigned and replacement hired
- Water Plant Chief on long term disability

Facilities:

- Risk Management Inspections completed c/w repair work orders
- OH & S manuals distributed to work sites
- Emergency Exit lights installed in all applicable locations
- Tri-annual inspections
- Confined Space Permit revised with updates
- Standard Operating Procedures reviewed and updated
- Draft Code of Practice for working with asbestos completed
- Outdoor pool winterized
- Ongoing vandalism issues, various locations
- New boiler installed for Aquaplex hot tub
- Building security – ongoing maintenance
- All facilities seasonal MUA unit filter replacements, cleaning and blower inspections
- Painting and caulking around Arena windows
- Replaced infrared heater timers at Arena and repaired problem heaters
- Ongoing Arena ice maintenance and event cleanup
- Calibrate Civic Centre thermostats
- Posted evacuation plans in public facilities
- Ongoing lighting maintenance in all facilities
- Civic Centre elevator repairs
- Cleaned heating coils at Library
- Review of all radio's including repairs, inventory, and replacements as required
- Section repair of Nacmine Tower
- Curling Rink fire inspection
- Lighting, heating and plumbing issues at Fire halls
- Completed High River external safety audit
- Sandstone Manor - checked footing water infiltration and repaired damaged outdoor electrical plugs
- Winterized outdoor washrooms at Newcastle, Riverside and Rosedale

- Routine janitorial supply ordering and dispersal
- Town Hall seasonal boiler checks and start-up
- Curling Rink interior building repairs
- Repaired walkways, drainage and water infiltration problems at Newcastle Hall

Water:

- Installed water service for the new Credit Union building
- Replaced a lead service on 5th Street W
- Repaired Nacmine Lift Station grounds from previous waterbreak
- Fire hydrant repair and replacement
- Monthly water meter reading
- Daily rounds, record keeping, and online reporting
- Filled raw water reservoirs
- Subsurface inventory checks, reorder and restocking
- Replaced box and rods on services, various locations
- Inventoried water meters for year end
- Inventoried chemicals for year end

Wastewater:

- Monthly sewer flushing of problem areas
- Hydrovacing the East Coulee Lift Station twice a week
- Installed storm sewer for the new Credit Union building
- Weekly lift station rounds
- Weekly centrifuge operation
- Lift Station cleaning
- Installed new pump at East Coulee Lift Station
- Inventoried, ordered and stocked concrete barrels etc
- Inventoried all steel for manholes and storm sewers
- Fall storm sewer flushing
- Sewer Treatment Plant lab upgrade

Operations:

- First Aid Training
- Asbestos Awareness training
- Safe Trenching training
- Cemetery work including new graves and cremain plots
- Routine equipment cleaning
- Installation of new Columbarium at Cemetery
- Seasonal irrigation blowouts
- Routine garbage collection and parks washroom cleanup
- GPS locating and mapping of park bench installs
- Review of garbage cart pickup compliance for the province
- Christmas decorations, checked, enrolled, and installed
- Installed Airport runway marker flags and light repairs
- Repaired decorative lights
- Bench program installs
- Cemetery fence board repairs

- Building demolition and lot reclaim at 724 4th Street SW
- Facilitate house demo and cleanup at 96 Poplar Street
- Dutch Elm Disease traps set and returned
- Airport runway transformers installed

Roads

- Installed speed bumps on Century Drive
- Grading and gravelling of alleys and hills as required
- Cambria – Centre street road repair from house move damage
- Fall street sweeping
- Seasonal ditch grading
- Seasonal culvert flushing
- Installed culvert markers, all areas of concern for spring thawing
- Reconstructed and gravelled laneway in Bankview
- Reviewed roadway restrictions and signage for the Penitentiary expansion
- Sanding and snow removal
- Removed beaver dam from Wayne culvert
- Ongoing sign repairs and replacement as required
- Oil road in East Coulee
- Sidewalk Inspections
- Install permanent line markings on 3rd Avenue W

Equipment:

- Routine maintenance and repairs on fleet vehicles, equipment, VBS, Bylaw and Fire Units
- Welding and fabrication for signs etc
- Seasonal preparation of snow blowers, sanders, plows etc
- Hydrovac truck – ongoing warranty issues to resolve vibration
- Tendered and ordered new backhoe/loader
- Mechanical inspection and sale of skidsteer
- Mower preparation for 2012 season
- Zamboni auger issues and electrical repairs
- Annual sweeper overhaul
- CVIP for fleet and fire trucks
- Tri annuals on genset and associated repairs

Land / Developments / Agreements / Projects:

- Badlands Community Facility - grading, cleanup, backfilling of curbed areas, irrigation repairs, sign removal and install, tree removal and pruning, electrical trench compacting, parking lot paving, landscaping and access for Medical Clinic. Cenotaph pad preparation including moving and installation.
- SIP schedule A & B
- Cast Iron Line replacement program

...

Budget Performance:

- As of December 31st - 96%

Agenda Item # 9.3

Special Events:

- Seniors Dinner
- Santa Claus Parade

Director:


(Signature)

CAO:


(Signature)

Contributions from:

Brian Bolduc
Fred Sharrun
Dave Kakuk
Keith Russell
Daryl McConkey



2010 Infrastructure Annual Report

Name :	Allan Kendrick Director of Infrastructure Services	Year:	2011
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Human Resources:

- Equipment Operator position filled
- Plant Operator II position filled
- Plant Operator I position filled
- Chief Plant Operator on disability, position filled internally
- Ten Seasonal employees hired, two retained for Arena scheduling

Facilities:

- HVAC maintenance – all facilities
- Seasonal Arena scheduling and ice maintenance
- Infrared electrical inspections, reports and repairs
- Suspension Bridge repairs as per engineering report
- Arena marquee board repairs
- Automated building control issues
- Lighting maintenance – all facilities
- Janitorial inventory control, orders and distribution
- Develop work procedures for routine jobs as per Risk Management request
- Facility door repairs
- Fountain, spray park, maintenance / start up / shutdown
- Safety Audit and associated work orders
- Annual fire extinguisher inspections, recharges, and replacements
- Annual crane inspections and repairs
- Outdoor Pool repairs, start up and shutdown
- Outdoor washrooms, repairs, seasonal opening and closing
- Facility plumbing repairs
- Tri-annual inspections
- Confined space permits updated
- Standard Operating Procedures updated
- Boiler install for Aquaplex (x2)
- Building security – ongoing maintenance
- Review of communication system, inventory and repairs
- Performed external audit for High River
- Curling Rink interior building repair
- Repaired walkways, drainage, and water infiltration problems at Newcastle Hall
- Facility painting – various locations
- Vandalism repairs and painting

- Sandstone Manor – Hydrovacating, landscaping, storm line install, weeping tile install and tie in
- Annual Pool Turnaround
- Facility fire drills where applicable
- Roofing inspections and repairs
- Overhead door inspections and repairs

