

# **Town of Drumheller COUNCIL MEETING AGENDA**

**January 25, 2016 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**

4-10 5.1.1 Regular Council Meeting Minutes of January 11, 2016

### **5.2. MINUTES OF MEETING PRESENTED FOR INFORMATION**

### **5.3. BUSINESS ARISING FROM THE MINUTES**

## **6.0 DELEGATIONS**

## **7.0 COMMITTEE OF THE WHOLE RECOMMENDATIONS**

## **8.0 REQUEST FOR DECISION REPORTS**

### **8.1. CAO**

11-33 8.1.1 Bylaw 02.16 being a bylaw to adopt an Area Structure Plan for the Former St. Anthony's School Property (between 12 St. and 14th Street East) - first reading

34 8.1.2 Bylaw 05.16 being a bylaw to amend the Land Use Bylaw 10.08 for the Former St. Anthony's School Property by redesignating the property from CS to R1 - first reading

## **8.1. CAO**

- 35 8.1.3 Bylaw 04.16 being a bylaw to amend the Business License Bylaw 04.15 - second and third readings  
36-75 8.1.4 RFD - Approval of 2016 Strategic Business Plan

## **8.2. DIRECTOR OF INFRASTRUCTURE SERVICES**

- 76 8.2.1 RFD - Badlands Community Facility Janitorial Contract Award

## **8.3. DIRECTOR OF CORPORATE SERVICES**

## **8.4. DIRECTOR OF COMMUNITY SERVICES**

- 77-96 8.4.1 RFD - 2016 Service Fees Schedule  
97-98 8.4.2 RFD - Recreation Fee Assistance Policy

## **8.5. DIRECTOR OF PROTECTIVE SERVICES**

## **9.0 PRESENTATION OF QUARTERLY REPORTS BY ADMINISTRATION**

- 99-104 9.1 CAO's Quarterly Report from October 1 to December 31, 2015  
CAO's 2015 Annual Report  
105-114 9.2 Infrastructure Services' Quarterly Report from October 1 to December 31, 2015  
Infrastructure Services' 2015 Annual Report  
115-116 9.3 Corporate Services' Quarterly Report from October 1 to December 31, 2015  
Corporate Services' 2015 Annual Report  
117-143 9.4 Community Services' Quarterly Report from October 1 to December 31, 2015  
Community Services' 2015 Annual Report  
143-147 9.5 Protective Services' Quarterly Report from October 1 to December 31, 2015  
Protective Services' 2015 Annual Report

## **10.0 PUBLIC HEARING DECISIONS**

## **11.0 UNFINISHED BUSINESS**

## **12.0 NOTICE OF MOTION**

## **13.0 COUNCILLOR REPORTS**

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## **14.0 IN-CAMERA MATTERS**

**Town of Drumheller  
COUNCIL MEETING  
MINUTES**

January 11, 2016 at 4:30 PM  
Council Chamber, Town Hall  
224 Centre Street, Drumheller, AB, T0J 0Y4



**PRESENT:**

**MAYOR:**

Terry Yemen

**COUNCIL:**

Jay Garbutt

Lisa Hansen-Zacharuk

Patrick Kolafa

Tara McMillan

Sharel Shoff

Tom Zariski

**CHIEF ADMINISTRATIVE OFFICER/ENGINEER:**

Ray Romanetz

**DIRECTOR OF INFRASTRUCTURE SERVICES:**

Allan Kendrick

**DIRECTOR OF CORPORATE SERVICES:**

Barb Miller

**DIRECTOR OF COMMUNITY SERVICES:**

Paul Salvatore

**DIRECTOR OF PROTECTIVE SERVICES:**

Greg Peters

**RECORDING SECRETARY:**

Linda Handy

**ABSENT:**

**1.0 CALL TO ORDER**

Mayor Terry Yemen called the meeting to order at 4:31 PM.

**2.0 MAYOR'S OPENING REMARK**



**3.0 PUBLIC HEARING**

**4.0 ADOPTION OF AGENDA**

Additions: 8.1.3 (portion to be in camera with Town's Solicitor)

13.3 Council Committee of the Whole Meetings – Mayor Terry Yemen

**MO2016.01** Hansen-Zacharuk, McMillan moved to adopt 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 14, 2015

**MO2016.02** Garbutt, Zariski moved to adopt the regular Council Meeting Minutes of December 14, 2015 as presented. Carried unanimously.

5.1.2 Special Council Meeting Minutes of December 16, 2015

Special Council Meeting Minutes of December 21, 2015

**MO2016.03** Hansen-Zacharuk moved to adopt the Special Council Meeting Minutes of December 16, 2015 as presented. Carried unanimously.

**MO2016.04** Kolafa, Shoff moved to adopt the Special Council Meeting Minutes of December 21, 2015 as presented. Carried unanimously.

**5.2. MINUTES OF MEETING PRESENTED FOR INFORMATION**

**5.3. BUSINESS ARISING FROM THE MINUTES**

**6.0 DELEGATIONS**

6.1 MLA Rick Strankman agreed to support the Town's lobbying efforts by speaking with Ministers responsible for the following:

- Tough Mudder funding for 2015 under the Community Initiatives Program (application filed by the Drumheller Festival Society) – awaiting approval;
- Flood Mitigation grant submission – awaiting approval for 3 years: MLA Strankman was of the viewpoint that because Drumheller was proactive, Drumheller has been marginalized because of it. Mayor Yemen advised that Council intends to ask for a meeting with the Ministers of Transportation / Infrastructure, Municipal Affairs and Environment in March however MLA Strankman advised that he will speak with Minister Mason as well as he has a meeting with Hon. Mason in the near future.
- Frustrations with 911 turnaround times as related by Mayor Terry Yemen.
- Beaver problems: MLA Strankman advised that Fish and Wildlife is awkward at the best of times in controlling wildlife however he agreed to present Drumheller's problem to the appropriate departmental officials.

- Supportive Living Housing: Councillor T. Zariski stated that the government is negligent in supplying SL4 level senior housing as several of Drumheller's long term residents are being lodged in other communities outside of Drumheller. MLA Strankman stated that Minister Heather Hoffman is open to addressing these issues however he felt that some inequities exist by the management of AHS in the placement of seniors.

- Odor on 4<sup>th</sup> Avenue SW attributed from the Royal Tyrrell Museum since their opening in 1985. R. Romanetz advised that many solutions have been proposed with no resolution. He further stated that a number of reports have been prepared however the most recent report of September 12, 2014 offered four (4) specific recommendations without any being totally effective. He further explained that the problem results when wastewater creates an offensive odor (hydrogen sulfide) when left in the pipe over a long period of time. He stated that the latest monitoring done by the Province shows the level of hydrogen sulfide is beyond what is acceptable and more costly / permanent solutions need to be tried. He further stated that although the Province is working with the Town, it is time to involve the Minister of Transportation and Infrastructure so that an acceptable resolution can be found to a long-standing problem.

MLA Strankman requested that Administration forward any information that could be of assistance in bringing forward these matters to the Ministers. Councillor J. Garbutt requested that MLA Strankman attend Council's meetings twice per year and provide an update on Drumheller's issues. MLA Strankman stated that because his constituency is so large he prefers to communicate electronically and by cell phone with the Mayor.

## **7.0 COMMITTEE OF THE WHOLE RECOMMENDATIONS**

### **8.0 REQUEST FOR DECISION REPORTS**

#### **8.1. CAO**

##### **8.1.1 Bylaw 01.16 being a Bylaw for borrowing monies to cover operating expenses - all three readings**

R. Romanetz advised that this borrowing is for the purposes of financing operating expenditures pending the collection of taxes due. 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 01.16.

**MO2016.05** Shoff, Zariski moved first reading of Bylaw 01.16. Carried unanimously.

**MO2016.06** Zariski, Hansen-Zacharuk moved second reading of Bylaw 01.16. Carried unanimously.

**MO2016.07** Shoff, Hansen-Zacharuk moved no objections to third reading of Bylaw 01.16. Carried unanimously.

**MO2016.08** Garbutt, Kolafa moved third reading of Bylaw 01.16. Carried unanimously.

##### **8.1.2 Bylaw 03.16 being a Bylaw to amend the Land Use Amendment Bylaw 10.08 (Plan 6495AV Block 1 Lots 15, 16, 17 and 18 from R1A to R2) - first reading**

Councillors L. Hansen-Zacharuk and P. Kolafa declared a pecuniary interest and left the Chamber Chambers at 5:37 PM.

R. Romanetz presented Bylaw 03.16 which is an amendment to the Land Use Bylaw to reclassify the zoning on four lots along Riverside Drive E from R1A to R2. The application proposes to demolish the existing houses and construct two duplexes by a private developer. He recommended first reading of the bylaw to allow for advertising of public hearing to be held on February 8th.

**MO2015.08** Zariski, Shoff moved first reading of Bylaw 03.16.

Councillor S. Shoff stated that the Town needs to be cautious not to create spot zoning as it sets precedent. R. Romanetz explained that there are numerous examples in Drumheller where duplexes are located within the R1 and R1A areas. He explained that a four-plex or apartment building would be more concerning. He further stated that Palliser will provide their planning report and questions of this nature can be brought forward at the time of the hearing.

Vote on Motion:  
Carried unanimously.

Councillors L. Hansen-Zacharuk and P. Kolafa returned to the regular Council meeting at 5:47 PM.

8.1.3 Bylaw 04.16 being a Bylaw to amend the Business License Bylaw (two versions: Amend or Remove Schedule B)

**MO2016.09** moved to go in camera at 5:47 PM. Carried unanimously.

**MO2016.10** moved to revert to regular Council meeting at 6:15 PM. Carried unanimously.

R. Romanetz presented a letter from Travel Drumheller received today, January 11<sup>th</sup> for Council's consideration.

**MO2016.11** McMillan, Hansen-Zacharuk moved first reading to Bylaw 04.16 by amending Bylaw 04.15 with the removal of Schedule B.

Councillor J. Garbutt declared a point of procedure in that Council is not free to make any changes to the bylaw as stated in the contract with Travel Drumheller without first having a discussion with Travel Drumheller. He requested that the motion be tabled until a conversation takes place. Mayor Terry Yemen stated that he has had a discussion with Dan Sullivan regarding the matter. Councillor J. Garbutt stated that an informal discussion does not constitute a formal discussion with Travel Drumheller at a Council meeting. He requested that the subject be debated in open Council. Further to this, Councillor J. Garbutt stated that Council has not received a budget from Travel Drumheller and requested this documentation as well.

Mayor Terry Yemen called for a seconder to the motion to table MO2016.11. No seconder came forward. Mayor Yemen stated that Councillor J. Garbutt's request to table the motion is defeated.

Councillor P. Kolafa requested that Travel Drumheller appear before Council on January 18<sup>th</sup>. Council agreed.

Vote on Motion:  
Carried unanimously.

#### **8.1.4 RFD - 2016 Authorization for Expenditures**

R. Romanetz advised that pursuant to Section 248(2) of the Municipal Government Act, Council must approve a procedure for authorizing and verifying expenditures not included in the budget. Since the 2016 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 2016 Operating and Capital Budgets are approved.

**MO2016.11** Shoff, Garbutt that Council in accordance with Section 248(2) of the Municipal Government Act authorize the CAO or his delegate, to pay all current accounts, which are properly charged to the Town, until the 2016 Operating and Capital Budgets are approved by Council. Carried unanimously.

