Town of Drumheller
COUNCIL MEETING
AGENDA

January 28, 2013 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

3-9 5.1.1 Regular Council Meeting Minutes of January 14, 2013

5.2. MINUTES OF MEETING PRESENTED FOR INFORMATION

10-13 5.2.1 Municipal Planning Commission Meeting Minutes of December 6, 2012

5.3. BUSINESS ARISING FROM THE MINUTES

6.0 DELEGATIONS

6.1 Jon Ohlhauser- Hope College

7.0 COMMITTEE OF THE WHOLE RECOMMENDATIONS

8.0 REQUEST FOR DECISION REPORTS

8.1. CAO

14-15 8.1.1 Bylaw 01.13 being a bylaw for the purpose of borrowing monies as permitted by Section 256 of the MGA - third reading

Page

8.1. CAO

16-18 8.1.2 Bylaw 04.13 being a bylaw to authorize the supplementary assessment for improvements within the Town of Drumheller for the purpose of imposing a tax under Part 10 of the MGA for the 2013 tax year - third reading

19-39 8.1.3 Bylaw 06.13 Responsible Pet Ownership Bylaw - first reading

40-82 8.1.4 RFD - 2013 Strategic Business Plan

83-86 8.1.5 RFD - Motion re: Hope College

87-90 8.1.6 RFD - Plan 0813007 Block 15 Lot 1

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

91-96 9.1 CAO's Quarterly Report from October to December, 2012
CAO's 2012 Annual Report

97-102 9.2 Director of Corporate Services' Quarterly Report from October to December, 2012
Director of Corporate Services' 2012 Annual Report

103-105 9.3 Director of Community Services' Quarterly Report from October to December, 2012
Director of Community Services' 2012 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

14.1 Land Matter - Plan RW289

Town of Drumheller
COUNCIL MEETING
MINUTES

January 14, 2013 at 4:30 PM
Council Chamber, Town Hall
703-2nd Ave. West, Drumheller, Alberta

PRESENT:
MAYOR:
Terry Yemen
COUNCIL:
Andrew Berdahl
Jay Garbutt
Lisa Hansen-Zacharuk
Sharel Shoff
Doug Stanford
CHIEF ADMINISTRATIVE OFFICER/ENGINEER:
Ray Romanetz
DIRECTOR OF INFRASTRUCTURE SERVICES:
Allan Kendrick
ACTING DIRECTOR OF CORPORATE SERVICES:
Bill Wulff
DIRECTOR OF COMMUNITY SERVICES:
Paul Salvatore
RECORDING SECRETARY:
Linda Handy
ABSENT: Councillor Tom Zariski

1.0 CALL TO ORDER

2.0 MAYOR'S OPENING REMARK

3.0 PUBLIC HEARING

3.1 Mayor Terry Yemen stated that the purpose of the Public Hearing is to consider Bylaw 18.12 with amendments to the Land Use Bylaw 10.08 to provide modifications and additions to the land use regulations within the Town of Drumheller

Mayor Yemen called the Public Hearing to order at 4:35 PM.

Brad Wiebe, Palliser Regional Municipal Services provided the following report:

- The Land Use Bylaw is reviewed on an annual basis with specific concerns being addressed over time to ensure the rules and regulations for land use and development provide an appropriate framework for related decision making.

- Bareland Condominium - definitions and regulations relating to bareland condominium development have been added including how setbacks and heights are determined.
- DT – Downtown Transitional Land Use District – this area is in the downtown core with higher density characteristics in a mature neighborhood with smaller lots. Amendments were added to allow for development / renovations of non conforming properties. The main area of concern is dealing with properties not having the right setbacks.
- Manufactured Homes are located throughout the Town in different areas where they are a non conforming use. This has caused problems with insurance availability in these locations. Amendments are proposed in specific districts that would allow existing sites where manufactured homes exist to be compliant with the regulations and any changes to the development on the site would require discretionary review by the MPC.
- Signage – regulations have been set specifically for digital signs (size and height).
- Relocation of Buildings – added details in terms of bonds for moved in-buildings in Drumheller.
- Suburb Community Residential District – areas where full utility service is not available such as East Coulee, Wayne, etc and a private sewage system is required. These areas are evaluated on a per site basis and the regulations of the province are followed.
- Land Use District Map Amendment – From UT – Urban Transitional to SCR – Suburb Community Residential (East Coulee). This property was consolidated over time and the property owners wish to match up with the property lines and have the entire area zoned SCR. The SCR designation is consistent with the area in East Coulee.

Mayor Yemen asked for questions from Council:
Councillor A. Berdahl asked B. Wiebe to summarize the advantages being proposed for the DT District. B. Wiebe explained that in keeping with the recommendations outlined in the Municipal Sustainability Plan, the MPC looked at ways to accommodate new development and upgrades to houses in this area. He stated that the regulations proposed would allow for higher site coverage and lesser setbacks to work within the current framework within the neighborhood. Because this area has 30+ year old homes, the Town wants to keep the urban design as is and retain the character of the homes in this mature neighborhood while at the same time allowing for some upgrades. He further stated that the trend now is to go with a zero lot line on one side of the property with the other side being at 4 ft. The adjacent house would be built 4 ft. from the zero lot line so each house offsets the other and you end up with the required 4 ft. side setback. He explained that 4 ft. is the minimum sideyard you see in most municipalities but there are situations where some cities, i.e. City of Edmonton is going to 3 ft. to order to make denser neighborhoods. In the Town's case, the Town is not looking for denser neighorhoods, but wishes to keep the urban design as is. He further noted that if side yards are less than 4 ft., the development would have to be fire rated (no openings, no windows on the one side). He stated that development applications would have to be reviewed on a case by case basis.

Councillor A. Berdahl asked when the next Municipal Development Plan review will take place. B. Wiebe stated the review is scheduled for 2014.

Mayor Yemen asked Secretary, L. Handy if there were any items of correspondence. L. Handy stated there were no items of correspondence.

Mayor Yemen asked if there was anyone who wished to speak in favor or against the proposal.

Pat Nelson stated that on behalf of the neighbors in East Coulee, she wanted clarification on whether the dyke was included in the proposed amendment and if the property in question was owned by Repas. B. Wiebe stated that the property owner is Repas and he identified the area on the map. Because the one section of their property to the south is zoned SCR while another area is zoned UT, the property owners wished to have the entire property zoned SCR. P. Nelson asked if the dyke goes across private land. R. Romanetz stated that Repas has an easement agreement with the Town of Drumheller for the Town to have access to that area. He further explained that the property owners have consolidated their property into one large lot. She asked that the Town confirm with her the area of property that has been consolidated and registered and whether the public has a right to access the dyke.

Mayor Yemen closed the Public Hearing at 4:52 PM.

4.0 ADOPTION OF AGENDA

MO2013.01 Hansen-Zacharuk, Shoff moved to adopt 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 December 17, 2012
MO2013.02 Garbutt, Hansen-Zacharuk moved to adopt the regular Council meeting minutes of December 17, 2012 as presented. Carried unanimously.

5.2. MINUTES OF MEETING PRESENTED FOR INFORMATION

5.3. BUSINESS ARISING FROM THE MINUTES

6.0 DELEGATIONS

7.0 COMMITTEE OF THE WHOLE RECOMMENDATIONS

8.0 REQUEST FOR DECISION REPORTS

8.1. CAO

8.1.1 Bylaw 15.12 being the Livery Transport Bylaw - third reading
R. Romanetz stated that Bylaw 15.12 was not given third reading at the December 17th Council meeting in order to allow for public comments. Administration advised that there were no concerns expressed from the public.

MO2013.03 Shoff, Hansen-Zacharuk moved third reading to Bylaw 15.12. Carried unanimously.

8.1.2 Bylaw 17.12 being the Utility Rate Bylaw as amended (3% increase with a $1.00 per utility account infrastructure investment surcharge) - second and third readings

R. Romanetz advised that the Utility Rate Bylaws (3% and 5%) were introduced to Council on December 17th and at that time, Council gave first reading to Bylaw 17.12 (3%) with an amendment to include a $1.00 per utility account infrastructure investment surcharge. Since that time, B. Wulff has calculated some options for discussion. These options follow the meter counts and metered consumption using the 2012 rates as a comparative base ($1,973,460). Option 1 (base 3% no infrastructure investment) would raised $58,619 over the comparative 2012 base. No additional increase to reserves. Option 2 (base 3% with additional infrastructure investment at $1 per month per account) would raise $37,608 over the 3% comparative. This $37,608 infrastructure investment would be added to reserves. B. Wulff explained that Option 2 may be contrary to the Utilities Board's policies and principles and may be subject to challenge. Option 3 (base 3% with additional infrastructure investment per month at meter equivalents by Group) Group 1 at $1.00 would raise $36,408; Group 2 at $8.30 would raise $8,864; and Group 3 at $39.30 would raise $5,187 for a total of $50,460 over the comparative 3%. Option 3 would raise $50,460 as opposed to $37,608. This scenario would be a more fair approach and would be in keeping with the Utilities Board's directions. Option 4 (base 5% across the board rate increase with no infrastructure investment) would raise $97,763. B. Wulff explained that the infrastructure investment surcharge would have to be a separate line item on the bill requiring a change to Vadim software that would take a three month install and would require this line item to be on a separate sheet of paper, increasing the weight of bill and the postage – both factors would have additional costs attached to them.

Mayor Yemen stated that new information has been presented and he asked Council for their comments:
Councillor J. Garbutt asked if a portion Option 4 dollars could be earmarked for reserves. R. Romanetz stated that an amount could be identified for reserves and not be used to support operating. Council agreed to Option 4 with $40,000 being earmarked for reserves and requested that Bylaw 17.12 which received first reading on December 17th be amended to include a water rate increase at 5% with zero increase to wastewater rates, no infrastructure investment surcharge and a reserve of $40,000.00.

MO2012.04 Garbutt, Shoff moved to amend **MO2012.170** which reads:

"*First reading to Bylaw 17.12 (3%) with an amendment to include a $1.00 per utility account infrastructure investment surcharge*" to read First Reading to Bylaw 17.12 with a 5% water rate increase and zero increase to wastewater rate, removal of the $1.00 per utility account infrastructure investment surcharge and further that $40,000 annually be directed to reserves. Carried unanimously.

MO2012.05 Garbutt, Shoff for second reading to Bylaw 17.12 as amended. Carried unanimously.

MO2013.06 Shoff, Stanford moved third reading to Bylaw 17.12 as amended. Carried unanimously.

8.1.3 Bylaw 01.13 being a bylaw for the purpose of borrowing monies as permitted by Section 256 of the MGA - all three readings

R. Romanetz presented Bylaw 01.13 being an annual bylaw for the purpose of borrowing monies as permitted under Section 256 of the MGA. He explained that the bylaw allows Council to authorize borrowings for operating expenditures, as long as the amount borrowed does not exceed the amount of taxes the municipality estimates will be raised in the year of borrowing.

MO2013.07 Shoff, Garbutt moved first reading to Bylaw 01.13. Carried unanimously.
MO2013.08 Garbutt, Berdahl moved second reading to Bylaw 01.13. Carried unanimously.
MO2013.09 Shoff, Hansen-Zacharuk moved no objections to third reading.
5 in favor – Stanford, Zariski, Yemen, Shoff, Hansen-Zacharuk
1 opposed - Berdahl
Motion defeated.

8.1.4 Bylaw 02.13 being a bylaw providing the assessment of all businesses and for the payment of a business tax by any person, partnership and / or corporation carrying on any business

R. Romanetz presented Bylaw 02.13 being an annual bylaw which sets the business tax rate for 2013 based on the 2012 assessments. He explained that this amount is in addition to the business license and is based on 3% of the annual assessment on their premises. He stated that Council needs to provide direction on whether to continue with the current practice of charging a business tax. He explained that the revenue is required and normally budgeted for, so if it does not come from businesses, it would come from a tax on non residential properties. B. Wulff advised that he checked with several municipalities with similar populations and none collect a business tax. He further explained that currently there is an outstanding amount of $23,000 on previous years' business tax and it is difficult to collect on a closed business. The collection process would entail using the services of a sheriff as there is no recourse under the Municipal Government Act to collect as regular property taxes.

MO2013.10 Shoff, Hansen-Zacharuk for first reading to Bylaw 02.13

Discussion on Motion:

Council debated the concerns of imposing a business tax based on 3% of annual assessment on commercial premises while a home base business does not pay a business tax. Council directed Administration to prepare a report on this matter including comparisons with other communities prior to the 2013 budget review.

Vote on Motion:
2 in favor – Berdahl, Hansen-Zacharuk
4 opposed – Garbutt, Shoff, Yemen, Stanford
Motion defeated.

Council directed Administration to prepare a report on options.

8.1.5 Bylaw 03.13 being a bylaw establishing the business tax rate for 2013 – all three readings – tabled.

8.1.6 Bylaw 04.13 being a bylaw to authorize the supplementary assessment for improvements within the Town of Drumheller for the purpose of imposing a tax under Part 10 of the MGA for the 2013 tax year

R. Romanetz presented Bylaw 04.13 being a bylaw to authorize the supplementary assessment for improvements. He advised that the bylaw is an annual requirement under Section 313 of the Municipal Government Act with a deadline of May 1st.

MO2013.11 Shoff, Hansen-Zacharuk for first reading to Bylaw 04.13. Carried unanimously.
MO2013.12 Hansen-Zacharuk for second reading to Bylaw 04.13. Carried unanimously.
MO2013.13 Shoff, Garbutt moved no objections to third reading of Bylaw 04.13.
5 in favor - Garbutt, Shoff, Yemen, Stanford, Zariski
1 opposed - Berdahl
Motion defeated.

8.1.7 Bylaw 05.13 being a bylaw to remove and close a Municipal Reserve from public use

R. Romanetz introduced Bylaw 05.13 which proposes to close a Municipal Reserve in the south Newcastle area. He explained that the property has been leased for 15 years and the adjacent property owners wish to purchase the property. He further explained that once the MR designation is removed, the Town will do a survey with costs being recovered by the interested parties, retain a portion for the consolidation with the two adjacent property owners and the remaining property to be serviced and offered for sale as industrial land. He recommended that Council proceed to first reading to allow for the advertising and a public hearing to be held on February 11th.

MO2013.14 Garbutt, Berdahl for first reading to Bylaw 05.13. 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

10.1 Bylaw 18.12 - second and third readings
MO2013.15 Shoff, Hansen-Zacharuk for second reading of Bylaw 18.12. Carried unanimously.
MO2013.16 Hansen-Zacharuk, Stanford for third reading of Bylaw 18.12. Carried unanimously.

11.0 UNFINISHED BUSINESS

12.0 NOTICES OF MOTIONS

13.0 COUNCILLOR REPORTS

13.1 Councillor Lisa Hansen-Zacharuk provided an overview of the activities at the Drumheller Ag Society which includes various track races, dances and social events. On behalf of the Society, she thanked the businesses and the Town who supported the events throughout the year and noted that because of this support and the support of volunteers, the Society is now in the black.

14.0 IN-CAMERA MATTERS MO2013.17 Garbutt, Shoff moved to go in camera at 5:45 PM. Carried unanimously.

14.1 Land Matter

MO2013.18 Shoff, Zariski to revert to regular Council meeting at 6:28 PM. Carried unanimously.

There being no further business Mayor Terry Yemen adjourned the meeting at 6:28 PM.

_____
Mayor

_____
Chief Administrative Officer

DRUMHELLER
COMMUNITY SERVICES
Dinosaur Capital of the World

Municipal Planning Commission
MINUTES
Meeting of Thursday December 6, 2012

Present: Paul Salvatore, Director of Community Services
Doug Stanford, Councillor/Member
Brad Wiebe, Palliser Regional Municipal Services
Cindy Woods, Development Officer
Linda Taylor, Recording Secretary
Robert Greene, Chairperson
Shawn Francis, Member
Sharon Clark, Member

Absent: Andrew Berdahl, Councillor/Member – Regrets

1.0 CALL TO ORDER – 12:10 p.m.

2.0 MINUTES FROM PREVIOUS MEETINGS

2.1 November 8, 2012

Motion: D. Stanford moved to accept the minutes of November 8, 2012 as presented.
Second: S. Clark – Carried

3.0 DEVELOPMENT PERMITS

3.1 T00102-12D – Doris & Wesley Wade – Keeping of Livestock – "A"

C. Woods presented Development Permit T00102-12D submitted by Doris & Wesley Wade for Keeping of Livestock located on NE-14-28-19-W4M, Cambria. Zoning is "A" Agricultural District. Keeping of livestock is a discretionary use in this district.

C. Woods advised the applicants are requesting to have power run to NE-14-28-19-W4M, to keep water from freezing for the cattle and horses on the property. The applicants have already placed 15 to 20 cows, 5 horses and corrals on the property. The applicants were required to have permitting in place before power could be run onto the property.

C. Woods included Land Use Bylaw 10-08

37. A – Agricultural District

(b) Discretionary Uses

- Keeping of livestock in accordance with ***Section 74, Table B***

74. Keeping of Livestock

On country residential and agricultural parcels, the number of livestock permitted shall not exceed 1 livestock manure equivalent per acre. The number of animal's equivalent to 1 livestock manure equivalent shall be in accordance with Table A and Table B.

The Municipal Planning Commission discussed the application. The Commission members noted that limitations on the number of livestock, storage, and placement of structures are discretionary in this district and will be placed as conditions on the approval.

