

Town of Drumheller COUNCIL MEETING AGENDA

January 26, 2015 at 4:30 PM
Council Chamber, Town Hall
224 Centre Street, 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

3-17 5.1.1 Regular Council Meeting Minutes of January 12, 2015

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

18-32 8.1.1 Bylaw 04.15 (Draft Business License Bylaw)

33-73 8.1.2 RFD - 2015 Strategic Business Plan

8.2. DIRECTOR OF INFRASTRUCTURE SERVICES

8.2. DIRECTOR OF INFRASTRUCTURE SERVICES

74-75 8.2.1 RFD - Recycled Concrete / Asphalt Products

76-77 8.2.2 RFD - Janitorial Contracts Award

8.3. DIRECTOR OF CORPORATE SERVICES

8.4. DIRECTOR OF COMMUNITY SERVICES

8.5. DIRECTOR OF PROTECTIVE SERVICES

9.0 PRESENTATION OF QUARTERLY REPORTS BY ADMINISTRATION

78-82 9.1 CAO Quarterly Report to December 31, 2014
CAO 2014 Annual Report

83-96 9.2 Director of Infrastructure Services Quarterly Report to December 31, 2014
Director of Infrastructure Services 2014 Annual Report

9.3 Director of Corporate Services Quarterly Report to December 31, 2104
Director of Corporate Services 2014 Annual Report
Will be presented at the Council Committee Meeting of February 2, 2015

97-105 9.4 Director of Community Services Quarterly Report to December 31, 2014
Director of Community Services 2014 Annual Report

106-109 9.5 Director of Protective Services Quarterly Report to December 31, 2014
Director of Protective Services 2014 Annual Report

10.0 PUBLIC HEARING DECISIONS

11.0 UNFINISHED BUSINESS

12.0 NOTICE OF MOTION

13.0 COUNCILLOR REPORTS

14.0 IN-CAMERA MATTERS

**Town of Drumheller
COUNCIL MEETING
MINUTES**

January 12, 2015 at 4:30 PM
Council Chamber, Town Hall
224 Centre Street, Drumheller, AB, T0J 0Y4



PRESENT:

ACTING MAYOR:

Lisa Hansen-Zacharuk

COUNCIL:

Jay Garbutt

Patrick Kolafa

Tara McMillan

Sharel Shoff

Tom Zariski

CHIEF ADMINISTRATIVE OFFICER/ENGINEER:

Ray Romanetz

DIRECTOR OF CORPORATE SERVICES:

Barb Miller

DIRECTOR OF COMMUNITY SERVICES:

Paul Salvatore

DIRECTOR OF PROTECTIVE SERVICES:

Greg Peters

RECORDING SECRETARY:

Linda Handy

ABSENT: MAYOR Terry Yemen

DIRECTOR OF INFRASTRUCTURE SERVICES Allan Kendrick

1.0 CALL TO ORDER

2.0 DEPUTY MAYOR'S OPENING REMARK

3.0 PUBLIC HEARING

- 3.1 Acting Mayor Lisa-Hansen Zacharuk called the public hearing to order at 4:30 PM. She advised that the public hearing was being held to consider Bylaw 09.14 being a bylaw to amend the Land Use Bylaw 10.08 Part VI Land Use District by adding "hazardous materials storage" as a discretionary use in M1 - Light Industrial District.

Acting Mayor Lisa Hansen-Zacharuk asked Brad Wiebe – Planning Director – Palliser Regional Municipal Services to provide his report.

B. Wiebe, PRMS provided an overview of his planning report dated December 9, 2014. He stated that the purpose of this report is to provide a review of the existing LUB requirements related to industrial chemical storage and use, how these uses are currently evaluated, and best practices for the location of hazardous material storage. He further advised an application has been made to allow 'Hazardous Materials Storage' as a discretionary use in the 'M-1' – Light Industrial Land Use District. This issue was previously reviewed in October 2013 after investigations into land uses within the Town industrial parks revealed the storage of varying quantities of industrial chemicals for oilfield and other purposes stored within light industrial land use districts without approvals.

He provided an overview of the current land use regulations which allows chemical related storage under the M-2 Medium Industrial District (Section 34 of the Land Use Bylaw) as follows:

"34. M-2 – Medium Industrial District

The purpose of this district is to provide for the development of industrial uses which may not be compatible with surrounding non-industrial land uses due to nuisance effects that may extend beyond the site.

(a) Permitted Uses

- Storage Yard

(b) Discretionary Uses

- Industrial uses that are obnoxious by reason of the emission of odors, dust, smoke, gas, noise or vibration such as, but not limited to, oil and gas refineries, meat packing plants, rendering plants, chemical and chemical product industries, fiberglass and plastic plants

(e) Special Requirements

1. Industrial uses which emit airborne pollutants or noxious odors or which have fire or explosive risks will be required to meet minimum separation distances from residential areas and also from other industrial developments in accordance with the requirements of Provincial Legislation.
2. Performance standards: the operation of all uses shall comply with the environmental and public health performance standards of the Provincial Government.
3. The applicant shall submit information describing any noxious, dangerous or offensive feature of the proposed use in relation to:
 - (a) airborne pollutants or odors;
 - (b) release of any toxic, radioactive or environmentally hazardous materials; and
 - (c) flammable or explosive materials.

This information shall be certified by a professional environmental or chemical engineer and indicate the intensity and area of impact from any noxious, dangerous or offensive features. The Development Officer may consult with the appropriate Provincial authorities as necessary and attach such conditions to a Development Permit as he/she considers necessary to protect the safety and amenity of surrounding developments."

He further stated that currently there is no allowance for chemical / hazardous materials storage or use within the M-1 Light Industrial Land Use District. He explained that M-1

areas are intended to be carefully controlled, only allowing light industrial / commercial operations because of the close proximity to residential neighbourhoods. He provided an overview of the current land use regulations under the M-1 Light Industrial District (Section 33 of the Land Use Bylaw) as follows:

33. M-1 – Light Industrial District

The purpose of this district is to provide for a variety of industrial and business uses that are compatible with each other and do not adversely affect non-industrial land uses.

(b) Discretionary Uses

Storage Yard

Truck and freight terminals

Warehousing, including retail and wholesale outlets

(e) Special Requirements

1. *All uses in this District shall carry out their operations such that **no nuisance factor is created or transmitted beyond the walls of the building housing the industrial operation.** In general, nuisance factors shall include objectionable or dangerous conditions caused by: noise, vibration, smoke, dust, odor, toxic or noxious matter, radiation, flammable or explosive materials, heat, humidity or glare.*
2. *The operation of all uses shall comply with the environmental and public health performance standards of the Provincial Government.*

B. Wiebe presented the following land use considerations:

"The LUB was evaluated to determine if 'Hazardous Material' or 'Chemical' uses should or could be considered in the M-1 – Light Industrial district. The following considerations were reviewed:

- ***Which districts should chemical storage be allowable in consideration of the intention of the district and other permissible land uses?***
 - o *M-2 – Medium Industrial district in accordance with the purpose and intent*
 - o *M-1 – Light Industrial is not appropriate for this type of use due to the general proximity to non-industrial land uses*
- ***What is an appropriate setback for chemical storage from residential/ commercial/ waterways/ drainage collection (dependent on quantity, type, and potential impacts such as explosive, flammable, contamination of water, soil, air)***
 - o *These setback requirements and the area of impact will differ dependent on the chemical and the MSDS requirements and should be detailed per individual DP applications in accordance with Sec. 34 M-2 LUD (e) 3, Section 75 – Industrial and Commercial Development and Section 78 – Physical Environment. The MIACC also has guidelines for hazardous materials uses. The M-2 District lists the requirements for a professional report/ evaluation to determine these aspects in relation to types, quantities, location, surrounding development, etc.*
- ***What are the Provincial/ Federal requirements for chemical storage and handling? How do other jurisdictions work with the local land use authority?***
 - o *Research and discussions with other Alberta municipalities have shown multiple methods of monitoring/ enforcement including Fire or Bylaw inspections however there does not appear to be a failsafe method to ensure chemical storage is applied for through the proper channels (Development Permit application) and maintained in accordance with applicable regulations.*
 - o *There is not a standard setback in any regulation (Fire/ building code/ MSDS) that provides a guideline for distances between chemical storage areas and*

residential/ waterways/ water bodies, etc., the Major Industrial Accidents Council of Canada (MIACC) has provided guidelines for risk based assessment of industrial uses involving chemical and hazardous materials storage including guidelines for acceptable risk levels and separation distances related to various common hazardous chemicals. These requirements are part of the M-2 district requirements.

o **Fire Code regulations for Industrial Lands**

- 3.2.7.6: (2) *In addition to the separation requirements in Sentence (1), dangerous goods shall be stored in conformance with the information provided in the Material Safety Data Sheet for the specific dangerous good.*
- A-3.2.7.6. (2) *It is assumed that Material Safety Data Sheets (MSDS) will in many cases be provided as part of the documentation for the "Transportation of Dangerous Goods Regulations," or the "Workplace Hazardous Materials Information System."*
- *Other sections regarding chemicals are authorized by the PTMAA Alberta Fire Code, 2006."*

B. Wiebe stated that the Municipal Planning Commission reviewed this matter on September 19, 2013 and at several meetings over the last year. He stated that it is their recommendation that the M-1 Land Use District remain as is which is to allow compatible uses that do not adversely affect non-industrial land uses. He further advised that MPC will provide their report.

B. Wiebe provided the following conclusions and recommendations:

"Upon review, hazardous materials/ chemical storage and handling are complicated land uses due to the variability of what could be contained by type, quantity, and nuisance or incompatibility affects associated with the use. A relevant aspect to consider is that the proposed amendment does not only affect the current applicants parcel but would make the use of hazardous materials storage available to all M-1 – Light Industrial parcels throughout the Town. The current methodology of the Town of Drumheller Land Use Bylaw is consistent with the standard approach towards industrial land uses. The 'M-1' – Light Industrial District is intended for uses that are contained within a building where no potential nuisance or public safety issues are present beyond the walls of the building. Hazardous materials storage would not fit the purpose or intent of the Light Industrial land use district. 'M-1' – Light Industrial Districts are generally located in close proximity to residential areas. In many cases they serve as a buffer/ separation from the heavier industrial land uses in the 'M-2' – Medium Industrial District to provide for increased public safety and to reduce the risk potential to more sensitive land uses such as residential or community service uses (schools, hospitals, etc.).

The existing regulations in the M-2 Medium Industrial Land Use District provide for chemical uses as a discretionary use with special requirements for application information to be provided; "information shall be certified by a professional environmental or chemical engineer and indicate the intensity and area of impact from any noxious, dangerous or offensive features." Sec. 34(e)3.

As a discretionary use in the M-2 district each application would be reviewed by the Municipal Planning Commission to determine if the use is appropriate for the proposed location taking into consideration recommended setback and storage/ handling requirements (area of impact) as determined by a professional report and provided as part of a complete application. A standard setback from residential/ water bodies/ waterways would be difficult to define as each industrial chemical/ quantity will have varying requirements dependent on the MSDS and Fire Code and

risk based assessment for that particular product. The recommendation is that the M-1 and M-2 land use district requirements and permissible land uses should remain as is in accordance with professional community planning practices. Suitable locations for chemical related industries (among other potential industrial uses that may not be compatible with non-industrial land uses) would require an M-2 Medium Industrial Land Use District designation."

B. Wiebe presented a map that included the two land use districts: Darker shade showing the M-2 Medium Industrial District and lighter shade showing the M-1 Light Industrial District.

Acting Mayor Lisa Hansen-Zacharuk asked if there were any questions from Council.

Councillor J. Garbutt referred to B. Wiebe's concluding words "proposed amendment does not only affect the current applicant's parcel but would make the use of hazardous materials storage available to all M-1 parcels" and stated that the word **would** should be stated as **could**. He explained that the wording "could" would allow an applicant to go through the development application process giving MPC the authority to exercise their powers and review every application before them.

Acting Mayor Lisa Hansen-Zacharuk asked the Municipal Planning Commission to provide their recommendations.

MPC Chair Shawn Francis stated that their report lists references and reference materials as well as Appendix 1 "Small Quantity Exemptions for Dangerous Goods / Designated Hazardous Materials Sites Tables". S. Francis provided the following comments:

"The application to allow the storage of large quantities of hazardous materials (as determined by Appendix "A") as a discretionary use in the Light Industrial land use district was discussed at great length at multiple MPC meetings since the original application was received in 2013. It was noted there are currently three (3) businesses operating in the light industrial district that store hazardous materials and all would be affected by the decision.

The goal of the Municipal Planning Commission is to make clear planning decisions that protect the future interest of all residents and businesses within the municipality. In this instance we would recommend that the Land Use Bylaw should allow the business office only, and that the storage of hazardous materials would occur exclusively on a location within the 'M-2' district. This arrangement was utilized by the company submitting the application until the property they stored their chemicals on was put up for sale so it appears to be a viable option.

Extensive research on hazardous materials, review of other municipal bylaws and communication with industry professionals was compiled and reviewed prior to the MPC making the decision on the application(s). The MPC determined that storage of hazardous materials should not be allowed near, in or around residential areas and/or in

proximity to a water course as noted in the permit application which is currently under consideration. The MPC acknowledges that existing heavy industrial uses have a historical context initiated by the development of coal mining in Drumheller. These uses and the proximity to residential development would not necessarily be approved under the current Land Use Bylaws today.

The current zoning of the industrial districts considers the relationship between the nuisances and hazards of industrial uses and their proximity to residential areas. The light industrial district(s) has for many years, acted as a buffer to provide separation of these areas.

All MPC members encourage new business within the Town of Drumheller but the recommendation should be to not allow future businesses to operate in an M-1 district if they store or use hazardous materials. The MPC is tasked to provide responsible municipal planning and development consistent with the best interests of businesses and the public as a whole. The MPC does not want to perpetuate the problems from the past or set a precedent by condoning currently existing non-complying businesses.

The MPC recommendation is that the application to allow 'Hazardous Materials Storage' as a discretionary use in the 'M-1'-Light Industrial Land use District should be denied for the following reasons:

- *The proposed application is inconsistent with the purpose and intent of the 'M-1'-Light Industrial Land Use District as these areas are located in close proximity to residential land uses. The purpose of this district has always been to allow compatible uses that do not adversely affect non-industrial land uses.*
- *M-2 - Medium Industrial land is currently available in other locations throughout the Town where hazardous materials storage would be a more acceptable use (further distance from residential areas and drainage areas).*
- *The storage and use of hazardous materials is not compatible and inconsistent with best practices and regulations for light industrial districts. The ability to monitor this industry is arduous and would prove to be prohibitive. Information gathered concluded this industry should be located in heavy industrial areas as it poses extreme environmental concerns and potential risks to life, health and safety."*

Acting Mayor Lisa Hansen-Zacharuk asked if there were any questions from Council.

Councillor Tom Zariski explained that he is a MPC member and that they have debated, analyzed and researched this subject with unanimous consensus that it should not be allowed.

Acting Mayor Lisa Hansen-Zacharuk asked for confirmation that there are currently three non conforming businesses in the M-1 district. MPC Chair S. Francis confirmed yes and he stated that is a key point – if this application is approved then it is likely that those three businesses will be approved as well.

Councillor Sharel Shoff explained that she is a MPC member but sees the viewpoints of both sides of the matter. She stated that although the M-1 district allows for inside storage of chemicals, some chemicals will be stored outside. She stated that the MPC spent significant time debating this matter.

Acting Mayor Lisa Hansen-Zacharuk asked if there were any speakers in favor or against the proposed closure.

Chris Knight advised that he wished to speak in favor of the application. He stated that *"there is a lot of talk on status quo however the world does change and bylaws do become antiquated. The distance from the M-1 zoning to the nearest residential area is more than twice the M-2 boundaries to a nearest residential area so the idea of using a M-1 as a buffer is an antiquated notion. The Town has made general assumptions as did the MPC"*. He explained that his business is 700 meters from the river and about the same distance from a residential area. He stated that *"the Town has allowed the placement of fuel stations in this area – the industry states that this use is 10x more dangerous than other industry uses – it is gasoline and everyone knows what happens with gasoline"*. He explained that Director of Protective Services Greg Peters inspected his facility and reviewed the MSDS sheets. He commented that G. Peters was surprised at the lack of flammable products on site. C. Knight stated that their products are not what they are being painted out to be. He referred to the map and stated his business location is a significant distance from a residence. He explained that the nuisance argument does not hold because the business opens at 8:30 AM and closes at dusk with an occasional pick-up truck moving about in any 24 hour period. He advised that the City of Brooks has allowed this use directly across from three hotels and 17 meters from a residential zoned area. He stated that he brought this to the attention of Palliser with no response. He commented that a lot of people are using blanket statements and need to take a hard look at what they are trying to do for the community.

Acting Mayor Lisa Hansen-Zacharuk asked if there were any questions from Council.

Councillor Jay Garbutt asked how the land use amendment application called for the inclusion of hazardous material storage in an M1 area when a more appropriate amendment would be for chemical sales and storage. C. Knight stated that it was another example of the status quo that his chemicals were classified as dangerous goods - hazardous chemicals. He commented that the Town's own shop is imbedded in a residential area as well as Canadian Tire who has more dangerous goods on their site than his business. He stated that it is a matter of semantics. He stated that he has talked to everyone in the room and has extended an invitation to come to see his business – a few have visited but most have not. CAO R. Romanetz advised that the application wording "hazardous materials storage" was introduced by the applicant. Councillor Jay Garbutt questioned, *"Which is a discretionary use under M-2?"*. B. Wiebe confirmed yes.

Councillor Pat Kolafa asked how the chemical is stored. C. Knight stated that *"their chemical products are stored in approved drums on skids which are then put on trailers and transported at highway speeds throughout the nation"*. He further stated that *"the business does not store bulk product; it is packaged in safe containers and stored on a secondary containment facility – some on trays, some on a drum dock - this prevents leaks as any leakage would go into a secondary containment"*. He stated that there would be an entirely different process for storage of 400 lb. barrels – mandated by provincial standards. He questioned why there would be a problem statically storing these drums when transport trucks can drive 100 km with them down the highway – there would be far less risk storing statically than transporting on the road.

Councillor Pat Kolafa asked if there would be fumes to neighboring properties. C. Knight stated no as the product is kept in sealed totes (steel cage and a separate pallet section at the bottom for unloading with a safety valve). R. Romanetz advised that this proposed amendment is not limited to this applicant's business and if passed, other business operations may have significantly larger quantities of chemicals. C. Knight concurred and stated that *"the amendment was not specific to his business but in general for other businesses - every development application must be assessed based on their own merit – a company with neglect perhaps should be considered different"*. He further stated that *"this is not a blanket statement – nothing being said here is going to put chemical storage in your back yard – multi-million dollar companies have to be assessed one at a time"*.

Councillor Tara McMillan asked for the locations of the existing non conforming businesses. Development Officer C. Woods referred to the drawing and identified two companies: east side of berm (two red roofs): Multi-Chem on one side of road and the other is Champion which has storage totes as well. She stated that both businesses are not permitted at the current time. C. Knight stated that there are four other facilities in the M-1 zoning district that have above the required storage limits including Baker Hughes who are also storing in M-2 without acknowledged fire code suppressions and Adams Industrial Sales who stores compression gases.

Vice Chair of MPC, Sharon Clark addressed Council members. She stated that *"the MPC members have discussed this matter at length and they have not taken it lightly. Mr. Knight has not spoken to everyone in the room – and the Town's bylaws are not antiquated as MPC tries to keep them up to date. MPC is not anti development which seems to be a perception – but considers orderly development consistent with the best interest of the community. Some businesses may not get an approval but that is the real world. When businesses that are non complying move into their current location and they have not done their due diligence and if they want to ask us to condone their activities, I will have issues with that"*. She explained that the land use zoning map is a bit of a hodge podge because of the mining industry and there are several businesses that are in full compliance back then but not today. She stated, *"the point is we want to move forward and do not want to keep repeating the problems of the past. We are concerned that this could be the thin edge of the wedge – when chemicals are stored and how do we start controlling the quantities and will enforcement be an issue or the needed manpower to properly manage?"*. She explained that M-1 is a buffer zone

between industrial and residential zones and MPC wants to see it maintained. She stated, *"Why do we to exacerbate an issue by continuing to allow uses that are non compliant?"*. She explained that there are businesses mandated in the M-2 area where these companies can store their product. She stated, *"We have an issue with respect to zoning but let's move forward to make it better"*.