#### **8.1.5 RFD - Drumheller Public Library Board Appointment**

R. Romanetz advised that Ms. Leila Bjerland has resubmitted her name to serve on the Drumheller Public Library Board. The members of the Library Board have reviewed Leila's submission and recommend reappointment for a two year term.

**MO2016.12** Kolafa, McMillan moved that Council approve the appointment of Leila Bjerland to the Drumheller Public Library Board for a two year term expiring on the date of Council's 2017 organizational meeting. Carried unanimously.

### **8.2. DIRECTOR OF INFRASTRUCTURE SERVICES**

#### **8.2.1 Update on 4th Ave SW Sewer Odor**

A. Kendrick stated that an isolated incident occurred during the holidays where the hydrogen sulfide spiked higher than normal levels. He explained that the Town will camera the line to see if there is something delaying movement of the museum flows. He further explained that another option available to the Town is to strengthen enforcement of the Town's existing utility bylaw by setting allowable levels of hydrogen sulfide and if in non compliance, penalties would be imposed. R. Romanetz advised of more expensive options which include converting the holding tank to a lift station or doing a 90 day trial period with the supplier of equipment that reduces hydrogen sulfide levels by breaking down the grease and anaerobic bacteria. This equipment would be in the price range of \$12,000. He recommended that the Town discuss these two

options with the Province in an effort to find a solution to the ongoing odor issues. Mayor Yemen requested that the bylaw be amended in the near future and the Province be made aware of the changes. R. Romanetz agreed that Administration will meet with the Museum and request that they consider a more permanent fix to the problem and advise them of Council's direction to amend the bylaw.

**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**

**10.0 PUBLIC HEARING DECISIONS**

**11.0 UNFINISHED BUSINESS**

**12.0 NOTICE OF MOTION**

**13.0 COUNCILLOR REPORTS**

- 13.1 Councillor Jay Garbutt presented the DHA Sandstone 2016 Budget advising that the 2016 expenses have been budgeted at the same levels as in 2015. He stated that in 2015 the circulatory pumps required replacement and several units needed to be repainted. He further advised that 2015 had a higher than normal turnover in the rental market resulting in a difficult year to manage the budget. He thanked DHA Administration for their exceptional management of the property and thanked Town Administration for their assistance in ensuring that the repaired unit would now be rentable as of February 1<sup>st</sup>.

**MO2016.13** Garbutt, Hansen-Zacharuk moved to accept the DHA Sandstone 2016 Budget as presented. Carried unanimously.

- 13.2 Councillor Lisa Hansen-Zacharuk provided an overview of the Drumheller District Ag Society's upcoming events for 2016 including more of a focus on agriculture events, barrel racing and stock car racing. Future repairs include the roof, painting and fixes to the grandstand. She stated that the current President is Mike Hansen as well as advising that the Ag Society is in the "black". She stated that the Ag Society thanked Town Council and Administration for their in-kind support of their operations.

**14.0 IN-CAMERA MATTERS MO2016.14** Hansen-Zacharuk moved to go in

camera at 6:55 PM. Carried unanimously.

14.1 Legal Matter

**MO2016.15** Shoff, Zariski moved to revert back to regular Council meeting at 7:40 PM.  
Carried unanimously.

There being no further business, the Mayor declared the meeting adjourned at 7:40 PM.

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Chief Administrative Officer

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Mayor

**AREA STRUCTURE PLAN**

PREVIOUS ST. ANTHONY'S SCHOOL SITE

EAST DRUMHELLER DISTRICT

WITHIN THE

**TOWN OF DRUMHELLER, ALBERTA**

PREPARED BY Wm. R. HUNTER  
ALBERTA and CANADA LAND SURVEYOR

PREPARED DECEMBER 2015.

FILE: 05-15-102(O)

## **Agenda Item # 8.1.1**

### **1.0 INTRODUCTION:**

This Area Structure Plan is prepared to examine the development potential of an area in the Town of Drumheller locally know as the previous St. Anthony's School Site located in east Drumheller between 12<sup>th</sup>. and 14<sup>th</sup>. Streets East; between 6<sup>th</sup>.and 7<sup>th</sup>. Avenues East locally know as the previous St. Anthony's School Site.

This specific study site is: Lot 4, Block 2, Plan 131 0788 (2.55 Acres).

### **1.1 PURPOSE:**

The purpose of this Area Structure Plan is to examine the history, existing development on this and surrounding lands with a view of providing a framework with the intent of achieving the best, orderly, economical and beneficial long term use of this property.

### **1.2 HISTORY:**

This entire site being Lot 2, Block 2 (School Site), Plan 1259 J.K. (5.23 Acres) was first created in 1962 and the St. Anthony's School building erected on the west part of this parcel. The east portion of this parcel was used for school related outdoor activities. This site was transferred to Electra Holdings Ltd in exchange for land required for the new St. Anthony's School recently erected on the north side of the Dinosaur Trail in North Drumheller.

In 2013 this site (Lot 2, Block 2 (School Site), Plan 1259 J.K.) was subdivided by Electra Holdings Ltd. into two parts, namely; Lots 3 and 4, Block 2, Plan 131 0788. Lot 3 contains the previous St. Anthony's School building which was recently occupied by Hope College for a short period. This building now stands vacant. Lot 4 is vacant land and the subject of this Area Structure Plan.

When the subdivision to create the current Lots 3 and 4, Block 2, Plan 131 0788 was approved (File: 80/110, PRMS #2010-043) it was done on the following condition:

CONDITION NO. 8: "Prior to further subdivision into individual titles lots, land use district amendments or development, a concept plan / ASP (area structure plan) shall be required in accordance with the Town of Drumheller MDP (Municipal Development Plan) to provide a planning framework and public consultation to determine the future land use potential of the site (MDP Bylaw 11-08; Section 4.2.2 Policies of Area Plan Development & Section 6.1.2 Policies Urban Residential Development)."

### **1.3 UNDERGROUND MINING:**

No records nor any local history could be found with respect to any past underground coal mining in this area.

### **1.4 FLOOD PLAIN:**

The highest know flood water levels occurred in 1948 and 1952. This area was not affected by these floods and is above the current 1:00 year regulated flood risk fringe as defined by Alberta Environment. The elevation of this property varies from 683.3 to 684.4 metres. The 1:100 year regulated flood risk plain on this site is 682.3 metres.

In view of this no special flood mitigation measures should be required for the development of this land except for the good construction practice of installing back flow preventer valves in sanitary sewer services.



**Agenda Item # 8.1.1****2.0 TOWN OF DRUMHELLER LAND USE BY-LAW NO. 11-08**

While all of the contents of the Town of Drumheller Land Use By-Law No. 11-08 were consulted during the course of this study, SCHEDULE - "H" is an excerpt from the Municipal Development Plan which is particularly pertinent because Condition of Subdivision No. 8 must be addressed before any subdivision is allowed

**2.1 FUTURE SUBDIVISION CONDITION NO. 8:**

The creation of Lot 4 was approved it was subject to the following: "Prior to further subdivision into individual titles lots, land use district amendments or development, a concept plan / ASP (area structure plan) shall be required in accordance with the Town of Drumheller MDP (Municipal Development Plan) to provide a planning framework and public consultation to determine the future land use potential of the site (MDP Bylaw 11-08; Section 4.2.2 Policies of Area Plan Development & Section 6.1.2 Policies Urban Residential Development)."

**3.0 STUDY AREA:**

LOT 4, BLOCK 2, PLAN 131 0788 .... SEE SCHEDULE "A" and "C"

**3.1 EXISTING SITE LAND USE CLASSIFICATION:**

LOTS 3 and 4, BLOCK 2, PLAN 131 0788 are presently classified as "P" = "CF" Community Service District. It was the recommendation of the Subdivision Approving Authority when the original school site was subdivided that the reclassification of these land be held in abeyance until an Area Structure Plan was approved for this site.

**3.2 PROPOSED LAND USE CLASSIFICATION:**

LOT 3, BLOCK 2, PLAN 131 0788 not be changed unless the Town of Drumheller requests otherwise.

LOT 4, BLOCK 2, PLAN 131 0788 be re-classified from "P"="CF" (Community Service District to "R-1" (Single Family Residential)

**4.0 ADJACENT LANDS:**

The major consideration of this proposed development has to be that of making the development compatible with the existing adjacent single family residential development in place to the extent possible. The adjacent subdivisions are single family homes with detached garages usually with access from the rear lane and were developed during the period 1955-1965. The existing lots were created when the subdivision and transfer regulations required a lot width to be a minimum of 50 feet.

**4.1 EXISTING DEVELOPMENT NORTH:**

This north side of the subject site is serviced by a paved public street (6<sup>th</sup>. Avenue East) including Town of Drumheller water, sanitary and storm sewer services. The adjacent subdivision to the north is fully developed into single family fully serviced dwellings with a public lane in the rear of these lots. With one or two exceptions, garages are detached with access from the lane. This subdivision was created in 1962 and is classified as R-1 (Single Family Residential). Lot frontages are 55 feet.

**4.2 EXISTING DEVELOPMENT WEST:**

The old St. Anthony's School building occupies most of the Lot to the west of this proposed development. This is a single story brick building (with two storey gymnasium) constructed in the 1960's and was recently occupied by Hope College but is now vacant.

## **Agenda Item # 8.1.1**

Consideration has been given to the proposed use of this site should it become vacant. If this should happen it would appear reasonable and prudent to have this land re-classified to R-1 (Single Family Residential) to mold into the surrounding land uses using a subdivision design similar to that being proposed for the adjacent for Lot 4.

West of the old school is a paved public street (12<sup>th</sup>. Street East) which includes Town of Drumheller, water, sanitary and storm sewer services. The west side of 12<sup>th</sup>. Street East consist of a fully developed single family houses with a public lane at the rear. This subdivision was created in 1955 and is classified as R-1 (Single Family Residential). Garages are detached with access provided from the lane. Lot frontages are 50 feet.

### **4.3 EXISTING DEVELOPMENT EAST:**

East of this proposed development is a paved public street (14<sup>th</sup>. Street East) which includes Town of Drumheller, water, sanitary and storm sewer services. The east side of 14<sup>th</sup>. Street East consist of a fully developed single family houses with a public lane at the rear. This subdivision was created in 1955 and is classified as R-1 (Single Family Residential). Garages are detached with access provided from the lane. Lot frontages are 52 feet.

### **4.4 EXISTING DEVELOPMENT SOUTH:**

7<sup>th</sup>. Avenue East (Railway Avenue) is a paved collector road for this area. Town of Drumheller domestic water line lies under this street. The land south of 7<sup>th</sup>. Avenue East is owned by Canadian National Railway once used for railway spur lines for coal and grain cars. This land is vacant and the actual rail line was removed this past summer. This strip of land has potential for residential development should the railway ever consider disposing of it.

### **5.0 SITE CHARACTERISTICS: See SCHEDULE "C".**

### **5.1 DESCRIPTION and SIZE: Lot 4, Block 2, Plan 131 0788 (2.55 Acres More or Less).**

### **5.2 TOPOGRAPHY:**

Flat land sloping gently to the north east. There is a separate concrete walk along the south boundary and concrete curb and gutter only around the east and north sides of this property. All adjacent streets are paved. See SCHEDULE "B" for site contours.

### **5.3 SOIL CONDITIONS:**

No soil test were conducted but from our experience in this area one can expect a substrate of well drained soils consisting of sand and light sandy loam.