Water:

- Cleaned settling tanks and installed new drain valve on tank #1
- Box and rod service valves replaced at various locations (27 in total)
- Repaired several irrigation box, rod and valves
- Stock order made for hydrants, valves, box and rods, valve risers, concrete man holes, concrete storm sewer manholes, steel manhole covers, brass ordered for curb stop and main line valves plus water break patches and couplers
- Repaired nine water breaks
- Daily lab testing
- Ordered bulk treatment chemicals
- New Neptune Meter pilot program initiated
- Year ends for the diverted, water treatment, wastewater treatment, water distribution and wastewater collection for AENV and Town of Drumheller records
- SCBA training and fit testing for staff
- Working with AENV on diversion license discrepancies
- AWWOA annual conference
- Hydrant repairs – replaced 3, repaired 6 and extended 1
- Main line flush on June 22, 2011
- Kirkpatrick and Munson Booster rounds
- Hydrant flushing and testing throughout the summer
- Weekly bacterial sampling (7 per week) plus collecting samples for Cast Iron Replacement Program
- 853 Alberta One Call Locates
- 429 water work orders
- 104 water meter installs
- 19 water complaints due to chlorine smell, poor pressure and colour related (colour related ones were due to water breaks)
- Assisted Greenwood Villa with several water break on their site
- MPE study on Pen Booster Station and related water lines for the project
- Replacement of the River Intake Pumping header for the raw water reservoirs
- New Distribution pump installed at WTP to replace worn out pump #21
- New VFD drive for Low Lift Pump #7
- Associated Engineering started the WTP/WWTP optimization and waste handling study
- Installation of Solar Bees at the Raw Water Reservoirs and orientation of the equipment

Wastewater:

- Lift Station and Pen Booster station rounds
- Operation of Centrifuge
- Repaired sewer services

- Bio magic trial for sewer odour complaints from Tyrrell Museum to Nachure Lift Station to Newcastle Lift Station
- High Pressure Flushing flushed sewer mains in troubled spots around town
- Dexon Blowers for Lift Stations checked for proper operation and serviced
- Installed new water and sewer services
- Installed storm sewer and related storm sewer manholes for Sandstone Manor and new Chinook Credit Union
- ITT Flygt serviced the sewage pumps at Rosedale Lift Station, 5th Street Lift Station and Midland Lift Station
- New Flygt sewage pump installed for East Coulee
- Top Shot lined and repaired sewer and storm sewer manholes
- Degreased all nine lift stations
- Cleaning of hydrovac site and sewage drying beds
- Drain line repair for spray park

Operations:

- Cemetery burials, cremains, memorial wall
- MSDS information sheets updated
- Decorative light repairs
- Christmas decorations installed and removed
- Recertification training for weed and mosquito licensed staff
- Annual tree pruning program
- Safety materials inventory, ordering, and distribution
- Power activated tool training
- Yearly playground formal inspection and repair
- Removal of Partici Park structures for non safety compliance
- Mosquito Control approvals, aerial applications, ground monitoring and control
- Change flags as required
- Ball Diamond inspections, preparation and repair
- Annual supply order from the City of Calgary
- Damage remediation from high stream flows in Rosebud River and Michichi Creek
- Annual Spring Cleanup (2 weeks x 12 staff)
- Cemetery grounds keeping and repairs
- Site preparation, layout, installation and landscaping for the East Coulee Playground
- Garbage can refuse collection (daily during summer months)
- Flapgate inspections for flood control
- Mowing and grass control (7 staff daily during summer months)
- Petro Canada Park assisted with new landscaping
- Trail maintenance program in association with the Drumheller Institution
- Pest Control
- Planting new stock at tree farm
- Monitored the valley for Dutch Elm Disease
- First Aid Training
- Residential waste collection, cart distribution and inventory
- Green Team – ongoing plans and follow-up
- Annual table, garbage can and bench orders / installs
- Asbestos Awareness training
- Safe Trenching training
- GPS locating and mapping of park bench installs

- Airport runway transformer upgrade
- Building demolition 724 4th Street SW

Roads

- Snow removal and ice control
- Annual sign review and associated repair / replacement
- Thawing frozen culverts and catch basins
- Yearly line painting and road marking program
- Yearly crack filling program
- Ongoing grading and gravelling of road surfaces and hills
- Routine inspection and asphalt pothole patching
- Ongoing street sweeping
- Ongoing bridge inspections and repairs on Hwy 10X (bridges 9 – 11)
- Dust Control (calcium chloride) various locations
- Annual ditch grading program
- Annual sidewalk inspections and prioritization

Equipment:

- Genset triannuals and repairs
- Seasonal overhaul on street sweeper
- Hydrovac – ongoing mechanical issues
- Purchase of new Bylaw vehicle
- Purchase of one new fleet vehicle
- Purchase of new 4 post shop hoist
- CVIP's on all applicable fleet vehicles, VBS buses, and fire trucks
- Annual mower overhauls
- Ongoing repairs to small engine equipment (chainsaws, pumps, gensets, trimmers etc)
- Annual ice resurfacer overhaul
- Spec, tender and order new loader/backhoe
- Annual preparation of all snow blowers, plows, and sanders
- Regular servicing and repairs on the Town's 200+ pieces of equipment
- Welding and fabrication of signs, railing etc
- Annual inspection of bucket truck and Simon Snorkel

Land / Developments / Agreements / Projects:

- New Columbarium spec'd , tendered, and installed
- SIP 2011 – includes SIP Schedule A & B, paving and concrete repairs, and remedial boulevard and residential landscaping repairs
- WWTP Upgrade
- Cast Iron line replacement program
- Badlands Community Facility – lot grading, cleanup, backfilling, irrigation repairs, sign removal and install, tree removal, fence removal, electrical trench compacting, Hydrovac for locates, lot paving, landscaping, Medical Clinic approach's, and landscaping.
- Cenotaph pad preparation, moving and installation

Budget Performance:

- Operational budget 96% used effective December 31, 2011

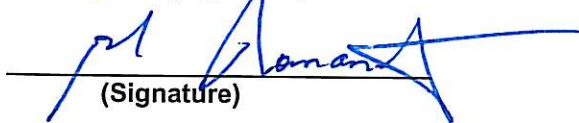
Special Events:

- Ice Carnival
- Sports Expo
- Hosted Minor Hockey provincial playoffs
- Annual Midland Rink fun tournament
- 2011 High School Graduation
- Partnership Fair
- Annual MS Walk
- External Safety Audit
- Canada Day celebrations
- Dinosaur Valley Half Marathon
- Annual school Terry Fox Run
- Uptown Fall Fair
- Motorcycle Madness
- Baseball tournament bookings
- Seniors Dinner
- Santa Claus Parade

Director:


(Signature)

CAO:


(Signature)



DRUMHELLER

COMMUNITY SERVICES

Agenda Item # 9.4



Name:	Paul Salvatore, Director	Quarter:	2011 - 4 th Quarter
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Economic Development

Bob Cromwell, Economic Development and Communications Officer

Our new Economic Development and Communications Officer – was hired and commenced working with us on January 3rd, 2012.