Acting Mayor Lisa Hansen-Zacharuk closed the public hearing at 5:16 PM.

4.0 ADOPTION OF AGENDA

Addition to Agenda: Under CAO: Bylaw 03.15

MO2015.01 McMillan, Garbutt moved the adoption of the agenda as amended. Carried unanimously.

5.0 MINUTES

5.1. ADOPTION OF REGULAR COUNCIL MEETING MINUTES

5.1.1 Regular Council Meeting Minutes of December 15, 2014

Special Council Meeting Minutes of December 22, 2014

MO2015.02 Zariski, Garbutt moved to adopt the Regular Council Meeting Minutes of December 15, 2014. Carried unanimously.

MO2015.03 Shoff, McMillan moved to adopt the Special Council Meeting Minutes of December 22, 2014. Carried unanimously.

5.2. MINUTES OF MEETING PRESENTED FOR INFORMATION

5.3. BUSINESS ARISING FROM THE MINUTES

6.0 DELEGATIONS

6.1 Staff Sgt. Art Hopkins advised that he will be transferred from the Drumheller RCMP Detachment to a District Advisory NCO position based in Airdrie. He stated that he will travel around to eight detachments in southern Alberta to assist in their operations. He thanked Council for their support over the years. Council thanked Art for his service to the community.

6.2 Jillian Augey advised that she is the President of Drumheller's Lymelight Society and stated that there are seven individuals in the community with lyme disease. She stated that 2015's focus will be on bringing awareness to the prevention of the disease, i.e. by being mindful of ticks when you go hiking. She asked permission to place green ribbons around trees in local parks as well as information sheets listing lyme disease symptoms during the month of May which is Lyme Awareness Month. Her committee will be responsible for setup and removal of materials. As well as being the

resource person for the community, Jillian will be speaking to local companies in Drumheller to bring awareness of the disease. Council granted permission to Jillian's request.

7.0 COMMITTEE OF THE WHOLE RECOMMENDATIONS

8.0 REQUEST FOR DECISION REPORTS

8.1. CAO

8.1.1 Bylaw 01.15 being a bylaw for the purposes of borrowing monies as permitted by Section 256 of the MGA - three readings

R. Romanetz advised that this borrowing is for the purposes of financing operating expenditures. This borrowing must not exceed the amount the municipality estimates will be raised in taxes in the year the borrowing is made. He recommended that Council pass all three readings to Bylaw 01.15.

MO2015.04 Garbutt, Shoff moved first reading of Bylaw 01.15. Carried unanimously.

MO2015.05 Shoff, Kolafa moved second reading of Bylaw 01.15. Carried unanimously.

MO2015.06 Garbutt, McMillan moved no objections to third reading of Bylaw 01.15. Carried unanimously.

MO2015.07 Zariski, Kolafa moved third reading of Bylaw 01.15. Carried unanimously.

8.1.2 Bylaw 02.15 being a bylaw to amend the Land Use Bylaw 10.08 by redesignating Plan 0210503 Block 2, Lot 1 from HWY-C - Highway Commercial District to CS - Community Service District - first reading

R. Romanetz presented Bylaw 02.15 which is an amendment to the Land Use Bylaw to allow for the construction of assisted supportive units by a private developer. He recommended first reading of the bylaw to allow for advertising of public hearing.

MO2015.08 Shoff, Zariski moved first reading of Bylaw 02.15. Carried unanimously.

Bylaw 03.15 being a bylaw to amend the Area Structure Plan Bylaw 26.08

R. Romanetz presented Bylaw 03.15 which is an amendment to the Area Structure Plan originating 25 years ago with an amendment in 2008 to allow for St. Anthony's school development. The ASP currently identifies six sites for long term commercial use. The ASP takes precedence over the Land Use Bylaw and any amendments must proceed concurrently. He noted that Clause 2 allows for redesignation flexibility to have zoning for either "HWY-C" highway Commercial and / or "CS" – Community Service as identified on the map for site 6 only. He further advised that in this case, the current hotel located on site 6 may change its use to "CS" or remain as "HWY-C" for any future development on that parcel of land.

MO2015.09 Shoff, Garbutt moved first reading of Bylaw 03.15. Carried unanimously.

8.1.3 RFD - 2015 Authorization for Expenditures

R. Romanetz advised that pursuant to subsection 248(2) of the MGA, Council must approve a procedure for authorizing and verifying expenditures not included in the budget. He explained that since the 2015 operating budget has not yet been approved, a resolution from Council is required to authorize the CAO, or his delegate, to pay all current accounts, which are a proper charge of the Town, until the 2015 Operating and Capital Budgets are approved by Council.

MO2015.10 Zariski, Garbutt moved that in accordance with Section 248(2) of the Municipal Government Act, Council authorizes the CAO or his delegate, to pay all current accounts, which are properly charged to the Town, until the 2015 Operating and Capital Budgets are approved by Council. Carried unanimously.

Councillor J. Garbutt requested a list of legislated bylaws and budgets that will come before Council via a calendar format.

8.1.4 Overview of Infrastructure Projects

Council asked for an update on the following three infrastructure projects:

Waterslide – R. Romanetz advised that as indicated in the recent Drumheller Mail story, the exterior piles were poured mid December - since then all the demolition concrete has been removed and the contractor has been bringing in gravel and steel to reinforce the deck as well as the installation of new drains. He further stated that this work is expected to be completed by January 14th with concrete poured by January 19th. This work is in anticipation of the waterslide which has been shipped from Turkey on two separate ships – one left December 25th and the second left December 29th. In checking with Pearl Rose Construction, the containers should be arriving in Montreal clearing customs shortly, will be put on the rail to Calgary and trucked to Drumheller. The pool has remained opened during the pre-work however in accordance with OH&S requirements the pool will require a closure for safety precautions while large portions of the waterslide are lifted into place.

Arena Handrails – R. Romanetz advised that handrails have been installed - two on north end, one beside the visitor box and one beside the announcer booth. He further advised that one location may impact sight lines and will be reviewed with GEC to explore options. It is proposed that where possible, supports will be installed down the middle of the isles however this may require the removal of seats. The cost of the work to date is \$5,000 - to convert all areas will be in the range of \$30,000 – this will be part of Council's capital plan deliberations.

East Coulee Truck Fill Station – R. Romanetz met with the contractor - Knibbs Construction and they indicated that the foundation concrete work has been carried out. Materials are on site to start stick building the fill station tomorrow. Weather permitting the project will be completed within 30 days. Power has been installed by ATCO. He provided Council with a package of information prepared by Stantec Engineering.

Acting Mayor Lisa Hansen-Zacharuk asked for an update on the water taste and odor concerns.

R. Romanetz advised that the Water Treatment Plant had taken measures on the weekend by adding additional potassium permanganate. In speaking with Utilities Manager Brian Bolduc, he has confirmed that cell 1 was frozen over and solar bee

mixers were not circulating resulting in drawing older water and a slug went through. There was odor from hot water on Saturday and taste odor has developed in some areas of the valley. As of this date, the raw water coming in and water leaving the clear well is free of any taste and odor however flushing will be done in some areas.

8.2. DIRECTOR OF INFRASTRUCTURE SERVICES

8.3. DIRECTOR OF CORPORATE SERVICES

8.3.1 RFD - Appointment to the Badlands Community Fundraising Committee

B. Miller advised that Ms. Jen Lavie has expressed an interest in working with the Fundraising Committee as a member- at-large.

MO2015.11 Shoff, McMillan moved that Ms. Lavie be appointed to serve as a member-at-large on the BCF Fundraising Committee. Carried unanimously.

8.3.2 RFD - Utility Account Write-Offs

B. Miller advised that from 2008 – 2013, the Town has over 200 utility accounts in arrears that are uncollectible which equates to \$78,000 (as indicated on the audited 2013 financial statements). The total RFD is \$81,803.03 which includes the 2014 bad debt expenses of \$3,803.03.

MO2015.12 McMillan, Shoff moved that Council approve the write off of uncollectible utility accounts in the amount of \$81,803.03 against the allowance of bad debt (\$78K) and bad debt expense (\$3,803.03).

In response to a question from Council, B. Millar explained that 98% of bad debt results from tenants that pay a deposit but their utility bill exceeds the amount of the utility bill when it was turned off and the tenant moves on without paying the bill. Currently, any tenants' arrears cannot be transferred to the property owners however the Town's new utility bylaw will eliminate the risk attached to these types of accounts by including a clause to address this issue. B. Miller further stated that the Town intends to be a lot more aggressive in turning off utilities within the 60 day arrears policy.

Vote on Motion: Carried unanimously.

8.4. DIRECTOR OF COMMUNITY SERVICES

8.4.1 RFD (Direction) - Request from Travel Drumheller

P. Salvatore presented a request from Chris Curtis – Executive Director, Travel Drumheller to advance \$50,000 from the Town revenues that the Town will collect under the authority of Schedule B of the new Business License Bylaw as presented to Council in December, 2014. He further explained that the dollars being requested are close to the expected amount that would be collected under the new bylaw for the first quarter (March 31, 2015).

MO2015.13 Garbutt, Zariski moved to advance \$50,000 to Travel Drumheller pending the approval of the new business license bylaw.

Vote on Motion:

5 in favour – Zariski, McMillan, Kolafa, Garbutt, Hansen-Zacharuk

1 opposed - Shoff

Carried.

8.4.2 RFD - 2015 User Fees

P. Salvatore provided an overview of the proposed user fee increases. Administration applied a 2% and / or a 5% increase to user fees however in situations where the hard costs have increased beyond this amount due to supplier costs, the user fee would be greater, such as for birthday parties at the BCF where the supplier fees has increased beyond the 2%-5%. Councillor J. Garbutt stated that hopefully BCF fees will be capped at the 2015 rate as we reached our three year price increase. Councillor T. McMillan stated that the drop-in Aquaplex rates should remain at the 2014 rates until next year when users will be able to enjoy the new waterslide.

MO2015.14 McMillan, Garbutt moved to approve the 2015 user fee increases as presented with recreational uses at 2% and no increase for the Aquaplex drop in rates.

R. Romanetz stated that there will be an impact on budget as recreation rates were included at 5%.

Vote on Motion: Carried unanimously.

8.5. DIRECTOR OF PROTECTIVE SERVICES

9.0 PRESENTATION OF QUARTERLY REPORTS BY ADMINISTRATION

10.0 PUBLIC HEARING DECISIONS

10.1 Bylaw 09.14 - second and third readings

MO2015.15 Garbutt, Kolafa moved second reading of Bylaw 09.14.

Discussion on Motion:

Councillor J. Garbutt stated that although he has the upmost respect for the MPC members and Development Officer Cindy Woods for their firm recommendation, there have been businesses in the area that been allowed to operate for years without any adverse incidences to our knowledge. He further stated that unless it is the full intention of Council to cease the operations of these companies then Council is obligated to provide a level playing field. He stated that he does not agree denying the application based on the M-1 and M-2 distances from residences. He stated that approving the application to amend the Land Use Bylaw fully empowers MPC with the authority to arbitrate case by case on whether a business can be trusted to carry out their business.

Councillor T. Zariski stated that MPC has spent considerable time on the matter and concurs with MPC's recommendation that the amendment is a step in the wrong direction – granted there are inconsistency in that zoned area. He stated that MPC is trying to reverse the mistakes that were made and this is the first step - to continue to go down this road is a very poor direction.

Councillor P. Kolafa questioned how the inconsistencies can be fixed.

Councillor S. Shoff stated that businesses have been allowed to operate since 2008 with no enforcement. She further stated that it appears that C. Knight's product will be stored more safely than the two businesses running for the last 6-8 years.

Councillor T. McMillan questioned whether the other two businesses will have to relocate?

R. Romanetz advised that the Town became aware of one business' operations three years ago because of a chemical leak and to date there is no confirmation of whether the cleanup was acceptable or not. He stated that the Town has taken action and recommends that these businesses find different locations however Council needs to make a decision regarding the position taken by the MPC and Administration. He explained that if the bylaw is passed, the MPC will still have to make a decision on the application. He stated that the real concern relates to the fact that there was a spill in the M-1 zone in close proximity to a residential area. R. Romanetz agreed that over the years a number of poor planning decisions were made. He stated that *"then is then, now is now and hopefully we can be smarter"*.

Councillor T. Zariski stated that if Council passed the bylaw, it would be left to MPC to regulate and Council would be ignoring MPC recommendations.

Councillor J. Garbutt stated that the research MPC did was based on generalities and they did not look at it on a case by case basis – this is the level of detail that the businesses are due.

Councillor P. Kolafa questioned the boundaries drawn for zoning and asked if they were arbitrary lines. R. Romanetz explained that the lines are historical and over the last 15 years wherever possible, the Town has incorporated buffers from residential. He explained that there are 100 years of history of how the valley progressed. He further explained that Council has modified zoning over the years but the MGA allows for grandfathering - any amendments would apply to new uses. He explained that a non conforming use of land or a building may be continued but if that use is discontinued for a period of six consecutive months or more, the future use of the land or building must conform with the land use bylaw. If there are no gaps in use, the business is grandfathered.

Councillor T. Zariski stated that the Town has an industrial park in the middle of a residential area and MPC is trying to limit the damage.

R. Romanetz explained that there are numerous properties that were industrial that are now commercial – reclassification evolves over years driven by change and need within the community.

Vote on Motion:

5 in favour – Kolafa, Shoff, McMillan, Hansen-Zacharuk, Garbutt

1 Opposed – Zariski

Carried.

MO2015.16 Garbutt, McMillan moved third reading of Bylaw 09.14.
5 in favour – Kolafa, Shoff, McMillan, Hansen-Zacharuk, Garbutt
1 Opposed – Zariski
Carried.

11.0 UNFINISHED BUSINESS

12.0 NOTICE OF MOTION

13.0 COUNCILLOR REPORTS

14.0 IN-CAMERA MATTERS MO2015.17 McMillan, Garbutt to go in camera at
7:05 PM. Carried unanimously.

14.1 Personnel Matter

MO2015.18 McMillan, Garbutt to revert to regular Council meeting at 7:29 PM. Carried
unanimously.

There being no further business, Acting Mayor L. Hansen-Zacharuk adjourned the
meeting at 7:29 PM.

Acting Mayor

Chief Administrative Officer



BYLAW 04-15

TOWN OF DRUMHELLER

Business License Bylaw

A BYLAW OF THE TOWN OF DRUMHELLER, IN THE PROVINCE OF ALBERTA, TO PROVIDE FOR THE DEVELOPMENT AND REGULATION OF A BUSINESS LICENSE REGISTRY.

WHEREAS; Pursuant to Section 7 and 8 of the *Municipal Government Act*, being Chapter M-26.1 of the Revised Statutes of Alberta, 1994 as amended A Council may by Bylaw, do all things with respect to the regulation of any development, activity, industry, or business within the municipality, including the licensing thereof;

WHEREAS Council for the Town of Drumheller deems it appropriate to register businesses being carried on within the municipality;

NOW THEREFORE THE COUNCIL OF THE TOWN OF DRUMHELLER, IN THE PROVINCE OF ALBERTA, DULY ASSEMBLED, ENACTS AS FOLLOWS:

SECTION I: TITLE

1. This bylaw may be cited as the "Town of Drumheller Business License Bylaw."

SECTION III: DEFINITIONS

2. (1) In this bylaw:

In this Bylaw, the following words shall have the meanings given herein. When not inconsistent with the context, words used in the present tense include the future; words in the plural number include the singular; and words in the singular include the plural. The words he, she or they shall mean feminine or masculine. The word "shall" is always mandatory, and not merely directory.

"Act" means the *Municipal Government Act*, Chapter M-26.1 of the Revised Statutes of Alberta, 1994 as amended.

"Advertise" means to promote, describe or publicize merchandise or services in a public forum including but not limited to commercial vehicles, newspapers, flyers, radio, television, fax communications or internet communications, howsoever created and distributed.

Agenda Item # 8.1.1

“Agent” means a person hired by a home owner to fill out the mandatory Building Trade List attached to the Permit applications supplied by the Town of Drumheller, and or a person hired by a commercial business to represent them.

“Applicant” means a person who applies for business registry license, a renewal of the business registry license, or a transfer of a business registry as required by this Bylaw.

“Application” means a written application for a business license, or a renewal of a business registry license, as required by this Bylaw. A written application for a permit must be obtained through the Town of Drumheller.

“Application for Appeal” means the completion of a form provided by the Town of Drumheller to the Applicant after the Applicant has completed all steps in the decision review process as referred to in sections 30 and 31 of this Bylaw.

“Authority” means any employee of the Town of Drumheller designated by the License Inspector to collect information and payments required for the completion of the sale of a Business License as described in this Bylaw.

“Business” means:

- a) a commercial, merchandising, marketing or industrial activity or undertaking that invoices for goods or services;
- b) a profession, trade, occupation, calling or employment; or
- c) an activity providing goods or services, whether or not for profit and however organized or formed, including a co-operative or association of persons.

“Business Premises” means any store, office, warehouse, residence, yard or other place occupied, for the purpose of carrying on a business and where the Business telephone, computer or fax machine are located and in which the “Carrying on Business” is a permitted or discretionary use under the Town of Drumheller Land Use Bylaw.

“Business Registry” or “Registry” shall be the listing of all applicable businesses carrying on business within the Town of Drumheller.

“Business License” means a license to be issued, pursuant to this Bylaw, for the purpose of licensing any business operating within the Town.

“Building Trade List” shall mean a mandatory list attached to all building permit application forms from the Town of Drumheller Planning and Development Department. The list is to be filled out by the, homeowner, Business owner, Contractor or Agent hired by the homeowner or business owner. (Building Permits are required for all leasehold renovations or new developments).

"Busker" shall mean a person who plays music or is to perform entertainment in a public place while soliciting money.

"Carry on Business" shall means to operate, perform, keep, hold, occupy, deal in or use, for gain, whether as principal or agent. The business of a Hawker or Peddler as hereinafter defined shall be deemed not to include:

- a) The sale of goods, wares and merchandise to businesses licensed under this By law where such goods, wares and merchandise are purchased for the exclusive purpose of resale and not consumption;
- b) the delivery of goods, wares and merchandise purchased outside of the corporate limits of the Town provided the contract for purchase for such goods, wares or merchandise was not made in whole or in part within the corporate limits of the Town;
- c) the installation of the goods, wares and merchandise described in subsection b) above provided that the services so rendered are of a relatively nominal value and can be reasonably considered incidental to the delivery of the goods, wares or merchandise; and the business or practice of a profession, trade or calling which, by the Laws of the Province of Alberta, a municipality is not empowered to license to carry on business within the municipality, including, without limiting the generality of the foregoing, the practice of medicine, law, dentistry, accounting by persons registered pursuant to the Chartered Accountants Act, Certified General Accountants Act and Certified Management Accountants Act, architecture, surveying and engineering and chiropractic;

"Charitable or Non-Profit Organization" shall mean any person, association, or body corporate engaged entirely in charitable activities, or engaged in the promotion of general social welfare within the Town, all the resources of which are devoted entirely to charitable activities and not for profit or gain, and which does not confer a monetary or other benefit upon its members or directors. Non-Profit Organizations shall apply for a Business License each year. These may include:

- a) Religious societies or organizations;
- b) Service clubs;
- c) Community, veteran or youth organizations;
- d) Social, sport or fraternal organizations or clubs;
- e) Employer or employee organizations;
- f) Museums, galleries, cultural organizations and educational institutions.

"Commercial & Light Industrial" means businesses in any sector located in commercial or light industrial zonings. A reasonable measure would be a business whose square footage is 300 sq. m. (3,229 sq. ft.) or less and is employing 3 or more people in the business.

"Council" means the Municipal Council for the Town of Drumheller in the Province of Alberta, as duly elected.

"Full Service Food Vehicle" means the business of operating a motor vehicle equipped for the storage and preparation of foods and beverages which is used as a mobile food premises and

from which the foods and beverages are offered for sale directly to the public. A Full Service Food Vehicle shall not be more than 10 metres in length and not configured so customers can order and consume foods and beverages inside the motor vehicle.

"General Contractor" means the business of accepting contracts for the erection, alteration, construction, repair of buildings or structures of any kind or the person or firm engaged in such business, as the context requires; and includes any owner of property who supervises the erection, construction, alteration and repair of buildings or structures where a general contractor is not engaged in such a project.

"Goods" shall mean the commodities or goods that are bought and sold in business.