### **5.4 EXISTING SITE DEVELOPMENT:**

Site is vacant except for two ball diamonds, a storm line running across the site and a portion of a gravelled parking lot. The adjacent site to the west contains the old St. Anthony's School building.

### **6.0 MUNICIPAL SERVICES:**

All Municipal Services are available in adjacent streets.

### **6.1 SITE DRAINAGE:**

Surface drainage of this site into the Storm Sewer at the north east corner of this site seems possible. However; this issue will be dealt with during the detailed engineering design study including consulting the Town of Drumheller.

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**Agenda Item # 8.1.1****7.0 SITE DESIGN: SEE SCHEDULE "C"**

After due consideration and to be compatible with the surrounding existing development; all proposed lots are facing the front of existing houses. Similarly lanes are proposed to allow for detached lane entry garages, attached lane entry garages or front drive attached garages.

**7.1 LOT SIZES:**

Proposed lots are a minimum of 45 feet in width and a 120 foot depth resulting in a minimum lot size of 5,400 sq. feet. Street corner lots are made larger to provide for additional side yard widths required on corner lots.

**7.2 PUBLIC RESERVE:**

Municipal Reserve dedication for both Lots 3 and 4, Block 2, Plan 131 0788 were dedicated when Subdivision Plan 8157 G.W. containing 69.99 Acres was registered in 1955. At that time 13.87 Acres = 19.8% of the gross area was dedicated to Public Reserve. In view of this we would suggest no statutory public reserve dedication is required for this subdivision because it has already been paid and these reserves are only required to be paid once. In view of this; Deferred Reserve Caveat No. 131 067 685 ought not to have been registered on the titles created by Plan 131 0788 and should be removed accordingly.

**7.3 PUBLIC RESERVE DEDICATION:**

Notwithstanding Section 7.2 pointing out no public reserves are required; we propose and have shown a volunteered 0.29 Acre Municipal Reserve dedication on our Tentative Plan. However; a URW Easement in favour of the Town of Drumheller will be required under a portion of this parcel.

**7.4 WALKWAYS:**

Walkways are provided to allow access between 6<sup>th</sup>. and 7<sup>th</sup>. Avenues and to the Municipal Reserve.

**8.0 PROPOSED RE-CLASSIFICATION AND SUBDIVISION PHASING:**

Land Use re-classification from "P" = "CF" (Community Service District) to "R-1" (Single Family Residential) will be required to accommodate this proposed subdivision and development. We would suggest this be done concurrent with the subdivision application process and that it only affects Lot 4, Block 2, Plan 131 0788.

In view of the small size of this proposed it should be dealt with as a single phase for both subdivision and development applications //approvals.

**9.0 SUMMARY:**

In view of our findings and after giving due consideration to the character of the adjacent residential development in this area; we believe this proposed subdivision and development have captured the best long term use of this property.

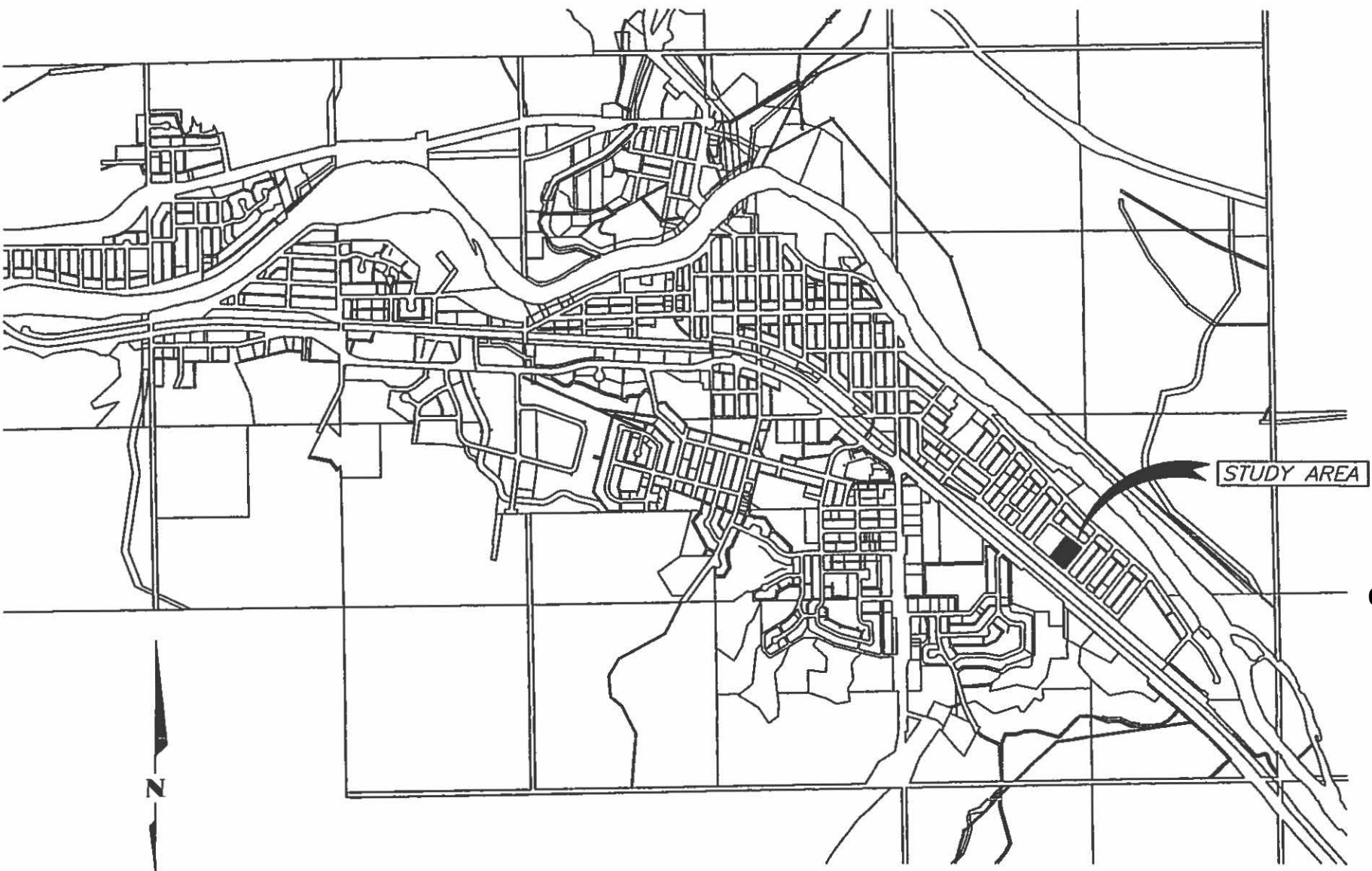
Respectfully submitted for consideration:

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Wm.R.(Bill) Hunter  
 Alberta and Canada Land Surveyor  
 PHONE: 403-823-6687  
 email: [huntersurveys@telus.net](mailto:huntersurveys@telus.net)

# DRUMHELLER, ALBERTA

## AREA STRUCTURE PLAN



SCHEDULE 'A'  
Agenda Item # 8.1.1



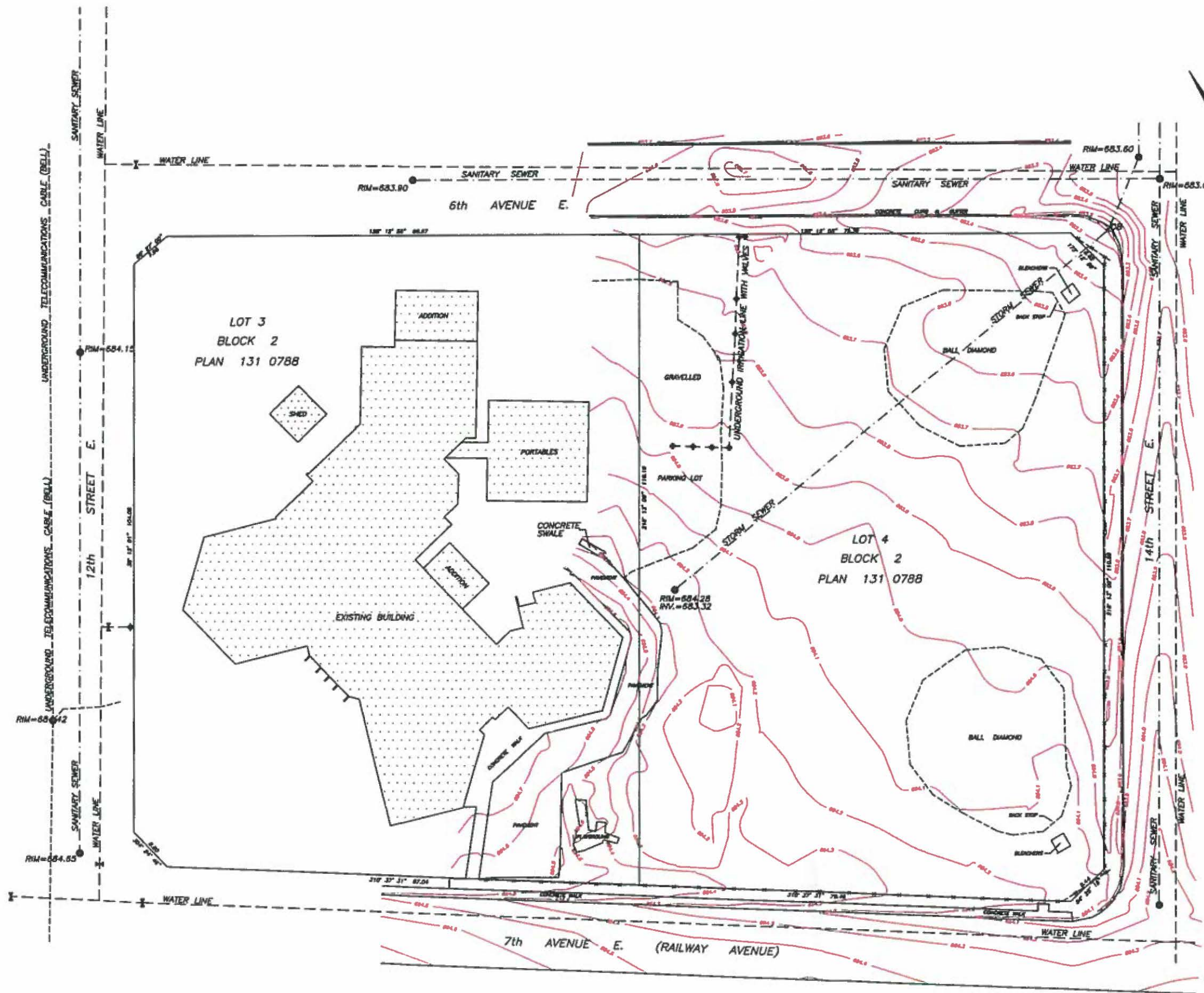
# DRUMHELLER, ALBERTA

SITE PLAN SHOWING LOCATION OF  
EXISTING IMPROVEMENTS  
AFFECTING  
LOT 4, BLOCK 2, PLAN 131 0788  
WITHIN THE  
N.W.1/4 SEC.1, TWP.29, RGE.20, W.4M.