Motion: S. Francis moved Development Permit T00102-12D submitted by Doris & Wesley Wade for Keeping of Livestock located on NE-14-28-19-W4M, Cambria be approved, subject to the following conditions:

1. Development shall conform to Land Use Bylaw 10-08.
2. All necessary permits (building, electrical, plumbing, etc) to be in place prior to any construction/installations.
3. Keeping of Livestock in accordance with Land Use Bylaw Section 74, B.
4. Must adhere to the Town of Drumheller Community Standards Bylaw.
5. If the holder of the permit wishes to make any change in the conduct or the use that departs from the description in the application or from any other condition or restrictions imposed, the holder of the permit must obtain prior permission of the Development Officer/Municipal Planning Commission. An additional development application may be necessary.
6. Development application is required for signage placement and too be made under separate application prior to placement.
7. Development to conform to any/all Municipal, Provincial and Federal regulations and/or legislation that may apply.
8. Garbage and waste materials must be stored in weather proof and animal proof containers and screened from adjacent sites and public thoroughfares. Separate containment must be provided for the disposal and recycling of cardboard materials.

Second: D. Stanford - Carried

3.2 T00106-12D – R.A. Hamilton – Condominium Unit – "DT"

C. Woods presented Development Permit T00106-12D submitted by R.A. Hamilton for Condominium Units located at 360 4 Street West, Drumheller on Plan 1210222; Block 40; Lots 14. Zoning is "DT" Downtown Transition District. Multiple Unit Dwellings are a discretionary use in this district.

C. Woods advised the applicant is requesting additional modifications to the main floor area of an existing condominium development to add an additional unit known as Unit "D". The area to be modified has a bathroom and kitchen area in place, partitions for bedrooms are to be constructed. The building has commercial development, Everybody's Gym, as well as the residential dwellings.

C. Woods included Land Use Bylaw 10-08
30. DT – Downtown Transition District
The purpose of this district is to provide for mixed-use development, including secondary commercial uses, institutional and office uses as well as single-detached and multiple unit residential development in downtown fringe areas. This district is intended to enhance downtown vitality, to promote tourism service businesses, and to retain the residential character of the neighbourhood. It is <u>not</u> the intent of this district to make any existing uses non-conforming but rather to provide for a wider range of residential and complimentary uses.

The Municipal Planning Commission discussed the application. The Commission members reviewed the submitted plans and noted discrepancies in the measurements. This application is to be tabled to have more accurate and complete set of plans on the condominium, (including kitchens, boiler rooms, balconies and parking) submitted for review.

Motion: S. Clark moved that Development Permit T00106-12D submitted by R.A. Hamilton for a Condominium Unit is tabled and request detailed site and structure plans to be submitted by the applicant.

Second: D. Stanford – Carried

3.3 T00122-12H – Curt Turner Trucking – Shop/Storage Yard – "A"

C. Woods presented Development Permit T00122-12H submitted by Curt Turner for home occupation, as shop and Storage Yard for a Trucking business located at 120 Highway 10X, Drumheller on Plan 7410177; Lot 3. Zoning is "A" Agricultural District. A home occupation is a discretionary use in this district.

C. Woods advised this application for a home occupation is an oil & gas trucking business. The details submitted on the application do not meet the requirements of Home Occupation in the Land Use Bylaw; however a Development Permit normally is not issued for this type of use on a property designated as residential. There are residential properties to the east, industrial lots across the road to the south and adjacent on the west side is a landscaping business.

C. Woods read Land Use Bylaw 10-08 definition of Home Occupation and regulations;

"Home Occupation" means any occupation, trade, profession, or craft carried on by an occupant of a residential building or a use secondary to the residential use of the building, and which does not change the residential nature of the building nor the neighborhood or have any exterior evidence of such secondary use other than a small name plate, not exceeding 0.28 m^2 (3 sq. ft.) in area. A home occupation does not include the outside storage of materials, goods or equipment, nor the employment of more than one paid assistant other than the occupant and the occupant's family;

57. Home Occupations

(d) A home occupation shall not include any use or operation that will cause or create a nuisance by way of noise, vibration, smoke, dust, odors, heat or traffic generation. At all times, the privacy and enjoyment of adjacent residences shall be preserved and the amenities of the neighbourhood maintained.

(f) A commercial vehicle to be parked or maintained on the property shall be subject to the Municipal Planning Commission approval in terms of size and appearance.

(g) A commercial vehicle, which in the opinion of the Municipal Planning Commission would not be complementary to the residential character of the area, shall not be parked or maintained between the front property line and the rear building line. This requirement may be relaxed by the Municipal Planning Commission in situations where it is not possible to park the vehicle in the rear yard due to access problems. Vehicle type, size and number of vehicles shall not be detrimental to the residential character of the neighborhood.

The Municipal Planning Commission discussed the application as both a Home Occupation and Development Permit.

Motion: S. Clark moved Development Permit T00122-12H submitted by Curt Turner for home occupation, as shop and Storage Yard for a Trucking business located at 120 Highway 10X, Drumheller on Plan 7410177; Lot 3 be denied as;

The Municipal Planning Commission refused the application for the following reasons;

1. **The proposed use is neither discretionary nor permitted in the Agricultural "A" District under the current Land Use Bylaw 10-08 Part VI Sec 37.**

2. **The proposed use dos not meet the definition or requirements of a Home Occupation as described in Land Use Bylaw 10-08 Part I Sec 2 and Part VII Sec 57.**
3. **The proposed use would unduly interfere with the amenities of the neighbourhood.**

Second: S. Francis – Carried

4.0 PALLISER REGIONAL MUNICIPAL SERVICES

4.1 Subdivision Report – File No. 80/105

Sandra J. Graham and Doreen M. Anderson
Located in the district of Rosedale east of First Street and north of Pinter Drive and Pinter Road with the Red Deer River to the far east area.
C. of T. No.: 981 319 853
SE ¼ -28-28-19-W4M

B. Wiebe presented the following subdivision application 80/105, this was also presented on March 18, 2010. Land is owned by Sandra J. Graham and Doreen M. Anderson. The purpose of this subdivision is to create 10 parcels of various sizes for a total of 5.51 acres. Existing use is Residential / Agricultural, UT Urban Transitional District with a proposed change to Residential. Most of the proposed lots fall within the Flood Fringe of the Red Deer River. An Area Structure Plan has been approved by Council however the land use district amendment was denied until further information was provided in regards to existing residential development and purchase or removal options for the current renters on the property.

The appeal status; deferred by Alberta Transportation to the local government level, Town of Drumheller. Circulation; no objections were received.

The Municipal Planning Commission discussed the subdivision report. Commission members made recommendations.

5.0 OTHER DISCUSSION ITEMS

New member

The Municipal Planning Commission was notified Scott Kuntz will be joining the commission.

6.0 Adjournment – Meeting adjourned by B. Greene at 1:15 pm.

_____
Chairperson

_____
Development Officer

Town of Drumheller
Bylaw No. 01.13

Being a Bylaw of the Town of Drumheller for the Purpose of Borrowing Monies as Permitted by Section 256 of the Municipal Government Act.

WHEREAS the Council of the Town of Drumheller (hereinafter called the "Corporation") in the Province of Alberta, considers it necessary to borrow certain sums of money for the purpose of:

Covering operating expenses pending the collection of monies growing due.

NOW THEREFORE pursuant to the provisions of The Municipal Government Act, it is hereby enacted by the Council of the Corporation as a bylaw that:

1. The Corporation borrow from Chinook Credit Union ("Chinook") up to the principal sum of $2,020,000.00 repayable upon demand at a rate of interest per annum not to exceed the Prime Lending Rate from time to time established by Chinook, and such interest will be calculated daily and due and payable monthly on the last day of each and every month.

2. The Chief Elected Officer and the Chief Administrative Officer are authorized for and on behalf of the Corporation:

   (a) to apply to Chinook for the aforesaid loan to the Corporation and to arrange with Chinook the amount, terms and conditions of the loan and security or securities to be given to Chinook;

   (b) as security for any money borrowed from Chinook

      (i) to execute promissory notes and other negotiable instruments or evidences of debt for such loans and renewals of all such promissory notes and other negotiable instruments or evidences of debts;

      (ii) to give or furnish to Chinook all such securities and promises as Chinook may require to secure repayment of such loans and interest thereon; and

      (iii) to execute all security agreements, hypothecations, debentures, charges, pledges, conveyances, assignments and transfers to and in favour of Chinook of all or any property, real or personal, moveable or immovable, now or hereafter owned by the Corporation or in which the Corporation may have any interest, and any other

documents or contracts necessary to give or to furnish to Chinook the security or securities required by it.

3. The source or sources of money to be used to repay the principal and interest owing under the borrowing from Chinook are:

   Taxes, reserves, grants, etc.

4. The amount to be borrowed and the term of the loan will not exceed any restrictions set forth in The Municipal Government Act.

5. In the event that The Municipal Government Act permits extension of the term of the loan and in the event the Council of the Corporation decides to extend the loan and Chinook is prepared to extend the loan, any renewal or extension, bill, debenture, promissory note, or other obligations executed by the officers designated in paragraph 2 hereof and delivered to Chinook will be valid and conclusive proof as against the Corporation of the decision of the Council to extend the loan in accordance with the terms of such renewal or extension, bill, debenture, promissory note, or other obligation, and Chinook will not be bound to inquire into the authority of such officers to execute and deliver any such renewal, extension document or security.

6. Town of Drumheller Bylaw No. 08.12 is hereby repealed.

7. This Bylaw comes into force on the final passing thereof.

READ A FIRST TIME THIS 14th day of January 2013.

READ A SECOND TIME THIS.

READ A THIRD TIME THIS.

_____
Mayor

_____
Chief Administrative Officer

TOWN OF DRUMHELLER
BYLAW 04.13

BEING A BYLAW TO AUTHORIZE THE SUPPLEMENTARY ASSESSMENT FOR IMPROVEMENTS WITHIN THE TOWN OF DRUMHELLER FOR THE PURPOSE OF IMPOSING A TAX UNDER PART 10 OF THE MUNICIPAL GOVERNMENT ACT FOR THE 2013 TAX YEAR.

THE COUNCIL OF THE TOWN OF DRUMHELLER, DULY ASSEMBLED ENACTS AS FOLLOWS:

1. In this Bylaw unless the context otherwise requires:

   (a) "Act" means the Municipal Government Act;

   (b) "assessor" means the assessor for the Town of Drumheller;

   (c) "improvement" means:
      (i) a structure,
      (ii) any thing attached or secured to a structure, that would be transferred without special mention by a transfer or sale of the structure,
      (iii) a designated manufactured home, and
      (iv) machinery and equipment;

   (d) "linear property" and other words and phrases defined in the Act have the meanings provided in the Act.

   (e) "Town" means the Town of Drumheller;

2. (a) The assessor is authorized to prepare the supplementary assessments contemplated in Part 9 Division 4 of the Act for the purpose of imposing a tax under Part 10 of the Act for the 2013 tax year.

   (b) The improvement tax contemplated in Section 2(a) shall be imposed on all improvements.

   (c) The assessor shall not prepare supplementary assessments for linear property.

3. (a) The assessor shall prepare supplementary assessments for machinery and equipment used in manufacturing and processing if those improvements are completed or begin to operate in the year in which they are to be taxed under Part 10 of the Act.

(b) The assessor shall prepare supplementary assessments for other improvements if:

(i) they are completed in the year in which they are to be taxed under Part 10 of the Act;
(ii) they are occupied during all or any part of the year in which they are to be taxed under Part 10 of the Act; or
(iii) they are moved into the Town during the year in which they are to be taxed under Part 10 of the Act and they will not be taxed in that year by another municipality.

(c) A supplementary assessment shall reflect:

(i) the value of an improvement that has not been previously assessed; or
(ii) the increase in value of an improvement since it was last assessed.

(d) Supplementary assessments shall be prepared in the same manner as assessments are prepared under Division 1 of Part 9 of the Act, but must be pro-rated to reflect only the number of months during which the improvement is complete, occupied, located in the municipality or in operation, including the whole of the first month in which the improvement was completed, was occupied, was moved into the municipality or began to operate.

4. Before the end of the year in which supplementary assessments are prepared, the municipality shall prepare a supplementary assessment roll in accordance with section 315 of the Act.

5. Before the end of the year in which supplementary assessments are prepared, the municipality shall:

(a) prepare a supplementary assessment notice for every assessed improvement shown on the supplementary assessment roll; and
(b) send the supplementary assessment notices to the assessed persons

in accordance with section 316 of the Act.

6. Town of Drumheller Bylaw No 05.12 is hereby repealed.

7. This Bylaw shall take effect on the day of the final passing thereof.

READ A FIRST TIME ON THE 14th day of January 2013.

READ A SECOND TIME ON THE

READ A THIRD AND FINAL TIME ON THE

MAYOR

CHIEF ADMINISTRATIVE OFFICER

TOWN OF DRUMHELLER
BYLAW NO. 06.13

BEING A BY-LAW OF THE TOWN OF DRUMHELLER FOR THE PURPOSES OF REGULATING ANIMALS AND ACTIVITIES IN RELATION TO THEM.

WHEREAS the MGA enables a Council to pass Bylaws respecting animals;

AND WHEREAS the purpose of the municipality includes providing services that in the opinion of Council are necessary and desirable;

AND WHEREAS it is desirable to pass a Bylaw dealing with the licensing and regulation of animals in the Town;

AND WHEREAS it is desirable for citizens owning animals to be responsible and continually aware of the health and welfare of animals in their charge and in addition to be continually aware of the specific needs, physical and mental condition, location, temperament and safety of these animals.

NOW THEREFORE, the Council of the Town of Drumheller enacts as follows:

SECTION 1 - INTERPRETATION AND DEFINITIONS

1.1 This Bylaw may be cited as the RESPONSIBLE PET OWNERSHIP BYLAW.

1.2 Nothing in this Bylaw relieves a person from complying with any federal, provincial law or regulation or other Bylaw.

1.3 Where this Bylaw refers to a person or thing with reference to gender or the gender neutral the intention is to read the Bylaw with the gender applicable to the circumstances.

1.4 References to the plural include the singular as applicable

1.5 The words include, includes and including are to be read as not limiting the phrases of descriptions that precede them.

1.6 Any reference to specific laws already in force and applicable in the province of Alberta as at the same time that this Bylaw was enacted will be stipulated and referred to as such in the Bylaw. Provincial laws will be referenced as to the relevant chapter of the Revised Statutes of Alberta 2000, as amended from time to time including succeeding legislation. Federal laws will be referenced as to the relevant chapter of the Revised Statutes of Canada 1985 as amended from time to time including succeeding legislation.

1.7 Any reference in this Bylaw to a clause, section or part unless otherwise stipulated is a reference to a clause, section or part in this Bylaw.

1.8 Wherever a word is used in this Bylaw the meaning of that word is as specified in the definitions section of this Bylaw. Words not specified in the definitions section will have their regularly applied meaning in the English language.

1.9 Any clause, section or part of this Bylaw that may be declared invalid for any reason by a court of competent jurisdiction will be disengaged from the Bylaw and all other provisions of this Bylaw shall remain enforceable and valid.

1.10 Documents attached to this Bylaw and marked as schedules shall form part of this Bylaw.

SECTION 2 - DEFINITIONS

2.1 "Animal" means any mammal, bird, reptile or amphibian and does not include humans.

2.2 "Animal Control Shelter or Animal Control Facility" means a facility designated by the Town for the housing of animals.

2.3 "Animal Control Officer" means any Bylaw Enforcement officer in the employ of the Town, a member of the Royal Canadian Mounted Police or an independent contractor employed by the Town.

2.4 "Animal Shelter Supervisor" means a person, firm or body corporate or servants and employees of a person, firm or body corporate employed or appointed to manage and operate an animal control shelter.

2.5 "Aggressive Animal" means any animal, whether on public or private property, that has:

a) Bitten or chased a human or other animal,
b) Attempted to bite a human or has otherwise displayed, threatened or created by its behavior the reasonable apprehension of a threat to a person.

2.6 "Attack" means an assault by an animal exerting force on a human or other animal.

2.7 "Bite" means a wound to the skin causing a puncture, bruise, abrasion or break.

2.8 "Bylaw Violation Tag" is a ticket or summons issued for an allegation of a Bylaw infraction and is issued by a Peace Officer and only enforceable in the Town. See Schedule 'F'.

2.9 "Bylaw Enforcement Officer" means a person employed by the Town as a Bylaw Enforcement or Community Officer or a member of the Royal Canadian Mounted Police.

2.10 "Cat" means a domestic feline of either sex over the age of 90 days.

2.11 "Cat Tag" means a device bearing a distinctive serial number intended to be attached to the collar of the cat and issued by the Town upon payment of a license fee as prescribed in this Bylaw.

2.12 "CAO" means the Chief Administrative Officer of the Town or his designate.

2.13 "Controlled Confinement" means the confinement of an animal in a pen, cage or other structure having:

a) Secure sides and a secure top,
b) The bottom secured to the sides or the sides embedded in the ground or secured to a floor or wall which forms part of the secure structure,
c) Minimum dimensions of 1.5 meters by 3.0 meters and
d) A minimum height of 1.5 meters'
e) And includes a pickup truck bed enclosed with a covering typically made of fiberglass with or without windows and with a rear door.