Prior to his commencement the Economic Development Task Force held their regular meetings with a focus on filling current vacancies and re-orienting the committee's activities in line with the Economic Development Strategic Plan and the Municipal Sustainability Plan.

New activities that have been identified include discussion with the Drumheller Buying Group on the topic of hosting a new festival to celebrate Dinosaurs – in June of 2012. The Festival is currently dubbed "Dinofest" more information about this event will be made available early in 2012.

The implementation of the Tourism Master Plan will be a key priority for the EDTF in 2012 in addition to the formalization of the Destination Marketing Organization in partnership with the Drumheller District Chamber of Commerce, the Royal Tyrrell Museum, Atlas Coal Mine, the Dinosaur Trail Golf and CanAlta.

Networking Breakfasts

We continue to work with MH Enterprises, Alberta Employment and Community Futures to host Career Fairs and Networking Breakfasts. Another Networking event will be held in the first quarter of 2012. These have been well attended by employers.

Our new Economic Development Officer is currently reviewing all activities within Economic Development and Communications – and annual action plan will be presented to the Task Force by the end of Q1 2012.

FCSS Quarterly Report

October – December 2011

Submitted by Cathy Smoliak, Acting FCSS Coordinator

Seniors Program

Clients served from Oct. 16 – Dec. 31, 2011

Information & Referral, Forms	267
CPP, OAS, GIS	42
CPP Disability	10
Alberta Seniors Benefits, Special Needs	52

Telephone: (403) 823-1316

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Agenda Item # 9.4

Newly Bereaved	3
Immigration	4
Income Tax Returns	2
Active High-Needs Clients	5

Partnerships and Events

- a. Drumheller Valley Secondary School (DVSS) – Christmas Dinner
- b. Service Canada – hosted a retirement seminar on changes to Canada Pension Plan Benefits.
- c. Pioneer Trail Society seniors' activity development
- d. Scarf Project – local seniors donated scarves to Canadian Special Olympic Winter Games
 - a. Ongoing collaboration and support with: Alberta Seniors Benefit, Sunshine Lodge, Primary Care Network, Salvation Army, AISH, MH Enterprises

Parent Link

The Town of Drumheller has offered various options for programming space for Parent Link. They have served notice that they will be locating in Greentree School early in 2012. 230 Children and 172 Adults participated in the program in final quarter of 2011. A formal agreement for service with Parent Link is currently under development.

Other Programming included:

- Baby Play, Family Swim and Pizza Party, The Power of Positive Parenting, Wee Sign, Little Yoga, Resiliency Workshop, Going Solo Christmas Party.

Before and After School Care

Currently there are 25 Children registered in the program, with 13 children on the waiting list.

Community Building Initiative

Core Priorities for the program include:

Family Violence & Bullying, Youth Justice, Before and After School Care, Badlands Teen Initiative Project Reach, Asset Development Committee: (Duke of Edinburgh awards) 69 youth registered, Family Violence and Bullying, Rachel's Challenge, Foster Family Awareness

Family Resource Worker Program

Greentree School – 288 contacts

St. Anthony's School – 371 contacts

Major/Common Issues Identified are: Peer relations/social skills, Self Esteem, Life Skills, Anger Management, Anxiety/Stress Management, School Conflict, Parenting Issues, Inappropriate Behavior, Academic Performance, Family/Sibling Conflict.

Healthy Families

Outcome evaluations have indicated that families are learning parenting skills and strategies and are developing social connections.

Parenting After Separation

Contract with Alberta Justice, April 1, 2011 – March 31, 2013.

Committee Work

Family Fun Committee- Events October-December 2011

Telephone: (403) 823-1316

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Page 2 of 5

October:- Halloween Party at the East Coulee School Museum
November Bowling Party at Sandstone Lanes
December – Christmas Party at the Civic Centre
Drumheller and Area Early Childhood Development Coalition (DECD)
FASD - The FASD Committee is awaiting response from Alberta Registries for society status

Big Country Anti Violence Association (BCAVA)
KidSport
Roots of Empathy
The Red Rose Campaign
Take Back the Night

Recreation Administration

Judy Quintin-Arvidson

Last Quarter's Accomplishments:

We have been able to accommodate a small increase in the number of hockey tournaments this year. The Activity guide went to print and featured the pricing and future activities in the BCF.

Progress on Projects/Programs

The Sports and Arts Expo is scheduled in March 2012 at the Badlands Community Facility.

The purchase, configuration and training for the Badlands Community Facility's software system took place throughout November and December.

Fire Department

Bill Bachynski, Fire Chief

As of December 31, 2010 the Drumheller Fire Department responded to 121 calls in 2011. Our present compliment of fire fighters, including Rosedale East Coulee and Drumheller including officers is 44. The total calls for the year includes all types from grass fires to motor vehicle collisions and structure fires.

RCMP Report (See Attached report)

S/Sgt. Art Hopkins, Drumheller Detachment

Community Enforcement (See Attached Report)

D. Nundahl, Supervisor – Community Enforcement

Badlands Community Facility (Operations)

Guy Latour – Business Manager

The key focus of activities for future operations of the Badlands Community Facility included the selection and purchase of fitness equipment, kitchen and banquet equipment and supplies in addition to items for the field house. This included the selection of audio visual equipment for the facility including planning for the installation of an in-house information system including video wall and score clock system – that will also be installed in the Drumheller Memorial Arena and the Drumheller Aquaplex, with future use also possible at Town Hall.

Telephone: (403) 823-1316

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Agenda Item # 9.4

Close coordination with the BCF Architects, various service providers and Town staff have been essential in preparation for the opening of the BCF in early 2012.

Policy development for the operation of the facility and selection of future staff for the BCF has been underway and allows for optimum training of new staff prior to the public opening of the BCF.

Fundraising activities continue with the fund-raising cabinet. Major announcements for funding were presented throughout the final quarter of 2011.

Planning for future conferences and special events is well underway and marketing for the attraction of new events has been a shared responsibility of BCF Staff in collaboration with Economic Development and Community Services business units.