SCALE = 1:400 — 2015 — W.R. HUNTER, A.L.S. —

## LEGEND:

Distances are in metres and decimals thereof.  
Elevations are geodetic in metres derived from  
Alberta Survey Control Markers.  
Contour Interval = 0.10m.  
Catch basin...  
Manhole...  
Fire hydrant...  
Water valve...  
Irrigation valve...  
Storm sewer...  
Sanitary sewer...  
Water line...  
Centerline of fence...



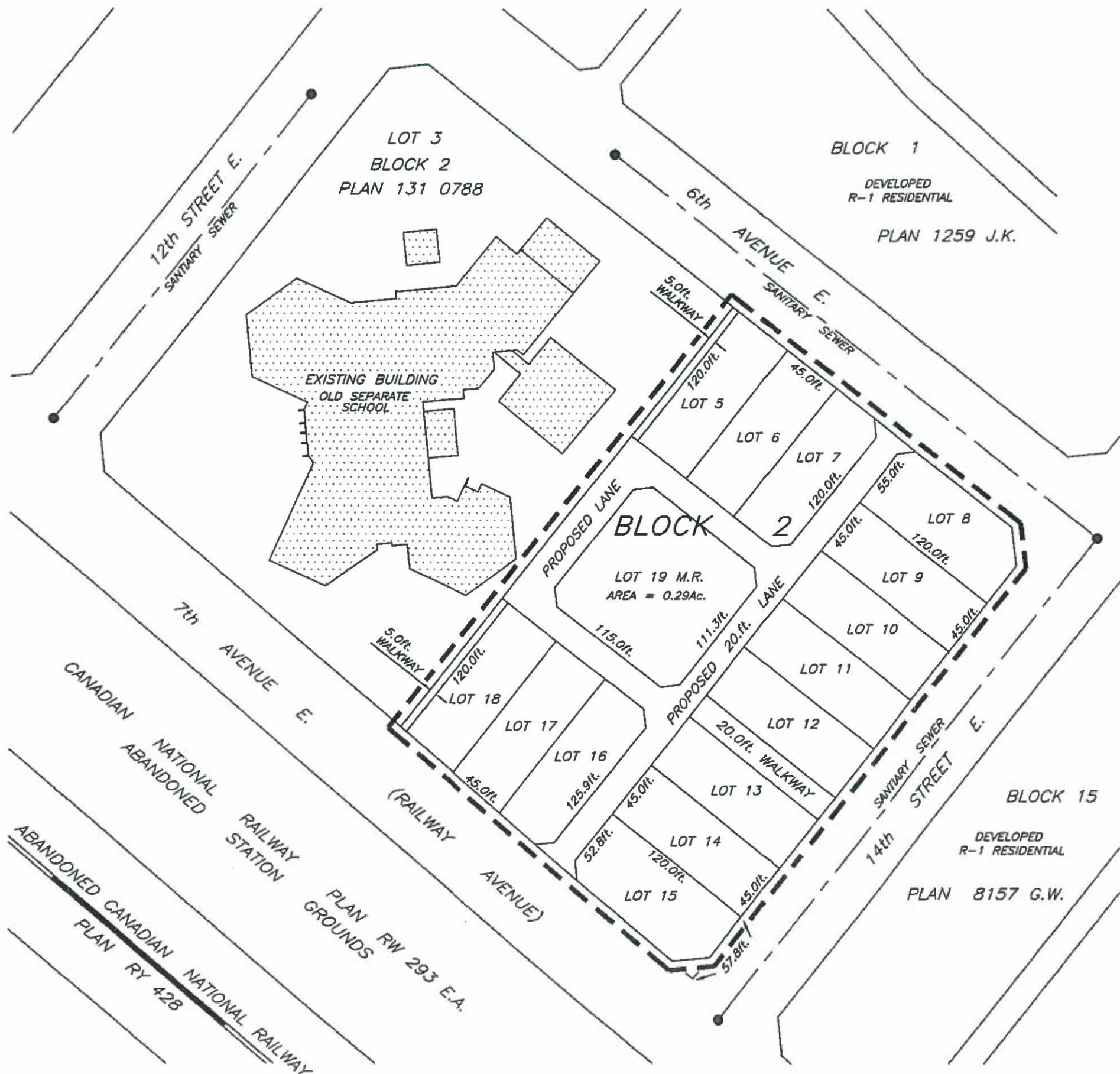
Agenda Item # 8.1.1

2		
1		PLAN ISSUED
NO.	DATE	DETAIL



HUNTER SURVEY SYSTEMS LTD.  
CALGARY, ALBERTA  
FILE: 05-13-102





# DRUMHELLER, ALBERTA

TENTATIVE PLAN SHOWING  
PROPOSED RESIDENTIAL SUBDIVISION OF  
LOT 4, BLOCK 2, PLAN 131 0788  
WITHIN THE  
N.W.1/4 SEC.1, TWP.29, RGE.20, W.4M.

SCALE = 1:1000 ————— W.R.HUNTER, A.L.S.

## LEGEND:

Distances are in feet and decimals thereof.

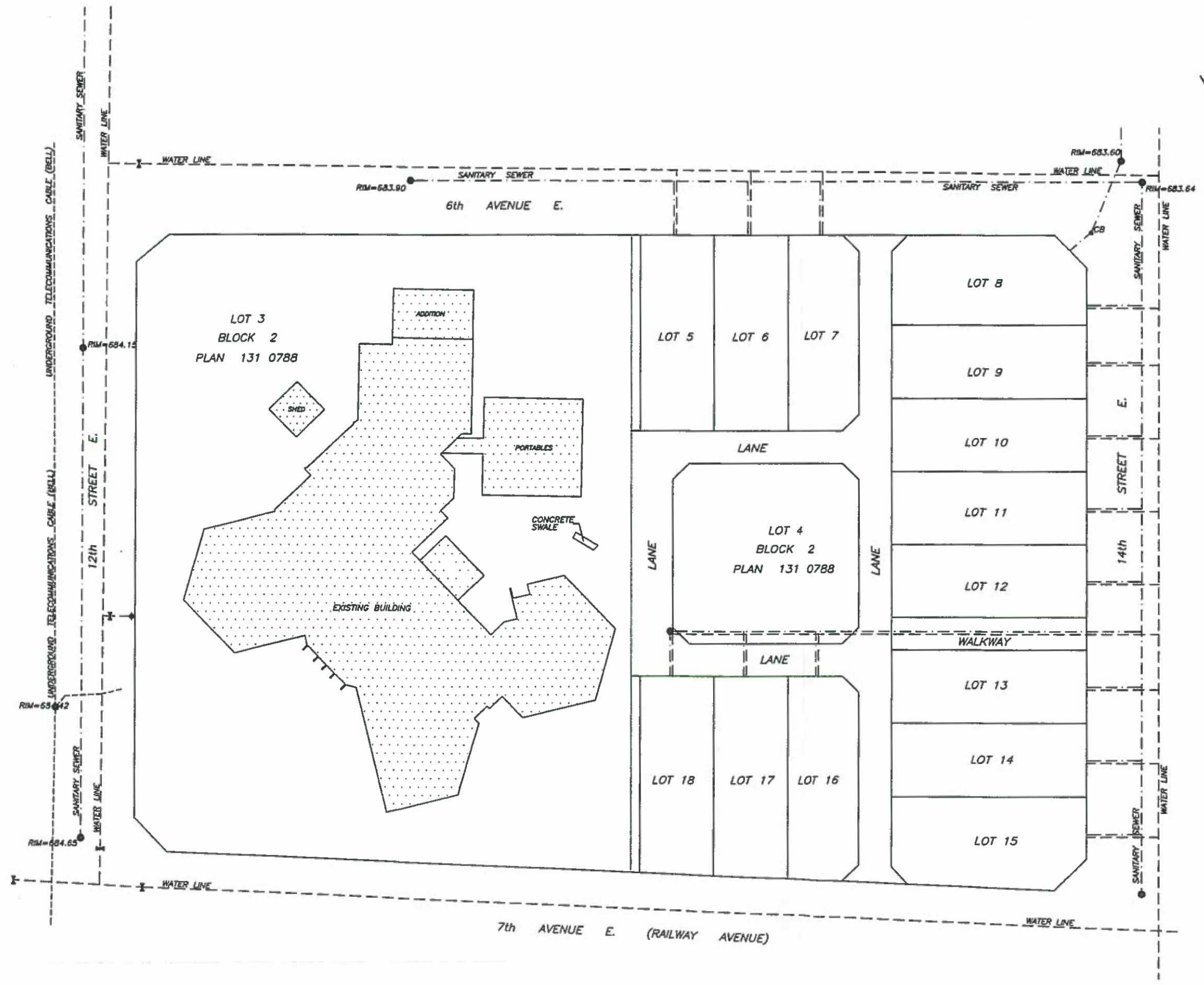
Proposed Lane corner cutoffs = 10.0ft.

Area affected by this plan is outlined thus.... — — — — —  
and contains within:

Lots	= 1.79Ac.
Lanes & Walkways	= 0.47Ac.
Municipal Reserve	= 0.29Ac.
<b>TOTAL</b>	<b>= 2.55Ac.</b>

Existing Classification: Community Service District CS  
Proposed Classification: Low Density R-1 Residential





**DRUMHELLER, ALBERTA**

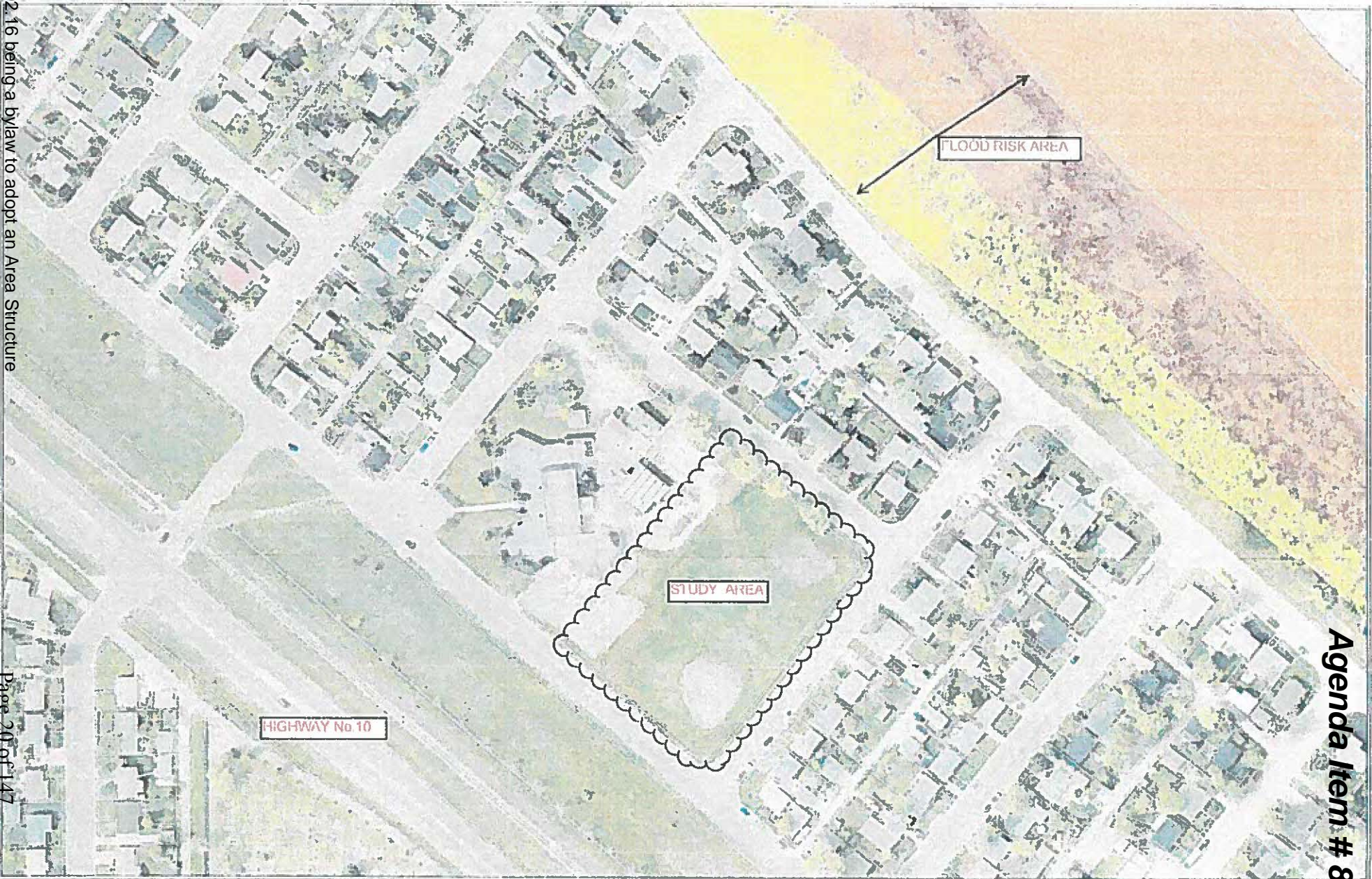
PLAN SHOWING PROPOSED SERVICING  
OF PROPOSED LOTS  
WITHIN  
LOT 4, BLOCK 2, PLAN 131 0788  
WITHIN THE  
N.W.1/4 SEC.1, TWP.29, RGE.20, W.4M.