"Hawker" or "Peddler" means any person who, whether as principal or agent,

- a) Goes from house to house selling or offering for sale any merchandise or service, or both, to any person and who is not a wholesale or retail dealer in that merchandise or service, and not having a permanent place of business in the municipality;
- b) Offers or exposes for sale to any person by means of samples, patterns, cuts or blueprints, merchandise or a service, or both, to be afterwards delivered in and shipped into the municipality; or
- c) Sells merchandise or a service, or both, on the streets or roads or elsewhere than at a building that is his permanent place of business.

"Home Occupation" means any business of any sector holding a valid home occupation development permit as required in a residential zone in the Town of Drumheller Land Use Bylaw.

"Home Occupation Permit" means a permit issued from the Town of Drumheller Planning and Development Department to carry on a commercial business in a residential area. This application is to be approved and issued as a prerequisite to obtaining a Business License.

"Independent 3rd Party Agent" refers to a person retained by the Travel Drumheller Marketing Association to audit, or verify the manner of collection and adjustment of fees collected within Schedule "B" of this bylaw.

"Large Commercial & Heavy Industrial" means larger businesses located in commercial or heavy industrial zonings. A reasonable measure would be a business whose square footage is 300 sq. m. (3,229 sq. ft.) or more.

"License" or "Licensed" shall mean the holder of a valid and subsisting Business License issued and pursuant to the provisions of this Bylaw.

"License Inspector" means the Chief Administrative Officer of the Town, or any designated employee referred to in this bylaw as "Officer" hired by the Town of Drumheller to administer,

issue and / or enforce the licensing of any and all businesses operating within the Town pursuant to this Bylaw.

"Market" means the business of providing for rent, stalls, tables or spaces to merchants displaying for sale, offering for sale and selling goods to the public.

"Mobile Business Unit" means a motor vehicle, trailer, temporary structure or display, stand, push cart or other wheeled unit from which a business is carried on and for which the licensee is not listed on the Town tax assessment roll and includes a "Full Service Food Vehicle."

"Natural Person" means an individual human being.

"Non-Resident" means a person who does not qualify as a Resident or Home Occupation. This includes all commercial businesses utilizing Town of Drumheller facilities that do not make their business premises in the Town of Drumheller.

"Officer" shall mean the Town of Drumheller Enforcement Officer, or any member of the Royal Canadian Mounted Police; or such other officers of the Town of Drumheller as may be appointed or authorized by the Chief Administrative Officer of the Town to enforce the provisions of this Bylaw.

"Pawn Broker" means the business of loaning or holding oneself out as ready to loan money at a specific rate of interest on the security of the pledge of movable personal property as collateral which can be sold if the loan is not repaid within a specified time period and does not include banks, trust companies, credit unions or other similar institutions.

"Permanent structures" shall mean any shelter, booth, stand or other structure constructed so as to not be moveable without dismantling.

"Person" means a natural person, a body corporate, partnership, firm, organization, society or group, including but not limited to a group of persons acting in concert or association.

"Resident" means a person, firm or body corporate who:

- a) Is located or resides, whether on a permanent or temporary basis (6 months or more), within the boundaries of the Town; and
- b) Carries on Business, including the supply of goods or services from and/or the location of the Business office, telephone, fax machine or computer at premises located within the Town; or
- c) Has a Development Permit issued to him under the Town of Drumheller Land Use Bylaw; and
- d) Satisfies an Officer of the Town that he intends to carry on business within the Town for not less than six months by written contract from an employer or such documentation of employment services; or

Agenda Item # 8.1.1

e) Any business located in a neighbouring jurisdiction where that jurisdiction has an agreement with the Town of Drumheller for Business Licensing Services.

"Schedule" shall mean a listing of fees obtained by the Town in return for the issuance of a Business License.

"Services" shall mean the provision of labour or assistance or the performance of duties or functions whether or not for the purposes of receiving remuneration.

"Special Event" shall mean an activity or occasion taking place on or within the Town of Drumheller and requiring the completion of a Special Events Permit and adherence of any conditions determined by the Town for the staging of a Special Event by an Officer.

"Special Event Permit" shall mean a document obtained by an applicant who intends to organize a Special Event on or within Town lands as approved by an Officer.

"Specialized Services" shall mean a necessary service performed by a Business that is a Non-Resident under this Bylaw and is a service which cannot be provided by a Resident or Home Occupation.

"Stall" shall mean a space as defined for rental in the Badlands Market, or by the organizers of a Special Event at another location as approved by an Officer.

"Street Vendor" means any person who, whether as a principal or agent, offers or exposes for sale to any other person, processed or unprocessed foodstuffs from:

- a) a push-cart, wagon, or other wheeled vehicle;
- b) any mobile preparation unit located on a public street or highway.

"Sub-Contractor" means a person providing sub-contract services to a General Contractor in relation to a particular trade, project or contract.

"Temporary License" refers to non-resident business owners conducting business in the Town of Drumheller for a period up to:

- a) three days; or
- b) one month; or
- b) four months;

"Town" means the Municipal Corporation of the Town of Drumheller in the Province of Alberta, or the area contained within the corporate boundaries of the said municipality.

SECTION III: DUTIES OF THE LICENSE INSPECTION OFFICERS

3. The Town's Enforcement Officers are hereby appointed to enforce the provisions of this Bylaw, and shall be considered the License Inspection Officers for the enforcement of all provisions of this Bylaw in accordance with Section VI and VIII of this Bylaw.

4. The Enforcement Officers shall:

- a) grant, renew and transfer business licenses pursuant to this Bylaw;
- b) maintain appropriate records pertaining to the licensing of businesses, infractions of this Bylaw, and generally all matters arising out of the application and enforcement of this Bylaw.

5. License Inspection Officers may refuse to grant, renew or transfer a business license if, in the Officer's determination:

- a) the applicant is in breach of this or any other Bylaw of the Town, or any applicable municipal or federal statute or regulation;
- b) the applicant does not hold current and valid Municipal, Provincial or Federal permits, approvals, licenses, clearances or insurances as required by the relevant Municipal, Provincial or Federal Bylaw statutes or regulations.

When an application has been refused, the Officer shall provide written reasons for the refusal.

SECTION IV: REGISTRATION PROVISIONS

6. The Business License Office for the purposes of this Bylaw shall be Town Hall, located at 224 Centre Street, Drumheller, Alberta, T0J0Y4

7. An Applicant for a Business License shall complete an application on the approved form, furnishing such information as the form shall require and such additional information as the Officer or Town's representative may reasonably require.

(a) An Officer may require a policy of liability insurance to be held in connection with the carrying on of any business:

- i. The applicant shall furnish an Officer with documents proving the existence of such insurance to the satisfaction of an Officer, and
- ii. such policy of liability insurance associated to the carrying on of any business shall indemnify and saves harmless the Town against any and all loss, damage, actions, claims, judgments, costs and expenses suffered or sustained in connection with, or because of, the carrying on of business or a business license shall not be issued.

(b) The liability insurance policy required by an applicant under this section must:

- i. be in an amount that is adequate, in the opinion of the CAO, to cover public liability for all personal injury and property damage which may occur in the

course of operation of the business, and the insurance shall be endorsed to add the Town as an additional insured and with thirty days written notice to be given to the Town prior to cancellation of, or any material change made to the policy and the policy shall include the following cross liability clause:

- (c) Notwithstanding the existence of any liability insurance or the failure of the town to require the acquisition of such insurance, neither the Town nor any servant, official employee or agent of the Town is liable for any damage or loss sustained or suffered by any person by reason of:
 - i. any acts or omissions of a licensee or person acting on his behalf;
 - ii. the issuance of any license; or
 - iii. anything done or not done in any way connected with a license or this Bylaw.
 - (d) Where a policy of liability insurance expires during the license year the Licensee shall provide the Town with proof of renewal
 - (e) When the policy of insurance expires or is terminated or cancelled, then the applicable license shall be automatically revoked and the Licensee shall cease carrying on business until the revocation is lifted or a new license issued by the Town.
8. Except where permitted in clause 10, no Person shall carry on any Business referred to in this Bylaw without first having obtained a Business License for the Business in accordance with the terms of this Bylaw.
9. Notwithstanding clause 8 of this part, a Business shall not be required to be licensed if:
- a) the Business is carried on or operated by the Town or at a location operated by an official or employee of the Town acting on behalf of the Town in his capacity as such official or employee; or
 - b) the Business is carried on by the Government of the Province of Alberta or Canada; or
 - c) any Statute of the Province or Canada exempts such Business or Person from the requirements of Municipal licensing; or
 - d) Council has, by resolution, exempted said Business.
10. Notwithstanding clause 9 of this Part, a charitable or non-profit organization may be exempted from the requirement of being registered with the Town, upon the charitable or non-profit organization establishing, to the satisfaction of the Officer or the Authority that:
- a) all of the resources of the organization are devoted entirely to charitable activities; or
 - b) no monetary or other benefits are conferred upon the members of the organization or its directors; or
 - c) the activities of the organization are of benefit to the Town and residents of the Town; or
 - d) the majority of return or income is utilized for the promotion of the objectives of the organization in the Town.

11. Notwithstanding the business being licensed under the provisions of this Bylaw, such license does not authorize or permit the licensee to "Carry on Business" or any pursuit contrary to the provisions of other Town Bylaws and other applicable Provincial or Federal acts, regulations, standards and codes.

12. Any business, with the exception of temporary licenses, which commences business or operation after:

a) January 1st and before December 31st shall pay the full amount of the appropriate business license fee set out in applicable Schedule adopted by Council.

13. A Market Licensee must, upon request, furnish to an Officer the following:

(a) the name and address of any operator of any stall, table or space; and

(b) the type of goods, wares or merchandise sold by the operator.

(c) The operator of any stall, table or space must comply with the provisions of this Bylaw relating to the business to be carried on including record-keeping requirements.

(d) A license is not required of a person who rents a stall, table or space in a Market

and operates within the Market's hours of operation, except for the sale of tobacco products or liquor

14. No business shall be licensed until such time as the applicant holds a valid Provincial or Federal license where required by law; and holds any other such permits and approvals as may be required by Federal or Provincial law, or municipal Bylaw. Copies of all such licenses, permits and approvals must be provided to the Officer or Authority upon request.

15. Each license issued pursuant to this Bylaw shall automatically terminate at midnight on the 31st day of December in the calendar year for which such license was issued.

16. All licenses issued pursuant to this Bylaw remain the property of the Town.

17. When a business is removed from the registry, the applicant is not entitled to any refund of license fees unless it is a Home Occupation Permit that is not approved through the Planning and Development Department in the Town of Drumheller.

18. All licenses issued pursuant to this Bylaw shall be posted in a conspicuous place on the business premises of the licensee, so as to be clearly visible to the public.

For those businesses that are not carried on at a fixed location, the license must be:

a) carried on the person of the Licensee ; or

b) carried in or on the vehicle or apparatus from which such business is conducted; and shall be shown to the Officer, Business Registry License Coordinator or members of the public upon demand.

19. Each license shall be issued to a person who owns or carries on a particular business either in the Town or in specified premises in the Town.

20. A subsisting business license issued under this Bylaw shall not be transferred from one person to another nor from one location to another.

21. A General Contractor shall be responsible for ensuring that an accurate listing of all of its Trades, Sub-trades, and Sub contractors is provided to the Authority prior to issuing a business license. Failure of the General Contractor to provide an accurate listing to the Authority will result in the denial of a business license to the General Contractor and any affiliated businesses operating under its direction.

SECTION V: PROVISIONS FOR HAWKERS, PEDDLERS, BUSKERS AND STREET VENDORS

22. No person shall carry on business as a Hawker, Peddler, Busker or Street Vendor within the Town without first obtaining a Business License.

23. Those Hawkers, Peddlers and Buskers who require a stationary but non-permanent booth or location shall be required to obtain written permission of the property owner unless within the Market area under the direction of the Market Organizers.

24. Hawkers, Peddlers, Street Vendors and Buskers shall comply with all aspects described in the Community Standards Bylaw.

SECTION VI: INSPECTION AND ENFORCEMENT

25. Where a Business has been licensed pursuant to this Bylaw, the Officer or Authority may strike the business from the Registry and revoke the Business License if, in the Officer's or Authority's determination:

- a) the Business was improperly licensed; or
- b) the requirements of this Bylaw have not been complied with; or
- c) the Business has changed to the extent that a new application for the Business License would be refused; or

26. Notice of the revocation or suspension of a Business License shall be given to the applicable Licensee by:

- a) Personal service of such notice to the Business License holder; or
- b) Delivery of a notice to the address shown on the Application for License; or
- (c) Sending a notice by any means shown on the Application supplied to the Town; or
- (d) By any of Canada Post's methods allowing for receipt signature to the address shown on the Application for a License.

The Business may request a review of the Officers or Authority's decision to suspend or revoke the License. The Business is allowed to remain in operation until final determination is made by the Town's Chief Administrative Officer.

27. The Officer or Authority shall at all reasonable times have the right to enter upon any premises under the provisions of this Bylaw for the purpose of inspection or for the purpose of ascertaining if the provisions of this Bylaw are being complied with.

28. Where a Person or Business is found to be in contravention to any of the provisions of this or any other Bylaw, the Authority or the Officer may temporarily suspend the Businesses License until such time as the contraventions are rectified.

29. The advertising of any Business, Merchandise or Services insofar as the Business, Merchandise and/or Services is located or intended to be provided within the Town shall be prima facie proof of the fact that the Person Advertising is "Carrying on Business" within the Town.

30. Where upon inspection, a Business has failed to be licensed pursuant to this Bylaw or is otherwise in non-compliance with this Bylaw, enforcement action pursuant to Section III (3) of this Bylaw may be commenced. Such enforcement action to be initiated only after the 30 day expiration of the initial invoice.

SECTION VII: DECISION REVIEW

31. Where a Person disputes the decision of the Officer or Authority with respect to the requirement to obtain a Business License, or where a Person disputes the decision of the Officer or the Authority to refuse, revoke or suspend the Person's Business Registry License, that Person may in writing request the Town's Chief Administrative Officer to review the decision. The Town's Chief Administrative Officer will render a decision within 30 days of receipt of the request to review.

32. Where a Person disputes the decision of the Chief Administrative Officer with respect to the requirement to obtain a Business License, or where a Person disputes the decision of the Chief Administrative Officer to refuse, revoke or suspend the Person's Business Registry License, that Person may in writing request to appeal the decision in accordance with the provisions identified in the Community Standards Appeal Board Bylaw. The fee for completing an "Application for Appeal" will be shown in Schedule "A" of this Bylaw.

SECTION VIII: VIOLATIONS

33. Nothing contained in the Bylaw in any way prohibits or otherwise affects the Town's ability to utilize the enforcement provisions contained in Part 13, Division 4 of the Municipal Government Act, S.A. 1994, Chapter M-26.1, as amended.

34. Any Person, Business, Trade, or Contractor who contravenes any provision of this Bylaw shall be guilty of an offence and shall be liable to a fine which is the greater of \$250.00 (or 10% of the established fee as shown in the applicable Schedule) for a first offence, \$500.00 (or 20% of the established fee shown in the applicable Schedule) for a second offence, and \$1,000.00 (or 40% of the established fee shown in the Schedule) for a third, or any further offences. The General Contractor or

hiring agent shall be fined double the fine for not ensuring that an accurate listing of the Trades, Sub-trades and Sub-Contractors are provided to the authority upon the completion of a business license application or alternative arrangement as determined by the Authority within this Bylaw. All fines are minimum fines.

35. An Officer is hereby authorized and empowered to issue a Violation Tag to any Person, Business or Trade who the Officer has reasonable and probable grounds to believe has contravened any provision of the Bylaw.

36. Any Person, Business or Trade, who unlawfully completes the statutory declaration within the Business Registry Application will be subject to a minimum fine of \$1,000.00.

37. A Violation Tag may be issued to such Person, Business or Trade:

- a) personally; or
- b) by emailing or faxing a copy to such Person at the email address, or fax number supplied on the Application; or
- b) by mailing a copy to such Person at his or her last known post office address.

37. The Violation Tag shall be in a form approved by the Officer and shall state:

- a) the name of the defendant;
- b) the nature of the offence;
- c) the appropriate penalty for the offence as specified in the Bylaw;
- d) that the penalty shall be paid within 30 days of the issuance of the Violation Tag; and
- e) Any other information as may be required by the Officer.

38. Where a contravention of this Bylaw is of a continuing nature, further Violation Tags may be issued by the Officer, provided however, that no more than one Violation Tag shall be issued for each day that the contravention continues.

39. Where a Violation Tag is issued, the person to whom the Violation Tag is issued may, in lieu of being prosecuted for the offence, pay to the Town Treasurer the penalty specified on the Violation Tag.

40. Nothing in this Bylaw shall prevent an Officer from immediately issuing a Violation Ticket.

41. In those cases where a Violation Tag has been issued and if the penalty specified on a Violation Tag has not been paid within the prescribed time, then an Officer is hereby authorized and empowered to issue a Violation Ticket pursuant to Part II of the Provincial Offences Procedure Act, S.A. 1988, Chapter P-21.5 as amended.

42. Notwithstanding anything to the contrary, an Officer is hereby authorized and empowered to immediately issue a Violation Ticket pursuant to Part II of the Provincial Offences Procedure Act, SA 1988, Chapter P-21.5, as amended, to any person who the Officer has reasonable grounds to believe has contravened any provision of this Bylaw.

SECTION IX: GENERAL

43. The revenues generated from licensing fees pursuant to this Bylaw, shall be dedicated to municipal priorities as outlined in the approved municipal budget by Council. All Business licensing fees collected by the Authority or Officer are to be made payable to the Town of Drumheller.

44. Town Council may amend the Business License fees outlined in any schedule attached to this Bylaw.

45. In the event that a Court of competent jurisdiction finds that any provision(s) of this Bylaw to be unlawful or outside the jurisdiction of the Town, such provision(s), as the case may be, will be severed from the Bylaw and the remaining provisions will be valid, notwithstanding any invalidity of any provision of this Bylaw.

REPEAL

Town of Drumheller bylaw number 04-09 is hereby repealed.

COMMENCEMENT

This bylaw shall take effect on the date of the third and final reading.

READ A FIRST TIME this (DATE), 2015

READ A SECOND TIME this (DATE), 2015

READ A THIRD TIME this (DATE), 2015

Mayor

Chief Administrative Officer

...

Agenda Item # 8.1.1

SCHEDULE "A" 2015 FEE SUMMARY

Annual Micro Business = \$50 (Resident's only)

Charitable / Non-Profit Organizations = \$0

Resident Business License = \$238 (Annual).

Temporary Non Resident License Fees are as follows:

3 Day: \$75

1 Month: \$150

4 Months: \$350

1 Year: \$350

***Special Event Permit Fee shall be the same as the Temporary License Fees (shown above), unless organized by a Charitable or Non-Profit Organization. An Officer may require proof of non profit /charitable status.**

- Special Event Fees shall not include such items as water, sewer disposal, garbage, security or insurance costs. The completion of a Special Events Permit should include a Special Events Plan which forms a part of the Special Events Application Form and attached to this Bylaw.**

****Temporary Non Resident Licenses apply for Hawkers and Peddlers including Non-Resident Event Organizers and Hawkers / Peddlers. Temporary Non Resident Licenses also apply to Specialized Services, including Sub Contractors.**

*****Vendors participating in a Market are responsible for provision of their own servicing requirements. All market vendors shall conduct their operations with due consideration for public property as well as for the adjacent public, commercial and residential uses. At no time shall any operation jeopardize the safe use of adjacent properties.**

Schedule "B" – 2015 ANNUAL License Fees

All Classes referred to in Schedule "B" are approved annually based on the recommendations of an Independent 3rd party Agent as administered by Travel Drumheller Marketing Association and endorsed by the Town of Drumheller.

Class 29: LODGING SECTOR

Hotels, Motels, Bed and Breakfasts, Lodges, Inns	\$496.78/room /year
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Lodging sector fees are calculated based on the current hotel inventory (currently 560 rooms) using a 3-year historical average for Occupancy and Average Daily Rate (ADR) of 58% and \$117.33, respectively. Calculations are based on industry performance in the years: 2011, 2012 & 2013 and subject to adjustment.

An alternative fee contribution may be considered following the verification of financial records by an independent 3rd party agent administered through Travel Drumheller Marketing Association, registered and in good standing under the Alberta Societies Act.

Seasonal Fixed Roof Accommodations (those operating less than 6 months per year) shall remit 75% of the required fees, upon proof satisfaction of the License Inspector – that operations were suspended for more than 6 months each year.