2.14 "Dangerous Dog" means a dog determined by a Judge of the Provincial Court to be dangerous under the provisions of the Dangerous Dogs Act of Alberta.

2.15 "Dog" means a domestic canine of either sex over the age of 90 days.

2.16 "Dog Tag" means a device bearing a distinctive serial number intended to be attached to the collar of the dog and issued by the Town upon payment of a license fee as prescribed in this Bylaw.

2.17 "Domestic Animal" means an animal which has been habituated to live and breed in a tame state in or about the habitations of humans.

2.18 "Exotic Animal" an introduced, alien, non-indigenous or non-native species which has been found living outside its native distributional range and arrived there by human activity.

2.19 "Foster Animal" means an animal placed in a person's custody on a temporary basis by the humane society.

2.20 "Humane Society" means the Drumheller and District Humane Society or another similar society or corporate entity that rescues, cares for and arranges fostering and adoption of animals.

2.21 "Infectious Condition" means any sickness, disease or affliction of a contagious nature affecting an animal and liable to be passed onto other animals and/or humans.

2.22 "Injury" means bleeding, bruising, abrasions, punctured flesh, broken bones, sprains, wounds or lacerations.

2.23 "Justice" means a judge of the provincial court of Alberta or a justice of the peace.

2.24 "Land Use Bylaw" means the Land Use Bylaw of the Town.

2.25 "Leash" means a device, strap or tether intended to control the dog to whom it is attached and is securely attached to the dog by a collar, choke collar, body harness or halter.

2.26 "License" means an annual permit for a dog or cat purchased from the Town.

2.27 "Livestock" means the following:

a) A horse, mule, donkey, swine, sheep, goat, llama or alpaca;
b) Cattle, bison or other member of the bovine specie;
c) Domestically reared or kept deer, caribou, moose or elk;
d) Fur bearing animals raised for commercial purposes including mink, chinchillas, fox, non domestic cats and rabbits;
e) Camels, emus and ostriches;
f) Chickens, ducks, turkeys, geese, pheasants or partridges;
g) Any other animal kept for agricultural purposes.

2.28 "Microchip" means a unit of packaged computer circuitry often made of siliconand used to relay specific information and capable of being implanted in a dog or cat by a veterinarian, animal health technician or other qualified person to assist in identification and ownership tracking.

2.29 "Muzzle" means a device designed to be securely placed over the snout of an animal to keep it from opening its mouth or biting.

2.30 "Nuisance Animal" means any animal that by its continued behavior is obnoxious, causes offence, annoyance, disturbs others or damages or destroys public or private property or has been found at large or has been found at large and detained by Animal Control Officers more than twice.

2.31 "Open Trailer" means a trailer of any configuration that does not have a roof.

2.32 "Order to Remedy" a written order intended to redress an unlawful or unsatisfactory situation and requiring a person to rectify the identified issue within a specific time.

2.33 "Owner" means a person or body corporate:

a) who is the licensed owner of the animal; or
b) to whom a dog or cat license tag was issued in accordance with this Bylaw; or
c) who has legal title to the animal; or
d) who has lawful charge or custody of the animal either temporarily or permanently; or
e) a person who claims and receives the animal from the custody of an animal control officer, the Drumheller and District Humane Society, animal control shelter or other Town designated facility to keep and care for lost, found or stray animals; or
f) who harbors the animal or allows the animal to remain on his or her premises

2.34 "Owner Property" means any property where the owner of the animal regularly resides or conducts a business, any property in which the owner has a legal or equitable interest or which is otherwise under the control or is in possession of the owner and shall include land, buildings and vehicles.

2.35 "Peace Officer" includes any member of Town Bylaw/ community enforcement who is a Peace Officer or any member of the Royal Canadian Mounted Police.

2.36 "Pet" is a domesticated animal kept in Town and has an owner.

2.37 "Park" means a public space controlled by the Town and set aside as a place to be used by the public for rest, recreation, exercise, pleasure, amusement and enjoyment and includes: playgrounds, sports fields, natural areas, pathways, park roadways, and trails but does not include golf courses or cemeteries.

2.38 "Residential Area or District" means any area in Town that is predominantly occupied by the dwellings of citizens or an area designated as such by the Town.

2.39 "Running at Large" means:

a) an animal or animals which are not under the control of a person by means of a leash and is or are actually upon property other than the property which the owner of the animal or animals have the right of occupation, or upon any highway, thoroughfare, street, road, trail, avenue, parkway, lane, alley, square, bridge, causeway, sidewalk, boulevard, park or other public place which has not been designated as an off leash area by the Town.

2.40 "Service Dog" means a dog trained or being trained and certified to assist disabled persons.

2.41 "Shelter" means any facility that rescues, cares for and arranges fostering and adoption of animals or to offer protection and distress relief to an animal.

2.42 "Tattoo" a permanent mark or design made on the skin by a process of pricking and ingraining an indelible pigment or by raising scars.

2.43 "Town" means the Town of Drumheller and the entire area within its corporate boundaries.

2.44 "Unsuitable Pet Owner" means a person who appears to be abusive, neglectful or impaired and unable to provide proper care for an animal.

2.45 Vicious dog means any dog, whatever its age, whether on public or private property, that has:

a) Bitten or chased a human or other animal, or
b) attempted to bite a human or has otherwise displayed, threatened or created by its behavior the reasonable apprehension of a threat to a person, or
c) has been previously determined to be a Dangerous Dog under the Dangerous Dogs Act.

2.46 "Violation Ticket" means a violation ticket as defined in the Provincial Offences Procedure Act of Alberta or a Bylaw violation tag.

SECTION 3 – RESPONSIBILITY OF OWNERS

3.1 No owner or person in charge of an animal shall abuse an animal or cause an animal to be in distress or to remain in a distressed state.

3.2 The owner or person in charge of an animal shall ensure at all times that the animal is not running at large.

3.3 No person shall do anything or omit to do anything where such act or omission has or may have the effect of causing or permitting the running at large of an animal in the Town.

3.4 The owner of an animal shall ensure at all times that the animal is housed, kept and cared for in a satisfactory manner ensuring that the animal has water, food and shelter.

3.5 The owner of an animal shall ensure that the animal does not cause a nuisance to other persons or animals or property.

3.6 The owner of an animal shall forthwith remove any defecation left by the animal on any public property or private property other than that of the owner.

3.7 The owner of the animal shall ensure that defecation left by an animal or animals on the property of the owner does not accumulate to such an extent that it is reasonably likely to pose a health risk, create a nuisance for other property owners or cause fecal odor to prevail in the air surrounding other adjacent or nearby properties.

SECTION 4 - PROHIBITIONS - GENERAL

4.1 No person shall harm, tease, harass, abuse, molest or mistreat an animal in any way.

4.2 No person shall permit an animal to run at large.

4.3 An animal may run in an area where this is lawfully permitted, for example an area posted with signage designated as an off leash zone, however

a) No owner convicted of an offence under this Bylaw relating to biting, injuring or chasing a human or other animal may allow the animal that was the subject of this offence to be off leash or not wearing a muzzle when in a public place in Town at any time.

4.4 Any owner or person having care or control of an animal which:

a) Bites or chases a human, or,
b) Exerts force in any way on a human, or,
c) Exerts force in any way that injures a human, or,
d) Barks, howls or otherwise behaves itself in such a fashion as to alarm or cause any human to fear for their personal safety, or,
e) Barks, howls or otherwise comports itself in such a fashion as to disturb any person, or in the opinion of a Bylaw Enforcement officer or peace officer is likely to disturb any person, or
f) Causes the death of, injures or chases another animal, or,
g) Bites, chases or otherwise is a nuisance to other animals, livestock, automobiles, wildlife or other vehicles, or,
h) Damages any public or private property, or,
i) Is found in a cemetery in the Town, or,
j) Is found in any area where the animal is prohibited, or
k) Causes a nuisance, or,

Whether or not the animal is running at large, is guilty of an offence.

4.6 An owner, having been charged or convicted in respect of an offence under this Bylaw shall ensure that the animal wears a properly affixed muzzle and be on a leash under the control of an adult human at all times when that animal is not on the property of the owner.

SECTION 5 - PROHIBITIONS – UNATTENDED ANIMALS

5.1 No person shall leave an animal unattended in or on a motor vehicle so that the animal's well being or safety is placed in jeopardy.

5.2 No person shall leave an animal restrained and unattended inside or outside a motor vehicle, or in the case of a truck, where an animal is found in the open bed or box of the truck unrestrained and unattended so that the animal can come into contact with any other person or animal outside the motor vehicle.

5.3 No person shall leave an untethered or unrestrained animal in the open bed or box of a truck or open trailer while the truck is in motion or parked.

5.4 No person shall leave an animal unattended while the animal is tethered on premises where the public has access whether access is express or implied.

5.5 No person shall leave an animal tethered in a residential yard in such a manner that permits the animal to get within 2 meters of a fence or property line.

SECTION 6 - LICENSING – DOGS

6.1 No person shall own or keep any dog within the Town unless such dog is licensed as provided in this Bylaw.

6.2 **The owner of a dog shall obtain or renew a license for the dog from the Town and shall pay the** license fee as set out in Schedule 'A'.

A dog that has had a microchip identification implant or tattoo and proof of this and microchip information has been provided to the CAO is exempt from the provisions of Section 6 regarding the wearing of a dog tag.

6.3 Upon receipt of the license fee the Town shall issue a license and a dog tag to the owner.

6.4 A dog tag issued under this Bylaw is valid for the term of the license. Replacement tag shall be issued for lost tag.

6.5 The owner of a dog shall provide the dog with a collar and affix the dog tag securely to the collar.

6.6 The owner shall ensure that the collar and dog tag are worn by the dog when the dog is not on the property of the owner.

6.7 No person shall affix or permit to be affixed to a dog's collar a dog tag which has been issued in respect of another dog.

6.8 The owner of a dog shall obtain a license for a dog within 21 days after becoming the owner of the dog.

6.9 The owner of a dog purchased that is not yet 90 days old shall purchase a license for the dog once it has become 90 days old.

6.10 The owner of a dog under 90 days of age shall, if the dog is found running at large, obtain a license for the dog.

6.11 A guide dog or service dog of an owner who lives in the Town is not required to pay a fee for a license.

6.12 The requirements of this Bylaw to license a dog shall not apply to a humane society or other recognized animal control shelter or person holding a valid business license to a retail pet store, veterinary clinic, or an animal boarding facility.

SECTION 7 - LICENSING – CATS

7.1 No person shall own or keep any cat within the Town unless such cat is licensed as provided in this Bylaw.

7.2 **The owner of a cat shall obtain or renew a license for the cat from the Town and shall pay the** license fee as set out in Schedule 'B'.

A cat that has had a microchip identification implant or tattoo and proof of this and microchip information has been provided to the CAO is exempt from the provisions of Section 7 regarding the wearing of a cat tag.

7.3 Upon receipt of the license fee the Town shall issue a license and a cat tag to the owner.

7.4 A cat tag issued under this Bylaw is valid for the term of the license. Replacement tag shall be issued for lost tag.

7.5 The owner of a cat shall provide the cat with a collar and affix the cat tag securely to the collar.

7.6 The owner shall ensure that the collar and cat tag is worn by the cat when the cat is not on the property of the owner.

7.7 No person shall affix or permit to be affixed to a cat's collar a cat tag which has been issued in respect of another cat.

7.8 The owner of a cat shall obtain a license for a cat within 21 days after becoming the owner of the cat.

7.9 The owner of a cat purchased that is not yet 90 days old shall purchase a license for the cat when it becomes 90 days old.

7.10 The owner of a cat under 90 days of age shall, if the cat is found running at large, obtain a license for the cat.

The requirements of this Bylaw to license a cat shall not apply to a humane society or other recognized animal control shelter or person holding a valid business license to operate a retail pet store, veterinary clinic, or an animal boarding facility.

SECTION 8 - DOG AND CAT OWNERSHIP LIMITS

8.1 No person residing in the Town shall be permitted to keep more than three dogs.
a) This limit shall not apply to persons residing in an agricultural or rural zone, as per the Land Use Bylaw, keeping dogs not for commercial purposes providing there are no violations at this location of this Bylaw.

8.2 No person residing in the Town shall be permitted to keep more than five cats.
a) This limit shall not apply to persons residing in an agricultural or rural zone, as per the Land Use Bylaw, keeping cats not for commercial purposes providing there are no violations at this location of this Bylaw.

8.3 The ownership limits of section 8.1 and 8.2 do not apply to a humane society or person holding a valid business license to operate a retail pet store, veterinary clinic, or an animal boarding or breeding facility as long as the Land Use Bylaw permits same.

SECTION 9 - ANIMAL TRAPPING

9.1 No person shall set any animal trap outdoors in a manner that makes it probable any animal trapped will be injured, poisoned or killed.

9.2 No person shall set a cat trap outdoors :

a) When the ambient temperature is zero degrees Celsius or below or in an area not shaded from the sun, unless the trap is being continually monitored by a resident of a property or animal control officer.
b) Between the hours of 11:00 p.m. and 6:00 a.m.

9.3 Cat and animal trapping will be primarily conducted by animal control officers.

a) A resident with the approval of an animal control officer may be temporarily issued a cat trap to locate and detain a nuisance cat.
b) Any person trapping a cat shall immediately advise an animal control officer who shall take custody of the trapped cat. See Schedule 'E'.
c) Animal control officers shall make every reasonable effort to locate the owner of any trapped cat.

9.4 Animal Control Officers may set traps at their discretion to capture nuisance animals or animals that are running at large.

9.5 An animal repeatedly found at large by animal control officers shall be considered a nuisance animal and shall be seized and detained at the discretion of the CAO or his designate.

9.6 A nuisance animal detained shall not be returned to the owner until the owner has complied with, or contracted with the Town to comply with, direction contained in an order to remedy served on the owner by an animal control officer.

9.7 Animal control officers shall make every reasonable effort to locate and notify the owner of any trapped animal.

SECTION 10 - OTHER ANIMALS

10.1 No person shall keep livestock in any area of the Town except:

a) Where the keeping of such animals is permitted under the Land Use Bylaw or
b) A person has had grandfathered permission for the keeping of such animals at the discretion of the Town.

10.2 No person shall keep exotic animals unless such animals are maintained in accordance with required provincial and federal permits, policies and any other law regulating their possession.

SECTION 11 - POWERS OF ANIMAL CONTROL OFFICERS

11.1 An animal control officer in the execution of the officer's duty is authorized to take all reasonable steps to immediately relieve the distress of an animal and,

a) Once the distress is relieved the animal shall forthwith be taken to a qualified veterinarian for examination if, in the opinion of the animal control officer, such treatment is needed.
b) The cost of any veterinary treatment of the animal shall be the responsibility of the owner.

11.2 No person shall interfere, hinder or obstruct an Animal Control Officer in the execution of the Officer's duty in accordance with this Bylaw.

11.3 An animal control officer may seize and impound any animal:

a) When there are reasonable and probable grounds to believe that the animal is the subject of an offence committed under this Bylaw.
b) The seizure of which is required pursuant to the provisions of any statute of the Province of Alberta, or any regulation made thereunder,
c) Pursuant to a court order enforceable in the Province of Alberta.

11.4 No action shall be taken against any owner of a dog or a dog:

a) Found to be acting in self defense,
b) Found to have been provoked,
c) Acting in the course of attempting to prevent a person from committing an unlawful act.

11.5 An Animal Control Officer may, in the public interest, enter upon land surrounding any building for the purpose of pursuing any animal which has been observed to be running at large.

11.6 Any seized dog or cat shall be forthwith taken by Animal Control Officers to an animal control shelter.

11.7 Every reasonable effort shall be made by Animal Control Officers to locate and notify the owner of any animal seized under the authority of this Bylaw.

SECTION 12 - ORDERS TO REMEDY/ SEIZURE OF DISTRESSED AND SURRENDERED ANIMALS

12.1 A Bylaw Enforcement Officer believing on reasonable and probable grounds that an animal is living in unsatisfactory conditions and/or has become a nuisance

may issue and deliver a written order to remedy, see Schedule 'G', to the owner or person in charge of the animal to rectify the issue:

a) The owner of the animal will have 3 days to rectify the problem and advise Bylaw Enforcement Officers of the remedial action taken; or
b) A Bylaw Enforcement Officer may, after complying with section 542 of the Municipal Government Act, R.S.A. 2000 c.M-26, enter on private property for purpose of inspecting and assessing improvements made as stipulated in the order to remedy.
c) If no improvements are undertaken as per the order to remedy the owner or person in charge of the animal served the order to remedy is guilty of an offence.

12.2 Notwithstanding any other provision of this Bylaw, a Bylaw Enforcement officer believing on reasonable and probable grounds that an animal is in distress may exercise his authority under the provincial Animal Protection Act to immediately relieve the distress of the animal including taking any action the peace officer considers necessary to locate the animal and relieve its distress including taking custody and arranging veterinary care for the animal.

a) Notwithstanding any other provision of this Bylaw, if an owner is unable or unwilling to rectify the unsatisfactory living conditions of an animal, or can no longer provide for the animal, the owner of that animal may, at any time, voluntarily relinquish ownership of the animal and the animal shall be unconditionally surrendered by the owner to any Animal Control Officer.

SECTION 13 - ANIMAL CONTROL

13.1 The Town may contract with any person, firm, society or body corporate for the purpose of maintaining an animal control shelter of such size and design and in such a location as the CAO may from time to time direct and for the purposes of this Bylaw any such facility is the animal control shelter.