SCALE = 1:400 — 2015 — W.R. HUNTER, A.L.S. —

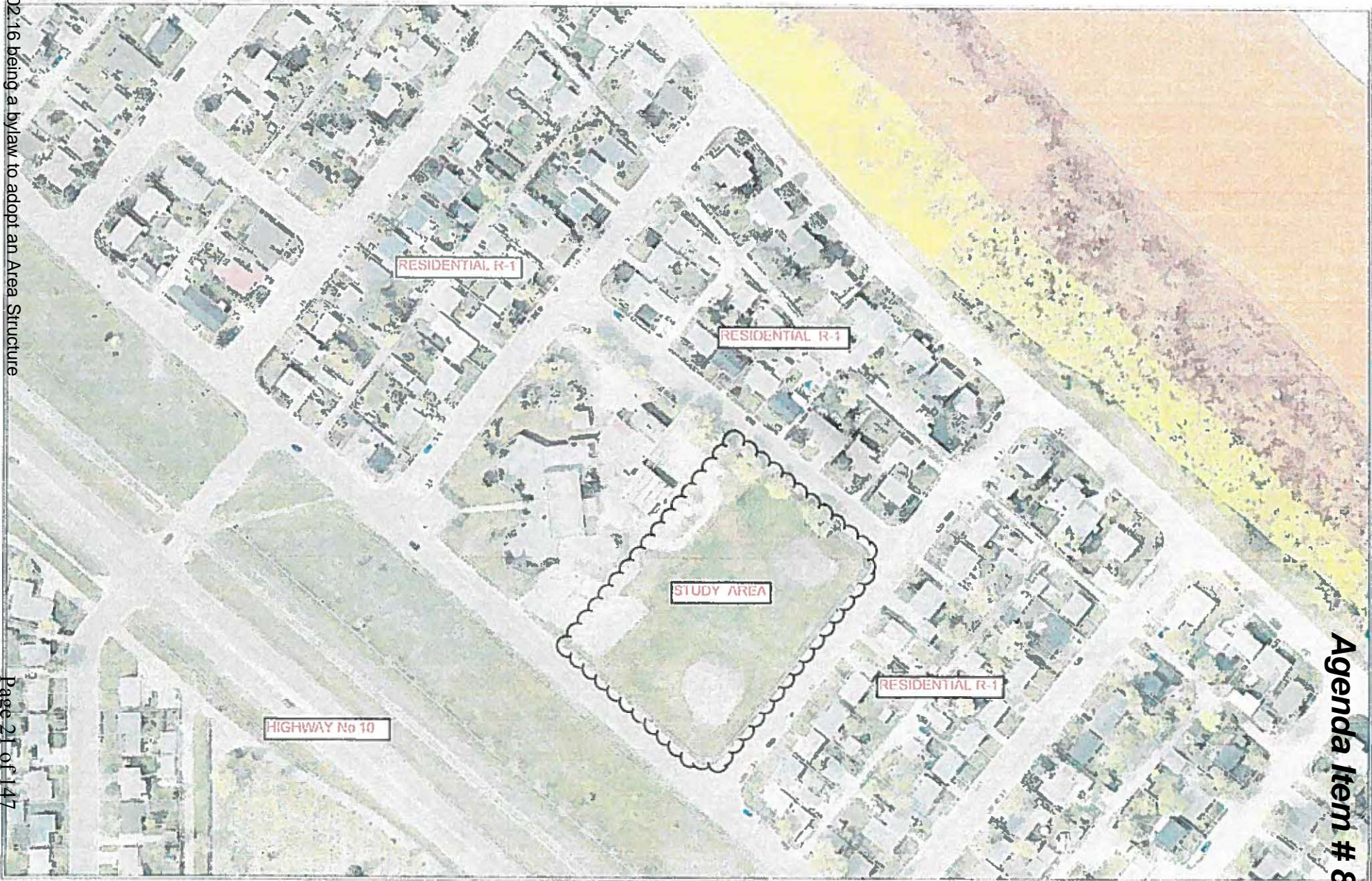
- LEGEND:**  
Distances are in metres and decimals thereof.  
Elevations are geodetic in metres derived from  
Alberta Survey Control Markers.  
Contour interval = 0.10m.  
Creek bank...  
Manhole...  
Fire hydrant...  
Water valve...  
Irrigation valves...  
Storm sewer...  
Sanitary sewer...  
Water line...  
Centerline of fence...

Agenda Item # 8.1.1









**SCHEDULE 'G'**



# **TOWN OF DRUMHELLER**



## **MUNICIPAL DEVELOPMENT PLAN**

### **BYLAW No. 11-08**

**Prepared by:**

*Town of Drumheller and*

*Palliser Regional Municipal Services*

## 4.2. AREA PLANNING DOCUMENTS

### 4.2.1 OBJECTIVES

- To provide transparency and future direction within specific areas of the community where applications may be more complex;
- To define the differences between an Area Concept Plan and Area Structure Plan and the intentions of the various documents.

### 4.2.2. POLICIES

- For more complex applications as determined by the Planning staff and Council an Area Structure Plan or Area Concept Plan may be required. Complexities may be determined by:
  - a. Number of parcels proposed;
  - b. Potential for future development subsequent to the proposal;
  - c. Nature of the proposed land use and potential environmental constraints or effects;
  - d. Nature of the proposed land use and potential land use conflicts with adjacent land uses;
  - e. Requirements for infrastructure and servicing;
  - f. Presence of nuisance factors;
  - g. Previous land uses that may conflict with the application.
- An Area Concept Plan is to be used to display a large area within the Town with general information such as road alignments, existing and proposed land uses and existing natural and man-made features. An Area Concept Plan would generally be utilized by the municipality when determining the future land use framework of an area.
- An Area Structure Plan is to be used to display a specific area within the municipality and the land use context and specific plans that display the intentions of the application including, but not limited to:
  - a. the sequence of development proposed for the area,
  - b. the land uses proposed for the area, either generally or with respect to specific parts of the area,
  - c. the density of population proposed for the area either generally or with respect to specific parts of the area, and
  - d. the general location of major transportation routes and public utilities; and
  - e. may contain any other matters the council considers necessary such as engineering reports, environmental site assessments, servicing and infrastructure plans, stormwater management plans, traffic impact assessment and any other matters that are deemed necessary.

---

## 6.0. RESIDENTIAL LAND USE

### 6.1. URBAN RESIDENTIAL DEVELOPMENT

#### 6.1.1. OBJECTIVES

- To promote infill residential development within existing urban neighbourhoods.
- To ensure that residential development or redevelopment utilizes the capacity of existing infrastructure and public facilities.
- To minimize the cost of services associated with new residential development, such as utility lines, garbage collection, police and fire protection, street cleaning and snow removal.
- To ensure that changes in residential demand and housing type preference can be accommodated, recognizing the various age groups, life-styles, income groups and average household size within the Valley.
- To establish the most suitable areas for new residential development.
- To identify and protect long-term residential growth areas to ensure an adequate supply of land for development.
- To ensure that new residential development takes place in an orderly and economical manner.
- To maintain and enhance the quality of existing and new residential areas in the Town of Drumheller.

#### 6.1.2. POLICIES

- The Town should adopt Area Redevelopment Plans for areas of the Town in residential transition and areas undergoing major redevelopment. Areas may be identified according to the following criteria:
  - a) Municipal services are in place and there is excess capacity to accommodate further development or a more intensified land use;
  - b) The area is scheduled for major capital improvements to utility services;
  - c) The area is suitable for redevelopment with minimal capital investment.
- The Town should adopt Area Structure Plans for new residential development areas, providing detailed policies for the proposed development and subdivision design in undeveloped areas in accordance with Section 4.2. Specific land use classifications should not be assigned in development areas until area structure plans have been adopted.
- The Town should encourage the development of vacant lots where services are available within existing residential neighbourhoods prior to expansion onto undeveloped land.



# Agenda Item # 8.1.1

## Volume 2

- The Town should ensure that new residential development areas are reasonably contiguous to existing developed areas to allow for the prompt and cost-effective provision of municipal services and facilities.
- Residential developments shall be sequenced to utilize those areas with excess servicing capacity first, followed by those areas where roads and services can be extended economically.
- The Town shall encourage the development of a mixture of housing types within the Land Use Bylaw, while recognizing the preference for single-detached dwellings. These housing types should include semi-detached dwellings, multi-unit dwellings and manufactured home subdivisions.
- The possible increase in demand for adequate senior citizen housing and services in the Town shall be considered and appropriate locations planned for as required.
- In order to improve the quality of residential areas, consideration should be given to maximizing open space, achieving a pleasant architectural appearance and siting for the best use of light, air, access, openness and privacy.
- The Town shall monitor housing demand and estimate housing demand on a regular basis to guide decisions for the servicing of future development areas.
- Future development of manufactured homes will be accommodated through manufactured home subdivisions, if provided for in an Area Structure Plan and through the expansion of designated manufactured home residential areas. Manufactured home development shall be located in small clusters in accordance with criteria identified in the Town's Land Use Bylaw. The siting of individual manufactured homes within other residential districts may be accommodated, subject to specific development standards as set out in the Land Use Bylaw.
- The development of new residential sites shall be located in accordance with the Future Land Use Maps, as shown as Figure 2.