Development and Planning

Cindy Woods, Development Officer
Palliser Municipal Services (contract)

Town of Drumheller Building Permits

Quarterly Report Ending December 31, 2011

Category	Values	Date			Grand Total
		Oct	Nov	Dec	
COMMERCIAL	Permits Issued	2	1		3
	Construction	\$			\$
	Value	4,170,000	\$ 12,075		4,182,075
RESIDENTIAL	Permits Issued	3	5		8
	Construction		\$		
	Value	\$ 25,000	398,000		\$ 423,000
INSTITUTIONAL	Permits Issued	1			1
	Construction				
	Value	\$ 370,000			\$ 370,000
Total Permits Issued		6	6		12
		\$			\$
Total Construction Value		4,565,000	\$ 410,075		4,975,075

Telephone: (403) 823-1316

- Council and Committee Meetings
- Policing Committee meetings and organization
- Municipal Planning Commission
- Planning and Delivery of Community Activity Expo
- Regular Activity Guide Review and Update
- Small Town Saturday Night – Organization
- Municipal Sustainability Plan implementation - ongoing
- Community Facility Community Facility Steering Committee
- Skateboarding – Liaison
- Community Facility Steering Committee and Project Mgmt meetings
- Drumheller Marketing – Tourism Master Plan Development Meeting
- Risk Management/Safety Committee
- Aquaplex Site meetings
- Citizen's Advisory Committee (RCMP – SSgt's Committee)
- Seniors Tax Assistance Program (Voluntary Tax Centre)
- Humane Society – Liaison and Partnership discussion
- Cenotaph Relocation Drumheller Legion
- Parent Link
- Greentree School

Staffing

- Senior's Coordinator
- Business Manager – Badlands Community Facility (Hiring and Training)
- Economic Development and Communications Officer

Director:

M. Paul Salvatore

CAO:

Raymond M. Romanetz

Telephone: (403) 823-1316

2011

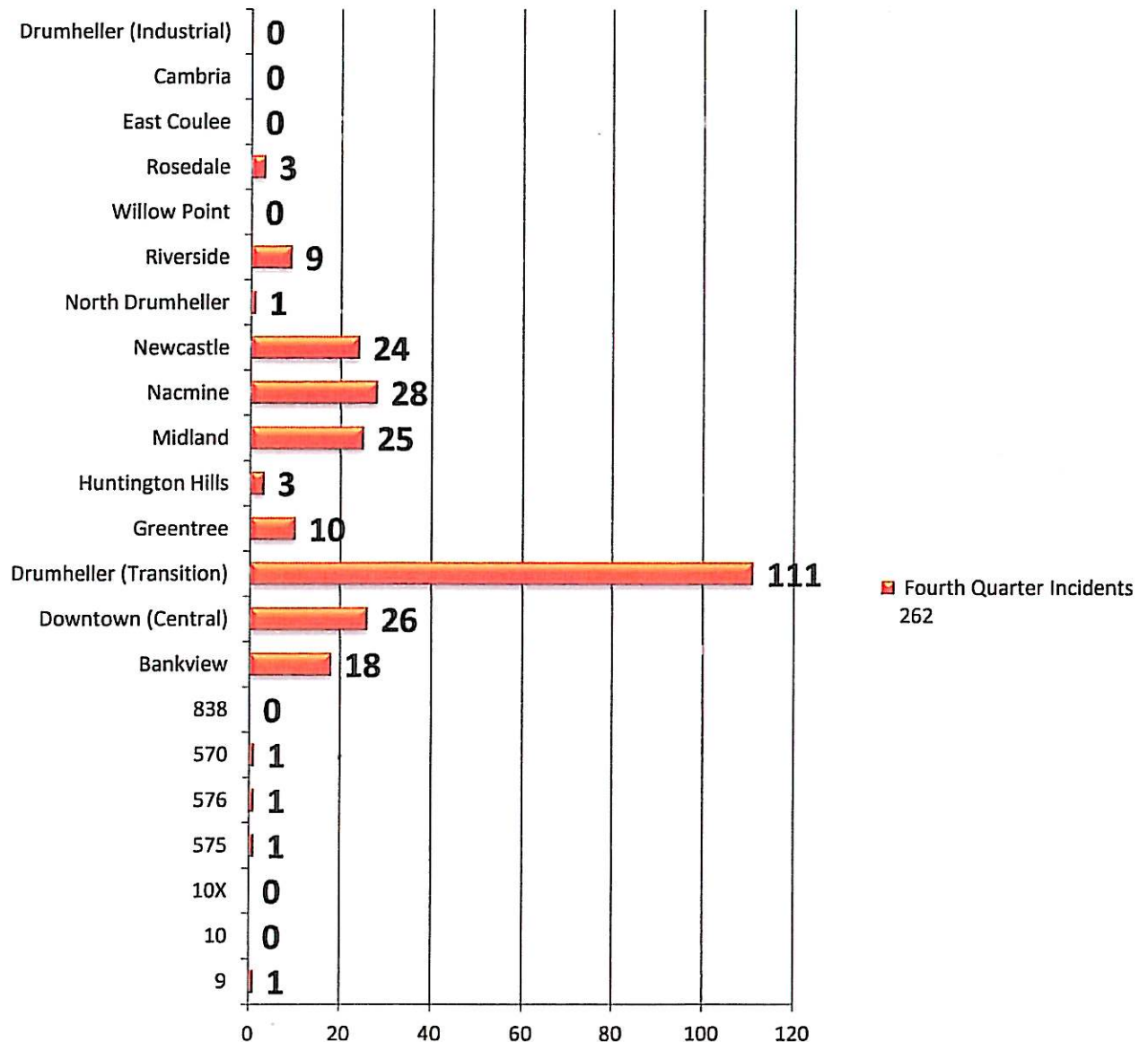


Town of Drumheller



Drumheller Community Enforcement
2011 Fourth Quarter report

Location of Enforcement Activities



Respectfully submitted,

Supervisor, Peace Officer Darcy Nundahl #12960

Drumheller Municipal Detachment
Statistical Comparison of Q4 and Year to Date
Year 2010 - 2011