Class 30: RV RESORT & CAMPGROUND SECTOR

RV Resorts & Campground Sites	\$63.81/site/ year
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RV Resort & Campground sector fees are calculated based on 1635 sites generating an average of \$34.00/day at an average occupancy of 51% (all site types) from the period May 1 – Oct 31st. Calculations are based on industry performance in the 'six-month operating timeframe' for sector in the years: 2011, 2012 & 2013.

Payment Schedule	% of Annual Fee Due
March 31st	15%
June 30th	25%
September 30th	50%
December 31st	10%



DRUMHELLER

CHIEF ADMINISTRATIVE OFFICER

Agenda Item # 8.1.2



Request for Decision

		Date:	January 22, 2015
Topic:	2015 STRATEGIC BUSINESS PLAN		
Proposal:	The Town's 2015 Strategic Business Plan was developed at the Council Retreat held on November 27 th and 28 th , 2014. 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 2015 Corporate, Organizational and Operational Improvements Work Programs.		
Proposed by:	Council		
Correlation to Business (Strategic) Plan			
Benefits:	<ul style="list-style-type: none">◆ Ensures organizational leadership by Council is policy driven.◆ Provides customer focused programs and service delivery.◆ Ensure decisions are fact-based, resource-driven and aligned with other corporate directions.◆ Integrates the multi-year budgets.		
Disadvantages:			
Alternatives:			
Finance/Budget Implications:			
Operating Costs:		Capital Cost:	
Budget Available:	\$0.00	Source of Funds:	
Budget Cost:	\$0.00	Underbudgeted Cost:	
Communication Strategy:	The 2015 Strategic Business Plan is available via the Town's website www.dinoaurvalley.com .		
Recommendations:	<i>That Council approve the 2015 Strategic Business Plan.</i>		
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
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Town of Drumheller

Strategic Business Plan
Facilitator: Dr. Gordon McIntosh

2015

Approved by Council:

Quarterly Update to Council:

Quarterly Update to Council:

Annual Report:

Final Review by Council:

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.*

Agenda Item # 8.1.2

2015 CORPORATE PRIORITIES (Council)			
<ul style="list-style-type: none"> 1) TOURISM LEVY REPORT – March (Paul) (p.5) 2) BADLANDS COMMUNITY FACILITY FUNDRAISING STRATEGY - March(Barb) (p.7) 3) ECONOMIC DEVELOPMENT STRATEGY TERMS OF REFERENCE – April (Paul) (p.8) 4) DOWNTOWN REVITALIZATION - February(Paul) (p.10) 5) ARTS AND CULTURAL POLICY - March (Paul) (p.11) • MDP / LUB Update - April(p. 12) • Human Service (Recreation) Cost Recovery / Subsidy Philosophy – March (p. 13) • Elgin Subdivision – March (p.14) • Community Entity – June (p. 15) • Infrastructure Master Plan – September (p. 16) • Beautification Scheme – September (p. 17) 			
2015 ADVOCACY (Council/CAO) <ul style="list-style-type: none"> • Flood Mitigation(p.18) • Seniors Housing Foundation Proposal (20) • 6th Avenue roadway across CN tracks to downtown core(21) 			
ORGANIZATIONAL IMPROVEMENTS Service Capacity Review (p.23) Communications(p.24)			
OPERATIONAL STRATEGIES (CAO/Staff)			
CAO (Ray) 1) ELGIN HILL SUBDIVISION(p.5) 2) SOFTWARE INTEGRATION(p.25) 3) ASSET MANAGEMENT <ul style="list-style-type: none"> • Offsite Levy Bylaw(p. 29) 	OPERATIONS (AI) 1) WATERSLIDE CONSTRUCTION (p.14) 2) INFRASTRUCTURE MASTER PLAN (p.16) 3) BEAUTIFICATION SCHEME <ul style="list-style-type: none"> • Storm Water Bylaw (35) • Parks Maintenance (36) • Town Entrances (carryover) (p. 17) • Skateboard Park (37) • Tough Mudders (38) 	CORPORATE (Barb) 1. BCF FUNDRAISING (p.7) 2. COMMUNITY ENTITY (p.15) 3. HR Strategy (p. 31)	
COMMUNITY SERVICES (Paul) 1) TOURISM LEVY REPORT (p.5) 2) ECONOMIC DEVELOPMENT STRATEGY (p. 8) 3) DOWNTOWN REVITALIZATION (p. 10) <ul style="list-style-type: none"> • Arts and Culture Policy(p. 11) • MDP (carryover)(p. 12) • Recreation Subsidy(p.13) • Video Streaming (p.39) 	PROTECTIVE SERVICES (Greg) 1) Update Emergency Plan (p.40) 2) Training Records (p.40) 3)Derelict Buildings Research (p.40)		

Agenda Item # 8.1.2

2015 CORPORATE PRIORITIES WORK PROGRAM SUMMARY

CURRENT

1. **TOURISM LEVY REPORT (Paul) – January, 2015**
 - Review Tourism Levy Report from Travel Drumheller
 - Adoption of Business License Bylaw Schedule B – January, 2015
2. **BCF FUNDRAISING STRATEGY (Barb) - Mar**
 - Hiring of a Fundraiser Consultant - Mar
3. **ECONOMIC DEVELOPMENT STRATEGY (Terms of Reference) (Paul) - April**
 - Strategy – September
4. **DOWNTOWN REVITALIZATION (Paul) – Feb**
5. **ARTS AND CULTURAL POLICY (Paul) - March**
(To be moved up following the completion of the Top 5)
 - MDP / LUB Update - April
 - Human Service (Recreation) Cost Recovery / Subsidy Philosophy – September
 - Elgin Subdivision Direction on Negotiation with Developer - June
 - Community Entity – September
 - Infrastructure Master Plan – June
 - Beautification Scheme – Review Urban System Conceptual Drawings - September

CORPORATE PRIORITIES WORK PROGRAM

Agenda Item # 8.1.2

IMPLEMENTATION OF A TOURISM LEVY		
REPORT (carryover) BACKGROUND: On July 28 th , 2015 Chris Curtis-DMO Travel Drumheller and Darren Reeder-Point Consulting provided information to Council on the need for a tourism levy and how it should be paid for. Point Consulting has been hired by Travel Drumheller to help set up a system where the businesses that benefit from tourism pay the cost of marketing. Their comments included: - Each community has to define its own business license model as it assesses the characteristics that influence tourism to come up with a fee schedule that is appropriate for a tourism levy. Tourism levies are more commonly accepted in the hotel industry. <i>"Do you want to focus primarily on industry that is purely tourism and clearly based on visitation from those outside of the community?"</i> - Try to build capacity during other times of the year may be challenging. Municipalities are pursuing these arrangements because Alberta's tourism funding is cut in half and Drumheller needs to keep pace with comparable markets. Question from Council – <i>"Are you aware of any models that provides for a stable funding for the DMO and additional funds for maintaining infrastructure deteriorating from tourism?"</i> The Town would implement a tourism levy fee through a business license model as allowed under the MGA.		
Tourism Levy Report Why does Council want to pursue this model? + Stable DMO dollars + Tourism infrastructure (hoodoo parking lot, washrooms) + Potential seed dollars for new attractions + Expanding shoulder season + Events attraction + Eliminate burden from municipality + Fairness component re: tax dollars not supporting tourism + Allows for tourism diversification + 27% of Drumheller's employment lends itself to the tourism industry Steps taken to date: - Developed a marketing plan for Travel Drumheller and identified a funding model to fit these goals; - Consulted with stakeholders in Drumheller and developed a model that works for them; and - Developed a master plan first with measurements for success and then a tourism levy so that economic opportunities will increase.		
IMPLEMENTATION OF A TOURISM LEVY 1) Review Report from Travel Drumheller 2) Amend the Business License Bylaw to collect a fee – Jan, 2015		

• Prerequisite; *Main Result; + Benefit

Action Steps – Tourism Levy Report

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

Step No.	Action Step	Assigned To (Who)	Start Date	Due Date
1.	Report Chris Curtis, Travel Drumheller recommended that the Town of Drumheller assist with the development of a mandatory, dedicated tourism funding framework using its business license registry as the mechanism to support the objective as outlined below: • The creation of a new Schedule B for the business license bylaw			Nov., 17, 2014

Agenda Item # 8.1.2

	<p>for tourism businesses effective January 1, 2015:</p> <ul style="list-style-type: none"> • The Destination Marketing Fee (DMF) will be calculated on a "per room basis" for the accommodation sector and a "per site basis" for campgrounds and RV resorts on an annual basis using 2% of each sector's aggregate ADR & occupancy data from the previous 3 years (which is a reasonable measure of how the industry performs); a 2% DMF will raise \$300,000 - \$350,000 in year 1; a value of 2% was chosen because the research showed that this was the most common % value of tourism revenues collected / dedicated in comparable communities; • The fees will be used to support tourism marketing and infrastructure investment; • The fixed roof accommodation sector will contribute approximately \$3 to every \$1 collected by RV Resorts & Campgrounds. This is based on the fact there are approximately 560 hotel rooms and 1550 RV resort and campground sites; • By moving to the introduction of Schedule B fees, Travel Drumheller would no longer need to be supported through the tax base. This would be the equivalent of a 1.3% municipal tax savings; the Town retains fees from Schedule A of the business license bylaw; • The process needed to implement the Strategic Tourism Funding Framework includes a 3rd party agent, Schedule B invoices and payments, and a five year agreement between Travel Drumheller and the Town of Drumheller with 100% of Schedule B funds to flow through to Travel Drumheller during the course of the five year contract; and • Travel Drumheller would retain an independent 3rd party agent (accountant), at its cost, to assist with the annual collection of individual occupancy and ADR data needed to set the annual Schedule B business fees. This will be done in the 4th quarter of each year to coincide with the Town's annual budgeting process. Annual Schedule B invoices will be invoiced in January, however, businesses will be provided the opportunity to make quarterly installment payments that coincide with seasonal tourism patterns. 			January, 2015
2.	Adoption of new Business License Bylaw			

CORPORATE PRIORITIES WORK PROGRAM

Agenda Item # 8.1.2

BADLANDS COMMUNITY FACILITY FUNDRAISING STRATEGY(CAO)	
<p><i>How do we find \$2M shortfall in fundraising?</i></p> <ul style="list-style-type: none"> - Total of \$9M Goal (\$6M Phase 1). The BCF was approved based on fundraising. - \$6M in long term borrowing; \$6M in short term financing for fundraising; - If the BCF does not meet the fundraising goal the Town will have to finance the shortfall; - Concern: If fundraising shortfall is built into the operating budget, the budget will not be able to absorb it. <p>Options:</p> <ol style="list-style-type: none"> 1. Continue Fundraising 2. Part of Debt – interim 3. Debt – operations 	<p>1. RFP – Hiring of a Fundraiser Consultant – March, 2015</p>

- Prerequisite; *Main Result; + Benefit

Action Steps – BADLANDS COMMUNITY FACILITY FUNDRAISING STRATEGY

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

Step #	Action Step	Assigned To (Who)	Start Date	Due Date
1.	RFP – Hiring of a Fundraiser Consultant Council met with the Fundraising Committee on November 20 th . Council confirmed to move forward with an RFP to hire a fundraising consultant which closed January 15 th . Two proposals were received. The Fundraising Committee will review the proposals and present their recommendations to Council.	Mayor / Council		Mar., 2015

Agenda Item # 8.1.2

CORPORATE PRIORITIES WORK PROGRAM

ECONOMIC DEVELOPMENT STRATEGY (TERMS OF REFERENCE) (carryover)(Paul)			
<p>We need a new business license bylaw; We need to improve business relations; We need to re-enforce industrial retention / attraction We have a Tourism Master Plan</p> <p>What sectors are viable in Drumheller?</p> <ul style="list-style-type: none"> + Tourism + Oil and Gas + Farming + Retail + Technology + Education + Manufacturing <p>Attract Workers to Drumheller</p> <ul style="list-style-type: none"> + Community Growth + Council and staff are ambassadors 		<p>What assets does Drumheller have to attract sectors? /Why does a business relocate here?</p> <ul style="list-style-type: none"> + Land + Quality of Life + Amenities + Market Access + Employment + Internet + Tax regime + Business friendliness + Marketing our community <p>Main Result = Job creation and tax base.</p> <p>Who is the best leader to enhance economic diversification of the community?</p> <p>Options:</p> <ul style="list-style-type: none"> We could do it ourselves, We could ask EDTF, We could have Council do it; We could have Chamber do it, We could have Community Futures do it. <p>The EDTF has all of the above noted partners on the list.</p>	
		<p>Caution – make sure expectations are explained clearly in the Terms of Reference</p> <ul style="list-style-type: none"> 1) Terms of Reference 2) Need to have a vision 3) Strategy – November 4) Actions from Strategy (how to improve business relations and Business License Bylaw) <p>Attract Workers to Drumheller</p> <ul style="list-style-type: none"> 1) \$ in budget for community promo package / brochure - May 	

• Prerequisite; *Main Result; + Benefit

Action Steps – Economic Development Strategy (Terms of Reference)

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

Step No.	Action Step	Assigned To (Who)	Start Date	Due Date
1.	Terms of Reference Economic Development Task Force workshop held on October 21 st facilitated by Kim Rowe – Community Economic Development for Alberta Culture and Tourism.			
2.	Need for a Vision In partnership with the Friends of the Downtown, a white board survey was presented for comments on what is needed in the downtown core. An action plan specific to the downtown core will be developed that will address the perception that it is hard to do			

Agenda Item # 8.1.2

	business in the downtown core, street vendor concerns, and how to broaden the opportunities for economic development.			
3.	<p>Strategy</p> <p>C. Glydon presented the Task Force's Strategy to Council on November 17th. The Task Force is committed to:</p> <ul style="list-style-type: none"> • becoming more actively involved and work cohesively to build Drumheller; • providing more progress reports; • aligning and building cooperation not just with Council but other community groups such as Tourism Drumheller and Chamber of Commerce; • improving communication on all levels beginning with the vision and mission statements; and • continually marketing Drumheller's strengths outside of our community to retain and maintain existing businesses. 			Nov., 2014
4.	Identify Actions from Strategy (presented to Council on November 17 th).			
	Identify Actions from Tourism Master Plan (adopted February 2011)			
	Identify Actions to Attract Residents / Workers to Drumheller - develop a community promo package / brochure - May			

CORPORATE PRIORITIES WORK PROGRAM

DOWNTOWN REVITALIZATION (carryover)			
(Director of Community Services) <i>What does it mean?</i> <ul style="list-style-type: none"> + Economic rejuvenation + Infrastructure point of view – (decorative street lights, replace dying trees, new water lines, parking lots increased) + Economic point of view – part of regional hub + Business buy in point of view (need their support) + Includes Heritage Program + Enables the Town to identify Historic Resources and develop preservation strategies that would support long term viability; + Would enhance the character and economic opportunities available for historic district in Drumheller. + Provides opportunities to partner with the Chamber of Commerce, individual property owners and other community stakeholders. 		Factors to consider: Infrastructure Façade Viability – filling the stores Tourists / Jobs / Seasonal Beautification Traffic Pedestrian Way Finding Lighting Parking Town's role and contribution (\$\$)	
		<i>What we have?</i> The area in front of the arena was enhanced under Phase I of the Urban System Report	
		1. Research concepts – Feb. 2. Review survey results and best practice research - March 3. Identify the Town's role and the business role - April 4. Plan with stakeholders: Town / Chamber / Business Community – September, 2015	

• Prerequisite * Main Result + Benefit

Action Steps – DOWNTOWN REVITALIZATION

Step No.	Action Step	Assigned To (Who)	Start Date	Due Date
1.	Research Concepts / Review Urban System Phase 11 A new Downtown Revitalization committee has been formed – Friends of Downtown (independent from the Town of Drumheller). The Committee approached Council in June 2014 to consider downtown street closures for a pedestrian mall. There was no clear support for moving this initiative forward, so the Committee has not moved this item ahead. Urban System drawings given to the Economic Dev Task Force for their review on Jan 14 th /15.	CAO / Director of Community Services		Feb., 2015
2.	Review survey results and best practice research ideas			March
3.	Identify the Town's role and the business role (2 options) The Town does a plan engaging the merchants or the business community establishes a BRZ to do the planning.			April
4.	Plan with stakeholders – Town / Chamber / Business Community			Sept., 2015

Agenda Item # 8.1.2

CORPORATE PRIORITIES WORK PROGRAM

ARTS AND CULTURAL POLICY (Director of Community Services) ? What does it mean?		Factors to consider: - BCF has dedicated space for arts at no cost		1. Best practices – comparables – March 2. Committee of the Whole discussion – March 3. Policy Statement - April	
<ul style="list-style-type: none"> • Not for profit? • Consistency • Best practices – comparables • Need stakeholders input 					

• Prerequisite * Main Result + Benefit

Action Steps – ARTS AND CULTURAL POLICY

Step No.	Action Step	Assigned To (Who)	Start Date	Due Date
1.	Best practices - comparables	Director of Community Services		March, 2015
2.	Committee of the Whole Discussion			March
3.	Policy Statement			April

Agenda Item # 8.1.2

CORPORATE PRIORITIES WORK PROGRAM

MUNICIPAL DEVELOPMENT PLAN UPDATE			
<p>(cartyover) (Paul)</p> <p>We currently have:</p> <ul style="list-style-type: none"> Land Use Bylaw 10.08 Municipal Development Plan Volume 1 Municipal Development Plan Volume 2 – Bylaw 11.08 <p>What are the significant issues?</p> <ul style="list-style-type: none"> + Density + Growth Areas + Land Availability + Affordability + Flood Plains + Service Capacity + Land Acquisition + Environment + Green Footprint + Secondary Suites • Public Input • Community Analysis 			
		<ol style="list-style-type: none"> 1. Palliser Regional Municipal Services 2. Consultant 3. In-house <p>Results:</p> <ul style="list-style-type: none"> Timely Product Direction Road Map Accurate Long Term Vision Stakeholder / Public Input 	<ol style="list-style-type: none"> 1. Preliminary Changes (Bylaw Phase 1) – April 2. Review of Phase 2 Changes - October 3. Bylaw 1st Reading – January, 2015 4. Final Bylaw Approval - April

- Prerequisite; *Main Result; + Benefit

Action Steps – Municipal Development Plan Update

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

Step No.	Action Step	Assigned To (Who)	Start Date	Due Date
1.	Preliminary changes - Bylaw 05.14 was adopted by Council on May 20 th to amend the Land Use Bylaw with modifications and additions to land use regulations to allow more consistency of zoning in areas.	Director of Community Serv		April, 2014
2.	Review of Volume 1 will include updating the Volume 1 background report (not required to be adopted by bylaw) and updates for the flood related amendments both LUB and MDP. Review of Volume 2 – policy remains as relevant as when it is written. Recommendations from MPC for any other changes.			October
3.	Bylaw 1 st Reading / Public Hearing			January, 2015
4.	Final Bylaw Adopted			April, 2015

CORPORATE PRIORITIES WORK PROGRAM

Agenda Item # 8.1.2

RECREATION COST RECOVERY / SUBSIDY PHILOSOPHY (cartlover)(Paul)		Philosophy on recovery of costs to operate (fees versus operational costs) and how many facilities can we subsidize?	1) Costs - March 2) User group input – public messaging – April 3) Formula (i.e. 75% subsidized – May 4) Implementation (may have exceptions) – June 5) Policies – August 6) Fee Schedule – Sept 7) Public Messaging Discussion 2015 for 2016 Budget
<ul style="list-style-type: none"> +Public Awareness + Policy Framework + Costs + Resources + True Costs – staff, facilities, administration, other • Benchmark with other municipalities • Customer service levels *User fees – recreation, culture, events *Public Awareness that recreation facilities are already subsidized *Special Events Policy *Policy to support those that cannot afford it 		<p>How to determine subsidization?</p> <p>1) Knowing true costs</p> <p>2) Philosophical discussion</p> <p>3) Develop a framework – *private good / **public good / mixed*private good has an exclusive aspect; **public good is open to everyone</p> <p>4) Implementation Plan (i.e. over five years) – think about age groups/ participation program</p> <p>4) Set a target</p> <p>5) Public awareness – the subsidy cost is this – your cost is this</p> <p>6) Develop a rural / urban cost sharing business case</p>	

• Prerequisite; *Main Result; + Benefit

Action Steps – Recreation Cost Recovery / Subsidy Philosophy

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

Step No.	Action Step	Assigned To (Who)	Start Date	Due Date
1.	Costs	Director of Community Services		March
2.	User Group Input – Public Messaging			April
3.	Formula			May
4.	Implementation			June
5.	Policies			August
6.	Fee Schedule			Sept
7.	Public Messaging			

CORPORATE PRIORITIES WORK PROGRAM

ELGIN SUBDIVISION(Ray)

Background:

- The plan was registered in May, 2011.
- The Area Structure Plan was adopted in 2006. 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.
- The Town acquired the land in November, 2014.