## SCHEDULE 'H'



## Agenda Item # 8.1.1

### LAND TITLE CERTIFICATE

S  
LINC                      SHORT LEGAL                      TITLE NUMBER  
0035 629 260           1310788;2;3           131 067 684

LEGAL DESCRIPTION  
PLAN 1310788  
BLOCK 2  
LOT 3  
EXCEPTING THEREOUT ALL MINES AND MINERALS  
AREA: 1.09 HECTARES (2.69 ACRES) MORE OR LESS

ESTATE: FEE SIMPLE  
ATS REFERENCE: 4;20;29;1;NW

MUNICIPALITY: TOWN OF DRUMHELLER

REFERENCE NUMBER: 121 139 387

-----  
REGISTERED OWNER(S)  
REGISTRATION      DATE(DMY) DOCUMENT TYPE      VALUE      CONSIDERATION  
-----

131 067 684      25/03/2013 SUBDIVISION PLAN

#### OWNERS

ELECTRA HOLDINGS LTD.  
OF 1050 GLEN DRIVE  
VANCOUVER  
BRITISH COLUMBIA V6A 3M6

-----  
ENCUMBRANCES, LIENS & INTERESTS

REGISTRATION  
NUMBER      DATE (D/M/Y)      PARTICULARS  
-----

NO REGISTRATIONS

( CONTINUED )



## Agenda Item # 8.1.1

PAGE 2  
# 131 067 684

TOTAL INSTRUMENTS: 000

THE REGISTRAR OF TITLES CERTIFIES THIS TO BE AN ACCURATE  
REPRODUCTION OF THE CERTIFICATE OF TITLE REPRESENTED  
HEREIN THIS 26 DAY OF MARCH, 2013 AT 08:15 A.M.

ORDER NUMBER:23167224

CUSTOMER FILE NUMBER: 05-12-73



\*END OF CERTIFICATE\*

---

THIS ELECTRONICALLY TRANSMITTED LAND TITLES PRODUCT IS INTENDED FOR THE  
SOLE USE OF THE ORIGINAL PURCHASER, AND NONE OTHER, SUBJECT TO WHAT IS  
SET OUT IN THE PARAGRAPH BELOW.

THE ABOVE PROVISIONS DO NOT PROHIBIT THE ORIGINAL PURCHASER FROM  
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OTHER ADVICE PREPARED BY THE ORIGINAL PURCHASER AS PART OF THE ORIGINAL  
PURCHASER APPLYING PROFESSIONAL, CONSULTING OR TECHNICAL EXPERTISE FOR  
THE BENEFIT OF CLIENT(S).



## Agenda Item # 8.1.1

### LAND TITLE CERTIFICATE

S  
LINC                      SHORT LEGAL                      TITLE NUMBER  
0035 629 278           1310788;2;4           131 067 684 +1

LEGAL DESCRIPTION  
PLAN 1310788  
BLOCK 2  
LOT 4  
EXCEPTING THEREOUT ALL MINES AND MINERALS  
AREA: 1.03 HECTARES (2.55 ACRES) MORE OR LESS

ESTATE: FEE SIMPLE  
ATS REFERENCE: 4;20;29;1;NW

MUNICIPALITY: TOWN OF DRUMHELLER

REFERENCE NUMBER: 121 139 387

-----  
REGISTERED OWNER(S)  
REGISTRATION      DATE(DMY)      DOCUMENT TYPE      VALUE      CONSIDERATION  
-----

131 067 684      25/03/2013      SUBDIVISION PLAN

#### OWNERS

ELECTRA HOLDINGS LTD.  
OF 1050 GLEN DRIVE  
VANCOUVER  
BRITISH COLUMBIA V6A 3M6

-----  
ENCUMBRANCES, LIENS & INTERESTS

REGISTRATION  
NUMBER      DATE (D/M/Y)      PARTICULARS  
-----

131 067 685      25/03/2013      CAVEAT  
RE : DEFERRED RESERVE  
CAVEATOR - TOWN OF DRUMHELLER.  
PALLISER REGIONAL MUICIPAL SERVICES

( CONTINUED )

## Agenda Item # 8.1.1

-----  
ENCUMBRANCES, LIENS & INTERESTS

PAGE 2  
# 131 067 684 +1

REGISTRATION  
NUMBER DATE (D/M/Y) PARTICULARS

-----  
PO DRAWER 1900  
HANNA

ALBERTA TOJ1P0

TOTAL INSTRUMENTS: 001

THE REGISTRAR OF TITLES CERTIFIES THIS TO BE AN ACCURATE  
REPRODUCTION OF THE CERTIFICATE OF TITLE REPRESENTED  
HEREIN THIS 26 DAY OF MARCH, 2013 AT 08:15 A.M.

ORDER NUMBER:23167224

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PURCHASER APPLYING PROFESSIONAL, CONSULTING OR TECHNICAL EXPERTISE FOR  
THE BENEFIT OF CLIENT(S).

**TOWN OF DRUMHELLER  
BYLAW No. 02.16**

**A BYLAW OF THE TOWN OF DRUMHELLER** to adopt the Area Structure Plan for the previous St. Anthony's School Site East Drumheller District.

**WHEREAS** pursuant to the provision of Section 633(1) of the *Municipal Government Act, RSA 2000* Chapter M-26 "a council may, by bylaw, adopt an area structure plan for the purpose of providing a framework for subsequent subdivision and development of an area of land" within the Town;

**AND WHEREAS** an Area Structure Plan referred to as the previous St. Anthony's School Site East Drumheller District Area Structure Plan has been prepared to provide a framework for the subdivision, reclassification and development of Lot 4, Block 2, Plan 1310788 (2.55 acres);

**AND WHEREAS** the document dated December 2015 entitled the "Previous St. Anthony's School Site East Drumheller District Area Structure Plan", a copy of which is attached as Schedule "A" to this Bylaw, is proposed for adoption;

**AND WHEREAS** the requirements of the *Municipal Government Act RSA 2000*, Chapter M-26 regarding the advertising of this Bylaw have been complied with;

**AND WHEREAS** copies of this Bylaw and related documents were made available for inspection by the public at the office of the Town of Drumheller as required by the *Municipal Government Act RSA 2000*, Chapter M-26;

**NOW THEREFORE THE MUNICIPAL CORPORATION OF THE TOWN OF DRUMHELLER, IN COUNCIL ASSEMBLED, ENACTS THE FOLLOWING:**

1. This bylaw may be cited as the "Previous St. Anthony's School Site East Drumheller District Area Structure Plan Bylaw".

...

## ***Agenda Item # 8.1.1***

2. The Previous St. Anthony's School Site East Drumheller District Area Structure Plan, attached as Schedule "A" to this Bylaw, is hereby adopted.
3. This bylaw shall come into force on the date of the third and final reading.

READ A FIRST TIME THIS 25th DAY OF JANUARY, 2016.

READ A SECOND TIME THIS

READ A THIRD TIME AND PASSED

\_\_\_\_\_  
MAYOR

\_\_\_\_\_  
CHIEF ADMINISTRATIVE OFFICER

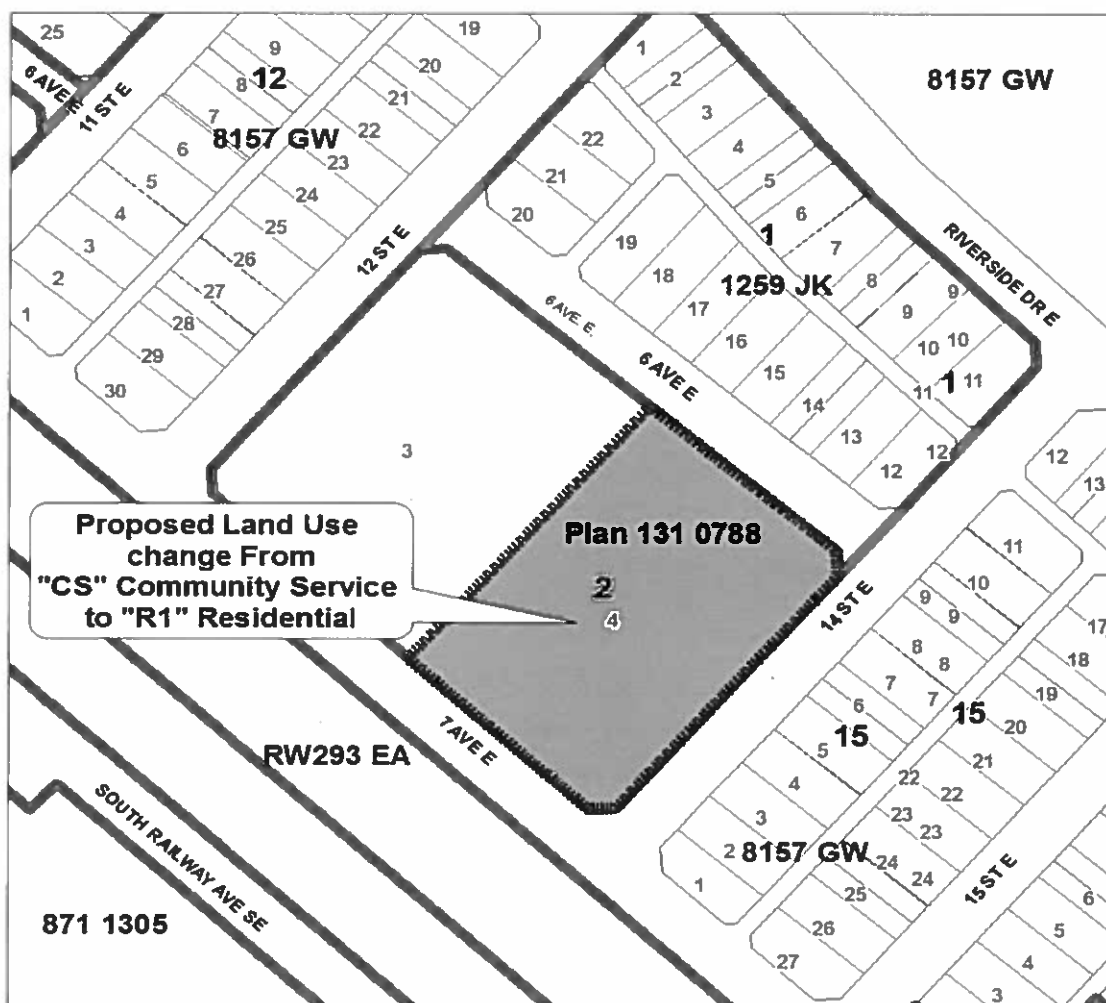
**TOWN OF DRUMHELLER    *Agenda Item # 8.1.2***  
**BYLAW NUMBER 05.16**

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

**WHEREAS** pursuant to the provision of Section 639 of the *Municipal Government Act*, RSA 2000, Chapter M-26, the Council of the Town of Drumheller (hereinafter called the Council), has adopted Land Use Bylaw No. 10.08;

**AND WHEREAS** the Council deems it desirable to amend Land Use Bylaw No. 10-08; and  
**NOW THEREFORE** the Council hereby amends Land Use Bylaw No. 10-08 as follows:

On Schedule "A", the Land Use District Map, redesignate Lot 4, Block 2, Plan 131 0788 in the Town of Drumheller, from "CS" -Community Service District to "R-1" – Residential District, as shown on the plan below:



READ A FIRST TIME THIS 25<sup>th</sup> DAY OF January, 2016

READ A SECOND TIME THIS \_\_\_\_<sup>th</sup> DAY OF \_\_\_\_\_, 2016.

READ A THIRD TIME AND PASSED THIS \_\_\_\_<sup>th</sup> DAY OF \_\_\_\_\_, 2016.