13.2 The Town may, from time to time, set fees and costs for care and sustenance of impounded animals kept at an animal control shelter.

13.3 An owner of an impounded animal may reclaim their animal upon providing proof of identity of the owner, proof of ownership of the seized animal to an animal control officer and payment to the Town of:

a) The total of all impoundment fees, care and sustenance charges.
b) Veterinary expenses if such care was needed for the animal,
c) Any outstanding license fees unless satisfactory proof, the onus of which is on the owner to produce, is shown to an animal control officer indicating that the animal is not normally a resident of the Town.

13.4 When an animal has been in the Animal Control Shelter for seventy two hours or more and the owner has not reclaimed the animal in accordance with Section 13.3 the animal in question becomes the property of the Town and the animal, at the discretion of the CAO or his designate, will be:

a) Sold, or
b) Placed with a new owner, or
c) Placed under the care of the Drumheller and District Humane Society, or
d) Euthanized.

13.5 When the owner of an impounded animal advises an animal control officer that the owner has no further interest in the impounded animal the owner shall sign a declaration of forfeiture and by doing so will surrender any claim of ownership to the animal notwithstanding that the animal may have been in the Animal Control Shelter less than seventy two hours.
a) Any surrendered animal immediately becomes the property of the Town and shall be disposed of under the conditions of Section 13.4.
b) Notwithstanding any forfeiture an owner shall remain liable for any costs and fees incurred in respect of the animal.

13.6 When the owner of an animal advises an Animal Control Officer that the owner has no further interest in the animal and requests an Animal Control Officer to pick up the animal from property of the owner the owner shall sign a declaration of forfeiture and by doing so will surrender any claim of ownership to the animal.
a) Any surrendered animal immediately becomes the property of the Town and shall be disposed of under the conditions of Section 13.4.
b) Notwithstanding any forfeiture an owner shall remain liable for any costs and fees incurred in respect of the animal.

13.7 Statutory holidays shall not be included in calculating the length of time an animal has been impounded.

SECTION 14 - OFFENCES AND PROSECUTION

14.1 ISSUANCE OF BYLAW VIOLATION TAG/PROVINCIAL VIOLATION TICKET

14.1.1 A Peace Officer is authorized to issue a Bylaw violation tag to any person that the Peace Officer believes on reasonable and probable grounds has contravened any provision of this Bylaw. See Schedule 'F'.
a) Notwithstanding any other provision of this Bylaw a Peace Officer is authorized to immediately issue a Province of Alberta Violation Ticket pursuant to the Provincial Offences Procedure Act.
b) A Bylaw Violation Tag may be issued to a person personally, or by mailing a copy to the person at his or her last known address.
c) Nothing in this Bylaw shall prevent a Peace Officer from issuing a Bylaw Violation Tag or Provincial Violation Ticket for the mandatory court appearance of any person who contravenes any provision of this Bylaw.
d) If the penalty specified on the Bylaw Tag served to a person is not paid within a prescribed time period then a Peace Officer is authorized to issue a Provincial Violation Ticket pursuant to the Provincial Offences Procedures Act.

14.2 OFFENCES/PROSECUTION/PENALTIES

14.2.1 Any person who contravenes any provision of this Bylaw is guilty of a summary conviction offence punishable by a fine of not less than fifty dollars and not exceeding five thousand dollars or to imprisonment for a period not exceeding 6 months or both. Mandatory minimum penalties for offences of this Bylaw are listed in Schedule 'C'.

14.2.2 Offences of a continuing nature shall be deemed to constitute a separate offence for each day or part of a day that the offence continues.

14.2.3 Any person who is found in contravention of the same section of this Bylaw on more than one occasion will be liable to an increased penalty for that contravention if the Section violated in Schedule 'C' stipulates increased fines for second and third offences.

SECTION 15 - APPEALS

15.1 Any order to remedy issued by an Animal Control Officer, not including the issuance of a Violation Ticket with the order to remedy, can be appealed in writing to the Community Standards Appeal Board of the Town by filing written notice with the Town Clerk within 7 days of the delivery of the Order to a person.

15.2 The Appeal Board may confirm, revoke or modify the order to remedy.

SECTION 16 - REPEAL

Town of Drumheller Bylaw number 23-00 is hereby repealed.

SECTION 17 - COMMENCEMENT

This Bylaw shall become effective on the date of the final passing thereof.

SCHEDULE 'A'

FEE SCHEDULE

Animals
GST: all prices EXEMPT GST

Neutered Male Dog or Spayed Female Dog – Full Year	
if purchased before end of February	$ 36.00
remainder of year	$ 51.50
Un-Neutered Male Dog or Un-Spayed Female Dog – Full Year	
if purchased before end of February	$ 41.25
remainder of year	$ 62.00
Neutered Male Dog or Spayed Female Dog – Partial Year	
if purchased within 60 days of moving to Drumheller	$ 31.00
remainder of year	$ 41.25
Un-Neutered Male Dog or Un-Spayed Female Dog – Partial Year	
if purchased within 60 days of moving to Drumheller	$ 41.25
remainder of year	$ 51.50

***These fees are currently under review pending the adoption of a new Responsible Pet Owners Bylaw anticipated in 2013.**

SCHEDULE 'B'

FEE SCHEDULE

Animals
GST: all prices EXEMPT GST

Neutered Male Cat or Spayed Female Cat – Full Year	
if purchased before end of February	$ 36.00
remainder of year	$ 51.50
Un-Neutered Male Cat or Un-Spayed Female Cat – Full Year	
if purchased before end of February	$ 41.25
remainder of year	$ 62.00
Neutered Male Cat or Spayed Female Cat – Partial Year	
if purchased within 60 days of moving to Drumheller	$ 31.00
remainder of year	$ 41.25
Un-Neutered Male Cat or Un-Spayed Female Cat – Partial Year	
if purchased within 60 days of moving to Drumheller	$ 41.25
remainder of year	$ 51.50

***These fees are currently under review pending the adoption of a new Responsible Pet Owners Bylaw anticipated in 2013.**

SCHEDULE 'C'

MANDATORY MINIMUM SPECIFIED PENALTIES

FAIL TO COMPLY WITH ORDER TO REMEDY
$250.00

OWNER OF ANIMAL RUNNING AT LARGE
1st Offence - $100.00
2nd Offence - $150.00
3rd Offence - $250.00

DOG UNLICENSED
1st Offence -50.00
2nd Offence -150.00
3rd Offence- 250.00

CAT UNLICENSED
1st Offence-50.00
2nd Offence-150.00
3rd Offence-250.00

DOG BITING A HUMAN
1st Offence-250.00
2nd Offence -500.00

DOG BITING ANOTHER ANIMAL
Offence - $250.00
Offence - $500.00

ANIMAL CRUELTY
$500.00

ANNOY, TORMENT OR HARASS AN ANIMAL
$350.00

SET KILLING TRAP
$500.00

DOG HABITUALLY BARKING/DISTURBING OTHERS/CAUSE NUISANCE
1st Offence - $100.00
2nd Offence - $150.00
3rd Offence - $250.00

KEEPING ANIMALS IN EXCESS OF LIMIT
$250.00

KEEPING ANIMALS CONTRARY TO LAND USE DISTRICT
$250.00

FAIL TO REMOVE ANIMAL DEFECATION FROM PUBLIC AREA
$50.00

FAIL TO REMOVE DEFECATION FROM OWN PROPERTY/CAUSE NUISANCE /OFFENSIVE ODOUR
$250.00

OBSTRUCT ANIMAL CONTROL OFFICER DURING EXECUTION OF DUTIES
$500.00

DOG UNLEASHED IN PUBLIC AREA / NOT IN OFF LEASH AREA
$150.00

DOG NOT UNDER CONTROL IN OFF LEASH AREA
$150.00

DOG BARKS, HOWLS OR OTHERWISE BEHAVES CAUSING PERSON TO BE DISTURBED OR FEAR FOR THEIR SAFETY
$350.00

IMPROPER USE OF DOG/CAT TAG
$150.00

ANIMAL IN PROHIBITED AREA
$150.00

ANIMAL UNATTENDED IN MOTOR VEHICLE
$150.00

ANIMAL UNRESTRAINED IN OPEN BOX OF TRUCK OR TRAILER WHILE TRUCK OR TRAILER IS IN MOTION OR PARKED
$150.00

ANIMAL IN CEMETERY
$100.00

LEAVE DOG OR CAT UNATTENDED WHILE TETHERED ON PREMISES ACCESSIBLE TO PUBLIC
$150.00

FAILURE TO KEEP DOG CONVICTED OF BITING, INJURING OR CHASING A HUMAN OR OTHER ANIMAL ON LEASH WITH MUZZLE AFFIXED
$250.00

SCHEDULE 'D'

FORM OF NOTICE OF ANIMAL SEIZURE

TO: (Owner of Animal – address of Owner as shown in Town records)

_____

Take notice that an animal bearing Town of Drumheller dog/cat tag #_____ registered under the above name and address was impounded on _____ pursuant to the provisions of the Town of Drumheller Responsible Pet Ownership Bylaw and that, unless this animal is claimed by the owner and all applicable charges paid on or before_____ the animal may be disposed of under the authority of Section 115 of the Responsible Pet Ownership Bylaw without further notice to you.

This animal may be claimed by contacting the Town of Drumheller at 403 823 6300 or attending Town Hall at 703 2nd Ave. West Drumheller. Thank you.

_____
Town of Drumheller
Community/Bylaw Enforcement

SCHEDULE 'G'

ORDER TO REMEDY

DATE: _____

CIVIC ADDRES: _____

_____

LEGAL DESCRIPTION: _____

NAME OF OWNER/OCCUPANT: _____

PLEASE TAKE NOTICE THERE EXISTS A VIOLATION OF THE TOWN OF DRUMHELLER RESPONSIBLE PET OWNERS'S BYLAW

SECTION NUMBER: _____

At the above noted address or land description there exits the following violation:

_____

_____

You are therefore directed and ordered to remedy the violations mentioned above on or before the _____ day of _____, ____.

Upon the noted violations being remedied a designated Municipal Officer shall attend and inspect the corrections.

Please contact the Town of Drumheller Community and Bylaw Enforcement at 403 823 1363 if you requirement assistance or further explanation.

Failure to remedy the violations aforesaid and to comply with the applicable provisions of the Bylaw shall constitute an offence and a violation ticket shall be issued.

_____

(Issuing Community Peace Officer)

Date: _____

DRUMHELLER
CHIEF ADMINISTRATIVE OFFICER

Dinosaur Capital of the World

Request for Decision

		Date:	January 24, 2013
Topic:	**2013 STRATEGIC BUSINESS PLAN**		
Proposal:	The Town's 2013 Strategic Business Plan was developed at the Council Retreat held on November 29th and 30th. 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 2013 Corporate, Organizational and Operational Improvements Work Programs.		
Proposed by:	Council		
Correlation to Business (Strategic) Plan			
Benefits:	♦ 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 2013 Strategic Business Plan is available to the public and media upon approval.		
Recommendations:	That Council approve the 2013 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: Linda Handy	1

COUNCIL AND ADMINISTRATION

Town of Drumheller

Strategic Business Plan

Facilitator: Dr. Gordon McIntosh

2013

Approved by Council:

Quarterly Update to Council:

Quarterly Update to Council:

Quarterly Update to Council:

Final Review by Council:

WORKSHOP HELD ON NOVEMBER 29TH AND 30TH, 2012

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.

2013 STRATEGIC PRIORITIES CHART

CORPORATE PRIORITIES (Council)

1) **BADLANDS COMMUNITY FACILITY FUNDRAISING REVISED STRATEGY** (Ray) (p.5)
2) **BCF – ESTABLISHMENT OF A COMMUNITY FOUNDATION** (Ray) (p.6)
3) **ORGANIZATIONAL SERVICE CAPACITY REVIEW** (Ray) (p.7)
4) **BCF PHASE 2 CONCEPTUAL DESIGN** (Ray) (p.8)
   - VBS Transit Study / Strategy (p. 9)

ADVOCACY (Council/CAO) (p.10) (CN Rail / Infrastructure Dollars $ / Seniors Housing

ORGANIZATIONAL IMPROVEMENTS (p.11)

- Relocation of Town Hall
- Report(s) Format
- Outreach Commitment

OPERATIONAL STRATEGIES (CAO/Staff)

CAO (Ray)
1) BCF FUNDRAISING REVISED STRATEGY (p.5)
2) BCF – COMMUNITY FOUNDATION (p.6)
3) ORGANIZATIONAL SERVICE CAPACITY REVIEW(p.7)
4) BCF PHASE 2 CONCEPTUAL DESIGN (p.8)
4) Affordable Housing RFP (p.15)
5) GIS and Asset Management (p.17)
6)Internship Program (p. 18)

LOBBYING (Con't) Mayor/Ray) (p.12)
- RCMP Community Officer
- Drumheller Water System Expansion
- Regional Water
- Twinning SH575

CORPORATE (Bill)
1. Community Foundation Setup (p.25)
2. Budget Process (p.26)
3. Additional Revenue Sources Strategy (p.27)

OPERATIONS (Al)
1) VBS Transit Study / Strategy (p.9)
2) Town Hall Relocation (p.23)
3) Town Entrances / Corridor (p.24)
4) Drumheller WTP Residual Design(p.25)
5) PW Yard Relocation Strategy carryover) (p. 26)
6) Centennial Park (Skateboard Park/Stage (carryover) (p. 27)
   - EC Waterline
   - WWTP Upgrades

COMMUNITY SERVICES (Paul)
1) BCF Fundraising (p.5)
2) Responsible Pet Bylaw (p. 31)
3) DMO (p. 32)
4) Event Coordination (p. 33)
5) Derelict Buildings (p. 34)
   - Affordable Housing Policy (p.35)

ECONOMIC DEVELOPMENT (Bob)
1. DMO Tourism Master Plan (carryover)(p.36)
2. Economic Development Taskforce Priorities
3. Affordable Housing Proposal

FIRE (Bill)
1) Alberta First Responder Communication Upgrade (p. 38)
2) Safety Audit / Risk Management Procedures (p.38)

RCMP (Art) (p.38)

RFD - 2013 Strategic Business Plan
Page 43 of 105
Agenda Item # 8.1.4

CORPORATE PRIORITIES WORK PROGRAM
SUMMARY

CURRENT

1. **BADLANDS COMMUNITY FACILITY FUNDRAISING REVISED STRATEGY** (Ray)
   - Meet with Cabinet – Jan

2. **BCF – ESTABLISHMENT OF A COMMUNITY FOUNDATION** (Ray)
   - Research - Dec
   - Society Application - Jan
   - Board Selection – Feb
   - Charitable Status Application - Mar

3. **ORGANIZATIONAL SERVICE CAPACITY REVIEW** (Ray)
   - Service Capacity Review – June
   - Budget Process Review - Oct

4. **BCF PHASE 2 CONCEPTUAL DESIGN** (Ray)
   - Confirm Design Concept – Jan

(To be moved up following the completion of the Top 4)

VBS TRANSIT STUDY / STRATEGY (Al)
- Review – Apr

CORPORATE PRIORITIES WORK PROGRAM

BADLANDS COMMUNITY FACILITY FUNDRAISING REVISED STRATEGY(CAO) *How do we fund $3M shortfall in fundraising?* - 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 meet the fundraising goal the Town will have to finance the shortfall; - 2013 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. **Options:** 1. Continue Fundraising 2. Part of Debt – interim 3. Debt – operations	*What can Council do to help the Cabinet reach the goal?* - Council can seek funds regionally. - Commitment to second phase only if funding is available. If Federal and / or Provincial government came up with grants, we should be pursing the dollars for Phase 2 but partners have to be at the table. **Options:** A) Continue Strategy as is B) Revitalization of the Cabinet / Consultant C) Cabinet to hire a full time Admin	1. Request revised strategy (joint session) - January

- Prerequisite; *Main Result; + Benefit

Action Steps – BADLANDS COMMUNITY FACILITY FUNDRAISING REVISED 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.	**REVISED STRATEGY (JOINT SESSION)**	Mayor / Council		January/2013

Agenda Item # 8.1.4

CORPORATE PRIORITIES WORK PROGRAM

BCF – ESTABLISHMENT OF A COMMUNITY FOUNDATION (CAO) +Opens up revenue streams +New names +New ideas	Options: Search out existing Foundations and expertise.	1) Research Draft Bylaw - Dec 2) Council to sign papers for application for the society – Jan 3) Board selection – Feb 4) Charitable Status Application - Mar

- Prerequisite; *Main Result; + Benefit

Action Steps – Establishment of a Community Foundation

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

Step No.	Action Step	Assigned To (Who)	Start Date	Due Date
1.	Research Draft Bylaw			Dec., 2012
2.	Council to sign papers for application for the society			Jan., 2013
3.	Board Selection			Feb., 2013
4.	Charitable Status Application			Mar., 2013

CORPORATE PRIORITIES WORK PROGRAM

ORGANIZATIONAL SERVICE CAPACITY REVIEW • Related to excellence • Efficiency • Work Load • Risk Management • Succession • Skill • Focus + Right people with the right skills for the right job + Service Levels = Staffing =Budget + Culture of Excellence	Options: 1) In-house – knowledge, bias, time 2) Outhouse – objective, lacks knowledge, cookie cutter, cost 3) Combo	***Service Capacity Review*** 1. Inventory – March 2. Workshop – Service Levels – April 3. Service Adjustments – June 4. Scenario Template – June 5. Council Direction – September 6. Budget Process - October *1.*