- Prerequisite; *Main Result; + Benefit

Action Steps – Elgin Subdivision

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

Step No.	Action Step	Assigned To (Who)	Start Date	Due Date
1.	Call for Proposals will go out in early spring.	CAO / Econ Dev Officer		
2.				

1. Expression of Interest Package – March
2. Town Position – April
3. Direction on negotiation with developer – May or June
4. Action Plan 2016

CORPORATE PRIORITIES WORK PROGRAM

Agenda Item # 8.1.2

COMMUNITY ENTITY (Barb)			
Friends of Society or Foundation – long term vision for the community			
<p>*Forming a non-profit society to raise money for BCF and other community projects.</p> <p>* Society can issue tax receipts, apply for gaming funds through AGLC, and may be eligible for government grants (if registered by Revenue Canada).</p> <p>*A Friends of Society could access funds through raffles, bingo's and casino's that are otherwise not available.</p>		<p>The requirements of forming a Society include providing a society name, describe the objectives or the purposes for which it was incorporated, provide the bylaws and give an address to the society. The second step is to complete an application form, which includes the objectives or purposes for which the society was incorporated. The third step is to complete a set of bylaws. These bylaws set out the way the society is organized and the rules surrounding all of its activities. Corporate Registry can provide a standard set of documents, including both the application and bylaws. Both documents must meet the Societies Act requirements.</p>	
<p>• Prerequisite; * Main Result; + Benefit</p>		<p>1. Establish a group</p> <p>2. Prepare paper work</p>	

Action Steps – Community Entity

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

Step No.	Action Step	Assigned To (Who)	Start Date	Due Date
1.	Need to establish a group that is arms length from the Town of Drumheller. Success depends on the effort of volunteers. Society members are democratically elected.	Director of Community Services		Sept., 2015
2.	Prepare paper work (\$50 fee for incorporation; apply for gaming funds through AGLC)			Nov., 2015

CORPORATE PRIORITIES WORK PROGRAM

INFRASTRUCTURE MASTER PLAN (Carryover) (AI)		
Purpose: To improve infrastructure planning with the use of an assessment tool We have: A 10 year capital plan that includes a replacement plan for roads, facilities, utilities, parks, washrooms, cemetery based on grant criteria today (so the plan is weaker with each year) As the infrastructure ages, priorities for replacement are looked at strategically. + An assessment tool would be a more effective tool and would provide more accuracy. + Update Offsite Levy Bylaw + Update MDP + Review of impact on population growth + Review engineering standards (Provincial requirements) + Replacement costs (strategic planning – phase-in or defer; critical maintenance is part of the equation in extending the life) + Preventative maintenance schedules	RFP closed on December 17, 2014	1) Council approval of consultant – February 2) Terms of Reference – February 3) Completion – June 15th

- Prerequisite; * Main Result; + Benefit

Action Steps – Infrastructure Master Plan

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

Step No.	Action Step	Assigned To (Who)	Start Date	Due Date
1.	RFP's closed on December 17 th . Administration will review the proposals and select three consultants for an interview. Recommendations will be presented to Council in February.			February, 2015
2.	Terms of reference approval			February, 2015
3.	Completion			June, 2015

Agenda Item # 8.1.2

CORPORATE PRIORITIES WORK PROGRAM

PRIORITY/Desired Outcomes	OPTIONS/Preferred Strategy/ Notes	ACTION What, Who and When
BEAUTIFICATION SCHEME / TOWN ENTRANCES / CORRIDOR STRATEGY (carryover) (Director of Infrastructure Services) <i>What is does it include?</i> Downtown is one component of beautification – includes downtown trees, dinosaur prints, street lighting Town hired a consultant from Urban Systems to do a conceptual streetscaping plan Highway system through Drumheller <i>How do we improve the entrances to Drumheller?</i> Concern: 4 primary entrances need landscaping / cleanliness / picnic tables – amenities for stopping tourists / wayfinding signage / reduce clutter / turn off on the south entrance	Options:	1. Review – September, 2015 2. Budget – November, 2015

- Prerequisite * Main Result + Benefit

Action Steps – BEAUTIFICATION SCHEME / Town Entrances

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

Step #	Action Step	Assigned To (Who)	Start Date	Due Date
	Background The first section of boulevard has been completed with concrete, decorative rock, planters and banners. Staff along with Girl Guides completed the design plan and planting at the south entrance as well.	Director of Infrastructure Services		
1.	Review Urban System Conceptual Drawings Identify new targets from a planning perspective Input with stakeholders			September, 2015
2.	Budget Project dollars will be included in the 2016 operational budget.			November, 2015

ADVOCACY (COUNCIL / CAO)

ADVOCACY - FLOOD MITIGATION FUNDING (cartyover)(Ray)	
<ul style="list-style-type: none"> - Administration along with Palm Engineering and Hunter Survey Systems prepared a report that identified improvements required within the existing dyking system in Nacmine, Midland, Newcastle and Drumheller Central and identified new dyking for unprotected developed areas. + Cost Sharing + Need a plan in place for unprotected area + New Provincial requirements to be implemented into our LUB and MDP 	<ul style="list-style-type: none"> - Stanlec was selected as the consultant to move Drumheller's flood mitigation forward as identified in the Provincial Report (prepared by Stanlec dated October 2013). The projects, of which a good number are enhancements to existing infrastructure and others are proposed as agreed to with the Province back in 1985, 75% of the Province's commitment at that time has been completed however there are outstanding areas particularly in Rosedale and Lehigh. The Town has approached the Province requesting that those projects be funded through the former commitment (commitment identified as the need for a dyking system to be built through Drumheller after the Dickson Dam was constructed) - Town has identified work priorities through grant submissions. - Provincial approval of grant applications needed
1) Action Plan for Advocacy	

• Prerequisite; *Main Result; + Benefit

Action Steps – Advocacy - Flood Mitigation Funding

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

Step No.	Action Step	Assigned To (Who)	Start Date	Due Date
1.	<p>ACTION PLAN</p> <p>BACKGROUND: Policies for mitigation, elevations, dam flows and other measures of protection / mitigation need to be integrated in the Town's Land Use Bylaw and an overall policy approach for the Town's MDP. The Province agreed in principle that a new flood hazard map will be developed for Drumheller which will indicate three zones: floodway, flood fringe and the floodway development exemption zone. This map is an addition to and not a replacement of ESRD's natural-flow flood hazard maps.</p> <p>Overview of grant programs and approvals:</p> <ul style="list-style-type: none"> - Disaster Recovery Program grant approved (application made in 2013 for flood expenditures incurred along with 2014 engineering and future staffing requirements). Additional funds applied for under the Southern Alberta Flood Response Program (application applied for in March 2013 and as the Mayor announced early in the meeting tonight, approval granted in the amount of \$246,200); \$606,000 of a total estimated claim of \$1.2M has been received with \$400,000 related to upgrading of damaged roads and \$75,000 related to repairs at the Fountain area will be reimbursed once the Town 	<p>Year Two of the Disaster Recovery Program grant will be submitted shortly.</p> <p>Mayor, Council and CAO</p>		

Agenda Item # 8.1.2

submits the paid invoices to the Province;

- A new provincial grant, Alberta Community Resilience Program, a 3-year \$325M grant program administered by Alberta Environment and Sustainable Resource Development to support municipalities in the development of long term resilience to flood planning goals for the future. Funding is 90% of the engineering and construction costs up to \$3M and 70% for costs in excess of \$3M. Costs associated with the operation and maintenance of a project are the responsibility of the municipality and are not eligible as part of the total costs of the project. The Town submitted our application to the Province for approval on September 30th.
- A third program announced last fall, 2013 Flood Recovery Erosion Control Program, with funding at 100%. The Town intends to submit a grant application for funding to remediate the bank erosion on 9th Street NW. During the last flood more bank and sandstone used for flood protection has been washed away – this is a high priority and dyking is needed to protect North Drumheller.
- A fourth program that the Town is working with the Province includes the wall on Michichi Creek that has eroded away – repairs done this spring have not stood up very well and some areas have been undermined as well. Although this is Transportation's responsibility, the Town needs to ensure that remedial work is carried out and plans are in place to reinforce the entire alignment of the Michichi Creek.

IBI has been commissioned by the Province to create flood damage curves by March 31, 2015. IBI has completed the same type of assessment for Calgary, High River and Fort McMurray.

Agenda Item # 8.1.2

ADVOCACY (COUNCIL / CAO)

<p>SENIORS HOUSING</p> <p>Issue: Seniors population is growing How do we increase assisted living facilities at the right level?</p> <p>Many seniors aging in place or downsizing / staying in their homes longer / jumping over the progressive levels of facility care (three levels) and being admitted directly to a care facility.</p> <p>Drumheller is lacking in continuing care and our residents are being sent to facilities outside of Drumheller – Level 4 and 4D is in crisis.</p>	<p>Level 3 is a partnership (Province and Foundation (of which the Town pays a requisition) Level 4 is AHS responsibility Difference of the two levels is Level 4 is a secured environment. Huge infrastructure dollars are needed to upgrade a facility to a Level 4.</p> <p>Options:</p> <ol style="list-style-type: none"> 1) AHS Advocacy through David Thompson Board 2) Speak with the Minister 3) Approaching the private sector 	<ol style="list-style-type: none"> 1) Explore private facility options 2) Letter to AHS
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• Prerequisite * Main Result + Benefit
Action Steps – ADVOCACY (COUNCIL / CAO)

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

Step No.	Action Step	Assigned To (Who)	Start Date	Due Date
1.	Explore private facility options A private developer is proceeding with a Land Use amendment for assisted living units on land adjacent to the hospital (North Drumheller). A public hearing will be held on February 9 th .	Mayor/Council		
2.	Letter to AHS	Mayor/Council		

Agenda Item # 8.1.2

ADVOCACY (COUNCIL / CAO)

PRIORITY/Desired Outcomes	OPTIONS/Preferred Strategy/ Notes	ACTION What, Who and When
PROVINCIAL LIAISON / LOBBYING (CAO / Mayor / Council) * 2015 Schedule ? How can we influence provincial decisions? + Access government funding + Develop partnerships + Favorable legislation • Timely access • Determine local needs	TOPICS New Road to 6 th Avenue SE (IGA cross CN tracks to downtown core) Regional Water Museum Sewer Smell RCMP Contract (Community Liaison/ Lack of rural funding) Hwy 9 Maintenance Twinning SH575	<u>Planned Meetings</u>

- Prerequisite; * Main Result and + Benefit

Action Steps – Provincial Liaison / Advocacy

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

Step No.	Action Step	Assigned To (Who)	Start Date	Due Date
1.	New Road to 6 th Avenue SE (IGA cross CN tracks to downtown core) Traffic Flow / Additional Access into downtown core / Reduce congestion along Hwy 9 Truck Route (South Railway Avenue) / Pedestrian Access – Foot traffic from hotels to downtown core (Manors downtown and access route to grocery store for seniors) CN's position on their ROW is that until CN confirms their future plans for the ROW, the Town can not use this land for trail expansion. Mayor has written a letter to CN about the condition of CN's crossings resulting from the removal of rail throughout our community.	CAO		

Agenda Item # 8.1.2

2.	<p>Regional Water Line</p> <p>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.</p> <p>THREE HILLS WATER (Background)</p> <p>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.</p>			
3.	<p>Museum Sewer Smell</p> <p>The Province hired MPE Engineering to prepare a report to identify the issues and the proposed solution. Administration and the Museum are tracking complaints. Town Administration is ensuring that the museum's program is continuing. The Town will meet with a new manufacturer mid-February to review the matter and discuss a solution.</p>			
4.	<p>RCMP Contract</p> <p>1) Ensuring full complement of members – process to expedite transfers 2) Federal government financial support for RCMP member duties at the Drumheller Institution</p>			
5.	<p>Hwy 9 Medians Maintenance Beautification</p> <p>Administration met with Tony Chelick and Gord Wilton – Alberta Transportation on November 12th to review work priorities for 2015 and ongoing / future projects.</p>			

Agenda Item # 8.1.2

ORGANIZATIONAL IMPROVEMENTS WORK PROGRAM

PRIORITY/Desired Outcomes	OPTIONS/Preferred Strategy/ Notes	ACTION What, Who and When
1. Service Capacity Review		

• 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.	<p>Annual Service Capacity Review</p> <p>The annual review identifies program services / activities that require improvements and / or change to gain efficiencies, cost savings and proficiencies within a framework of accountability. Administration reviews the document with staff annually to identify completion of projects and update any timelines for projects not yet completed.</p> <p>In addition to 2014 already in progress, 2015 Work Priorities from the Service Capacity Review include:</p> <p>Regional Water Rates: Formula Software Implementation: Proposal RCMP Alternatives (Traffic Cameras) Contract Tracing and Review Human Resources Function and Procedures Bylaw Review Chart Historical Records Prevention Industrial Land Sales Alternate Revenue Generation Paliser Regional Municipal Services (Value for \$) Parks Projects – Criteria Storm Water Utility Online Payment System</p>	CAO		ANNUAL Last update November, 2014

Agenda Item # 8.1.2

ORGANIZATIONAL IMPROVEMENTS WORK PROGRAM

PRIORITY/Desired Outcomes	OPTIONS/Preferred Strategy/ Notes	ACTION What, Who and When
2. Communications What are we doing already? Mayor radio News Releases New Website Newspaper – Town Page	Need improvement or need to do the following: Correct public views/ perception Develop “new” communication campaign with a focus on good news stories How are RFP’s communicated to the public Council representation on committees – positive messages to committee Consistent messaging Script from Council meetings Weekly Crier page Committee Reports to Council – good news stories such as Valley Bus transported seniors to dinner Community highlights Video streaming	1. Improvement in all areas identified

• 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.	Improvement in all areas as identified	CAO		ONGOING

Chief Administrative Officer

OPERATIONAL STRATEGIES

PRIORITY/Desired Outcomes	OPTIONS/Preferred Strategy/ Notes	ACTION What, Who and When
ELGIN SUBDIVISION (p. 5)		

Agenda Item # 8.1.2

CAO - OPERATIONAL STRATEGIES WORK PROGRAM

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

- Prerequisite * Main Result + Benefit
-

Action Steps – SOFTWARE INTEGRATION

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

Step No.	Action Step	Assigned To (Who)	Start Date	Due Date
1.	Will be reviewed as part of the asset management process.	CAO		
2.		CAO		

Agenda Item # 8.1.2

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) * Create an asset management system by managing physical assets cost-effectively through engineering guiding principles. It provides a framework for short and long term planning.	The following methodology is used: - Developing and maintaining asset inventories; - Gathering and evaluating existing infrastructure data; - Determining the existing adequacy of the infrastructure system; - Developing policies for the appropriate level of asset maintenance and rehabilitation; - Establishing infrastructure replacement strategies through life cycle cost analysis; - Establishing the decision support system to facilitate budget preparation process.	

- 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. Administration has met to review a strategy to move this work priority forward. Need to identify existing software organizational chart /inventory (what software is being used for what program / department); next step will be for Administration to meet with a consultant to review possible integration of software and identify if our existing software meets future needs and what ASSET software works best for integration purposes. Need to identify a job description that includes overseeing the ASSET Management Program, the use of software (existing or new) not only for more liability control but for smoother operations, attaining knowledge of the software, integration processes, instructing users and ensuring data is entered correctly by designated staff. This will include the implementation of tracking software for employee timesheets for account code specific projects / work assignments as well as equipment use. Re-implement the use of the Purchase Order system (existing software).	CAO		Ongoing

Agenda Item # 8.1.2

2.	Provide update on implementation. Project is being researched by the Project Coordinator and the Director of Infrastructure. The Town will become a member of the Asset Management Local Group in Alberta which meets 4x per year. The Town's plan will be formalized in 2015.	Director of Infrastructure Services		March, 2014 2015
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CAO OPERATIONAL PRIORITIES WORK PROGRAM

Agenda Item # 8.1.2

PRIORITY/Desired Outcomes	OPTIONS/Preferred Strategy/ Notes	ACTION What, Who and When
OFFSITE LEVY BYLAW Offsite levies provide a mechanism for municipalities to recover capital costs incurred for infrastructure improvements required for new development. Alberta Municipal Affairs has provided municipalities the authority, under the MGA Division 6 to set and collect Off-Site Levy rates through the adoption of a bylaw. Offsite levies are based on: + Benefiting Area + Estimated cost of the off-site infrastructure to service those lands + Growth projections for the identified land + Apportionment of benefiting parties.	Current Off-Site Bylaw 31-98: Collect a fee against land that is being developed for residential, commercial, industrial or other purposes in an amount equal to the greater of: <ul style="list-style-type: none"> \$500.00 for each unit of housing provided, or 50 cents a sq. ft. of the total gross floor area of each unit of housing or other building calculated on the basis of the external dimensions of the building. \$2,000 an acre on the gross acreage of the lands being developed Unless otherwise authorized by Council.	1. Inclusion in Infrastructure Master Plan 2. Draft Bylaw – September

• Prerequisite; * Main Result and + Benefit
Action Steps – Offsite Levy Bylaw

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

Step No.	Action Step	Assigned To (Who)	Start Date	Due Date
1.	Forms part of the Infrastructure Master Plan which will identify growth areas at 1 – 3% which then identifies Infrastructure needs. This sets the rates for offsite levies.			
2.	Draft Bylaw			October, 2014

Director of Corporate Services

OPERATIONAL STRATEGIES

PRIORITY/Desired Outcomes	OPTIONS/Preferred Strategy/ Notes	ACTION What, Who and When
BCF FUNDRAISING (p.7) COMMUNITY ENTITY (p. 15)		

- Prerequisite * Main Result + Benefit

Agenda Item # 8.1.2

CORPORATE SERVICES - OPERATIONAL STRATEGIES WORK PROGRAM

PRIORITY/Desired Outcomes	OPTIONS/Preferred Strategy/ Notes	ACTION What, Who and When
HR STRATEGY (Director of Infrastructure Services) *Staffing Levels *Vacancies at Aquaplex *RCMP Shortages *PW Succession *Training *Announce Successes		1. Aquaplex Report – Jan 2. Review Town Options / HR Strategy - Sept

- Prerequisite * Main Result + Benefit

Action Steps – HR 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.	Aquaplex Report	Director of Corporate Services		Jan., 2015
2.	Review Town Options / HR Strategy	Director of Corporate Services		Sept., 2015

Director of Infrastructure Services

OPERATIONAL STRATEGIES

PRIORITY/Desired Outcomes	OPTIONS/Preferred Strategy/ Notes	ACTION What, Who and When
INFRASTRUCTURE MASER PLAN (p. 16) BEAUTIFICATION SCHEME		

INFRASTRUCTURE SERVICES WORK PROGRAM

Agenda Item # 8.1.2

AQUAPLEX ENHANCEMENTS (AI)		
<p>The Aquaplex underwent a retrofit with new pumps, HVAC, filters. Currently rated good to very good facility. Indoor water park element missing.</p> <p>We want:</p> <ol style="list-style-type: none"> 1) Amenities to make it a leisure pool 2) Replace water slide 		
<ul style="list-style-type: none"> • Waterslide Replacement is in the 2014 budget. • The facility must shutdown for install – what are the ramifications / project timelines major consideration. 	<ol style="list-style-type: none"> 1) 2014 Capital Budget - March 2) Concept - April 3) Tender – September, 2014 4) Construction – March, 2015 	