Thursday, January 19, 2012

CATEGORY	2010		2011		% Change	
	Q4 - 2010	YTD	Q4 - 2011	YTD	Q4	YTD
Homicide	0	0	0	1	0.0%	100.0%
Offences Related to Death	0	3	0	0	0.0%	-100.0%
Robbery	0	6	0	0	0.0%	-100.0%
Sexual Assaults	3	8	0	4	-100.0%	-50.0%
Other Sexual Offences	2	3	0	0	-100.0%	-100.0%
Assault	36	163	33	124	-8.3%	-32.2%
Kidnapping/Hostage/Abduction	0	0	0	0	0.0%	0.0%
Extortion	0	1	0	1	0.0%	0.0%
Criminal Harassment	10	26	7	26	-30.0%	0.0%
Uttering Threats	12	53	10	60	-16.7%	13.2%
Other Persons	0	0	0	1	0.0%	100.0%
TOTAL PERSONS	63	283	60	217	-9.6%	-23.3%
Break & Enter	18	81	25	65	38.9%	-19.8%
Theft of Motor Vehicle	5	38	11	29	120.0%	-23.7%
Theft Over	0	7	2	2	200.0%	-71.4%
Theft Under	39	182	32	121	-17.9%	-33.5%
Person Stn Goods	1	13	1	10	0.0%	-23.1%
Fraud	11	40	7	29	-36.4%	-27.5%
Arson	3	8	2	4	-33.3%	-50.0%
Mischief To Property	45	212	34	151	-24.4%	-28.8%
TOTAL PROPERTY	122	581	114	411	-6.5%	-29.3%
Offensive Weapons	17	65	16	84	-5.9%	29.2%
Disturbing the peace	15	76	22	78	46.7%	2.6%
OTHER CRIMINAL CODE	18	93	19	84	6.6%	-8.7%
TOTAL OTHER CRIMINAL CODE	60	234	67	248	11.6%	6.0%
TOTAL CRIMINAL CODE	235	1093	221	676	-5.5%	-20.2%
Drug Enforcement - Production	0	3	0	5	0.0%	66.7%
Drug Enforcement - Possession	40	113	29	113	-27.5%	0.0%
Drug Enforcement - Trafficking	12	29	2	23	-83.3%	-20.7%
Drug Enforcement - Other	1	1	0	0	-100.0%	-100.0%
Total Drugs	63	146	31	141	-41.6%	-3.4%
Federal - General	2	21	5	13	150.0%	-38.1%
TOTAL FEDERAL	66	167	36	164	-34.6%	-7.8%
Liquor Act	8	40	9	49	12.5%	22.5%
Other Provincial Stats	27	163	33	114	22.2%	-30.1%
Total Provincial Stats	35	203	42	163	20.0%	-19.7%
Municipal By-laws Traffic	3	3	0	5	-100.0%	66.7%
Municipal By-laws	19	85	14	103	-26.3%	19.0%
Total Municipal	22	89	14	108	-36.4%	21.3%
Fatals	1	1	0	0	-100.0%	-100.0%
Injury MVA's	5	22	4	20	-20.0%	-9.1%
Property Damage MVA's (Reportable)	60	222	46	165	-23.3%	-25.7%
Property Damage MVA's (Non Reportable)	15	39	9	44	-40.0%	12.8%
TOTAL MVA's	81	284	69	229	-27.2%	-19.4%
Provincial Traffic	219	1096	212	1179	-2.8%	7.7%
Other Traffic	8	34	6	14	-37.5%	-58.8%
Criminal Code Traffic	26	81	19	68	-61.5%	-28.4%
Common Police Activities						
False Alarms	68	239	60	276	-11.8%	16.6%
False/Abandoned 911 Call	11	27	16	89	36.4%	268.7%
Prisoners Held	18	60	17	62	-6.6%	13.3%
Written Traffic Warnings	10	12	0	105	-100.0%	775.0%
Index Checks	134	637	137	626	2.2%	16.4%
Fingerprints taken for Public	0	1	0	0	0.0%	-100.0%
Persons Reported Missing	6	25	2	12	-66.7%	-52.0%
Request to Locate	6	17	4	21	-20.0%	23.6%
Abandoned Vehicles	4	36	6	26	50.0%	-28.8%
VSU Accepted	26	67	62	104	108.0%	55.2%
VSU Declined	12	116	17	66	41.7%	-43.1%
VSU Requested but not Avail.	0	0	0	1	0.0%	100.0%
VSU Proactive Referral	0	0	1	1	100.0%	100.0%

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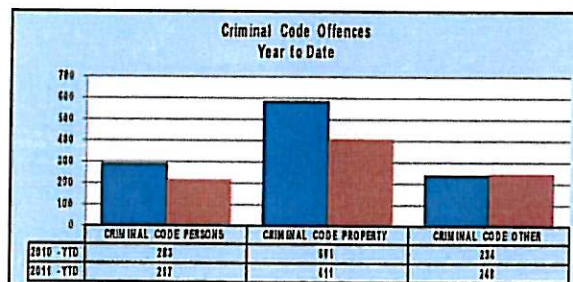
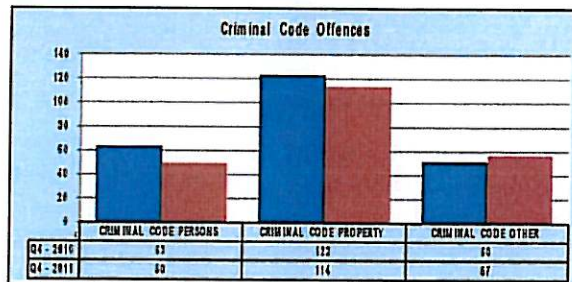
**Drumheller Municipal Detachment
Statistical Comparison of Q4 and Year to Date
Year 2010 - 2011**

CATEGORY TOTALS	Q4 - 2010	Q4 - 2011	% Change
CRIMINAL CODE PERSONS	63	50	-20.6%
CRIMINAL CODE PROPERTY	122	114	-6.6%
CRIMINAL CODE OTHER	60	67	11.7%
TOTAL CRIMINAL CODE	235	221	-5.9%

CATEGORY TOTALS	2010 - YTD	2011 - YTD	% Change
CRIMINAL CODE PERSONS	283	217	-23.3%
CRIMINAL CODE PROPERTY	581	411	-29.3%
CRIMINAL CODE OTHER	234	248	6.0%
TOTAL CRIMINAL CODE	1098	876	-20.2%

CLEARANCE RATES	Q4 - 2010	Q4 - 2011
CRIMINAL CODE PERSONS	100%	76%
CRIMINAL CODE PROPERTY	37%	26%
CRIMINAL CODE OTHER	78%	70%
TOTAL CRIMINAL CODE	69%	48%

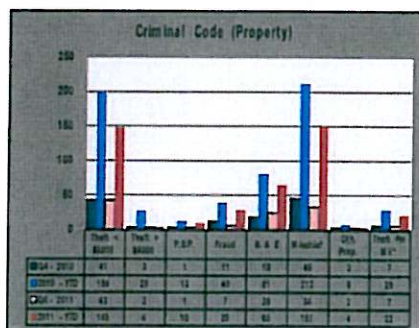
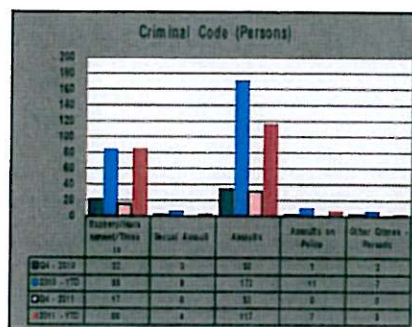
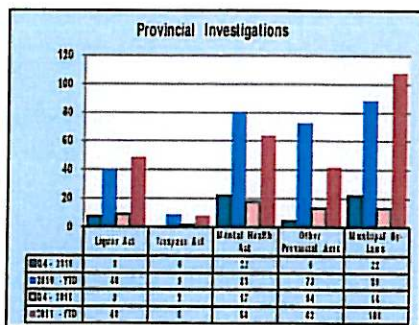
CLEARANCE RATES	2010 - YTD	2011 - YTD
CRIMINAL CODE PERSONS	81%	89%
CRIMINAL CODE PROPERTY	28%	28%
CRIMINAL CODE OTHER	76%	63%
TOTAL CRIMINAL CODE	52%	54%