• Prerequisite * Main Result + Benefit

Action Steps – Organizational Service Capacity Review

Step No.	Action Step	Assigned To (Who)	Start Date	Due Date
1.	***Service Capacity Review*** – Inventory (Need a template with descriptors and comparisons)	CAO to Council		March, 2013
2.	Workshop – Service / Function Levels	CAO to Council		April, 2013
3.	Service Adjustments	CAO to Council		June, 2013
4.	Scenario Template			June, 2013
5.	Council Direction			Sept., 2013
6.	Budget Process			Oct., 2013

Agenda Item # 8.1.4

CORPORATE PRIORITIES WORK PROGRAM

BADLANDS COMMUNITY FACILITY PHASE 2 CONCEPTUAL DESIGN (CAO) Curling Rink Second Ice Surface Indoor Playground • **Grant Priorities (Shelf Ready Project Application)** • **Town Budget $15M-$18M for (Curling Rink and Second Ice Surface - two components)** • **Community Foundation - $3M plus Phase 2**	**Options:** 1. Status Quo 2. Town take the lead 3. Community take the lead 4. Defer	1. Confirm design concept - Jan 2. Prepare Proposal for shovel ready project 3. Search out funding programs

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

Action Steps – BCF PHASE 2 CONCEPTUAL DESIGN

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

Step No.	Action Step	Assigned To (Who)	Start Date	Due Date
1.	Confirm Design Concept (Public Input)	CAO to Council		Jan., 2013
2.	Prepare Proposal	CAO to Council		
3.	Search Out Funding Programs			

CORPORATE PRIORITIES WORK PROGRAM

VBS TRANSIT STUDY / STRATEGY The objective of the Transit Feasibility Study is to provide a high level assessment of the existing services provided by the Valley Bus Society (VBS) and the opportunity to introduce fixed route services. The opportunity to provide fixed route service is examined in the context of what other similar sized municipalities are doing in terms of best practices. + BCF will need transit services. + Community Bus Schedule (cost, benefits – social / environmental / tourism market – need – partnerships) + Current service efficiency + Geographic access + Seniors	• Study Model Linked to the Tourism Master Plan - MSP. Transit Feasibility Study was provided to Council in Feb. 2011. The process was initiated in part by requests being received from VBS and indication that the community needs to readdress issues that we have not looked at since 1984. VBS has operated successfully from that time and has grown within the community, however it may not be meeting all the needs. • Public Interest Survey in 2012 (response indicated that although the service is needed, not through tax dollars.	1) VBS Transit Study / Strategy to Enhance - April

• 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.	VBS Transit Study / Strategy to Enhance	Dir of Infrastructure Serv		April, 2013

ADVOCACY (COUNCIL / CAO)

CN RAIL **INFRASTRUCTURE $** **SENIORS HOUSING**		

• **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.	CN Rail **Negotiations** **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. CN's proposal is too costly for municipalities to move forward. CN has advised that they would not be willing to transfer ownership of the rail right of way to the municipalities. Update is required to confirm next steps and timing by CN.			
2.	INFRASTRUCTURE $			
3.	SENIORS HOUSING The Town of Drumheller will need to do an assessment on housing needs.			

Agenda Item # 8.1.4

ORGANIZATIONAL IMPROVEMENTS WORK PROGRAM

PRIORITY/Desired Outcomes	OPTIONS/Preferred Strategy/ Notes	ACTION What, Who and When
1. **Relocation of Town Hall (CAO)** 2. **Change Reporting Format for Quarterly Reports (CAO)** 3. **Outreach Commitment (Council)**		

- 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.	Relocation of Town Hall	CAO		
2.	Change Reporting Format for Quarterly Reports – CAO and Directors to report based on the Strategic Business Plan.	CAO / Directors to Council		
3.	Outreach Commitment	CAO		

LOBBYING

PRIORITY/Desired Outcomes	OPTIONS/Preferred Strategy/ Notes	ACTION What, Who and When
PROVINCIAL LIAISON / LOBBYING (CAO / Mayor / Council) * **2013 Schedule** ? How can we influence provincial decisions? + Access government funding + Develop partnerships + Favorable legislation • Timely access • Determine local needs	1. **Planned Program** 2. Issue-driven Approach **TOPICS** RCMP Community Officer Water System Expansion Regional Water Twinning SH575	*Planned Meetings*

- 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.	RCMP Community Officer December 19th, Mayor sent letters to the surrounding municipalities and schools requesting feedback on cost sharing for Community Liaison Officer for 2014. A meeting with all parties will be held shortly to discuss the proposal.			Rational (Letter to Mun/Sch)–Dec. 2012 Meeting with Mun / and Sch–June 2013 Contract–Sept. 2013 Budget – Oct. 2013
2.	Water System Expansion West Line (Background) Proposal was to partner with Starland 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. MPE will provide a draft report shortly. Starland indicated that they			

	will not be a partner on this project. East Line (Background) - 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 prepared preliminary design drawings and a cost estimate for the project. An information package was prepared for the affected property owners advising of the costs. The majority of East Coulee residents (73.7%) are not in favour of the project. Based on that feedback Stantec has designed some options for alignment for the transmission water line only. Soil testing has been carried out however the alignment has not been finalized due to unsuitable soils under the Red Deer River.			
3.	Regional Water 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. The Mayor is in communication with Three Hills. CAO provided the Mayor with a detailed summary of recent improvements to our Water Plant confirming compliance with provincial standards and also confirming excess capacity. A solids residual upgrading is required to be completed in 2013. Mayor Yemen sent a letter to the Mayor of Three Hills asking for an opportunity to meet to discuss the possibility of supplying water to Three Hills through the Aqua7 pipeline. Three Hills acknowledge receipt of the letter but did not identify timing for a meeting.			
4.	Twinning SH575 3rd Street SW to Premier Road Letter received from the Province advising that they are 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.			

Chief Administrative Officer

OPERATIONAL STRATEGIES

PRIORITY/Desired Outcomes	OPTIONS/Preferred Strategy/ Notes	ACTION What, Who and When
BCF FUNDRAISING REVISED STRATEGY – Corporate (p. 5) BCF ESTABLISHMENT OF A COMMUNITY FOUNDATION–Corporate (p. 6) ORGANIZATIONAL SERVICE CAPACITY REVIEW – Corporate (p. 7) BCF PHASE 2 CONCEPTUAL DESIGN – Corporate (p. 8)		

CAO OPERATIONAL PRIORITIES WORK PROGRAM

PRIORITY/Desired Outcomes	OPTIONS/Preferred Strategy/ Notes	ACTION What, Who-and When
AFFORDABLE HOUSING REQUEST FOR PROPOSAL (CARRYOVER 2012) • Municipal Development Plan • Housing Corporation • Transient, social (subsidzed) 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: - 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 7th, 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 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. - In 2008, the area was reclassified from R-1 to R4 which would allow for multi-family housing.			November, 2011

Agenda Item # 8.1.4

	- 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. Elgin Hill - 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. Former St. Anthony's school site – a local developer presented a residential subdivision proposal for this area B. Cromwell is research the feasibility of a Custom Built – Ready to Move Home building Company in Drumheller. Looking at a strong possibility of a couple of show homes in town. This style of construction solves many of Drumheller's unique and difficult home building applications with smaller frontages.			
2.	Terms of Reference			~~February, 2012~~ March, 2013
3.	Call for Proposals B. Cromwell is currently preparing a presentation readiness package on the Hillsview and Elgin Hill Subdivision to present to the Alberta Home Builders Association. Eventually all available lands within Drumheller will be present to AHBA to attract outside investment and development.			~~March, 2012~~ March, 2013

CAO - 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.	CAO		
2.	Provide update on implementation. Model is place. The live portion is not running yet – testing of the system needs to be done.	CAO		

CAO - OPERATIONAL STRATEGIES WORK PROGRAM

PRIORITY/Desired Outcomes	OPTIONS/Preferred Strategy/ Notes	ACTION What, Who and When
INTERNSHIP PROGRAM (CAO)		

- Prerequisite * Main Result + Benefit
-

Action Steps – INTERNSHIP PROGRAM

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

Step No.	Action Step	Assigned To (Who)	Start Date	Due Date
1.	On November 19, 2012, this Town was approved for the 2013 Municipal Internship Program for Administrators. The deadline for students to apply for the 2013 Program is February 1, 2012. The Ministry will collect and process all of the applications, save them onto CDs, then mail the CDs to the Town by mid-February for the interview/hiring process. The typical start date for interns is mid-May. Funding agreement signed on January 14, 2013.	CAO		
2.	Hiring of Intern	CAO		mid-May, 2013

Director of Corporate Services

OPERATIONAL STRATEGIES

PRIORITY/Desired Outcomes	OPTIONS/Preferred Strategy/ Notes	ACTION What, Who and When
COMMUNITY FOUNDATION SETUP		

- Prerequisite * Main Result + Benefit

Action Steps – Community Foundation Setup

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		

CORPORATE SERVICES - OPERATIONAL STRATEGIES WORK PROGRAM

PRIORITY/Desired Outcomes	OPTIONS/Preferred Strategy/ Notes	ACTION What, Who and When
BUDGET PROCESS (Director of Corporate Services) • Basic Template • Administration Proposal / Council Direction • Essential / Implement / Discretionary Service * Communication to Public	Zero Tax Increase: Two ways to do it: cut tax or increase revenue Look at consequences – is it worth striving for: 0%, 2%, 5% (examine scenarios) - Template in place from amalgamation and has not been revisited since 1998. - Never tie revenues to economic development - Consider grant writer. - Take a look at services prior to the budget process (May or June) so staff prepares a budget based on these considerations. - Council will debate the considerations – strategic discussion well before October.	***Budget Process Review*** 1. Build Scenario Template - March 2. Service Level Review - June 3. Council Direction – Sept 4. Budget Process - October

• Prerequisite * Main Result + Benefit

Action Steps – Budget Process

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

Step No.	Action Step	Assigned To (Who)	Start Date	Due Date
1.	Build Scenario Template	CAO to Council		March, 2013
2.	Service Level Review	CAO to Council		June, 2013
3.	Council Direction	CAO to Council		Sept., 2013
4.	Budget Process			Oct., 2013

Agenda Item # 8.1.4

CORPORATE SERVICES - OPERATIONAL STRATEGIES WORK PROGRAM

PRIORITY/Desired Outcomes	OPTIONS/Preferred Strategy/ Notes	ACTION What, Who and When
GENERATE ADDITIONAL SOURCES OF REVENUE		

- Prerequisite * Main Result + Benefit
-

Action Steps – Generate Additional Sources of Revenue

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

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

Agenda Item # 8.1.4

Director of Infrastructure Services

OPERATIONAL STRATEGIES

PRIORITY/Desired Outcomes	OPTIONS/Preferred Strategy/ Notes	ACTION What, Who and When
VBS Transit Study / Strategy – See Corporate (p.9)		

INFRASTRUCTURE SERVICES - OPERATIONAL STRATEGIES WORK PROGRAM

PRIORITY/Desired Outcomes	OPTIONS/Preferred Strategy/ Notes	ACTION What, Who and When
TOWN HALL RELOCATION (Construction) (Director of Infrastructure Services)		

- Prerequisite * Main Result + Benefit
-

Action Steps – Town Hall Relocation

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

Step No.	Action Step	Assigned To (Who)	Start Date	Due Date
1.	On October 22nd, Govan Brown was awarded the Renovation Tender Award in the amount of $1,741,377.	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) *How do we improve the entrances to Drumheller?* **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 – June, 2012 2. Targets – Dec., 2012 3. Budget – February, 2013 4. Operational Maintenance / Tender – June, 2013 5. Implementation – June, 2013

- 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 On June 25th, Council heard a report from Administration on the landscaping boulevards and entrances as proposed by the consultants, Urban Systems.	Director of Infrastructure Services		~~January, 2012~~ **June, 2012**
2.	Targets Preliminary drawings need to be reviewed by Council and meetings need to be held with Community Blooms and Municipal Planning Commission.			~~January, 2012~~ **Dec., 2012**
3.	Budget Project dollars will be included in the 2013 operational budget.			~~February, 201~~ **Jan/Feb, 201**
	Operation Maintenance / Tender Once the project scope and dollars have been agreed to the tender will go out for work to be carried out in the spring / summer 2013.			~~June, 2012~~ **June, 2013**
	Implementation			~~August, 2012~~ **June, 2013**

INFRASTRUCTURE SERVICES - OPERATIONAL STRATEGIES WORK PROGRAM

PRIORITY/Desired Outcomes	OPTIONS/Preferred Strategy/ Notes	ACTION What, Who and When
DRUMHELLER WATER TREATMENT PLANT RESIDUAL DESIGN (Director of Infrastructure Services)		

- Prerequisite * Main Result + Benefit
-

Action Steps – DRUMHELLER WATER TREATMENT PLANT RESIDUAL DESIGN

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

Step No.	Action Step	Assigned To (Who)	Start Date	Due Date
1.	Residual solids management program / treatment of plant waste or by-products - Application has been submitted to the province for grant dollars for the assessment and treatment of streams coming from plant. The total project is $4M (50%/50%). The project will require a borrowing component.	Director of Infrastructure Services		

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. Clean up will start in the Spring, 2013.	Director of Infrastructure Services		

INFRASTRUCTURE SERVICES - OPERATIONAL STRATEGIES WORK PROGRAM

PRIORITY/Desired Outcomes	OPTIONS/Preferred Strategy/ Notes	ACTION What, Who and When
CENTENNIAL PARK (SKATEBOARD PARK / STAGE) **Town / ATCO / Chamber are partners**		1. Funding – April 2. Design – May 3. Public - May

- Prerequisite * Main Result + Benefit

Action Steps – Centennial Park

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

Step No.	Action Step	Assigned To (Who)	Start Date	Due Date
1.	**Funding** In September, Council heard that both the skateboard park and presentation stage will be the Centennial Projects to be funded by the Legacy Program. By submitting the two projects together the project may be looked at more favourably. The Town submitted a letter of support and agreed to provide $40,000 in cash funding and $50,000 contribution in kind. Application was submitted to the Building Communities Legacy Fund through Conrad & Associates based on a project cost of $1,048,500.			Apr., 2013
2.	Design – can not be done until funding is approved. What does Council want to do on decision on location?			May, 2013
3.	Public Meeting			May, 2013

Agenda Item # 8.1.4

INFRASTRUCTURE SERVICES - OPERATIONAL STRATEGIES WORK PROGRAM

PRIORITY/Desired Outcomes	OPTIONS/Preferred Strategy/ Notes	ACTION What, Who and When
EAST COULEE WATER LINE		

- Prerequisite * Main Result + Benefit

Action Steps – East Coulee Water Line

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

Step No.	Action Step	Assigned To (Who)	Start Date	Due Date
1.	Stantec has designed some options for alignment for the transmission water line only. Soil testing has been carried out however the alignment has not been finalized due to unsuitable soils under the Red Deer River.			
2.				

INFRASTRUCTURE SERVICES - OPERATIONAL STRATEGIES WORK PROGRAM

PRIORITY/Desired Outcomes	OPTIONS/Preferred Strategy/ Notes	ACTION What, Who and When
WWTP UPGRADES		

- Prerequisite * Main Result + Benefit

Action Steps – WWTP Upgrades

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

Step No.	Action Step	Assigned To (Who)	Start Date	Due Date
1.	On June 4th, Council awarded the equipment supply to Sapphire Water International Corporation in the amount of $172,032. Debenture Bylaw 10.12 for the purpose of an implementation process / engineering upgrade at the EC WWTP was adopted. Council awarded the tender bid for the construction of treatment upgrades for the EC WWTP to Wildstone Construction & Eng in the amount of $900,795.00 and is expected to be completed by March, 2013.			
2.				

Director of Community Services

OPERATIONAL STRATEGIES

PRIORITY/Desired Outcomes	OPTIONS/Preferred Strategy/ Notes	ACTION What, Who and When
BCF – REVISED FUNDRAISING STRATEGY – Corporate (p. 5)		

COMMUNITY SERVICES - OPERATIONAL STRATEGIES WORK PROGRAM

PRIORITY/Desired Outcomes	OPTIONS/Preferred Strategy/ Notes	ACTION What, Who and When
RESPONSIBLE PET OWNER BYLAW (Director of Community Services)		

- Prerequisite * Main Result + Benefit

Action Steps – RESPONSIBLE PET OWNER BYLAW

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

Step No.	Action Step	Assigned To (Who)	Start Date	Due Date
1.	Draft will be reviewed in-house and input from Solicitor. To be reviewed by Council in February, 2013.	Director of Community Services Through Community Enforcement Supervisor		**Feb., 2013**

COMMUNITY SERVICES - OPERATIONAL STRATEGIES WORK PROGRAM

PRIORITY/Desired Outcomes	OPTIONS/Preferred Strategy/ Notes	ACTION What, Who and When
DMO Status Report (Director of Community Services)		**DMO Status Report – Jan., 2013**

- Prerequisite * Main Result + Benefit

Action Steps – DMO

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

Step No.	Action Step	Assigned To (Who)	Start Date	Due Date
1.	Action items from the December 13th meeting: 1. Recognition that the Town's Fee for Service Agreement with the Chamber of Commerce could be re-negotiated and funds redirected to the DMO to cover Administrative costs. Funds allocated in support of the Visitor Information Centre would continue to be provided to the Chamber of Commerce under this scenario. 2. Support from the Destination Marketing Fund (DMF) managed by Canalta, that the Town's marketing dollars (committed to the Chamber of Commerce – for marketing) would be reallocated to cover administrative costs. In return for this exchange of funds, the DFM would match the Town's administrative dollars in equivalent marketing dollars. 3. A commitment from the Consortium members to move forwards as the Interim DMO while the group continues work to define the terms of reference and the most suitable organizational structure which would include hiring of a DMO Administrator in 2013.	Director of Community Services		
2.				
3.				