- Prerequisite; *Main Result; + Benefit

Action Steps – Aquaplex Enhancements

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

Step No.	Action Step	Assigned To (Who)	Start Date	Due Date
1.	2014 Capital Budget	Dir of Infrastructure Services		Budget approved March 10, 2014
2.	Concept – Slide location to be positioned within the existing Aquaplex building envelop and with an exit and re-entry section that would be visible from outside of the building with a coating to minimize corrosion.			April, 2014
3.	Tender -On May 1 st , a call for proposals went out to design, supply and install a waterslide. On September 17 th , the contract was awarded to Pearl Rose Construction in the amount of \$300,000 with completion by January 31 st however dependant of delivery of materials.			Apri, 2014 Sept., 2014
4.	Construction A report prepared for the Aquaplex in 1975 confirmed pile sizing to support the exterior portion of the waterslide. The demolition concrete has been removed and the contractor has been bringing in gravel and steel to reinforce the deck as well as the installation of new drains. The work concrete work was poured by January 19 th . Pearl Rose Construction confirms that the waterslide is on route by ships from Turkey - containers should be arriving in Montreal clearing customs shortly, will be put on rail to Calgary and trucked to Drumheller.			Sept., 2014 March, 2015

Agenda Item # 8.1.2

INFRASTRUCTURE SERVICES - OPERATIONAL STRATEGIES WORK PROGRAM

PRIORITY/Desired Outcomes	OPTIONS/Preferred Strategy/ Notes	ACTION What, Who and When
STORM WATER MANAGEMENT (Director of Infrastructure Services) <ul style="list-style-type: none"> • Research storm water rates as a separate utility – separate from the tax base; how do we charge as a separate fee for ditches, piping requirements for drainage, etc. * Sustainable funding source similar to our water and wastewater systems 	A stormwater management rate is a charge attached to the utility bill to provide dedicated funding for stormwater management. The stormwater system requires ongoing maintenance, including periodic repair and replacement. Storm sewers and catch basins will perform poorly if they are not maintained – especially during times of flooding and significant rain. This charge is currently included within the tax base.	1. Research other municipalities – <i>Aug</i> 2. Report to Council - <i>Nov</i>

• Prerequisite * Main Result + Benefit

Action Steps – STORM WATER 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.	Research other municipalities	Director of Infrastructure Services		August, 2015
2.	Report to Council	Director of Infrastructure Services		November, 2015

Agenda Item # 8.1.2

INFRASTRUCTURE SERVICES - OPERATIONAL STRATEGIES WORK PROGRAM

PRIORITY/Desired Outcomes	OPTIONS/Preferred Strategy/ Notes	ACTION What, Who and When
PARKS MAINTENANCE (Director of Infrastructure Services) *Planning and designing of parks / open spaces / entrances / boulevards / downtown core * Ensure maintenance of parks for enjoyment of residents and visitors * Upgrading of aging parks * Liaison with partners		1. Staff Report to Council – Apr 2. Action Plan - May

- Prerequisite * Main Result + Benefit

Action Steps – PARKS MAINTENANCE

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

Step No.	Action Step	Assigned To (Who)	Start Date	Due Date
1.	Staff report to Council	Director of Infrastructure Services		April, 2015
2.	Action Plan	Director of Infrastructure Services		May, 2015

Agenda Item # 8.1.2

INFRASTRUCTURE SERVICES - OPERATIONAL STRATEGIES WORK PROGRAM

PRIORITY/Desired Outcomes	OPTIONS/Preferred Strategy/ Notes	ACTION What, Who and When
SKATEBOARD PARK (Director of Infrastructure Services) Background: Drumheller Association of Skateboarding Enthusiasts (DASE) was awarded \$125,000 through the Community Facilities Enhancement Program (CFEP). Additional funds will be raised through fundraising. Project site (provided by the Town of Drumheller) east of Aquaplex outdoor pool (where the old tennis courts lie). Work with Consultant - New Line Skateparks and the community to devise the overall project development plan and complete all site analysis (site survey and geotechnical), concept design, and cost estimation exercises to prepare the project for construction (target construction May, 2015).	Total Project Costs \$556,412 + GST Town's Contribution Land \$50,000 In Kind \$40,000 Commitments ATCO Chamber Corporate	

- Prerequisite * Main Result + Benefit

Action Steps – SKATEBOARD 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.	Town in kind and capital budget commitments.	Director of Infrastructure Services		

Agenda Item # 8.1.2

INFRASTRUCTURE SERVICES - OPERATIONAL STRATEGIES WORK PROGRAM

PRIORITY/Desired Outcomes	OPTIONS/Preferred Strategy/ Notes	ACTION What, Who and When
TOUGH MUDDERS – SECOND YEAR (Director of Infrastructure Services)		

- Prerequisite * Main Result + Benefit
-

Action Steps – TOUGH MUDDERS

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

Step No.	Action Step	Assigned To (Who)	Start Date	Due Date
1.	Partners include the Town of Drumheller, Travel Alberta, Drumheller Festival Society (liaison with Tough Mudders) and the Drumheller Chamber (communications and engagement with local merchants). Tough Mudders has entered into a five (5) year agreement with the Stampede Grounds and Drumheller Off Road Vehicle Association. The first event attracted approximately 7,000 participants. The Festival Society was responsible for getting \$200,000 of in-kind support (items that need to be sourced out locally, i.e. equipment / manpower) and research grant availability. The first year event was successful with some deficiencies noted for improvement next year.	Director of Infrastructure Services		Sept. 6 & 7, 2014 COMPLETED 2 nd Year Dates Sept. 5 & 6, 2015

Director of Community Services

OPERATIONAL STRATEGIES

PRIORITY/Desired Outcomes	OPTIONS/Preferred Strategy/ Notes	ACTION What, Who and When
TOURISM LEVY REPORT (p. 10) ECONOMIC DEVELOPMENT STRATEGY (Terms of Reference) (p.15) DOWNTOWN REVITALIZATION(p.17) ARTS AND CULTURE POLICY(p.11) MDP (carryover) (p.15) RECREATION SUBSIDY (p.13)		

Agenda Item # 8.1.2

COMMUNITY SERVICES - OPERATIONAL STRATEGIES WORK PROGRAM

PRIORITY/Desired Outcomes	OPTIONS/Preferred Strategy/ Notes	ACTION What, Who and When
VIDEO STREAMING (Director of Corporate Services) Research has found that Council Meetings are being streamed anywhere from a single unmanned camera and microphone on a tripod to two manned cameras and a safe static camera. The more cameras that are used the more expensive the equipment costs in addition to the payroll for the operators. A single unmanned camera requires no staff while two manned cameras requires a staff of three because of the two camera operators plus the producer/switcher.		

- Prerequisite * Main Result + Benefit

Action Steps – Video Streaming

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

Step #	Action Step	Assigned To (Who)	Start Date	Due Date
1.	Research and Decision – Project Coordinator Oliver Felisida is researching equipment and prices and have a recommendation to Administration by mid-February.			June, 2014 Feb., 2015

Protective Services

OPERATIONAL PRIORITIES WORK PROGRAM

PRIORITY/Desired Outcomes	OPTIONS/Preferred Strategy/ Notes	ACTION What, Who and When
1. Review and update Emergency Plan – Mar Contacts and procedure update.		
2. Training Records – May Protective Services is working with human resources towards the maintenance of accurate training records that reflect a detailed and accurate history of each employees qualifications.		
3. Derelict Buildings Research - Aug Identify, investigate and develop a list of derelict buildings, liaison with owners – intent of building – liaison with other authorities such as municipal and provincial regarding violations in dealing with same.		



Request for Decision

Date: January 20, 2015

Topic: Asphalt and Concrete Recycling

Proposal: Award the Asphalt and Concrete Recycling Tender

The following four Tenders were received at 2:00 pm January 20, 2015:

Fish Creek Excavating	\$376,920.00	Includes GST
McKnight Enterprises	\$406,350.00	Includes GST
KLS Earthworks Inc.	\$522,768.75	Includes GST
Shawne Excavating & Trucking Ltd.	\$541,503.00	Includes GST

Proposed by: Allan Kendrick

Correlation to Business (Strategic) Plan: This aggregate recycling program would be complimentary to the annual Street Improvement Program and would also be a part of the Town's Green Plan to recycle and reuse when possible.

Benefits:

- Crushing all the material under one contract is the most cost effective to avoid additional mobilization costs and will also provide a stockpile of granular material for other municipal projects.

Disadvantages:

- Crushing all the material under one contract would require the up front cost to be paid in advance and may take up to 5 years to use.

INFRASTRUCTURE SERVICES

Telephone: (403) 823-1312

Asphalt and Concrete Recycling Award 2015		1
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Agenda Item # 8.2.1

Finance/Budget Implications: (after implementing proposed reductions)

Operating Costs:		Capital Costs:	
Budget Available:		Source of Funds:	Short term financing (product to be used over a 5 year period). Will be placed in inventory. Cost will be recovered as product is used through the Operating and Capital Budgets.

Communication Strategy:

Noitfy all parties concerned.

Recommendations:

Award the Tender to Fish Creek Excavating for the sum of \$ 376,920.00, including GST.

Report Writer:	Allan Kendrick	CAO:	R.M. Romanetz, P. Eng. 
Position:	Director of Infrastructure Services		



Request for Decision

Date: January 7, 2015

Topic: Janitorial Contracts for 2015 - 2018.

Proposal: On January 5, 2015, three tender submissions were received for janitorial service at Town Hall, RCMP Detachment, Water Treatment Plant, and Public Works Shop A, with the following results:

	Town Hall	RCMP	WTP	PW SHOP A
GDI Integrated Facility Services	\$39,541.96 \$35.00 / HR	\$33,250.06 \$35.00 / HR	\$4,559.19 \$35.00 / HR	\$5,303.61 \$35.00 / HR
BEST Service Pros	\$56,530.00 \$25.00 / HR	\$45,679.00 \$25.00 / HR	\$2,796.00 \$25.00 / HR	\$8,414.00 \$25.00 / HR
David Meeres	\$27,594.00 \$20.00 / HR	\$22,554.00 \$20.00 / HR	\$3,024.00 \$20.00 / HR	\$4,914.00 \$20.00 / HR
2014 Contract	\$35,100.00 \$20.00 / HR	\$23,940 \$20.00 / HR	\$2545.66 \$20.80 / HR	\$3724.07 \$20.80 / HR

Note: all quotes include GST.

Summary:

After review it was found that Best Pro Services had added there own Terms and Services which would be an additional costs to their Project Tender over the three year term of the contract. By the addition of these costs it would elevate their pricing well about the raw costs show in the above table. All other submissions were completed are per the tender request.

The lowest tender results fit within the 2015 Draft Operating Budget .

David Meeres has been doing an exceptional job for several years at the Old and New Town Hall and RCMP Detachment. Staff Sergeant Art Hopkins says he does has been doing a phenomenal job and has never seen a cleaner Detachment

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



Telephone: (403) 823-1348

Fax: (403) 823-1353

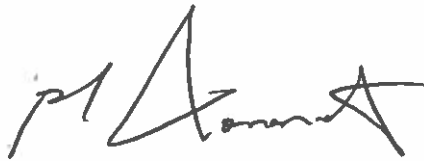
e-mail:

RBennett@dinosaurvalley.com

Recommendation:

We therefore recommend the lowest submissions of David Meeres be awarded for all four Janitorial Tenders, Town Hall, RCMP , Public Works and the WTP.

Reg Bennett
Technical Services Manager

A handwritten signature in black ink, appearing to read 'Reg Bennett', with a stylized, elongated 'A' and a trailing flourish.



DRUMHELLER

CHIEF ADMINISTRATIVE OFFICER

Agenda Item # 9.1



QUARTERLY REPORT

Name:	R.M. Romanetz, P. Eng.	Month:	October to December 2014
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2014 STRATEGIC BUSINESS PLAN

Corporate Priorities:

FLOOD MITIGATION ACTION PLAN AND FUNDING

Alberta Community Resilience Program grant application has been submitted to the Province for approval. Although the Town's grant application has been submitted, Administration needs to meet with the provincial representatives to move forward on two critical areas: mapping based on the Provincial exemption for Drumheller and whether these areas can be approved as development zones. The Town is waiting for approval from the Province. The Town met with the IBI Group on January 14, 2015. IBI has been commissioned by the Province to create flood damage curves by March 31, 2015. IBI has completed the same type of assessment for Calgary, High River and Fort McMurray.

TOURISM LEVY REPORT

Chris Curtis, Travel Drumheller provided an overview of the proposed Schedule B (tourism funds) for the Business License Bylaw at Council's meeting of November 17th. It is proposed that Schedule B will include a Destination Marketing Fee (DMF) calculated on a "per room basis" for the accommodation sector and a "per site basis" for campgrounds and RV resorts on an annual basis using 2% of each sector's aggregate ADR & occupancy data from the previous 3 years (which is a reasonable measure of how the industry performs); a 2% DMF will raise \$300,000 - \$350,000 in year 1. A new licensing bylaw will be presented to Council in January, 2015.

BADLANDS COMMUNITY FACILITY – FUNDRAISING STRATEGY

Council met with the Fundraising Committee on November 20th to review their fundraising strategy. It was agreed that Council will move forward with a RFP for fundraising. The RFP closed on January 15th with two proposals received. The proposals are being reviewed by the Fundraising Committee and their recommendations will be presented to Council.

AQUPALEX ENHANCEMENTS TENDER

The demolition concrete has been removed and the contractor has been bringing in gravel and steel to reinforce the deck in the area as well as the installation of new drains. The work is expected to be completed by January 14th with concrete poured by January 19th. This work is in anticipation of the arrival of the waterslide which has been shipped from Turkey on two separate ships – one left December 25th and the second left December 29th. In checking with Pearl Rose Construction, the containers should be arriving in Montreal clearing customs shortly, will be put on rails to Calgary and trucked to Drumheller. The pool has remained opened during the pre-work however in accordance with OH&S requirements the pool will require a closure for safety precautions while large portions of the waterslide are lifted into place.

ECONOMIC DEVELOPMENT STRATEGY TERMS OF REFERENCE

Office of the Chief Administrative Officer

Telephone: (403) 823-1339

Gody Glydon, EDO and Chair of the EDTF Diana Rowe provided an overview of the 2014 Drumheller Economic Development Strategic Plan at Council's meeting of November 17th. The Task Force is committed to becoming more actively involved to build Drumheller and aligning their priorities with the Chamber and Downtown Merchants.

Other Priorities:

Tourism Diversification Report – P. Salvatore provided an overview of eight strategic priorities from the Tourism Master Plan adopted by Council in 2011 that will be part of Travel Drumheller's 2015 work priorities for marketing / development of Drumheller's tourism.

MDP / LUB Update – Council approved various amendments in May, 2014 as the first phase of the Land Use Bylaw review. Review of Volume 1 of the MDP will include updating the background report and include updates for the flood related amendments for both LUB and MDP once finalized by the Province. Volume 2 policy remains as relevant as when it was written however the MPC will review the Land Use Bylaw and MDP and provide any recommendations they may have for review by Council.

Recreation Cost Recovery / Subsidy Philosophy – Part of 2015 budget deliberations.

Infrastructure Master Plan – Terms of reference has been developed. MSI funding approval was granted by the Province in November, 2014. RFP for an engineering standards consultant closed on December 17, 2014 with selection to be carried out in January, 2015. The RFP for engineering services for roads and bridges structures closed on January 22nd.

Advocacy (CAO / Council)

Senior Housing – the Town has had discussions with the private sector regarding building additional units for senior housing. Council has given first reading of a bylaw to reclassify property at the intersection of Hwy 9 and 9th Street NW to Community Service District.

Organizational Improvements

Organizational Adjustments – Director of Protective Services hired mid-September.

Succession Planning – Template for succession planning has been developed – Directors currently identifying future staffing needs.

Service Capacity Review – The Service Capacity Review has been updated to include work priorities for 2015.

Operational Strategies (CAO / Staff)

OFFSITE LEVY BYLAW – This bylaw will be addressed as part of our municipal infrastructure study.

SPECIAL PROJECTS COORDINATOR –The Town has hired a Special Projects Coordinator to develop a new website and a plan for asset management.

Lobbying (Mayor / CAO)

- Mayor Yemen has sent letters to:
 - o Dr. Richard Starke requesting a meeting with Ministers re long term flooding mitigation strategy; and
 - o Hon. Kevin Sorenson requesting support for CN maintenance.

Other Work Priorities:

Regional Water – A meeting will be arranged with Aqua7 to discuss long term strategies and water rate projections.

LANDFILL OPERATIONS – Alberta Environment has authorized a one year extension to our landfill approval. Public consultation process is currently underway. The waste transfer was awarded to

Agenda Item # 9.1

H&H Huxted Contracting and recycling hauling contract was awarded to Airdrie Waste Management.

Outstanding Issues for the Next Quarter:

2015 Operation and Capital Budget

Drumheller Flood Mitigation

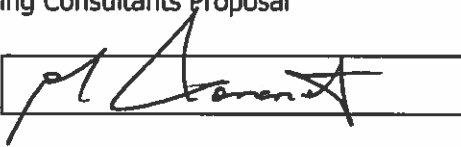
Drumheller Water Plant Upgrades

East Coulee / Lehigh Water Fill Station

Aquaplex Waterslide and Upgrade

Engineering Consultants Proposal

CAO:

A rectangular box containing a handwritten signature in black ink. The signature appears to be "M. Conner" or similar, written in a cursive style.



DRUMHELLER

CHIEF ADMINISTRATIVE OFFICER

Agenda Item # 9.1



ANNUAL REPORT

Name:	R.M. Romanetz, P. Eng.	Year:	2014
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Year's Accomplishments:

- **Mayor and Council:**

- In January, Council passed the Terms of Reference for the East Coulee Water Fill Station Review Task Force. The Task Force report was adopted by Council in March 24, 2014.
- In February, the Remuneration Task Force presented their recommendations to establish a fair and equitable remuneration for time and compensation for expenses incurred by Mayor and Councillors.
- In March, Council approved the 2014 Operating Budget and 2014 Capital Plan.
- In April, Council passed Bylaw 03.14 being a bylaw to authorize the 2014 rates of taxation to be levied against assessable property. The mill rate increase for residential was 1.54% and non residential was 5.22%.
- In May, Guy Latour, Marina Flater and Cathy Kuntz presented a BCF Marketing Plan to Council.
- In June, Council approved the bid from Pearl Rose / Aquatics by Westwind for the design, delivery, install and construction of a waterslide up to \$350,000.
- In July, Chris Curtis – DMO Travel Drumheller and Darren Reeder – Point Consulting provided information on the need for a tourism levy and how it should be paid for.
- In August, Council by Bylaw 08.14 identified the East Coulee School Museum as a municipal heritage property.
- In September, in partnership with the Drumheller Festival Society, the Town of Drumheller hosted the first annual Tough Mudders event the weekend of September 7th - 8th.
- In October, Council engaged the services of Neptune Technology Group to replace all of the remaining meters which includes supply and installation in the fall of 2014 or early 2015 at a cost of \$653,845 plus GST.
- In November, Chris Curtis – Travel Drumheller provided an overview on the future of Drumheller's tourism and the role of sustainable funding over a period of five years through the creation of a new Schedule B for the business license bylaw.
- In December, Council adopted Bylaw 10.14 which established utility rates at an increase of 5% to both local and regional consumer water utility rates and an increase of 2% to wastewater utility rates for 2015.

2014 STRATEGIC BUSINESS PLAN (held February 24th and 25th, 2014)

Adopted by Council on April 7, 2014 with an amendment to include Tough Mudders under Infrastructure Services, with quarterly updates to Council on July 28th, October 20th with a final review by Council on November 27th.

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

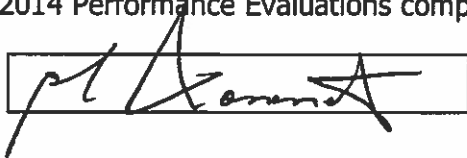
- **Flood Mitigation Funding** – ongoing.

Office of the Chief Administrative Officer

Telephone: (403) 823-1339

- **Tourism Levy Report** – (Business License Bylaw to be adopted – Feb, 2015).
- **Badlands Community Facility Funding Strategy** – ongoing.
- **Aquaplex Enhancements Tender** – completed. Construction phase in progress.
- **Economic Development Strategy Terms of Reference** – completed.
- **Land Planning / Project Meetings / Financial Meetings**
 - Flood Mitigation
 - Affordable Housing
 - Street Lighting
 - Centennial Park (Skateboard Park)
 - Land Use Amendment Bylaws
 - East Coulee Water Fill Station
 - Town Entrances
 - SIP
 - Drumheller Water Plant Upgrades
 - East Coulee Wastewater Plant Upgrades
 - Service Capacity Update
 - Utility Rate Review
 - 2015 Budget Meetings
 - Various Legal / Land / Personnel Matters
- **Seminars / Conferences / Workshops attended:**
 - Emerging Law Trends
 - 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
 - Red Deer River Municipal Users Group Task Force
 - Provincial Flood Mitigation Committee
- **Personnel:**
 - 2014 Performance Evaluations completed.