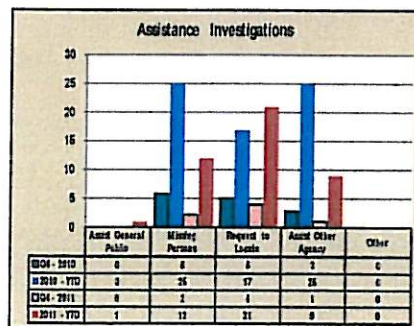
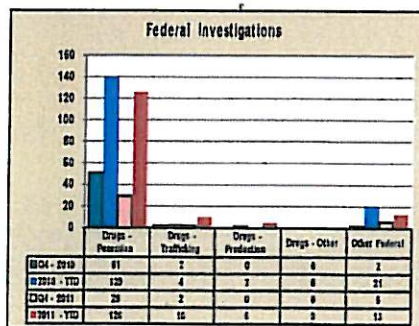
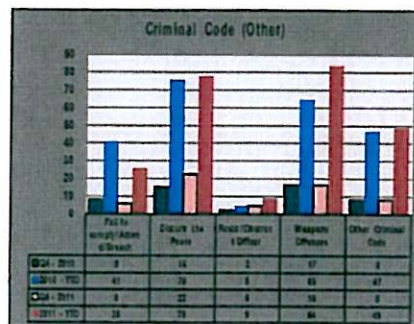
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Agenda Item # 9.4

Drumheller Municipal Detachment
Statistical Comparison of Q4 and Year to Date
Year 2010 - 2011

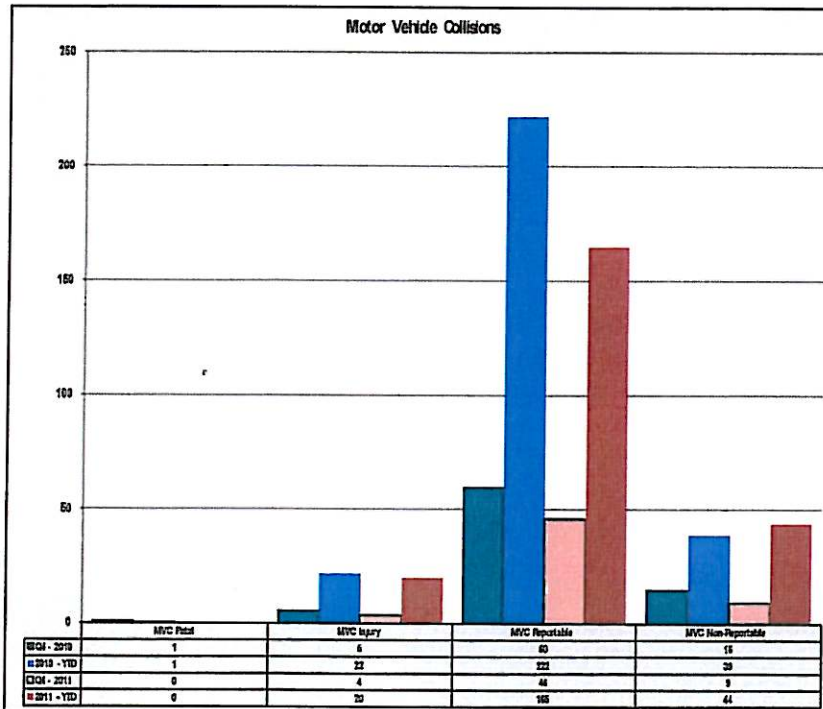
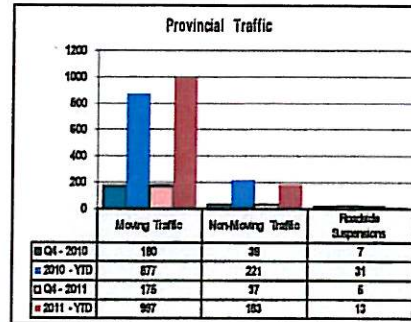
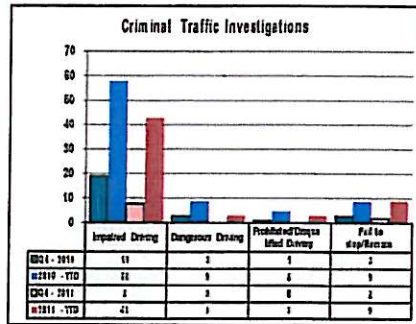


* The total also included in Theft Under \$1000



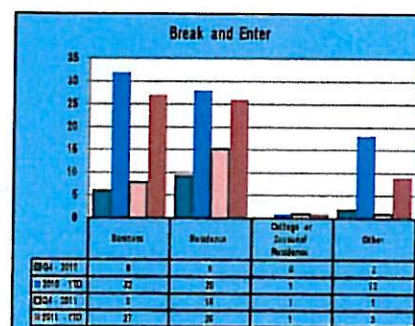
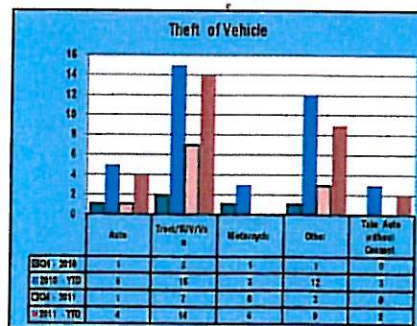
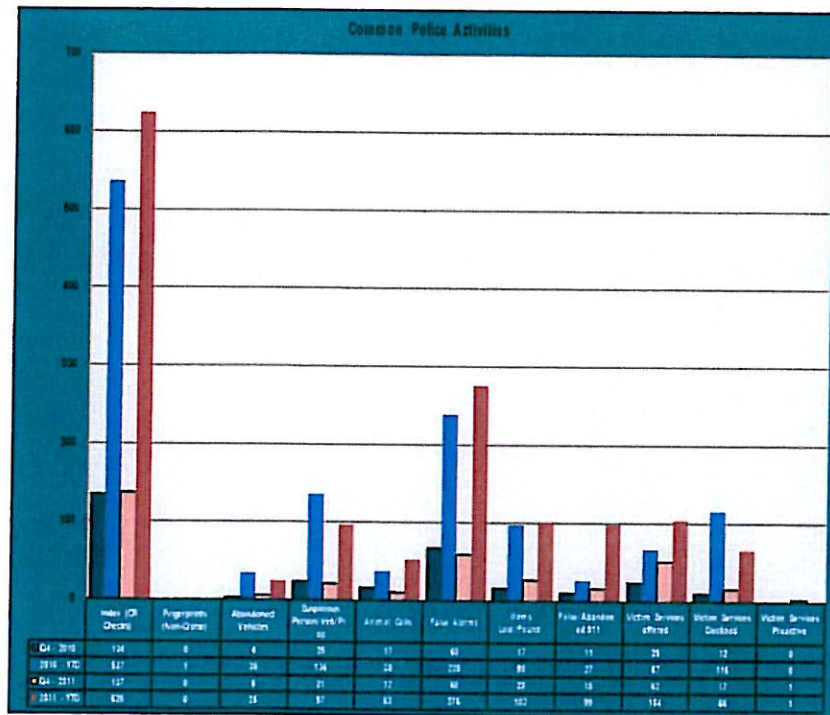
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Drumheller Municipal Detachment
Statistical Comparison of Q4 and Year to Date
Year 2010 - 2011



This Report is generated from the PICS database and current working files.