Agenda Item # 8.1.4

COMMUNITY SERVICES - OPERATIONAL STRATEGIES WORK PROGRAM

PRIORITY/Desired Outcomes	OPTIONS/Preferred Strategy/ Notes	ACTION What, Who and When
EVENT COORDINATION (Director of Community Services) + Avoid duplication + Accurate + One stop shopping + Published calendar + Submission process + Scope +Buy in from the community + For tourists and locals	Options: Portal Calendar Need staff Fee for service – Town gives resources for someone else to do it Self input	1. Meet with Chamber 2. Vehicle Awareness 3. Web Bulletin

- Prerequisite * Main Result + Benefit
-

Action Steps – EVENT COORDINATION

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 Chamber	Director of Community Services		
2.	Vehicle Awareness – EDO			
3.	Web based bulletin			

COMMUNITY SERVICES OPERATIONAL PRIORITIES WORK PROGRAM

PRIORITY/Desired Outcomes	OPTIONS/Preferred Strategy/ Notes	ACTION What, Who and When
DERELICT BUILDINGS * Neglected * Unsightly *Unoccupied (Boot n' Jean) * Unsafe	Options: - Unsightly Properties handled under the Community Standards Bylaw - Public interest versus private property rights - Unsafe Properties – handled under the MGA - Look at Best Practices across the Province	Research properties that need to be upgraded versus those that need to be demolished. 1. Status Report – Jan., 2013

- Prerequisite * Main Result + Benefit

Action Steps – DERELICT BUILDING

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

Step No.	Action Step	Assigned To (Who)	Start Date	Due Date
1.	Research properties that need to be upgraded versus those that need to be demolished.	Director of Community Services through Community Enforcement Officer		**Jan., 2013**

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)		Economic Development Task Force Municipal Planning Commission Reviewing Approach

- 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.	EDTF has worked with prospective investors for the development of new ready to move (RTM) dwellings – meetings with manufacturer in July, 2012. Discussion with developers (Calgary Homebuilders Association) on July 2012 on consideration of Elgin Hill and Hillsview Real Estate / Developers.	Director of Community Services Development Officer EDO	**June 2012**	**June 2013**

Economic Development Officer

OPERATIONAL STRATEGIES

TOURISM MASTER PLAN (EDO) 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.

- 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.	**Backgrounder: Adoption of the Plan** The Tourism Master Plan includes 26 recommendations of which Council takes a leadership role in 18. At their meeting of March 28th, 2011 Council adopted the Tourism Master Plan.	EDO / CAO / Council		**March, 2011**
3.	Report to Council on progress quarterly On November 5th, B. Cromwell reported to Council that the Drumheller Valley Buying Group (marketing consortia) is tasked as the front line in moving the DMO forward).			**Dec.,2012**
4.	Develop a Plan - In October / November, 2012 meetings will be			

Agenda Item # 8.1.4

	ongoing with key stakeholders met on the future of a DMO (which means the consolidation of various tourism industry to support an organization that would promote Drumheller tourism within the province). An example of this in history is the Big Country Tourist Organization which changed over time and eventually disbanded – it was based on a regional model. Currently, there is a designated marketing fund – the funds are pooled however the challenge is how to promote the valley. The Town, Chamber, RTM, CanAlta, Golf Club, Rosebud Theatre, Passion Play and Atlas Coal Mine are the major players that are active in the consortia and we would like to invite more partners to the table. The outcome would be that rather than each group functioning on its own, funds would be pooled to buy a marketing approach that serves the group on different levels. From discussion with stakeholders there is support with moving forward on this concept however it still needs to be structured with terms of reference, accountability and transparency to identify the values for the partners. It is recommended that a facilitator assist with this process. The "How' the DMO would be structured and "How" the DMO would be funded are the real questions that we need to resolve so that we can move forward. The Town of Drumheller currently contributes $77,500 to the Tourism Industry (Chamber of Commerce Tourist Information Centre and Hoodoos Interpretation programs) in additional to major in-kind support for the operations of facilities that support tourism at the Hoodoos, Suspension Bridge, Centennial Park (Splash Park), Newcastle Beach and other links to our streets, parks and trails systems. It is proposed that the Town could reallocate some of our budget dollars to provide a manager.			

Protective Services

RCMP – OPERATIONAL STRATEGIES WORK PROGRAM

PRIORITY/Desired Outcomes	OPTIONS/Preferred Strategy	ACTION What, Who and When
1. Policing / Community Policing Input Policing Priorities in 2013		Community Enforcement Supervisor Director of Community Services.

FIRE – OPERATIONAL PRIORITIES WORK PROGRAM

PRIORITY/Desired Outcomes	OPTIONS/Preferred Strategy/ Notes	ACTION What, Who and When
1. ALBERTA FIRST RESPONDER COMMUNICATION UPGRADE		**Pending provincial policy direction**
2. SAFETY AUDIT / RISK MANAGEMENT PROCEDURES		**Risk Management Committee** **Risk Management Officer** **Fire Chief**

Vision Check-up

(APPENDIX 1)

Social

What Works Well

- BCF Family Membership
- Safe place to live
- Vibrant Service Clubs
- Local artists
- Festivals
- Good shopping
- Seniors Services
- No Racism
- Atlas Coal Mine
- Excellent Library and School System
- AADAC
- Tourism attraction with Dinosaurs and Golf Course
- Major Tourism Events i.e. Passion Play
- Sunshine Lodge Expansion
- Continued efforts for affordable housing

Social

Areas for Attention

- Doctors retiring
- Encourage more volunteers
- Board vacancies
- Transit Services
- Evening Entertainment
- Post secondary education development
- Recreation Facilities second phase
- Housing Continuum has gaps

Environment

What Works Well

- Community Associations doing their part
- Preservation of Heritage Sites
- First Class Landfill
- Red Deer River Municipal Users Group
- WTP and WWTP's Upgrades

Environment

Areas for Attention

- Trees need attention
- Planning process for land use needs attention
- Pathway maintenance in winter
- Entrances of Town
- Derelict Buildings
- Provincial cooperation to allow for beautification
- Drilling projects directed away from the Valley
- Regional plans
- CN Tracks

Vision Check-up (Cont'd)

Infrastructure

What Works Well

- Trail System
- Snow Removal
- Water Works
- Green Space
- Public Works Staff
- Good Water Supply
- Grant Applications
- New Town Hall
- Upkeep of our assets by Town Staff
- Continuum of Recreation Facilities
- Contracted Garbage Pickup

Infrastructure

Areas for Attention

- A lot of pipe to serve few residents
- Ensuring services are provided throughout the Valley – cost restricive
- Financing Infrastructure
- Signage
- Recreation / Parks (need more staff)
- Upgrade to Storm Sewers
- Second Bridge
- Smelly Neighborhoods
- Widening of 575 – bottleneck
- Waterslide replacement

Economic

What Works Well

- Resource / Tourism Sector
- Town's EDO
- Attracting immigration (low employment rate)
- Business Tax is low and viable to conduct business
- Economy stable
- Attractive place to do business
- Affordable
- Stable and good reputation in the province
- Tourism numbers go up as the economy improves
- Opportunities for new dollars with Badlands Community Facility

Economic

Areas for Attention

- Improve Communications
- Wildrose MLA
- Retail space in downtown core
- DMO (clear and focused message)
- Medical professionals
- IT issues
- Provincial responsibility and lack of dollars
- Cohesion of strategic planning

Vision Check-up (Cont'd)

Governance

What Works Well

- Communications
- Being Transparent
- Commitment of Community Leaders
- Good relationship between Administration and Council
- Community Involvement
- Good relationship with MLA
- Mayor weekly radio talk
- More residents talking about what Council is doing
- AUMA opportunities to discuss with Minister
- Regional level donations from surrounding municipalities

Governance

Areas for Attention

- Bylaws / Policies need to be updated
- More communications between Councillors
- Grant Writer

Issues still on Council's Radar
(APPENDIX 2)

BCF Fundraising
BCF Phase 11
Organizational Review
DMO Funding
Seniors Housing
Derelict Properties
Establish a Community Charitable Foundation
Police Committee
Strategic Plan Commitment
Tots Pool
Commitment to lobby for increased infrastructure $
Safe and affordable housing
Community Services Portfolio
Skateboard Park
Waterslide Replacement
Town Office Relocation
Recommit to Community Outreach
New Format for Quarterly Reports
Odor Problem
CN Property Cleanup
Public Transportation
Heritage Program
Responsible Pet Ownership Bylaw
Paving 9th Street NW
Coordination of Events
Regional Water Sales
Beautification
Budget Review with zero tax increase for 2014

DRUMHELLER
REQUEST FOR DECISION

Dinosaur Capital of the World

Request for Direction

		Date:	January 25, 2013
Topic:	**HOPE COLLEGE**		
Proposal:	In February, 2011 Jon Ohlhauser, President of Hope College and Jordan Webber, Community Futures made a presentation to Council on Hope College's initiatives to offer specialized health care in rural area. Since that time, Hope College has made changes to their program. Based on new information that has come forward, Administration needs direction from Council on whether MO2011.43 remains a budgetary item. A copy of the minutes and motion of February 28th, 2011 is attached for your reference.		
Proposed by:	Mayor and Council		
Correlation to Business (Strategic) Plan	Proactive Economic Development initiative		
Benefits:	♦ Increased tax base for the Town of Drumheller through job creation.		
Disadvantages:	♦ Funding required from the Town of Drumheller.		
Alternatives:	N/A		
Finance/Budget Implications:	Pledge of $5,000 for each of three years – 2011, 2012 and 2013.		
Operating Costs:	$15,000	Capital Cost:	
Budget Available:	$0.00	Source of Funds:	Operating Surplus
Budget Cost:		Unbudgeted Cost:	$15,000
Communication Strategy:			
Recommendations:	That Council direct Administration on whether MO2011.43 remains a budgetary item.		
Report Writer:	R.M. Romanetz, P. Eng.	CAO:	
Position:	Chief Administrative Officer		

OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER

Telephone: (403) 823-1339

HopeCollege	Created By: Ray Romanetz 1/25/2013 9:06:00 AM	1

of the proposed project. C. Marion stated that because of the lease agreement, nothing will be attached to the property and fixtures will be movable.

Councillor D. Stanford cautioned that the design should allow for the contractor to run test holes. C. Marion stated that the test holes are around the peripheral of the property and their plans take this into account. In response to a question from Council, C. Marion stated that the total project cost is $75,000 with a breakdown of revenue as follows: $25,000 of volunteer labour; two grant applications in the amount of $10,000 each with the remaining dollars as donations.

Council commended Chris for her efforts.

6.2 Badlands Ambulance Services Society - EMS Coordinator Bruce Coad

B. Coad, Coodinator for EMS Ambulance, provided an overview of the Badlands Society operations. He stated that the service went to advance life support a few years ago which provides an enhanced service with a paramedic who can do advance procedures that go beyond the basic life support. Badlands Ambulance is fortunate to be operating with a first vehicle at 24 hours / 7 days and a second vehicle about 30% of that time. He stated that the Province is handling governance and funding of EMS. They are doing direct delivery in about 75% of the province. The rural areas have remained in a contract position with Alberta Health Services. He explained that at the request of the province due to overwhelming renewals, Badlands Ambulance Services Society has agreed to a letter of intent for a one year extension (April 1 to March 31, 2012) and to negotiate a five year contract (2012-2017) with a possible further two year extension. Although it is expected that the Society operates at the previous year budget, the Province is expecting that the change order process will be used where costs are increased. He explained that there is a lot of work to put together a budget for the five year contract. He explained that some budget considerations will be given to the Province's 123 new standardized protocols that every EMT is required to learn – new protocols (best practices) will be implemented in December. They will also need to forecast transfers for the next five years. He explained that all factor needs to be considered on whether there is going to be a greater demand on the service, i.e. expansion to the Institution. He stated that he is open to dialogue where increases are proposed, i.e. oil and gas industry. He stated that he appreciates the support of the Town of Drumheller as they have provided the tools to meet the two minutes response time frame – Drumheller's response time is one of the highest in the province.

Council thanked Bruce for his presentation.

6.3 Hope Health - Jon Ohlhauser, President / Jordan Webber, Community

Futures
J. Ohlhauser stated that the Hope Health initiative is an opportunity to stimulate Drumheller's economy and to become a provincially recognized centre for unique specialization in health care in the rural area. He stated that the initiative is a partnership with Community Futures Big Country and has the support of the Economic Development Task Force. Their intentions is to start with the college first but their plans include a research and clinic component as well. There is a need for a college in Drumheller that offers a unique program in the post secondary education marketplace. First year of classes is anticipated for the fall of 2012 with an enrollment projection of 38. Tuition will be based on the models of their partnering schools – Bow Valley College, Red Deer College and Olds College. Their first year program will offer courses for licensed practical nurse, physical therapy assistant and Business Administration. Five year enrollment projections are targeted at 1000 students with 200 of those students out of Drumheller. Hope College has recently been approved to submit a proposal to the Rural Alberta Development Fund for a grant to help cover the start-up costs associated with the first three years of operations in the amount of $1.1M. Business model focuses on the first three years of operations (which is the target for success). Initial funding will go towards marketing and the need to promote the college with the grads in April. They need to identify that the local community supports the initiative with a matching component of $300,000 in addition to in-kind support - $100,000 from the community each of the three years. They are looking for pledges only – they only need the matching dollars if the grant is approved. The Business Model is structured so that 1/3 of the pledges is for student scholarships. He explained that they will be accepting charitable donations however it may take six months to set up. He stated that currently they have four pledges at the $30,000 level and they are targeting major corporations doing business in the community at that level. The fundraising plan is being presented in the community. He stated that the Town has donated $5,000 last year and asking for this same commitment for the next three years – for a total $15,000.

In response to a question from Council, Hope College intends to operate from the former St. Anthony School site and looking at the residential component (dormitory) to be located at the old hospital site.

Council thanked Jon and Jordan for their presentation.

7.0 COMMITTEE OF THE WHOLE RECOMMENDATIONS

8.0 REQUEST FOR DECISION REPORTS

8.1. CAO

8.1.1 RFD - Approval of 2011 Operating and Capital Budgets

R. Romanetz advised that the previous Council, on March 2, 2009 adopted the 2009-2011 operating budget. Since that time changes have been made to the 2011 budget and the revisions need to be approved by Council. The capital budget is approved annually. He explained that the passing of the bylaw will allow staff to prepare the mill rate bylaw and hire consultants for the capital projects.

M. Roy provided an overview of the changes to the operational budget due to the new reporting requirements for depreciation. The bottom-line shows a deficit of $3.9M. The expense related to the amortization does not have to be funded as per provincial regulations as it is a non-cash item.

MO2011.42 Berdahl, Zariski moved to approve the Town of Drumheller's 2011 Operating Budget as amended and the 2011 Capital budget as presented.

Discussion held on Motion:
Councillor S. Shoff stated that she will not vote in favour of the motion as she is not comfortable with some amounts on the capital side. In response to her concerns, M. Roy noted that the 10 year multi plan will require a complete review and is not part of the motion.

Councillor J. Garbutt asked for clarification on sub section 9701. M. Roy explained that the amount is a transfer to reserves - $1.2M from operating which includes $900,000 debenture savings from amalgamation was retained and transferred to the reserves for capital projects. A contingency amount of $75,000 minimum and any extra surplus is transferred to the reserves for capital projects or whatever other projects Council determines.

Vote on Motion:
6 – in favour – Stanford, Zariski, Yemen, Hansen-Zacharuk, Berdahl, Garbutt
1 – opposed Shoff
Motion carried.

MO2011.43 Garbutt, Stanford that the Town of Drumheller pledge $5,000 each year for the next three years to Hope College. Carried unanimously.

In response to a question from Council, R. Romanetz explained that the dollars will be expensed from the Economic Development Budget.