\_\_\_\_\_  
MAYOR

Bylaw 05.16 being a bylaw to amend the Land Use  
Bylaw 10.08 for the Former St. Anthony's School

\_\_\_\_\_  
CHIEF ADMINISTRATIVE OFFICER

Page 34 of 147

**TOWN OF DRUMHELLER**

**BYLAW NO. 04.16**

**A BYLAW OF THE TOWN OF DRUMHELLER TO AMEND BYLAW NO. 04.15  
"BUSINESS LICENSE BYLAW"**

The Council for the Town of Drumheller, duly assembled enacts as follows:

1. That Town of Drumheller Bylaw No. 04.15 be amended as follows:
  - a) Schedule B be removed from Bylaw 04.15.
2. This bylaw shall take effect on the day of the final passing thereof.

READ A FIRST TIME this 11th day of January, 2016.

READ A SECOND TIME this \_\_\_\_\_ day of \_\_\_\_\_, 2016.

READ A THIRD TIME AND PASSED this \_\_\_\_\_ day of \_\_\_\_\_, 2016.

\_\_\_\_\_  
MAYOR

\_\_\_\_\_  
CHIEF ADMINISTRATIVE OFFICER

# Town of Drumheller

## Strategic Business Plan

Facilitator: Dr. Gordon McIntosh

2016

Approved by Council: January 25, 2016

Quarterly Update to Council:

Quarterly Update to Council:

Quarterly Update to Council:

Final Review by Council:

Agenda Item # 8.1.4





### 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.*

## 2016 CORPORATE PRIORITIES (Council)

- 1) **TOURISM LEVY REVIEW – Jan** (Paul) (p.5)
- 2) **INFRASTRUCTURE MASTER PLAN - Apr**(Ray/Al) (p.7)
- 3) **LAND USE BYLAW AMENDMENTS / MDP – April** (Ray/Paul) (p.8)
- 4) **ECONOMIC DEVELOPMENT – REFRESH ON TARGETS / STRATEGY – April**(Paul) (p.9)
- 5) **RECREATION / ARTS AND CULTURAL POLICY - Mar**(Paul) (p.11)

- Airport (Al) - Oct (p. 13)
- Community Foundation (Barb) - Oct (p. 14)
- Regional Collaboration (Ray) - Oct (p. 15)

### 2016 ADVOCACY (Council/CAO)

- Flood Mitigation / Recovery / Protection (p.16)
- Seniors / Social Housing (p.19)
- New Road to 6<sup>th</sup> Avenue SE (p. 20)
- Brownfields Report (p.21)

- Regional Water(p.21)
- Museum Sewer Smell(p.21)
- RCMP Contract(p.21)
- Hwy 9 Medians Maintenance Beautification(p.21)

## ORGANIZATIONAL IMPROVEMENTS

Service Capacity Review (p.25)

Communications(p.26)

## OPERATIONAL STRATEGIES (CAO/Staff)

### CAO (Ray)

- 1) LAND USE BYLAW AMENDMENTS / MDP (p.8)
- 2) REGIONAL COLLABORATION(p.15)
- 3) Software Integration with New Asset Plan (p.25)
  - Offsite Levy Bylaw(p. 26)

### INFRASTRUCTURE (Al)

- 1) INFRASTRUCTURE MASTER PLAN (p.7)
- 2) AIRPORT (p.13)
- 3) Aquaplex Modernization (p.32)
  - Storm Water Bylaw (p.33)
  - Water Plant Optimization(p.35)
  - Town Entrances (carryover) (p. 34)
  - Green Initiatives (p.36)

### CORPORATE (Barb)

1. COMMUNITY FOUNDATION (p.14)
2. Contract Sponsorship (p.29)
3. Fixed Assets Module (p. 30)

### COMMUNITY SERVICES (Paul)

- 1) TOURISM LEVY REPORT (p.5)
- 2) ECONOMIC DEVELOPMENT REFRESH (p. 9)
- 3) RECREATION/ARTS AND CULTURE POLICY(p.11)
  - Celebration Heritage (p. 37)

### PROTECTIVE SERVICES (Greg)(p.38)

- 1) Tourism Corridor Bylaw
- 2) Training Records
- 3) Regional Agreements (fire service)
- 4) Zero Tolerance Policy

### RCMP Staff Sgt. (p.39)

- 1) Annual Performance Plan
- 2) Emergency Plans Revisiting and Training
- 3) Relationship Building and Partnership Opportunities (Community Outreach)
- 4) Traffic Safety in Downtown Core

**2016 CORPORATE PRIORITIES WORK PROGRAM  
SUMMARY****CURRENT**

1. **TOURISM LEVY REVIEW** (Paul) – Jan
  - Review Tourism Levy Report from Travel Drumheller
  - Amendment to Business License Bylaw Schedule B
2. **INFRASTRUCTURE MASTER PLAN** (Ray / Al) - Apr
  - Final Report to Council - Mar
3. **LAND USE BYLAW AMENDMENTS / MDP** – Feb (Ray/ Paul) - April
  - Flood Mitigation
  - Second Go Around (Secondary Suites,
4. **ECONOMIC DEVELOPMENT STRATEGY (Refresh)** (Paul) - April
  - Refresh on Strategy – April
5. **RECREATION / ARTS AND CULTURAL POLICY (Paul) - Mar**

(To be moved up following the completion of the Top 5)

- **Airport (Al) – (Council direction by - Oct**
- **Community Foundation (group in place by- Oct)**
- **Regional Collaboration (report to Council by – Oct)**

## CORPORATE PRIORITIES WORK PROGRAM

<p><b><u>TOURISM LEVY REVIEW</u></b>  <b>BACKGROUND:</b>          The creation of a tourism levy forms parts of the Tourism Master Plan. Business License Bylaw 04.15 (Schedule B) was adopted on March 23<sup>rd</sup>, 2015. At that time, Council requested that the bylaw be amended to include 1) DMF exemption for those B&amp;B with 4 rooms or less; 2) that the payment schedule be amended for 2015 to include only a 2<sup>nd</sup>, 3<sup>rd</sup> and 4<sup>th</sup> quarter roll out of fees; and 3) that campgrounds be eliminated from the 2015 version of the bylaw with discussion in the future for their inclusion in 2016. The Destination Marketing Fee (DMF) was calculated on a “per room basis” for the accommodation sector using 2% of each sector’s aggregate ADR &amp; occupancy data from the previous 3 years (which is a reasonable measure of how the industry performs); a 2% DMF should 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.          Invoices were sent out in accordance with Schedule B to hotel operators and those applicable B&amp;B’s. Several requests for reviews through an independent third party had been received as well as one hotelier challenging the bylaw through litigation..</p>	<p><b>Tourism Levy</b>          Why did 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</p> <p>Travel Drumheller Agreement was approved by Council on May 4, 2015 with a change of wording to Clause 8.1 and the removal of Clause 8.2. Clause 8.1 now reads: <i>“The Town shall not implement any changes to the Schedule B Business License Fees for business licenses without first consulting with Travel Drumheller”.</i></p>	<p><b>TOURISM LEVY REVIEW</b>          1) Travel Drumheller Report          2) Amend the Business License Bylaw – Jan, 2016</p>
---	---	---

- 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.	<p>Travel Drumheller Report</p> <p>On December 14<sup>th</sup>, 2015 Dan Sullivan reported to Council that Schedule B attempted to create a user pay system for sustainable funding of the organization but it was difficult to sustain due to the current economy; it was a flat rate fee and would have served well if the economy did not crash. The formula that was originally created does not make sense anymore with the current economy. The Alberta government collects 4% from all accommodations as a tourism levy which funds Travel Alberta; the organization recommends that Drumheller collect half of that. A 2% tourism levy (50% of the Provincial tourism levy) based on current sales is a fairer way of making the calculation which would ebb and flow with the economy. It will create less funding but as tourism dollars grow so</p>			Dec., 14, 2015

	does the organization's funding; so it is a fairer way to assess the hotels as it fluctuates with their business. For the Town it provides a method of auditing by following the provincial standards already in place. It will eliminate the need for mediation going forward as it is auditable because hotels have to bring in the remittance forms going to the province. Drumheller's attractions have shown increases as proven by the statistics that even though hotel room occupancies have decreased at the corporate level, more tourists are staying overnight as the hotel room occupancies have remained status quo. As of January 1 <sup>st</sup> the Canadian Badlands Passion Play has agreed to add \$1.00 as a surcharge to their ticket prices with these dollars going to Travel Drumheller.			
2.	Amendment to Business License Bylaw 04.15 – On January 11 <sup>th</sup> , Council unanimously passed first reading to Bylaw 04.16 to amend Bylaw 04.15 by removing Schedule B.			Jan., 2016

**CORPORATE PRIORITIES WORK PROGRAM**

<b><u>INFRASTRUCTURE MASTER PLAN</u></b> <b><u>(carryover)</u></b> (Ray / Al) <b>Purpose:</b> To improve infrastructure planning with the use of an assessment tool <b>We have:</b> 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	1) Council approval of consultant – Apr 2) Terms of Reference - Apr., 2015 3) Completion – March, 2016
---	--	--

- 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.	Contract awarded to Stantec on April 7th.			April, 2015
2.	Terms of reference approval The group has identified reports and processes that need updating because the costs/information are dated. Such reports include Offsite Levies, 1985 Growth Study, Water/Wastewater Rate Design/Environmental Approvals/Facilities/Fleet Replacement, Capital Plan, etc. Stantec is currently cataloguing all Town's tangible capital assets and attaching the actual asset value with depreciation rates factored in. The Master Plan will be finalized in the early new year and this needs to tie in with the Town's 2016 capital plan.			April, 2015
3.	Completion			April, 2016



**CORPORATE PRIORITIES WORK PROGRAM**

<p><b><u>LAND USE BYLAW AMENDMENTS / MUNICIPAL DEVELOPMENT PLAN UPDATE (second go around)</u></b> (Ray / Paul)</p> <p><b>We currently have:</b> Land Use Bylaw 10.08 Municipal Development Plan Volume 1 Municipal Development Plan Volume 2 – Bylaw 11.08</p> <p><b>What are the significant issues?</b> + Density + Growth Areas + Land Availability +Affordability +Flood Plains + Service Capacity + Land Acquisition + Environment +Green Footprint +Secondary Suites</p> <ul style="list-style-type: none"> <li>• Public Input</li> <li>• Community Analysis</li> </ul>	<ol style="list-style-type: none"> <li>1. <b>Palliser Regional Municipal Services</b></li> <li>2. Consultant</li> <li>3. In-house</li> </ol> <p>Results: Timely Product Direction Road Map Accurate Long Term Vision Stakeholder / Public Input</p>	<ol style="list-style-type: none"> <li>1. Bylaw 1<sup>st</sup> Reading – March, 2016</li> <li>2. Final Bylaw Approval - April</li> </ol>
---	---	--

- Prerequisite; \*Main Result; + Benefit

**Action Steps – Land Use Bylaw Amendments / 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
2.	Bylaw 1 <sup>st</sup> Reading / Public Hearing On May 4 <sup>th</sup> , 2015 a public hearing was held to consider Bylaw 05.15 being a bylaw of consolidated amendments to Land Use Bylaw 10.08. Significant LUB sections under review included: secondary suites, medical marijuana production facilities, narrow lot redevelopment, industrial and commercial development, and signs. The bylaw was defeated. A revised bylaw will be presented to Council prior to year end with the removal of industrial / commercial development guidelines.			May, 2015
3.	Final Bylaw Adopted			March, 2016