Drumheller Municipal Detachment
Statistical Comparison of Q4 and Year to Date
Year 2010 - 2011



This Report is generated from the PRCS database and current scoring office.

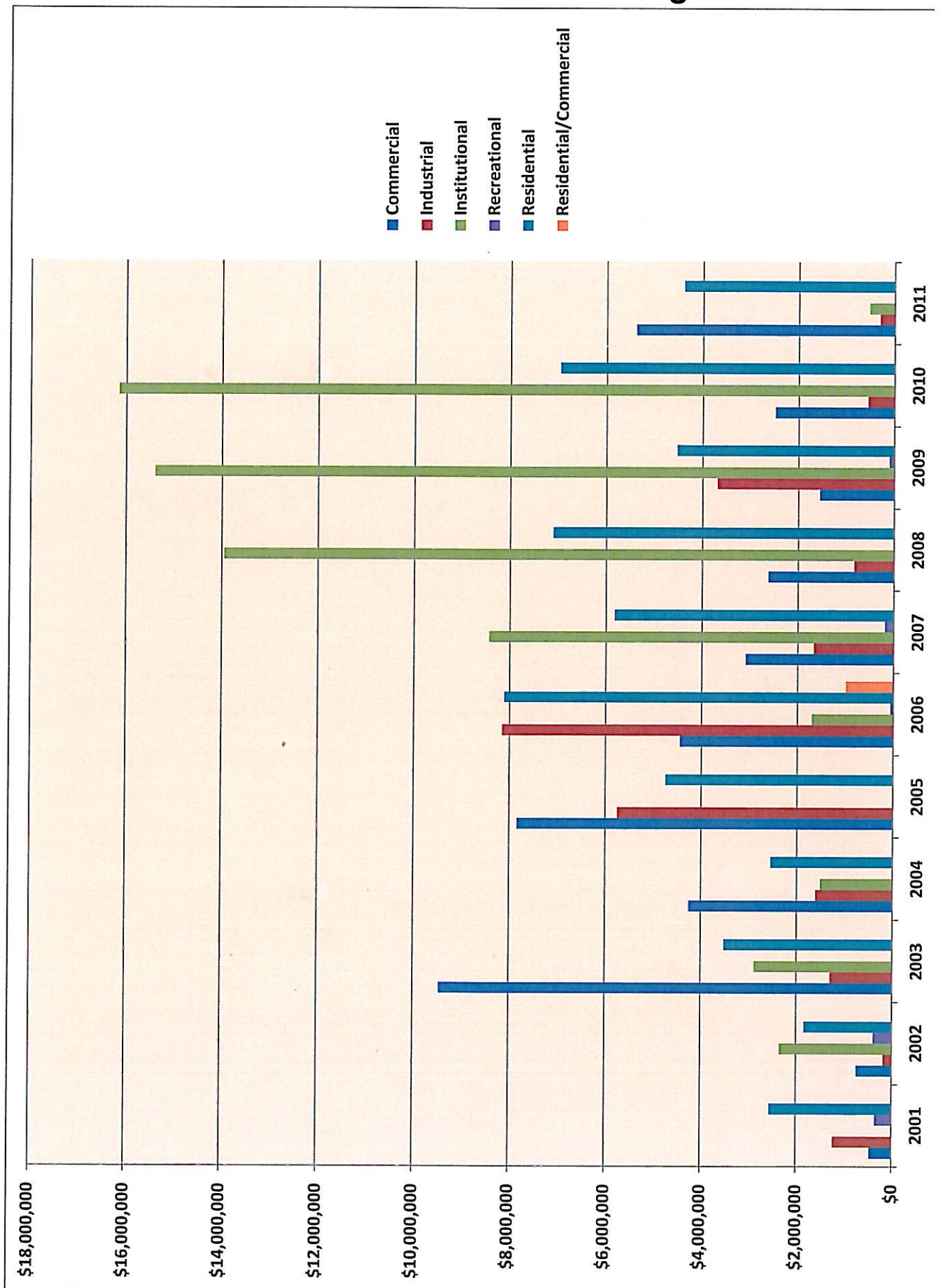
Town of Drumheller Building Permit Statistics 2011

Category	Values	Date												Grand Total
		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov		
COMMERCIAL	Permits Issued	1			3	1		2		2	2	1	15	
	Construction Value	\$20,000			\$357,780	\$48,000		\$390,000	\$164,990	\$225,000	\$4,170,000	\$12,075	\$5,387,845	
FARM	Permits Issued		1											
	Construction Value		\$140,000										\$140,000	
INDUSTRIAL	Permits Issued					1							1	
	Construction Value					\$305,000							\$305,000	
INSTITUTIONAL	Permits Issued							1			1		2	
	Construction Value							\$160,000			\$370,000		\$530,000	
RESIDENTIAL	Permits Issued	1	6	4	3	12	17	12	6	6	3	5	75	
	Construction Value	\$2,000	\$57,000	\$197,500	\$132,000	\$315,000	\$1,696,035	\$880,900	\$628,800	\$62,000	\$25,000	\$398,000	\$4,394,235	
Total Permits Issued		2	7	4	6	14	17	15	9	8	6	6	94	
Total Construction Value		\$22,000	\$197,000	\$197,500	\$489,780	\$668,000	\$1,696,035	\$1,430,900	\$793,790	\$287,000	\$4,565,000	\$410,075	\$10,757,080	

Commercial		
Chinook Credit Union	New Construction	\$3,920,000
McDonalds	Renovation	\$380,000
Lubexx	New Construction	\$300,000
Institutional		
Royal Tyrrell Museum	New Construction - Steel Catwalk	\$370,000
Residential		
Bohemia Group (Riverside Gardens)	New Construction - Condominiums	\$832,545