CAO:





2014 Infrastructure Report on Corporate Priorities Fourth Quarter

Director of Infrastructure Services – Allan Kendrick

Aquaplex Enhancements:

We have confirmed that the water slide components have been shipped from Turkey December 24th, 2014 port of entry is Montreal. Delivery could be as much as plus or minus 28 days to clear Customs, then ground transport to the Aquaplex which would be other week to ten days. The slide erection would be about two weeks on site when the components arrive from Turkey. We are off our construction schedule and will adjust once more information become available from the contractor. However the contractor has completed the concrete pour required for the foundation support and drainage. They will continue to work on wall penetrations etc. to have as much ready prior to the installation crews arrival.

Water System Expansion:

East Coulee water dispenser is still under construction, we are hopeful it will be operational within the next 4 to 6 weeks. Most delays have been issues with the contractor's site work. However some delays have been with Atco due to heavy frost conditions, which had their staff working for extended periods of time. The Holiday season did not help either. The Town staff have installed the concrete pads, waste lines and the servicing of the other utilities required for the site. Town staff will complete site landscaping in the spring once the frost is out of the ground.

The final pipeline inspection did take place October 20th. The Contractor had some issues with fencing and gates that they have corrected other settlement, seeding, vegetation will be addressed in the spring.

Town Entrances:

The first sections of boulevard has been completed with the concrete, decorative rock, planters and provisions for banner poles so far this year. Some other materials and suppliers have yet to be sourced out to enhance what been installed to date. We have completed a location on the east side with one of our partners the Girl Guides. Unfortunately with present staffing levels this project will be ongoing as time, funds and weather permit.

We have applied for a grant from TD Green Streets to assist with the program. We now have the approval for Correction Canada to assist us by planting our flowers for the program. All we do is provide the materials and they provide the care till we are ready to plant them outside.

Water & Wastewater Plant Upgrades:

We have reviewed our proposed addendum to our Approval to Operate the Water Treatment System with AESRD. We are awaiting their acceptance or revisions and the follow up public notice requirements. We have also included in the amend the parameters for UV transmittance , UV dosage requirements. All these items should reduce some of the further requirements for residual treatment from the plant as well as address compliance issues. We have completed an the upgrade to our backwash de-chlorination system, which now requires on line monitoring and automation to be added.

The East Coulee Wastewater Treatment Plant Upgrade is complete. We have several concerns with equipment and chemicals that still need to be worked out. Staff are working with our Consultants to control the plant as efficiently and effectively as possible. We continue to have compliance issues with the average total phosphorous exceeding allowable limits of less than or equal to 0.5 mg/l. We have consistent results that are now just shy of the requirements 0.55 mg /l down from the 1.4 and 1.2 mg/l

Operational at both Drumheller Water and Wastewater plants we are still working with our consultants in dealing with a number of issues regarding the upgraded equipment and control systems. We continue to work with two consultants to complete grant applications for funding this spring.

SCADA upgrades are under way as funds and requirements dictate. Some operating software requires newer operating platforms, existing XP is not being supported by software suppliers.

Infrastructure Master Plan:

We finally received approval for MSI funding. Request For Proposals were posted on APC and closed with nine proposals received. We are now reviewing the proposals to short list the top three proposals. We will then interview all three before a selection is recommended and brought forward for council approval.

2013 Flood Impact:

Town Staff are still working on providing information for Consultants and the Province. Staff are also purchasing items identified in the Flood Readiness Grant Application which was approved by the Province. The Town has completed most of the roadways and other damaged areas by the flood and claiming all of these costs back to the Province once they are approved.

Tough Mudders:

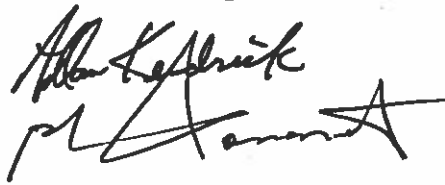
Agenda Item # 9.2

The Event went off very well, with only a few minor concerns. A lot of positive comments were received about the event and a lot of participants are looking forward to next year's event.

Other Operational Concerns:

Some of the items listed below have reduced staff's ability to perform regular maintenance in a timely manner in various areas as expected.

Staffing levels - key operational staff off on extended sick leave, vacation, training, etc., Special events/assistance with Non Profit groups, Tennis courts & Greentree site preparations and work, Old Boot & Jean Demolition, Equipment break down and repairs as well as Weather and Contractor related scheduling conflicts.





DRUMHELLER

INFRASTRUCTURE SERVICES

Agenda Item # 9.2



2014 Infrastructure Quarterly Report

Name :	Allan Kendrick	Month:	
	Director of Infrastructure Services	October 1 to December 31, 2014	4th Quarter

Last Quarter's Accomplishments:

Human Resources:

- Public Works Conference – Red Deer
- Supervisor Training – Red Deer
- Pesticide Licence Upgrades – Red Deer College
- 2 New employees hired for WTP/WWTP
- TDG Training
- WHIMS
- Safety meeting

Facilities:

- Routine maintenance at all location
- Painting 2nd level of BCF and Arena
- Installed 3 MUA units at the WTP
- Emergency lighting
- Replaced furnace at EC Fire Hall
- Fire Alarm System installed at RCMP
- Repair fire alarm at the BCF
- Security cameras installed at the Arena and Aquaplex
- HVAC system installed at Aquaplex
- Boiler replaced at Arena

Water:

- Replaced 19 box & rods
- 62 Work Orders
- Water plant routine lab work and sample collection
- Meter installs and reads
- Water break at 15th Street, 1st Ave NW & 25 Park Place
- WTP chemical inventory and ordering
- Monthly reporting to AENV
- Weekly water and wastewater operator meetings
- Installation of water & sewer at 81 Michichi Drive

Wastewater:

- Monthly sewer flushing of problem areas
- Routine operation and testing at WWTP
- Daily sewage hauling
- Wastewater routine lab work
- Lift station rounds and inspections
- 5 complaints of sewer back ups
- 7 sewers lines
- Installation of sewer service at 220 9th Street NW

Operations:

- 116 line locates were completed
- Cemetery burials, columbarium opening & closings
- Decorative light repairs and inspections
- Beaver control & tree wrapping
- Energized Christmas lights
- Christmas Light displays at fountain park and on street lights through out town
- Irrigation maintenance and blow outs
- Tree pruning, planting and removal
- Repaired Nacmine Trail bridge
- Refuse container collection & replacements
- Memorial bench installs at various locations
- Playground inspections & repairs
- Cemetery maintenance and repairs including fence painting
- Airport maintenance, landscaping, flag extension of runway lighting
- Suspension Bridge Inspection
- Cantal Tower repaired
- Generator installed at Public Works
- Preparations started for Waterslide
- Weekly tool box meeting
- Bi-weekly Supervisor meetings

Agenda Item # 9.2

- Monthly Utility meetings
- Ground water monitoring at airport
- Airport maintenance, landscaping, flags and run way lighting

Roads

- SIP – Completed paving and concrete work
- Seasonal street sweeping
- Street Signs replacement and repairs
- Seasonal alley grading & graveling
- Snow removal
- Steamed Catch basins & culverts
- Flushed catch basins
- Ditch grading & culvert installation

Equipment

- Purchased a Mini Trac-Hoe , E-45 Bobcat, a new 4x4 ½ ton, 4x4 ¾ ton, 4x4 1 ton, 2 yard sander, ordered a new street sweeper
- Routine servicing and equipment cleaning
- Heavy truck CVIP inspections & repairs
- Routine repairs & maintenance of fleet vehicles and equipment including Fire Dept

Land / Developments / Agreements / Projects:

- Neptune meter install program
- Flood Mitigation Purchasing
- BCF Patio, benches and tables
- Waterslide Preparations
- EC Bulk water project
- EC Play Ground
- Sandstone Manor
- Morelli Property

Director: _____

(Signature)

CAO: _____

(Signature)

Contributions from:

Brian Bolduc

Kevin Blanchett

...
Fred Sharrun
Daryl McConkey
Reg Bennett

Agenda Item # 9.2



2014 Infrastructure Report on Corporate Priorities

Director of Infrastructure Services – Allan Kendrick

Aquaplex Enhancements:

We have confirmed that the water slide components have been shipped from Turkey December 24th, 2014 port of entry is Montreal. Delivery could be as much as plus or minus 28 days to clear Customs, then ground transport to the Aquaplex which would be other week to ten days. The slide erection would be about two weeks on site when the components arrive from Turkey. We are off our construction schedule and will adjust once more information become available from the contractor. However the contractor has completed the concrete pour required for the foundation support and drainage. They will continue to work on wall penetrations etc. to have as much ready prior to the installation crews arrival.

Water System Expansion:

East Coulee water line construction is complete and operational. The final pipeline inspection did take place October 20th. The Contractor had some issues with fencing and gates that they have corrected other settlement, seeding, vegetation will be addressed in the spring. East Coulee water dispenser is still under construction, we are hopeful it will be operational within the next 4 to 6 weeks. Most delays have been issues with the contractor's site work. However some delays have been with Atco due to heavy frost conditions, which had their staff working for extended periods of time. The Holiday season did not help either. The Town staff have installed the concrete pads, waste lines and the servicing of the other utilities required for the site. Town staff will complete site landscaping in the spring once the frost is out of the ground.

Town Entrances:

The first sections of boulevard has been completed with the concrete, decorative rock, planters and provisions for banner poles so far this year. Some other materials and suppliers have yet to be sourced out to enhance what been installed to date. We have completed a location on the east side with one of our partners the Girl Guides. Unfortunately with present staffing levels this project will be ongoing as time, funds and weather permit.

We have applied for a grant from TD Green Streets to assist with the approval for Correction Canada to assist us by planting our flowers for the program. We provide the materials and they provide the care till we are ready to plant them outside. Once funds are confirmed and the budget is set ,staff will secure materials and supplies to have the project re-started as early as possible in the spring of 2015.

Water & Wastewater Plant Upgrades:

The Water Treatment Plant has the preliminary design for the required upgrade to treat residuals completed and review by Operations Staff and AESRD. We met with AESRD on November 26th, 2014 to discuss the options for the addendum. Staff have completed the application and we are waiting for their acceptance or revisions. Once AESRD and the Town have all agree on the draft version , a public notice will be posted as required. We have completed an the upgrade to our backwash de-chlorination system, which now requires on line monitoring and automation to be added.

The East Coulee Wastewater Treatment Plant Upgrade is complete. We have several concerns with equipment and chemicals that still need to be worked out. Staff are working to control the plant as efficiently and effectively as possible. We continue to have compliance issues with the average total phosphorous exceeding allowable limits of less than or equal to 0.5 mg/l. We have consistent results that are now just shy of the requirements 0.55 mg /l down from the 1.4 and 1.2 mg/l

Operational at both Drumheller Water and Wastewater plants we are still working with our consultants in dealing with a number of issues regarding the upgraded equipment and control systems.

A SCADA review has been completed with Probable Costs in the range of \$ 284,000 which could be phased in over several years. Other considerations for annual support for software and engineering costs at \$ 20,000 per year. These items will be considered as part of the 2015 budgets.

Some work had to be completed to upgrade alarm monitoring equipment to remain confident operationally.

Public Works Yard Relocation Strategy:

Town staff have started clean up and done some leveling for material storage on the site. We have started storing pit run material on site (approximately 2000 cubic yards). Part of the Wastewater plant area has been used to store some Flood preparation materials till more site plans and grading are completed

2013 Flood Impact:

Town Staff have continue working on clean-up efforts in some areas, as well as providing information for Consultants and the Province. Reports have been sent to the Province. The

...
Town has completed most of the roadways and other areas damaged **Agenda Item # 9.2**
claiming all of these costs back to the Province as they are approved.

Tough Mudders:

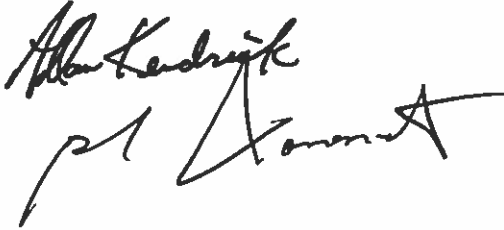
The Event went off very well, with only a few minor concerns. A lot of positive comments were received about the event and a lot of participants are looking forward to next year's event.

2014 Other Operational Concerns:

We received notice from Atco that they would no longer provide water meter reading services after the end of 2014. The Town was granted an extension to allow for the meter change out program to be completed. We anticipate completion in early 2015.

Some of the items listed below have reduced staff's ability to perform regular maintenance in a timely manner in various areas as expected.

Staffing levels - key operational staff off on extended sick leave, vacation, training, etc., Special events/assistance with Non Profit groups, Grant applications, Tennis courts & Greentree site preparations and work, Old Boot & Jean Demolition, Equipment break down and repairs as well as Weather and Contractor related scheduling conflicts.





2014 Infrastructure Annual Report

Name :	Allan Kendrick Director of Infrastructure Services	Year:	2014
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Human Resources:

- Hired 1 Water/Wastewater Operator 1
- Hired 1 Water/Wastewater Operator in training
- 1 Retirement
- Annual Staff Evaluations
- Eight seasonal hires
- Staff Training :
 - WHMIS training for applicable staff
 - Confined Space
 - Handling Asbestos pipe course
 - Annual AWWOA conference
 - SCBA training
 - Aerial Lift
 - TDG
 - 1 - Airbrake Endorsement

Facilities:

- Continued work in developing and updating work procedures
- Training included Arena and Pool Courses
- Annual fire extinguisher recertification
- Electrical and HVAC maintenance and repairs various facilities
- Reinforcement of Curling Rink Roof
- BCF
 - Fire Panel repaired
 - Interior Painting
 - Overhead Cleaning
- Arena ice install and operations
- Replaced Boiler at the Arena
- Repair and maintenance of Communication Towers & equipment in Wayne
- Annual start-up, shutdown and maintenance of Spray park, Fountain, Outdoor Pool and park washrooms
- Annual overhead door inspections
- Building security monitoring, additional security in pool mechanical room
- Security camera placed at the Arena and Aquaplex
- RCMP Building – Fire Panel and sensors installed
- In process of changing lights to LED in all facilities
- Town Hall – New front doors and lobby windows
- 2 ATM Machine Purchased

Water:

- Locates (854 utility locates)
- Work orders (368 completed)
- Bulk water sales 22,292 m³
- 7 Water break repaired
- Hydro-vaced and repaired numerous service valves
- Routine sampling, testing, backwashing, chemical inventory & water processing at WTP
- Repair SCDA issues at WTP
- Year end reports for WTP
- Year end inventory
- Hydrant flushing
- Meter reading
- Meter change outs (Neptune) ongoing – (Replaced to date 818)

Wastewater:

- Monthly sewer flushing of problem areas
- Cleaned out sewage drying beds
- Routine lab testing, mechanical checks, station rounds
- Year end reports for wastewater plants
- 14 Sewer repairs on sanitary and storm lines
- WWTP Upgrade deficiency
- Year end inventory
- 4th Ave SW air monitoring (Data Log Sewer line for odour)
- Annual sewer flushing and line camera work by contract

Operations:

- Annual playground inspections and repairs
- Installation and removal of Christmas decorations
- Garbage collection and residential bin count
- Emergency Preparedness grant/ equipment
- Tree pruning
- 2014 Mosquito Control Program
- Decorative light repairs
- Catch basin, cleaning and steaming
- Cemetery work orders ongoing
- Ball diamond seasonal prep
- Spring cleanup
- Pest control
- Dutch Elm Disease monitoring program
- Irrigation start up, repairs and blowouts
- Grass control and parks/cemetery maintenance
- Walking Trail maintenance in conjunction with the Penitentiary
- Weed and Grass Control
- Downtown Trees
- Operations and Capital Budget preparation and review

Roads

- Annual ditch grading for drainage restoration
- Land grading and graveling
- Annual street and sign inventory c/w repairs
- Snow removal and sanding
- Annual line painting
- Annual sidewalk deflection milling
- 2014 SIP/Atco/Atrans/Flood
- Storm drain maintenance
- Street sweeping
- Annual sidewalk inspections
- Pothole patching
- Annual dust abatement program
- Annual crack filling program
- Culvert replacement and installation

Equipment:

- Seasonal preparation:
 - Snow removal equipment
 - Street sweeper
 - Grass control equipment
- Purchase of:
 - 2 – ½ Tons
 - 1- ¾ Ton
 - 1 – 1 ton Cab and Chassis
 - Sander
 - Skidster
 - Street Sweeper
- Genset tri-annuals
- Routine servicing repairs, fabricating and inspections on some 250-300 Fleet, , Solid Waste, Fire, Community Enforcement vehicles, pumps, small engines and associated attachments

Land/Development/Agreements/Projects:

- East Coulee waterline
- East Coulee WWTP upgrade
- Boot and Jean Demolition
- Sandstone Manor Room #101 Demolition
- 2014 Cast Iron waterline replacement program
- South entrance boulevard beautification
- 2014 SIP schedules A & B

Agenda Item # 9.2

- Water Slide Preparations
- Relocation of Community Garden
- EC Bulk Water Station Preparations
- In the process of installing 3 MUA at the WTP
- Back up Generator installed at Public Works

Budget Performances:

- 2014 Operating Account total %

Special /Projects/Events:

- Dinofest
- Boogie in the Badlands
- Tough Mudders
- East Coulee Springfest
- Tennis Courts
- July 1st celebrations
- Angels Corner
- Girl Guide Park
- New Years Eve fireworks
- Remembrance Day
- Dinosaur ½ marathon
- Quilt show
- Motorcycle Madness
- Family Fun Day

Director:


(Signature)

CAO:

(Signature)



DRUMHELLER

COMMUNITY SERVICES

Agenda Item # 9.4



Name:	Paul Salvatore, Director	Quarter:	Fourth- 2014
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Community Services – Quarterly Report

Progress on Strategic Plan Priorities

Downtown Revitalization

- Carry over
- The Economic Development Task Force has struck a committee and are studying the Urban Systems documents (from 2004).

Affordable Housing

- Carry over – review of Elgin Hill and Hillview 3 plans are ongoing.

Website

- Was completed and rolled out November 14, 2014. The CMC committee continues to meet and improve both content and accessibility.

DMO – Travel Drumheller

- Travel Drumheller c continues to move forward on the proposed funding model through the Business License Bylaw and completed its strategic plan early in 2014. Plans for Summer 2015 are underway pending the approval of the Business License Bylaw.
- Tourism Levy Report – The Destination Marketing Fee for accommodations is contained within the Business License Bylaw (Draft) under Council's review.

Economic Development Taskforce Priorities

- The Task Force completed a Strategic Plan – received by Council in November 2014.
- MDP/LUB Updates – will be presented to Council on Monday January 26, 2015
- Recreation Cost Recovery/Subsidy Philosophy (expected to be presented to Council in February, 2015)
- Economic Development Strategy – The Task Force is reviewing several growth initiatives. Cody is presenting a business incentive plan to be reviewed by the Task Force before recommending to Council.

Telephone: (403) 823-1316

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Page 1 of 2

Agenda Item # 9.4

See Attached Reports for Development Permits.