8.1.2 RFD - Appointment of Alternate Representative to Marigold Regional Library Board

R. Romanetz advised that the Town of Drumheller has received a

DRUMHELLER
CHIEF ADMINISTRATIVE OFFICER

Dinosaur Capital of the World

Request for Decision

		Date:	January 25, 2013
Topic:	**PLAN 0813007 BLOCK 15 LOT 1 – OFFER TO PURCHASE**		
Proposal:	At Council's meeting of January 14th, 2013, Council considered an Offer to Purchase from Mr. Bruce Nimmo. At that time, Council heard that Mr. Nimmo wished to transfer the ownership of the above noted lands from himself to the Town of Drumheller. Administration is recommending that the Town of Drumheller would provide Mr. Nimmo with a Tax Deducible receipt for the amount of the asessment as well as cancel the taxes owning against these lands. Administration is recommending that Council ratify the decision.		
Proposed by:	CAO, R.M. Romanetz, P. Eng.		
Correlation to Business (Strategic) Plan			
Benefits:	Land that could be sold or retained for municipal purposes.		
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 the Council approve the Offer to Purchase from Mr. Bruce Nimmo to the Town of Drumheller for Plan 0813007 Block 15 Lot 1 and for a Tax Deducible receipt be issued in the amount of $18,700 and for the Town to cancel the outstanding taxes in the amount of $1,027.09.		
Report Writer:	R.M. Romanetz	CAO:	
Position:	Chief Administrative Officer		

OFFICE OF CHIEF ADMINISTRATIVE OFFICER

Telephone: (403) 823-1339

DRUMHELLER
RESIDENTIAL • COMMERCIAL • INDUSTRIAL

OFFER TO PURCHASE AND INTERIM AGREEMENT made this

20th day of December, A.D. 2012.

BETWEEN:

1046699 Alberta Limited
Bruce Nimmo
64 Stradbrooke Rise SW
Calgary AB T3H 1T9

(the "Owner")

OF THE FIRST PART

- AND –
THE TOWN OF DRUMHELLER
703 - 2nd Avenue West
Drumheller, Alberta
TOJ OY3

(the "Purchaser")

OF THE SECOND PART

IN CONSIDERATION OF the mutual promises and covenants herein contained, the parties hereto agree as follows:

1.0 THE PROPERTY

1.1 The Owner hereby sells and the Purchaser hereby purchases a 0.511 Acre parcel of land being a portion of the lands legally described as follows:
Plan 0813007 Block 15 Lot 1 (East Coulee)

(the "said lands")

subject to the reservations and exceptions appearing in the existing certificate of title.

1.2 The Purchaser has inspected and agrees to purchase the said lands as they stand and it is agreed that there is no representation, warranty, collateral agreement, zoning, municipal permit or license or condition

affecting the said lands other than is expressed herein in writing.

ATTACH SCHEDULE "B" IF APPLICABLE

1.3 In particular, it is agreed that the Owner will not provide any services or make any other improvements except as may be listed in Schedule "B" attached hereto.

2.0 PURCHASE PRICE

2.1 The Purchaser covenants and agrees to issue to the Owner a Tax Deductable Receipt for the assessed value of $18,700.

THE AGREEMENT IS SIGNED

3.0 PURCHASER COVENANTS

3.1 The Purchaser covenants and agrees as follows:

(i) To cancel the outstanding current taxes and arrears against the said lands;

(ii) To pay all costs relating to survey, subdivision and transfer of the lands.

4.0 OWNER COVENANTS

4.1 The Owner covenants and agrees as follows:
(none)

5.0 DEFAULT AND FORFEITURE
(none)

6.0 SUCCESSION

6.1 This Agreement shall inure to the benefit of and be binding upon the respective parties hereto and their heirs, administrators, executors, successors and assigns.

7.0 TIME

7.1 Time shall be of the essence.

8.0 OFFER AND ACCEPTANCE

INSERT:

8.1 The Purchaser, by signing hereunder, offers to enter into the subject agreement with the Owner which offer is open for acceptance by 4:30 P.M. on the ___ day of _____, A.D. 20 __ by the Owner, executing and mailing a copy, postage prepaid, to the Purchaser at the address noted above.

INSERT:

DATED at the Town of Drumheller in the Province of Alberta

this day 20th of December , A.D. 2012.

TOWN OF DRUMHELLER

Per:_____

Per:_____

The Owner hereby accepts this offer together with all conditions and covenants contained therein.

DATED at the City of Calgary in the Province of Alberta this

_____ day of _____, A.D. 20___.

1046699 Alberta Limited

Per:_____

Per:_____

Document1

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** (Al) (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.11) (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) • 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 (Al) 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) • 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.45)
	FIRE (Bill) 1) Alberta First Responder Communication Upgrade (p. 50) 2) SCBA Upgrade 3) Risk Management Procedures (p.50)	**RCMP** (Art) (p.49)

CAO's Quarterly Report from October to December 2012
Page 91 of 105
Agenda Item # 9.1

DRUMHELLER
CHIEF ADMINISTRATIVE OFFICER

Dinosaur Capital of the World

QUARTERLY REPORT

Name:	R.M. Romanetz, P. Eng.	Month:	October to December 2012

2012 STRATEGIC BUSINESS PLAN

Corporate Priorities:

BADLANDS COMMUNITY FACILITY FUNDING STRATEGY

A meeting was held on November 8th with Chair Jeff Hall, Consultants, cabinet members, Council and Administration to discuss new initiatives for fundraising as the target is not yet met. Activities will include sending out pledge reminders, cabinet to follow up with donor prospects, sell the brick campaign, identify the next steps regarding the donor wall, seek new members for the cabinet and ensure donor recognition is in place.

PENITENTARY UTILITY RATES CONTRACT (Completed). As of March 2012, now on full commercial rates – very strong willingness for Corrections Canada to work with the Town.

TOWN HALL RELOCATION DECISION

Design and concept stage completed. Project now under construction with target date for completed in late spring / early summer. Contract was awarded to Govan Brown in the amount of $1.7M on October 22, 2012. Some costs related to IT and furniture required in 2013 Capital budget. Bi-weekly project meetings held. Letter sent to the Province requesting a meeting to discuss the transition of the current Town Hall building.

BADLANDS COMMUNITY FACILITY PHASE 2 DESIGN / COMMITTEE

Council directed Administration to arrive at a shovel ready phase complete with committees. Federal and Provincial monies need to be available (Building Canada Fund Program).

Advocacy (CAO / Council)

Michichi Creek Flooding (Completed). The work was completed in the Spring, 2012 at no cost to the Town. Administration working together with Gord Wilton – Transportation were instrumental in the leg work and moving the project forward. Administration continues to discuss the possibility of stabilizing the bank adjacent to the properties of Rosgen / Trentham and others. This is the last remaining area that needs to be stabilized.

Three Hills Water – The Mayor is in communication with Three Hills. CAO provided the Mayor with a detailed summary of recent improvements to our Water Plant confirming compliance with provincial standards and also confirming excess capacity. Mayor Yemen has sent a letter to the Mayor of Three Hills asking for an opportunity to meet to discuss the possibility of supplying water to Three Hills through the Aqua7 pipeline. No meeting has been arranged as of yet.

Seniors Housing – The Town will need to do an assessment on housing needs.

Office of the Chief Administrative Officer

Telephone: (403) 823-1339

Organizational Improvements

Public Communications – Social media is used extensively by EDO Bob Cromwell for communiqués. This strategy has been effective by serving as a primary means of connecting the media (radio and print) who typically cover such posts as news. The Mayor does a weekly radio update. The Town Page moved to the Insider. The Town's website is being updated regularly.

Operational Strategies (CAO / Staff)

AFFORDABLE HOUSING RFP

An RFP for Hillsview and Elgin Hill Subdivision will be prepared and submitted to the Calgary-Alberta Home Builders Association and interested developers. Registered plans for both subdivisions has now been finalized.

CN RAIL

CN's proposal was too costly for municipalities to move forward. CN to be contacted to confirm the timing of their next steps which may include the removal of the track.

Lobbying (Mayor / CAO)

BROWNFIELDS REDEVELOPMENT WORKING GROUP

The final draft report *Alberta Brownfields Redevelopment – Practical Approaches to Achieve Productive Community Use* has been forwarded to the Ministers of Environment & Water and Municipal Affairs for their review and comments. Awaiting approval from the Minister's Office for the public release.

Other Work Priorities:

WATER RATE DISCUSSION WITH COUNCIL (completed). Bylaw 17.12 was adopted on January 14th with an overall 5% water rate increase and zero percent increase in wastewater rates.

EAST TRANSMISSION WATERLINE - Alignment for the transmission water line has not been finalized yet. Hunter Surveys are currently finalizing easement agreements with property owners so that the project can be tendered.

LANDFILL OPERATIONS

- The Solid Waste Association's 2013 budget was approved at the December meeting with a nominal 1 percent increase in the requisition for the membership.
- A new summit horizontal baler will be ordered in early 2013 to replace the worn out unit.
- Another site cleanup by K & K Metal Recycling from Ponoka saw 135 metric tonnes of recyclable metal removed. (During the last cleanup 100 metric tonnes of recyclable metal removed).
- Green Team presented their recommendations to Council on December 17th.

Outstanding Issues for the Next Quarter:

Union Negotiations
BCF Funding Strategy / BCF Deficiencies
Internship Grant Program (Hiring Process)
Drumheller Water Plant Upgrades
Upgrades to Wastewater East Coulee
Operating and Capital Budget
East Coulee / Lehigh Water Transmission Line

CAO:

DRUMHELLER
CHIEF ADMINISTRATIVE OFFICER

Dinosaur Capital of the World

ANNUAL REPORT

Name:	R.M. Romanetz, P. Eng.	Year:	2012

Year's Accomplishments:

- **Mayor and Council:**
  - In January, Council, as a result of many residents expressing their concerns, discussed Bearspaw Petroleum's proposal to expand their operations at Midland Provincial Park. A letter was submitted to ERCB by the CAO voicing the Town's objection to the proposed drilling project. The project has been put on hold.
  - In February, Council supported the Drumheller Association of Skateboarding Enthusiast's application for the Building Communities through Arts and Culture Legacy fund for the development of a skateboard park as a legacy project for Drumheller's Municipal Centennial in 2013.
  - In March, Badlands Community Facility opened its doors.
  - In April, Staff Sgt. Art Hopkins, RCMP presented the 2012 policing priorities.
  - In May, Council heard a report on the Meter Pilot Program which Administration would like to fast rack by possibly having staff complete the work.
  - In June, Council heard from Aqua 7 Regional Water Commission. Council approved their request which would allow Aqua 7 to include the new boundaries from Kathryn to the Graham Reservoir of Rocky View County as a party to whom the Commission may resell water. Council also heard from the Drumheller Public Library that due to budget constraints, the Library will be closed on Sundays commencing July 1st. Following an overview of the audited financial statements by BDO, Council approved the 2011 Financial Statements.
  - On July 4th, the BCF held its Grand Opening with Federal and Provincial representatives in attendance.
  - In August, Councillor Sharel Shoff provided an overview of MLA Ron Casey's Health Forum which was held in Drumheller on August 14th.
  - In September, Council voted in favor of signing the agreement with Alberta Health Services for ambulance services effective March 1, 2013.
  - In October, Council changed the definition of family to encompass a broader scope for memberships to the Town's recreation facilities. Council awarded the tender bid for the Town Hall Relocation / Renovation Project to Govan Brown in the amount of $1.7M.
  - In November, Council heard a presentation from Staff Sgt. Art Hopkins on the need for a Community Liaison Officer. Mayor Yemen has sent a letter to surrounding municipalities and schools seeking their interest on cost sharing. On November 29th and 30th Council and Administration held their Strategic Business Workshop and set the work priorities for 2013.
  - In December, Council heard updates on the Green Teams top twelve initiatives as well as an update on the DMO progress.

Office of the Chief Administrative Officer

Telephone: (403) 823-1339

2012 STRATEGIC BUSINESS PLAN

Adopted by Council on January 30th, 2012 with quarterly updates to Council on April 23rd, August 13th, October 22nd with a final review by Council on November 29th.

CORPORATE PRIORITIES (detailed review provided in the Strategic Business Plan):
- **Badlands Community Facility Funding Strategy** – ongoing.
- **Penitentiary Utility Rates Contract** – completed.
- **Town Hall Relocation Decision** – completed.
- **Badlands Community Facility Phase 2 Design / Committee Structure** – ongoing.

ORGANIZATIONAL IMPROVEMENTS
- Public Communication – social media enhancements / ongoing improvements.

OPERATIONAL PROPRITIES
- Affordable Housing RFP – ongoing.
- CN Rail – ongoing.

LOBBYING – ongoing.

- **Land Planning / Project Meetings**
  - BCF Community Facility Civil Engineering (MPE Engineering)
  - BCF Project Team with GEC
  - BCF Fundraising Strategy / Marketing
  - BCF Deficiencies
  - Town Hall Relocation
  - WTP / WWTP - Stantec
  - Town Entrances / Landscaping – Urban Systems
  - Several Land Use Amendment Bylaws
  - Landfill Expansion / Regional Recycling
  - East Coulee / Lehigh Transmission Line
  - Water Rate Review
  - Cast Iron Watermain Replacement
  - Various Legal / Land / Personnel Matters

- **Seminars / Conferences / Workshops attended:**
  - Emerging Law Trends
  - Municipal Law Seminar
  - AUMA Regional Seminar
  - APEGGA Permit to Practice
  - 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

- **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:**
  - 2012 Performance Evaluations completed.

CAO:

DRUMHELLER
CORPORATE SERVICES

Dinosaur Capital of the World

Quarterly Report – October to December 2012

Utility Rate Review
An extensive amount of work was done with these spreadsheets to properly calculate the 2013 rates. We had a workshop with the Consultants and Council and the rates were passed in January for the Drumheller customers. The calculations are being finalized for the Regional accounts.

Staffing
Our Receptionist, Cashier, Licensing, and Accounts Receivable clerk position was filled in December, so outside of training, we now have a full complement of staff.

Town Hall Relocation
This office looks after the Information Technology, so I have been involved in that area of the renovations. This includes the Audio/Visual as well as the Networking. We will be keeping as much equipment that is in this building as possible to help reduce costs, so it will take a few days to transfer the switches, servers, and computers and have them all relocated.

Risk Management
With the re-organization of job descriptions in the Front Office, Risk Management is now centralized to this location. Just about all the employee education and skills have now been entered into our Human Resources system. This will greatly streamline the training requirements and determine skills that are available for special projects.

Labor Management
We have been reviewing the job descriptions for the outside union, CUPE Local 135.

Tax Recovery
There are no properties for the Tax Recovery auction for January. The last account has been cleared up.

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

Telephone: (403) 823-1311
Fax: (403) 823-7739
e-mail: bwulff@dinosaurvalley.com
www.dinosaurvalley.com

Canadian Badlands

Quarterly Report: Corporate Services

Information Systems
We are exploring various methods of creating a viable network between our facilities at a reasonable cost in order to alleviate the problems we are experiencing with our wireless system. Recent testing has been very favorable.

Water Meter Replacement Program
We are in the first stages of deploying this program, so we are assembling data to assist with this major undertaking. This program has been coming along very well.

Missing Water Accounts
We are just about completed the cross referencing of the utility accounts to the property tax roll, and have not yet found any missing utility accounts. We are investigating the last of the properties. Some of these properties will require a drive by as part of the investigation.

Zoning and Mapping Issues
The zoning issues have been resolved and work is progressing on the interactive map for the website. We are waiting for some work on the Sequel Server to finish the last of the software installs.

Year End
The Year End procedures start with the budgeting review so we only have to do that work once. Interim Audit is January 22 to 24th, and the final portion of the field work for the auditors is the week of February 18th. We are endeavoring to have our entire year end completed by February 11th. This will help to have the Financial Statements presented to Council in March.

Supplementary Property Taxes
The Supplementary Taxes this December was very light involving only for 19 accounts.

Respectfully submitted,

Bill Wulff

DRUMHELLER
CORPORATE SERVICES

Dinosaur Capital of the World

Annual Report - 2012

Utility Rate Model
A very large amount of work and time was invested into the Utility Rate model. The formulas have been corrected, tables properly linked, and all the formerly linked spreadsheets have all been merged to avoid the possibility of linking to an old sheet.

The data is still based on a 12 month consumption period, but we are now using November to October consumption rather than January to December, enabling us to have rates calculated by November.

East Coulee Water and Lehigh Distribution Line
There was a lot of time and work analyzing the properties of the two hamlets. However the project was never started.

Asset Management
The software will be reinstalled once some work is performed on the Sequel Server. Our Network Support, MSI, is working with Vadim Software to complete this work and install the software. Once that is done we will be able to begin training and start the project. It was feared that the Asset Management database we started with that was not able to be electronically converted can be salvaged.

Respectfully submitted,

Bill Wulff

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

Telephone: (403) 823-1311
Fax: (403) 823-7739
e-mail: bwulff@dinosaurvalley.com
www.dinosaurvalley.com

Canadian Badlands

Council Monthly Financial Statements 2012 ops.xls

NOTICE
This is a report to December 31, 2012. The Year End Process and Anaysis is not complete.