Category	Values	Date												Grand Total
		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	
COMMERCIAL	Permits Issued	1			1	4	5		1	1	2		17	
	Construction Value	\$ 235,000		\$ 10,000	\$ 198,000	\$ 650,000		\$ 7,000	\$ 25,000	\$ 560,000	\$ 801,000		\$ 2,486,000	
INDUSTRIAL	Permits Issued				1								1	
	Construction Value			\$ 560,000									\$ 560,000	
INSTITUTIONAL	Permits Issued				1			1		1			4	
	Construction Value			\$ 20,000			\$ 15,735,200	\$ 200,000		\$ 200,000			\$ 16,155,200	
RESIDENTIAL	Permits Issued	4		3	9	9	8	5	16	5	11		86	
	Construction Value	\$ 230,590	\$ 14,000	\$ 389,110	\$ 1,654,000	\$ 625,060	\$ 572,372	\$ 16,400	\$ 1,354,950	\$ 220,000	\$ 1,151,000	\$ 715,800	\$ 3,20,059	
Total Permits Issued		5		3	12	13	13	7	17	6	13	7	3108	
Total Construction Value		\$ 465,590	\$ 14,000	\$ 979,110	\$ 1,852,000	\$ 1,275,060	\$ 16,307,572	\$ 223,400	\$ 1,379,950	\$ 420,000	\$ 1,711,000	\$ 1,516,800	\$ 26,164,541	
Commercial														
Tim Horton's				New Construction			\$800,000							
Agriculture Financial Services Corporation				Interior/Exterior Renovation			\$500,000							
Industrial														
W. Ralston (Canada) Inc.				Warehouse Addition			\$560,000							
Institutional														
Town of Drumheller Community Facility				New Construction			\$15,735,200							

Town of Drumheller
Building Permit Statistics
2001 - 2011





DRUMHELLER

COMMUNITY SERVICES



2011 Year in Review – Highlights

Paul Salvatore, Director

FCSS

- **Seniors Program** 2011 saw several changes to the staff delivering the Seniors Services Program, which shifted the focus of the program to some new areas. The core services for Seniors has not changed considerably, however several enhancements were introduced, which were applied.
 - The volunteer tax preparation service (in partnership with local accounting firms and Canada Revenue Agency) will continue in 2012.
 - The seniors coordinator continues to develop strong local partnerships with the Pioneer Trail – Seniors Drop-in Centre, the Drumheller Seniors Foundation and contacts within the health and community support system within the Community.
- **Community Building Initiative** – the CBI program managed to be instrumental in the implementation of the Duke of Edinburgh youth award program with the RCMP as the first in Alberta. The Drumheller CBI program continues to be recognized as a an excellent program within Central Alberta –where the focus on “facilitating” community involvement and capacity building is clearly accepted as the best approach to community development within the province.
- **Before & After School Care Program** – continues to operate in partnership with Greentree School – and is fully subscribed for 19 children. Parent Link will be moving to Greentree School, early in 2012.
- **Volunteer Appreciation Week** – the Community Services team introduced a volunteer fair in conjunction with Volunteer Week (April each year) and launched a Community Volunteer website www.volunteerdrumheller.com.
- **Family Resource Worker Program** – the Town’s partnership with Golden Hills and Christ the Redeemer School divisions continues to support in school counselling and referral to a range of programming for children and young people within the school environment. Programs vary from year to year depending on the emergent needs of the school population.
- **Activity Guide** – The Town partners with the Drumheller and District Further Education Council to produce and distribute the guide in late August and early January. Work was done in 2011 to evaluate the format of the Activity Guide. The guide was upgraded to a full-colour, cost recovery project (through the sales of advertising). The guide will have to evolve to reflect

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the increased range of programming that will be possible as a major key to the promotion and awareness of programs at the Badlands Community Facility.

Recreation

- **Aquaplex** – Revenues at the Aquaplex were on budget despite poor Summer weather and moderate decreases in tourist traffic in the peak season. The introduction of a new facility management software system will increase access to booking programs as this will be possible online and at the point of sale at the Aquaplex and at the BCF.
- **Arena** – An ice allocation meeting took place as usual in June and a master schedule was in place for September. Hockey Schools and Figure Skating Camps commenced in August (this reduced our facility operation by 2 weeks and the associated costs). During the Fall, we attempted to rent early morning weekday ice to groups – Minor Hockey introduced a player skill development program 2 time per week from 6:30am to 7:30am.
- **Civic Center** – room bookings continue to be strong, these will transition to the BCF, as we shift our focus to a wider range of meetings and events made possible in the new facilities.
- **Summer Fun** – New program coordinators (3) for the program ran the program with very good reviews from parents and the children participating in the program. The program continues to operate largely as a cost recovery program.
- **July 1st Celebration** – The festivities were held in Centennial Park (in proximity to the fountain) and downtown – where the public has accepted and supported this change for the second year in a row. Feedback on the event was extremely positive and preparations for the 2012 festivities are underway.
- **Sports, Recreation and Culture Expo** – The first "Expo" to be held in the BCF is scheduled for March 7 and 8 in the BCF. This event has been taken-over by staff from the BCF, to reflect the increased range of activity in recreation and cultural events.

Community Enforcement

The development and discussion of the Responsible Pet Owner's Bylaw was presented to Council in late 2011. The bylaw was developed in collaboration with the Humane Society and Valley Veterinary Clinic. We expect to see the bylaw early in 2012 for Council's review and eventual adoption.

Economic Development and Tourism

- The Town partnered with the Chamber of Commerce and the Tyrrell Museum – and was nominated for an award at the Travel Alberta industry conference.
- Further implementation of the Tourism Master Plan and the formalization of the Destination Marketing Organization are expected in 2012.

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Development and Planning

- Cindy Woods, Development Officer (reports attached).

Badlands Community Facility – Operations

- Excellent progress on the development of the Badlands Community Facility took place consistently throughout 2011.
- The opening of the facility including full operation for program delivery is expected in early March 2012.
- Key decisions related to the selection and implementation of Recreation Facility Software will serve the Town very well, for measurement of facility use in addition to the promotion and development of programs that will serve the greatest community need.

Heritage Inventory Project

Consultants for the municipal heritage inventory project were selected and the inventory was completed on schedule in 2012. The project will allow for future heritage preservation strategies to be implemented in Drumheller. We expect that a Heritage Designation Bylaw will be presented to Council in late 2012.

Director's Office

- Badlands Community Community Facility –
- Liaison with Communities in Bloom
- Small Town Saturday Night – community site selection
- Bylaw Policy Review and Program Updates
- Municipal Planning Commission and Subdivision Appeal Board – Staff Resource
- Risk Management – Committee Member
- Participated in review of Safety Codes contract
- Received professional designation as a Certified Local Government Manager (CLGM)
- Attended Heritage Symposium and finalized Grant for Heritage Inventory
- Risk Management/Safety Committee.
- Policing Committee – Staff Resource
- Presentations to Rotary Club and Council's Volunteer Appreciation.

Director:

CAO:

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