Director:



M. Paul Salvatore

CAO:



Raymond M. Romanetz

Telephone: (403) 823-1316

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Page 3 of 3

TOWN OF DRUMHELLER
BUILDING PERMIT STATISTICS 1999 - 2014

Recreational

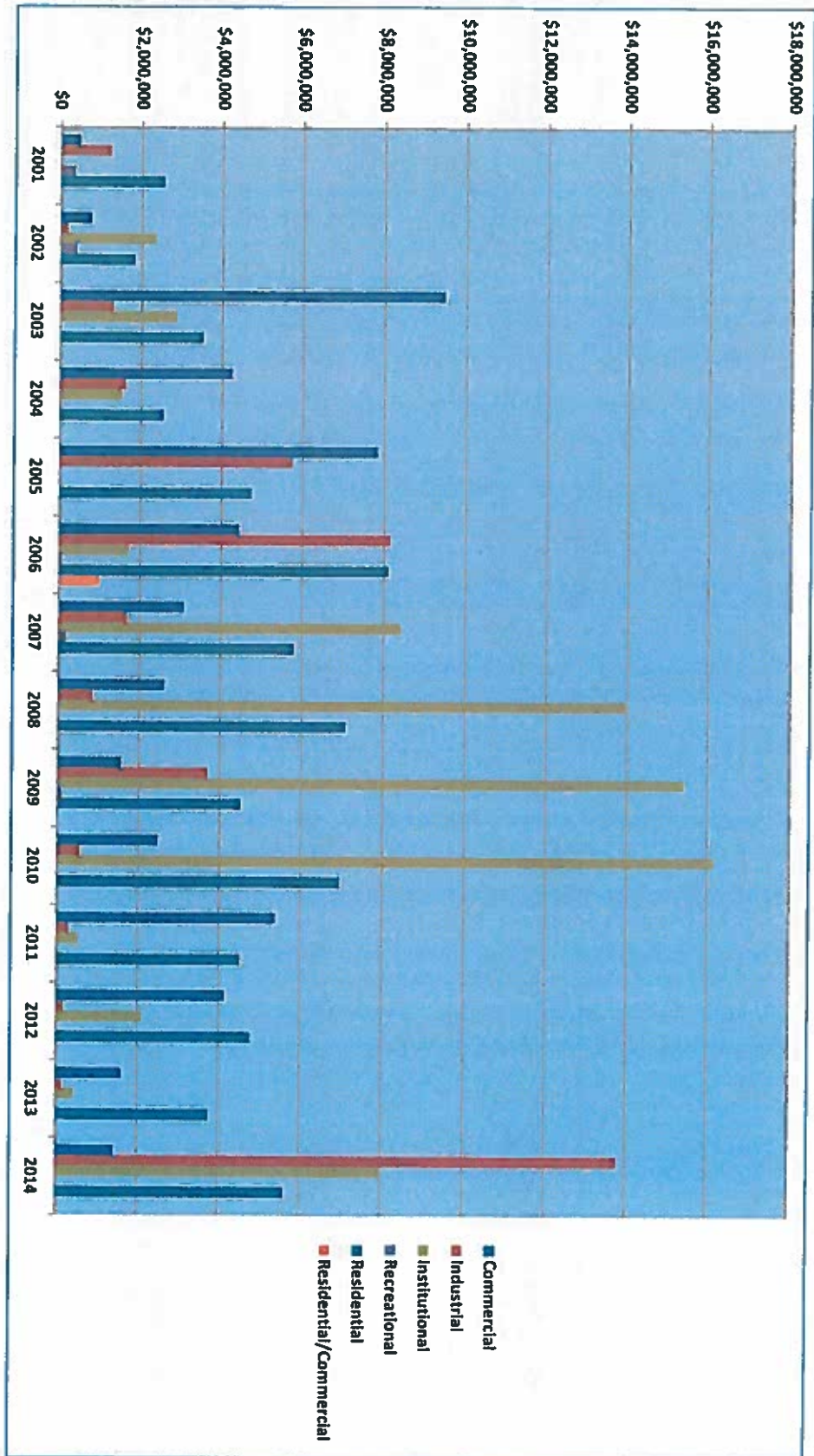
1999 - 2013

Year	New Construction	Foundations/ Relocated Structures	Accessory Buildings	Renovations/ Additions	Demolitions	Fireplaces/ Woodburning Stove Misc.	Total Permit Values	Total Permits Issued
1999	1	0	0	1	0	0	\$909,000	2
2000	0	0	0	1	0	0	\$513,000	1
2001	1	0	0	2	0	0	\$355,000	3
2002	0	0	0	1	0	0	\$397,000	1
2003	0	0	1	1	0	0	\$16,500	2
2004	0	0	0	0	0	0	\$0	0
2005	0	0	0	0	0	0	\$0	0
2006	1	0	1	1	1	0	\$62,000	4
2007	0	0	2	0	0	0	\$184,000	2
2008	0	0	0	0	0	0	\$0	0
2009	0	0	1	0	1	0	\$106,000	2
2010	0	0	0	0	0	0	\$0	0
2011	0	0	0	0	0	0	\$0	0
2012	0	0	0	0	0	0	\$0	0
2013	0	0	0	0	0	0	\$0	0
2014	0	0	0	0	0	0	\$0	0
1999 Chamber - Dinosaur								
1999				\$900,000				
2000 Town of Drumheller - Phase 1 Arena Upgr								
2000				\$513,000				
2001 Canadian Badlands Passion Play - Jerusa Town of Drumheller - Phase II Arena Upgr								
2001				\$200,000				
				\$140,000				
2002 Town of Drumheller - Aquaplex Renovatlo								
2002				\$397,000				
2003 Dinosaur Trail Golf & Country Club (Concessi Dinosaur Trail Golf & Country Club (Bridge)								
2003				\$12,500				
				\$4,000				
2006 Rosedale Skating Shack Washroom Facility - Yavis Campground Wayne Community Hall - Deck Addition								
2006				\$15,000				
				\$42,000				
				\$5,000				
2007 Hoo Doo RV Campground & Resort Dinosaur Campground								
2007				\$64,000				
				\$120,000				
2009 Dinosaur Trail Golf & Country Club New Storage Building								
2009				\$106,000				

TOWN OF DRUMHELLER
BUILDING PERMIT STATISTICS 2012 - 2014

Building Permit Statistics ending December 31, 2013Page 100 of 109

**Town of Drumheller
Building Permit Statistics 2001-2014**



**TOWN OF DRUMHELLER
BUILDING PERMIT STATISTICS 1993 - 2014**

Commercial

1993 - 1998

Year	New Starts	No. Of Permits	Renovations Additions	No. Of Permits	Accessory Buildings	No. Of Permits	Total Permit Values	Total Permits Issued
1993	\$162,000	3	\$493,800	20	-	0	\$655,800	23
1994	\$285,000	3	\$383,000	13	-	0	\$678,000	16
1995	\$2,679,000	6	\$655,300	14	-	0	\$3,334,300	20
1996	\$3,577,600	7	\$722,500	21	-	0	\$4,300,100	28
1997	\$575,000	2	\$334,000	6	-	0	\$909,000	8
1998	\$440,000	5	\$712,500	10	-	0	\$1,152,500	15

1999 - 2013

Year	New Construction	Foundations/ Relocated Structures	Accessory Buildings	Renovations/ Additions	Demolitions	Fireplaces/ Woodburning Stoves / Misc.	Total Permit Values	Total Permits Issued
1999	3	2	0	10	0	0	\$3,137,200	15
2000	5	0	0	6	0	0	\$762,734	11
2001	1	0	2	6	0	2	\$467,900	11
2002	2	4	1	11	1	0	\$745,613	19
2003	2	2	0	11	3	0	\$9,458,601	18
2004	2	1	0	8	2	0	\$4,250,475	13
2005	3	1	0	4	0	0	\$7,833,348	8
2006	3	1	0	4	1	0	\$4,444,300	9
2007	2	2	2	9	1	1	\$3,083,289	17
2008	2	0	0	11	2	0	\$2,624,700	15
2009	1	2	0	8	1	0	\$1,555,630	12
2010	4	1	1	7	3	1	\$2,486,000	17
2011	3	0	1	11	0	2	\$5,387,845	17
2012	3	2	0	17	1	1	\$4,148,150	24
2013	2	0	3	18	2	0	\$1,601,000	25
2014	0	1	1	17	2	0	\$1,431,900	21

Industrial

TOWN OF DRUMHELLER BUILDING PERMIT STATISTICS 1993 - 2014

1993 - 1998

Year	New Starts	No. Of Permits	Renovations Additions	No. Of Permits	Accessory Buildings	No. Of Permits	Permit Values	Permits Issued
1993	\$140,000	1	\$51,500	1	-	0	\$191,500	2
1994	\$500,000	1	\$350,000	0	-	0	\$850,000	1
1995	\$200,000	1	\$3,500	1	-	0	\$203,500	2
1996	\$365,000	3	\$399,000	2	-	0	\$764,000	5
1997	\$150,000	1	\$35,000	3	-	0	\$185,000	4
1998	\$0	0	\$110,300	1	\$7,000	3	\$117,300	4

1999 - 2013

Year	New Construction	Foundations/ Relocated Structures	Accessory Buildings	Renovations/ Additions	Demolitions	Fireplaces/ Coldburning Stove Misc.	Permit Values	Permits Issued
1999	1	2	0	2	1	0	\$343,778	6
2000	3	0	0	0	0	0	\$704,000	3
2001	3	0	1	5	1	0	\$1,236,844	10
2002	0	2	1	1	0	1	\$185,000	5
2003	0	2	1	1	0	1	\$1,305,000	5
2004	4	1	0	6	0	0	\$1,618,105	11
2005	13	0	1	1	0	11	\$5,747,100	26
2006	10	1	0	2	0	0	\$8,155,170	13
2007	2	0	0	4	0	0	\$1,670,200	6
2008	1	0	1	1	0	0	\$840,000	3
2009	5	0	0	1	0	0	\$3,692,584	8
2010	0	0	0	1	0	0	\$560,000	1
2011	0	0	0	1	0	0	\$305,000	1
2012	0	1	1	0	1	0	\$179,000	3
2013	0	0	0	1	0	0	\$150,000	1
2014				3			\$13,800,000	3

Agenda Item # 9.4

Institutional

1993 - 1998

Year	New Starts	No. Of Permits	Renovations Additions	No. Of Permits	Accessory Buildings	No. Of Permits	Total Permit Values	Total Permits Issued
1993	-	0	\$559,000	1	-	0	\$559,000	1
1994	-	0	-	0	-	0	-	0
1995	\$330,000	1	\$80,000	1	-	0	\$390,000	2
1996	-	0	-	0	-	0	-	0
1997	-	0	-	0	-	0	-	0
1998	\$6,000	1	\$1,153,000	3	-	0	\$1,159,000	4

1999 - 2013

Year	New Construction	Foundational/Relocated Structures	Accessory Buildings	Renovations/ Additions	Demolitions	Physical/ Modernizing Struc. Misc.	Total Permit Values	Total Permits Issued
1999	1	0	2	4	0	0	\$28,595,594	7
2000	1	0	0	1	0	0	\$1,006,500	2
2001	0	0	0	1	0	0	\$20,000	1
2002	1	1	0	0	0	0	\$2,351,000	2
2003	0	1	0	2	0	0	\$2,880,000	3
2004	0	1	1	3	1	0	\$1,510,819	6
2005	0	0	0	1	0	0	\$1,000	1
2006	0	0	0	1	0	0	\$1,700,000	1
2007	2	0	0	1	0	0	\$8,428,464	3
2008	2	0	1	4	0	0	\$13,894,425	7
2009	0	0	0	5	1	0	\$15,400,538	6
2010	3	0	0	1	0	0	\$16,156,200	4
2011	1	0	0	1	0	0	\$530,000	2
2012	0	0	0	4	0	0	\$2,103,377	4
2013	0	0	0	3	0	0	\$440,000	3
2014	1	1	3	2	0	0	\$7,977,210	7

Note: Institutional figures are comprised from development on properties such as schools, hospitals, the penitentiary, museum and churches. These properties are basically either tax exempt or grants-in-aid.

TOWN OF DRUMHELLER BUILDING PERMIT STATISTICS 1993 - 2014

1999	New Hospital	\$28,595,594
	Renovations St. Anthony's School	\$240,000
	Church Addition	\$120,000
	Golden Hills School Division Rehabilitation	\$200,000
2000	Canadian Red Cross Pavilion Play - Jerusalem West	\$1,000,000
	Church Renovation	\$6,500
2001	Kiddieland/Capitol	
2002	Learning Centre	\$2,300,000
	St. Mary's Villa	\$46,000
2003	Carleton School	\$80,000
	Diocese School	\$300,000
	Drumheller & District Seniors Foundation	\$2,500,000
2004	Golden Hills School Div.	\$886,599
	Hospital Renovations	\$473,909
	Carleton School	\$130,000

2005	St. Anthony's Parish	\$1,000
2006	Church of Laker Day South	\$1,700,000
2007	Drum. & District Seniors Foundation	\$7,880,464
	Tyrrell Museum Washroom Facility	\$840,000
2008	Carleton School	\$1,339,425
2009	Golden Hills School Div. (RCHS)	\$1,896,538
2010	Tyrrell Football Club	\$30,000
	Town of Drumheller	\$15,735,200
	Drum. & District Seniors Foundation	\$200,000
	Royal Tyrrell Museum	\$200,000
2011	St. Anthony's Parish Renovation	\$160,000
	Tyrrell Museum Nordic Playroom	\$370,000
2012	AB Infrastructure Shale Aiming	\$82,000
	St. Anthony's Parish Renovation	\$300,000
2013	Town of Drumheller Renovation	\$1,741,377
	Campus Alberta Central / Ode College	\$50,000
	7th Day Adventist Church	\$80,000
	Kennel County - Upgrade Booster Station	\$350,000
2014	Drumheller Firestation	\$7,970,000
	Quatrefoil Elms - Portable Classroom	\$159,000
	Town of Drumheller Truck Fuel Station	\$75,000
	Emergency Response Towers	\$250,210

Residential

TOWN OF DRUMHELLER BUILDING PERMIT STATISTICS 1993 - 2014

1993 - 1998

Year	New Starts	No. Of Permits	Renovations Additions	No. Of Permits	Accessory Buildings	No. Of Permits	Total Permit Values	Total Issued
1993	\$1,289,280	13	\$324,538	88	\$137,366	17	\$1,751,194	118
1994	\$1,572,100	16	\$237,200	48	\$124,800	20	\$1,934,100	84
1995	\$2,651,000	23	\$307,140	36	\$163,000	20	\$3,121,140	79
1996	\$1,707,000	17	\$217,000	15	\$145,000	17	\$2,089,000	48
1997	\$2,142,800	26	\$147,200	17	\$120,000	17	\$2,410,000	60
1998	\$988,000	10	\$208,565	20	\$80,200	19	\$1,276,765	49

1999 - 2014

Year	Single Family Dwellings	Multi-Housing Units	Mobile Home Placements	Relocated/ Modular Manufactured	Accessory Buildings	Renovations/ Additions	Demolitions	Fireplaces/ Woodburning Stove Misc.	Total Permit Values	Total Permits Issued
1999	22	1		6	18	27	11	1	\$4,578,000	86
2000	20	0		14	16	24	1	3	\$2,724,749	78
2001	15	0		9	16	36	4	7	\$2,555,821	87
2002	14	0		7	16	16	4	2	\$1,839,108	59
2003	18	2 (6 units)	1	3	18	18	11	5	\$3,524,633	76
2004	12	1	3	1	16	14	10	13	\$2,227,000	70
2005	27	3	12	4	23	24	6	6	\$4,747,189	105
2006	40	2	19	9	26	27	9	3	\$8,107,598	135
2007	21	1	19	8	13	22	11	2	\$5,817,650	97
2008	17	1 (20 units)	7	1	29	42	10	3	\$7,097,711	110
2009	10	2 (23 units)	10	1	14	31	8	2	\$4,529,558	78
2010	23	0	7	3	17	31	4	1	\$6,963,341	86
2011	7	3 (7 units)	7	5	20	18	10	4	\$4,394,235	75
2012	15	2 (6 units)	2	3	11	35	6	1	\$4,789,389	73
2013	8	1 unit	2	3	7	42	9	0	\$3,759,050	72
2014	9	3 (10 units)	2	3	17	33	8	0	\$5,638,631	75



DRUMHELLER

PROTECTIVE SERVICES



Name:	Greg Peters	2014 ANNUAL
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ANNUAL Accomplishments:

New Positions

In the fall of 2014, the hiring of a new Director of Protective Services and the retirement of Fire Chief Bill Bachynski brought changes to the bylaw, fire and policing operations of the Town. The bylaw supervisor became the Town's new director of protective services and still maintains supervision of bylaw operations. This new position is also charged with maintaining supervision of the fire department while working closely with new Fire Chief Bruce Wade and liaising and working with the local RCMP detachment.

In addition, risk management duties have been assigned to the director's position as these duties had been previously assigned to the retiring fire chief. There has been the identification of several priorities that must be fulfilled and the new director is working diligently towards meeting the demands of the position, identifying the job parameters and focusing on how best to make the position work for the benefit of the Town and citizens.

It is necessary to work closely with the development and safety codes personnel as well as the corporate services director, public works and to assist the CAO as required from time to time.

In late 2014, information came to the attention of the CAO and director that the S/Sgt i/c of the local RCMP detachment was being transferred to other duties. He is being replaced temporarily by Cpl Kevin Charles who is the senior member of the detachment. The Town has expressed to the RCMP that we wish to have input into whom is selected to succeed the incumbent to the fullest extent possible.

Bylaw Operations

Bylaw operations were conducted with few exceptional issues arising. Members continue to deal with many animal issues year round and with weed and unkempt yards in the warm weather and snow clearance matters in the cold weather. The work in these areas is fairly consistent. We have sought to reduce costs for the care and lodging of stray animals. We have been successful with the help of the local veterinarian office in finding homes for stray animals. No animals were euthanized as a result of being dealt with by bylaw members in 2014. The workload remains steady from year to year and the core issues that persist are related to animals, unkempt yards and snow removal - Members do deal with a variety of issues but those remain the issues that occupy most of members time.

Telephone: (403) 823-1363

Risk Management

A review of risk management records has been conducted in an effort to determine how risk management practices and input can be improved on. The function and result of risk management work must be conveyed to all Town employees.

Protective Services is working with human resources towards the maintenance of accurate training records that reflect a detailed and accurate history of each employees qualifications.

The 2014 external audit went well and the action plan has been brought forward to risk management for review and action to shore up deficiencies for the future.

The municipal emergency plan has been reviewed and possible corrections to it are being reviewed and completed.

The Director conducted a review and update of the Town's insurance and all property, vehicles and items contained in it in the fall of 2014.

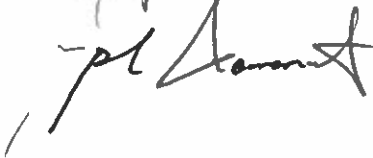
Conclusion

The Director finds that there are many matters arising day to day that need immediate attention and this occupies much of his time. It is important for protective services to be flexible, ready and willing to immediately assist on a variety of matters as needed. This is necessary for the good of the citizens and Town and, as such, the evolving job parameters of the director's position may not be defined for some time.

Director:



CAO:





DRUMHELLER

PROTECTIVE SERVICES



Name:	Greg Peters	Quarter:	October -- December 2014
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Last Quarter's Accomplishments:

- New Fire Chief Bruce Wade hired;
- Worked closely with all departments on various matters;
- Bylaw operations - members continue to deal with many animal issues and snow clearance matters;
- Investigation issues arising in town operations;
- Conducted a review and update of the Town's insurance and all property, vehicles and items contained in it;
- A review of risk management records has been conducted in an effort to determine how risk management practices and input can be improved on. The function and result of risk management work must be conveyed to all Town employees;
- Protective services is working with human resources towards the maintenance of accurate training records that reflect a detailed and accurate history of each employees qualifications;
- The 2014 external audit went well and the action plan has been brought forward to risk management for review and action to shore up deficiencies for the future.

Progress on Projects/Programs:

- At the conclusion of strategic planning in November how bylaw members could better assist the RCMP have been discussed. It may be necessary to replace a member due to retirement in 2015 and the hiring of a new officer will include consideration to expanded duties. Bylaw officers as well will be leaving the office at the RCMP detachment and will have work stations at town hall. There is no reason why there should be separate offices for protective services and bylaw. The RCMP can use the space we will vacate at their office and there is more than enough space on the bottom floor of town hall for two more work stations. Protective services will maintain close relations with the detachment so that a coordinated effort is directed at issues we face
- The concern for safety and that employees conduct themselves safely no matter their occupation is ongoing. A review of training and training records will ultimately lead to consolidation of information at human resources that will create improved access to training information and the maintenance of a current training log for all Town employees.
- The municipal emergency plan has been reviewed and possible corrections to it are being reviewed and completed.


Telephone: (403) 823-1363

- A one day course for elected officials regarding emergency management was planned for in the fall of 2014 by the director and was held on January 20, 2015 at the Badlands Community Facility. Other elected officials from several communities in central Alberta also attended. It was conducted by an instructor from Alberta emergency management agency.

Next Quarter's Objectives :

- In late 2014, information came to the attention of the CAO and director that the S/Sgt i/c of the local RCMP detachment was being transferred to other duties. He is being replaced temporarily by Cpl Kevin Charles who is the senior member of the detachment. The Town has expressed to the RCMP that we wish to have input into whom is selected to succeed the incumbent to the fullest extent possible.

Upcoming Special Events:

Director: 

CAO: 