Town of Drumheller
Financial Report
For The Month Ending December 2012 (un-audited) (100% through the year)

25-Jan-13

	Revenue			Expenditures			Net of Revenue and Expenses			
	Actual	Budget	%%	Actual	Budget	%%	Actual	Budget	%%	Variance
General Operating Revenues										
0001 General Revenues	9,214,481	9,159,494	100.60	-	-		(9,214,481)	(9,159,494)	NA	(54,987)
	9,214,481	9,159,494	100.60	-	-		(9,214,481)	(9,159,494)		(54,987)
General Government										
1101 Legislature	-	-	NA	194,023	205,236	94.54	194,023	205,236	94.54	(11,213)
1201 Administration	32,885	87,700	37.50	990,833	984,192	100.67	957,948	896,492	106.86	61,456
1202 Town hall	-	-	NA	80,398	97,900	82.12	80,398	97,900	82.12	(17,502)
1203 Computer Services	17,200	37,200	46.24	183,401	240,189	76.36	166,201	202,989	81.88	(36,788)
	50,085	124,900	40.10	1,448,655	1,527,517	94.84	1,398,570	1,402,617		(4,047)
Protective Services										
2101 Policing	623,007	554,731	112.31	1,377,560	1,429,754	96.35	754,553	875,023	86.23	(120,470)
2301 Fire Department	141,332	37,000	381.98	401,250	303,444	132.23	259,918	266,444	97.55	(6,526)
2401 Disaster Services/Risk Mngmnt	-	-	NA	28,730	39,076	73.52	28,730	39,076	73.52	(10,346)
2501 Ambulance Services	-	-	NA	5,000	5,000	100.00	5,000	5,000	100.00	-
2601 Safety Codes - Drumheller	127,846	109,650	116.59	(94,569)	66,108	(143.05)	(222,415)	(43,542)	510.81	(178,873)
2602 Safety Codes - Palliser	-	63,345	-	57,185	59,715	95.76	57,185	(3,630)	(1,575.34)	60,815
2603 Development Permits	23,115	19,250	120.08	77,289	67,442	114.60	54,174	48,192	112.41	5,982
2610 Animal and Pest Control	26,317	31,000	84.89	24,365	39,064	62.37	(1,952)	8,064	(24.21)	(10,016)
2611 Weeds	5,505	6,000	91.75	47,078	53,108	88.65	41,573	47,108	88.25	(5,535)
2612 Mosquito	-	-	NA	51,163	71,837	71.22	51,163	71,837	71.22	(20,674)
	947,122	820,976	115.37	1,975,051	2,134,548	92.53	1,027,929	1,313,572		(285,643)
Transportation Services										
3101 Administration	(225)	18,000	(1.25)	325,651	358,186	90.92	325,876	340,186	95.79	(14,310)
3102 Workshop and Yards	74,783	30,000	249.28	235,647	222,094	106.10	160,864	192,094	83.74	(31,230)
3103 Parking Lots	-	-	NA	-	-	NA	-	-	NA	-
3202 Roads and Streets	41,253	209,000	19.74	678,764	870,796	77.95	637,511	661,796	96.33	(24,285)
3203 Street Lighting	-	40,000	-	381,288	336,002	113.48	381,288	296,002	128.81	85,286
3204 Traffic Services	-	-	NA	57,848	60,781	95.17	57,848	60,781	95.17	(2,93[illegible]
3211 Secondary/Primary Hiways	(11,072)	-	NA	4,063	-	NA	15,135	-	NA	15,135
3301 Airport	42,490	42,520	99.93	36,927	108,440	34.05	(5,563)	65,920	(8.44)	(71,483)
	147,229	339,520	43.36	1,720,188	1,956,299	87.93	1,572,959	1,616,779		(43,820)

Council Monthly Financial Statements 2012 ops.xls

NOTICE
This is a report to December 31, 2012. The Year End Process and Anaysis is not complete.

Town of Drumheller
Financial Report
For The Month Ending December 2012 (un-audited) (100% through the year)

25-Jan-13

	Revenue			Expenditures			Net of Revenue and Expenses			
	Actual	Budget	%%	Actual	Budget	%%	Actual	Budget	%%	Variance
Water Works										
4101 Water Revenue	3,077,637	3,117,187	98.73				(3,077,637)	(3,117,187)	98.73	39,550
4101 Administration				1,177,214	1,847,980	63.70	1,177,214	1,847,980	63.70	(670,766)
transfer of surplus to reserve				329,190	-		329,190			
4102 River Intake & Pump Station	-	-	NA	55,522	76,800	72.29	55,522	76,800	72.29	(21,278)
4103 Low Lift Pump Station	-	-	NA	21,238	16,838	126.13	21,238	16,838	126.13	4,400
4104 Raw Water Reservoir	-	-	NA	3,672	170,576	2.15	3,672	170,576	2.15	(166,904)
4105 Purification & Treatment	1,772	29,700	5.97	1,066,422	1,093,706	97.51	1,064,650	1,064,006	100.06	644
4106 Transmission	-	7,000	-	507,415	566,824	89.52	507,415	559,824	90.64	(52,409)
4107 Distribution	-	-	NA	-	-	NA	-	-	NA	
	3,079,409	3,153,887	97.64	3,160,673	3,772,724	83.78	81,264	618,837		(537,573)
Environmental Health - Sewer										
4201 Sewage Admin - Drumheller	1,931,148	1,499,399	128.79	417,845	836,805	49.93	(1,513,303)	(662,594)	228.39	(850,709)
transfer of surplus to reserve				385,812	-		385,812			
4202 Sewage Admin - Rosedale	1,824	-	NA	-	-	NA	(1,824)	-	NA	(1,824)
4203 Sewage Admin - East Coulee	51,109	35,000	146.03	16,688	16,555	100.80	(34,421)	(18,445)	186.61	(15,976)
4211 Sewage Collection - Drumheller	48,120	58,000	82.97	427,138	468,487	91.17	379,018	410,487	92.33	(31,469)
4212 Sewage Collection - Rosedale	-	-	NA	-	-	NA	-	-	NA	-
4213 Sewage Collection - East Coulee	-	-	NA	9,595	27,251	35.21	9,595	27,251	35.21	(17,656)
4221 Sewage Treatment - Drumheller	-	-	NA	638,162	561,664	113.62	638,162	561,664	113.62	76,498
4222 Sewage Treatment - Rosedale	-	-	NA	-	-	NA	-	-	NA	-
4223 Sewage Treatment - East Coulee	-	-	NA	52,818	75,998	69.50	52,818	75,998	69.50	(23,180)
	2,032,201	1,592,399	127.62	1,948,058	1,986,760	98.05	(84,143)	394,361		(478,504)
Environmental Health - Other										
4301 Garbage	88,330	86,000	102.71	350,952	357,004	98.30	262,622	271,004	96.91	(8,382)
	88,330	86,000	102.71	350,952	357,004	98.30	262,622	271,004		(8,382)
Public Health and Welfare										
5101 FCSS Administration	196,079	195,042	100.53	103,444	114,068	90.69	(92,635)	(80,974)	114.40	(11,661)
5102 Handyman Services	5,693	8,755	65.03	27,845	36,622	76.03	22,152	27,867	79.49	(5,715)
5103 Seniors	646	-	NA	43,460	49,102	88.51	42,814	49,102	87.19	(6,288)
5105 Volunteer Program	8,738	25,600	34.13	23,117	55,940	41.32	14,379	30,340	47.39	(15,961)
5106 After School Care	10,735	12,674	84.70	55,523	59,857	92.76	44,788	47,183	94.92	(2,395)
5121 Indirect Programs	598	-	NA	34,426	30,300	113.62	33,828	30,300	111.64	3,528
5151 Employment Services	-	-	NA	-	-	NA	-	-	NA	-
5301 Health Services	303,807	304,000	99.94	303,715	304,000	99.91	(92)	-	NA	(92)
5302 Non-FCSS Programs	74,353	88,948	83.59	74,690	92,251	80.96	337	3,303	10.20	(2,966)
5601 Cemetery	28,163	30,000	93.88	73,563	78,091	94.20	45,400	48,091	94.40	(2,691)
	628,812	665,019	94.56	739,783	820,231	90.19	110,971	155,212		(44,241)

Council Monthly Financial Statements 2012 ops.xls

NOTICE
This is a report to December 31, 2012. The Year End Process and Anaysis is not complete.

Town of Drumheller
Financial Report
For The Month Ending December 2012 (un-audited) (100% through the year)

25-Jan-13

	Revenue			Expenditures			Net of Revenue and Expenses			
	Actual	Budget	%%	Actual	Budget	%%	Actual	Budget	%%	Variance
Environmental Development										
6101 Municipal Planning	25,500	25,000		107,683	107,683	100.00	82,183	82,683	99.40	(500)
6201 Economic Development	6,500	-		106,924	138,343	77.29	100,424	138,343	72.59	(37,919)
6202 Valley Bus Society	12,352	23,000		78,311	87,646	89.35	65,959	64,646	102.03	1,313
6203 Community Lotteries Board	-	-		-	-	NA	-	-	NA	-
6204 Tourism Bureau	-	-		65,479	109,160	59.98	65,479	109,160	59.98	(43,681)
6601 Subdivision & Developments	21,977	-	NA	-	-	NA	(21,977)	-	NA	(21,977)
6602 Land Rentals	3,900	1,750	222.86	-	-	NA	(3,900)	(1,750)	222.86	(2,150)
6701 Public Housing Operations	22,346	22,346	100.00	26,472	68,718	38.52	4,126	46,372	8.90	(42,246)
6902 Community Centre	-	-		-	-	NA	-	-	NA	-
6903 Daycare	-	-		-	-	NA	-	-	NA	-
6904 Old City Cells	-	-		5,039	4,427	113.82	5,039	4,427	113.82	612
6905 Police Building	39,006	42,552	91.67	119,618	118,587	100.87	80,612	76,035	106.02	4,577
	131,581	114,648	114.77	509,526	634,564	80.30	377,945	519,916		(141,971)
Recreation and Culture										
7201 Administration	2,624	-	NA	95,520	83,779	114.01	92,896	83,779	110.88	9,117
7202 Aquaplex	192,032	263,700	72.82	874,176	825,931	105.84	682,144	562,231	121.33	119,913
7203 Arena	114,135	165,500	68.96	628,675	620,372	101.34	514,540	454,872	113.12	59,668
7204 Parks and Playgrounds	23,500	28,000	83.93	467,949	535,670	87.36	444,449	507,670	87.55	(63,221)
7205 Seasonal Recreation Programs	15,824	22,500	70.33	28,344	32,002	88.57	12,520	9,502	131.76	3,018
7206 Curling Club	-	-	NA	12,746	5,000	254.92	12,746	5,000	254.92	7,746
7401 Civic Centre	214	2,000	10.70	61,875	74,308	83.27	61,661	72,308	85.28	(10,647)
7402 Library	-	-		186,698	260,000	71.81	186,698	260,000	71.81	(73,302)
7403 Community Halls	-	-		-	-	NA	-	-	NA	-
7404 Badlands Community Facility	372,463	844,145	44.12	1,307,477	1,315,578	99.38	935,014	471,433	198.33	463,581
7411 Community Events	11,309	4,000	282.73	50,116	30,000	167.05	38,807	26,000	149.26	12,807
	732,101	1,329,845	55.05	3,713,576	3,782,640	98.17	2,981,475	2,452,795		528,680
Fiscal Services										
9701 Operating Contingencies	-	-	NA	1,474,765	1,474,765	100.00	1,474,765	1,474,765	100.00	-
9702 Education	2,607,628	-	NA	2,172,563	-	NA	(435,065)	-	NA	(435,065)
	2,607,628	-	NA	3,647,328	1,474,765	247.32	1,039,700	1,474,765		(435,065)
Total Operating Accounts	19,658,979	17,386,688	113.07	19,213,790	18,447,052	104.16	(445,189)	1,060,364		(1,505,553)
Amortization Expense				-	1,013,198		-	1,013,198		
(Surplus) Deficit without Amortization	19,658,979	17,386,688		19,213,790	17,433,854		(445,189)	47,166		(492,355)

Summary	after '11 surplus	YTD actual	Expected Year to Date Percentage			100.00%	
General	(442,310)	(442,310)	Total Revenue	19,658,979	17,386,688	113.07	2,272,291
Water	(329,190)	81,264	Total Expenses	19,213,790	17,433,854	110.21	1,779,936
Sewer	(385,812)	(84,143)	Net (Surplus) Deficit	(445,189)	47,166		(492,355)
Total	(1,157,312)	(445,189)					

transfer of 2011 surplus to reserve in 2012 of $329,190
transfer of 2011 surplus to reserve in 2012 of $385,812

1-2-****-930	Amortization Expense	-	1,013,198
1-2-41**-930	Water	-	618,837
1-2-42**-930	Sewer	-	394,361

Amortization entries are not made until December 31st

DRUMHELLER
COMMUNITY SERVICES
Dinosaur Capital of the World

Report on Corporate Priorities- 2012

Paul Salvatore, Director – Community Services

2013 Celebration Committee

- The Centennial Committee was formed in April, 2012. Committee members were recruited and the Committee immediately initiated the process of identifying Centennial activities which included budget planning and adoption by Council.
- The New Years Eve Celebration was hosted at the Badlands Community Facility
- Decorative Banner designs were selected and ordered for installation in early 2013.
- Additional events are planned for May 15, 2013 (the Town's official day of incorporation)
- The committee partnered with the Drumheller Association of Skateboarding Enthusiasts (DASE) to support the application for a Centennial Legacy project – a multi-use skateboarding and music performance space – that – if funded by the Federal Government, would be located in proximity to the Fountain at Centennial Park. (the status of this application is expected in April, 2013).

Affordable Housing Policy

- The Municipal Planning Commission reviewed a number of "in-fill" development options for home that were originally built on small lots (generally in the Downtown or Downtown Transitional zones). The MPC accepted feedback from Palliser Municipal Services on this topic – and as a result, modifications to the Land Use Bylaw were adopted by Council in early 2013.
- The Economic Development Task Force / Officer researched potential "ready to move" building options – that could reduce the up-front cost of developing new residential parcels in Drumheller. Local investors are expecting to present some of these options within the Drumheller market place in 2013/2014 after evaluating market demand.
- Meetings with prospective developers / investors took place throughout 2013, including discussion on the potential future development of Elgin Hill and Hillsview Phases II and III.

Regional Bylaw Enforcement

- Council reviewed an option for the regional delivery of Bylaw Enforcement Services that was presented by Palliser Regional Municipal Services in early 2012. The review identified that the Town's current Bylaw Enforcement operating model is much more cost-effective and as a Town operation, ensures that the focus of service will remain directed toward priorities directed by the Town's annual work plan.
- Mr. Greg Peters commenced his role as the Supervisor of Community Enforcement in September, 2012 and has received his Provincial Peace Officer status, which will allow him to cover a wide range of municipal / provincial enforcement services. Peace Officer Peters has already been instrumental in the development and presentation of the new Livery and Responsible Pet Owner's Bylaws.

Beautification Projects

- Urban Systems (a landscape architectural firm) was contracted to develop landscape planning documents in support of improving the aesthetics of the Town's entrances and high traffic areas. The Development Officer, Infrastructure Services staff, the MPC and Council were involved in providing feedback on presentations that were given by Urban Systems and plans to introduce elements of their plan are included in the capital budget for 2013.

Badlands Community Facility Start-up and Marketing

- The Badlands Community Facility opened to the public (later than originally anticipated) in March 2012.
- Staff were hired and trained while marketing materials were developed and recreational software systems were installed and implemented (impacting all recreational areas of the Town's operation).
- The initial 3 months of operation placed higher than anticipated demands on staff, requiring that we would hire additional positions to support the popularity of the new facilities within the BCF.
- Fitness and Fieldhouse utilization targets were shattered (over 250% beyond original projections) and continued operation of the BCF shows ongoing and increasing demands for the use of space for a wide array of activities.
- The Sports Recreation and Culture Expo (held 2x per year) serves as an impressive community showcase of the range of activities that our community offers, many of the participating groups have taken advantage of BCF spaces for recreational, and / or social / fundraising activities since its opening.
- The BCF has also lived-up to Council's vision as "a social hub for Drumheller" as the preferred venue for weddings and many other popular social gatherings. The marketing plan that was presented to Council in November, 2012 continues to be executed and refined – so as to maximize the utilization of facility spaces while generating additional economic activity through the hosting of major special events.

Economic Development Strategy

- The Economic Development Task Force was revitalized by the addition of several new members to the committee in 2012.
- The commencement of Bob Cromwell, as Economic Development Officer provided new energy to the Task Force, as he worked with committee members to increase awareness of Drumheller's place within the Tourism sector (efforts on Destination Marketing Organization) and support for the establishment of Hope College / Clinic.
- Mr. Cromwell has been effective in partnering with local media to promote special events and activities – while also following-up on local real estate investment opportunities with investors both within and outside of Drumheller.
- The development of Dinofest (June 2012) and the potential to bring "Dino Town" to Drumheller – as a turn-key operation are other examples that connect day to day actions with our strategic and sustainability plans for economic development.

Destination Marketing Organization (Tourism Master Plan- Follow-up)

- The Town organized a workshop (December 2012) to determine the financial and organizational structure of the Drumheller Destination Marketing Organization with key stakeholders.
- In early 2013, the group continues to progress, having assembled a draft budget and terms of reference which includes:
    - Operating openly and transparently
    - Increasing the number of participants in tourism marketing
    - Developing a strong community tourism brand – which will attract more visitors to Drumheller

Alberta First Responder Communications Upgrade

- The Province continues to delay the implementation of the First Responder Communications system. The Town remains committed to participate in any future upgrades that would unify the emergency services communications systems in Alberta, pending direction from the province.

SCBA Upgrade

- In October, 2012 – the Fire Department acquired new Self-Contained Breathing Apparatus (SCBA) equipment – thanks to a major donation by Cenovus Energy.
- The new equipment replaced heavier and more awkward equipment with lighter and easier to use equipment – that will help our firefighters to be even more safe and responsive in emergency situations.

Risk Management Procedures

- The Risk Management Committee continues to review and revise corporate procedures on a monthly basis. An internal audit resulted in a passing grade (over 80%) thanks in large part to the efforts of this committee and the organization's overall approach to safety.

Respectfully submitted,