## CORPORATE PRIORITIES WORK PROGRAM

<p><b><u>ECONOMIC DEVELOPMENT REFRESH ON TARGETS / STRATEGY</u></b>(Paul)</p> <p>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> <p>+Tourism +Oil and Gas +Farming +Retail +Technology +Education +Manufacturing + Green Plan – wind power (new jobs and opportunities); continued trend of the transition of Drumheller as an energy municipality; explore alternative energy as a business</p> <p>Attract Workers to Drumheller +Community Growth +Council and staff are ambassadors</p>	<p>What assets does Drumheller have to attract sectors? /Why does a business relocate here?</p> <p>+ Land +Quality of Life + Amenities + Market Access + Employment + Internet + Tax regime + Business friendliness + Marketing our community</p> <p><b>Main Result = Job creation and tax base.</b></p> <p>Who is the best leader to enhance economic diversification of the community?</p> <p>Options: 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> <p><b>The EDTF has all of the above noted partners on the list.</b></p>	<p>1) Refresh on Targets / Strategy–Apr.2016 2) Actions from Strategy</p>
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- Prerequisite; \*Main Result; + Benefit

### Action Steps – Economic Development – Refresh on Targets / 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.	<p>Economic Development Task Force has been working on the following priorities:</p> <ol style="list-style-type: none"> <li>1. The Town has received eight (8) Storefront Improvement Grant applications which is a matching grant to help businesses upgrade / modernize their storefronts.</li> <li>2. On November 30<sup>th</sup>, C. Glydon presented the benefits of CAEP membership - Drumheller will receive value from marketing, both nationally and internationally, as well as being able to access economic indicator reports. Council approved Drumheller joining CAEP with the membership fee set at \$0.40 per capita, which equals \$3212.00 per year commencing April 1<sup>st</sup> of each year.</li> <li>3. Actively working on a new retiree development for 55+ residents in Drumheller</li> </ol>			

	and surrounding area 4. Rosedale Industrial Park Marketing research.			
2.	Actions from Strategy			April, 2016

## CORPORATE PRIORITIES WORK PROGRAM

<p><b><u>RECREATION COST RECOVERY / SUBSIDY PHILOSOPHY (carryover)</u></b>(Paul)</p> <p>+Public Awareness + Policy Framework + Costs + Resources + True Costs – staff, facilities, administration, other</p> <ul style="list-style-type: none"> <li>• Benchmark with other municipalities</li> <li>• Customer service levels</li> </ul> <p>*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> <p><b>ARTS AND CULTURAL POLICY (Director of Community Services)</b></p> <p>? <i>What does it mean?</i></p> <ul style="list-style-type: none"> <li>• Not for profit?</li> <li>• Consistency</li> <li>• Best practices – comparables</li> <li>• Need stakeholders input</li> </ul>	<p>Philosophy on recovery of costs to operate (fees versus operational costs) and how many facilities can we subsidize?</p> <p>How to determine subsidization?</p> <ol style="list-style-type: none"> <li>1) Knowing true costs</li> <li>2) Philosophical discussion</li> <li>3) Develop a framework – *private good / **public good / mixed*private good has an exclusive aspect; **public good is open to everyone</li> <li>4) Implementation Plan (i.e. over five years) – think about age groups / participation program</li> <li>4) Set a target</li> <li>5) Public awareness – the subsidy cost is this – your cost is this</li> <li>6) Develop a rural / urban cost sharing business case</li> </ol>	<ol style="list-style-type: none"> <li>1) Recreation Policy – Jan</li> <li>Arts and Culture Policy – March</li> <li>2) Public Messaging</li> </ol>
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- 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	Start Date	Due Date
1.	On December 14 <sup>th</sup> , 2015 P. Salvatore provided a summary of the work done in 2015 on researching a recreation subsidy fee policy as well as an arts and culture policy. At that time, the Town's investment either financial and / or in-kind contributions to various arts and culture groups /events was discussed as well as the next steps required to move forward.	Director of Community Services		Dec., 2015
	A Recreation Subsidy Policy will be drafted for Council's consideration based on the City of Red Deer's eligibility guidelines with a subsidy up to 50% of regular prices.			Jan., 2016
	An Arts and Culture Policy will be drafted for Council's consideration based on recommendations			Mar., 2016

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	including the formation of an Advisory Committee from the public at large to field the grant requests and approve or make recommendations to Council, terms of reference and process similar to the Storefront and eligibility criteria (on an annual basis, organizations submit their application for funding whether for actual dollars or an in-kind contribution).			
2.	Policies adopted by Council			Mar., 2016
3.	Public Messaging			



**CORPORATE PRIORITIES WORK PROGRAM**

<b>AIRPORT</b> - Early 80's province decided to build terminals at all airports and since then the province only gives dollars to overlay the pavement, not O & M costs. - The land is owned by the Town of Drumheller but located within the boundaries of Starland County. - Lease holders (for hangars) pay a nominal fee annual to the Town of Drumheller. - The airport is run by an Advisory Committee. - The Town's annual net O & M equates to \$30,000 (amortization costs are in addition to O & M costs with dollars going into a reserve for future use). - Fox Coulee ag spraying works out of the airport. - The Town recently sold its hangar – the individual has since subdivided the land and paying taxes to Starland.	<hr/> Factors to consider: How does the Town minimize its impact on taxpayers? What is the total public good compared to private good? Keeping in mind, that an imbalance of private good is offset if safety to public is considered. Should the Town of Drumheller sell it? Should surrounding communities contribute to its operations? Is the Town providing a service that no one uses in Drumheller?	<ol style="list-style-type: none"> <li>1. Town Administration to review options</li> <li>2. Input from Starland County / Airport Commission</li> <li>3. Report to Council for direction</li> </ol>
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• Prerequisite      \* Main Result      + Benefit

**Action Steps – AIRPORT**

Step No.	Action Step	Assigned To (Who)	Start Date	Due Date
1.	Town Administration to review options.	Director of Infrastructure Services		
2.	Input from Starland County / Commission			
3.	Report to Council for direction			October, 2016

## CORPORATE PRIORITIES WORK PROGRAM

<p><b><u>COMMUNITY FOUNDATION</u></b> (Barb)</p> <p>Friends of Society or Foundation – long term vision for the community</p> <p>*Forming a non-profit society to raise money for BCF and other community projects.          * Society can issue tax receipts, apply for gaming funds through AGLC, and may be eligible for government grants (if registered by Revenue Canada).          *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>	<ol style="list-style-type: none"> <li>1. First round of invitations to community groups / public at large – April</li> <li>2. First meeting with Town re application process – May</li> <li>3. Charitable Status – June</li> <li>4. Group empowered to do the work (at arms length from the Town) - October</li> </ol>
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- Prerequisite; \*Main Result; + Benefit

### 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. Send out letters to community groups (looking for 7 – 9 members) to start the process. Put together a loose terms of reference / scope (arts, culture, rec, parks, facilities) for their review.	Director of Community Services		April, 2016
2.	First meeting with the Town – application process. Prepare paper work (\$50 fee for incorporation; apply for gaming funds through AGLC)			May, 2016
3.	Charitable Status			June, 2016
4.	Group empowered to do the work			October, 2016

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**CORPORATE PRIORITIES WORK PROGRAM**

<b><u>REGIONAL COLLABORATION</u></b> (Ray) Collaboration is around: <ol style="list-style-type: none"> <li>1) Shared services (emergency services)</li> <li>2) Projects- (joint economic development / tourism / green initiatives / collaboration)</li> <li>3) Relationships with the Province</li> <li>4) Partnership Opportunities – regional water / revenue sharing</li> </ol>	Factors to consider: <ul style="list-style-type: none"> <li>- surrounding municipalities have contributed towards capital costs of the BCF but not the O &amp; M costs – the benefits that their residents are receiving needs to be put into dollars as it improves their residents’ quality of life.</li> <li>-</li> </ul> Approach based on position in negotiations – interest based. Mayor to Mayor; CAO to CAO – out of discussion comes ideas – language around revenue sharing.	<ol style="list-style-type: none"> <li>1. Build a business case around shared services – here are the services and here is how your residents benefit.</li> <li>2. Meetings face to face.</li> <li>3. Report to Council - October</li> </ol>
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- Prerequisite; \*Main Result; + Benefit

**Action Steps – Regional Collaboration**

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

Step No.	Action Step	Assigned To (Who)	Start Date	Due Date
1.	Build the business case	CAO / Mayor		May, 2016
2.	Meetings face to face			June, 2016
3.	Report to Council.			Oct., 2016

## ADVOCACY (COUNCIL / CAO)

<p><b><u>ADVOCACY - FLOOD MITIGATION FUNDING (carryover)</u></b>(Ray)</p> <p>- 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.</p> <ul style="list-style-type: none"> <li>+ Cost Sharing</li> <li>+ Need a plan in place for unprotected area</li> <li>+ New Provincial requirements to be implemented into our LUB and MDP</li> </ul>	<ul style="list-style-type: none"> <li>- Stantec was selected as the consultant to move Drumheller's flood mitigation forward as identified in the Provincial Report (prepared by Stantec 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)</li> <li>- Town has identified work priorities through grant submissions.</li> <li>- Provincial approval of grant applications needed</li> </ul>	<p>1) Action Plan for Advocacy</p>
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- 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><b>ACTION PLAN</b>  <b>BACKGROUND:</b> 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><b>Overview of grant programs and approvals:</b></p> <ul style="list-style-type: none"> <li>- Disaster Recovery Program grant approved (application made in 2013 for flood expenditures incurred along with 2014 engineering and future staffing requirements). \$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 submits the paid invoices to the Province;</li> <li>- Additional funds applied for under the Southern Alberta Flood Response Program in the amount of \$246,200;</li> </ul>	<p>Mayor, Council and CAO</p> <p>The Town has not received the full claim amount as of yet. Being reviewed by the Province and \$\$ are still outstanding.</p> <p>Year Two of the Disaster Recovery Program grant was submitted and funding was received.</p>		

Town of Drumheller, AB  
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	<p>- 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.</p> <p>- 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 9<sup>th</sup> 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.</p> <p>- 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 has 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 (from north end by Dekeyser to downstream by Urich).</p> <p><b><u>2015 Flood Mitigation</u></b> A meeting was held with the Province on September 9<sup>th</sup>, 2015 the following summarizes the main points of the discussion:</p> <ul style="list-style-type: none"> <li>• The Province is committed to working with the Town of Drumheller on a flood mitigation plan which will consider all options eligible for funding under the Alberta Community Resilience Program, including buyout provisions.</li> <li>• The Province and the Town of Drumheller agreed that the design level for flood mitigation will be to 1890 cubic meters per second, which is a 1:100 regulated</li> </ul>	<p>Grant resubmitted to the Province in Sept., 2015</p> <p>Construction of hospital berm is the responsibility of the Province and they have awarded the contract to Whissell. The Province has acknowledged that the erosion control is their responsibility and the Town has had discussions with the Province to carry out this work ASAP.</p> <p>The Town needs to lobby the Province for completion of this work.</p>		
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	<p>flow with .75 m of freeboard included.</p> <ul style="list-style-type: none"> <li>• The Province recognizes that Drumheller’s emergency response plan is key to overall flood hazard area management and fits into the layered approach identified in the province’s <i>Respecting Our Rivers</i> guiding document.</li> <li>• The Province will consider all options eligible for funding under the Alberta Community Resilience Program when finalizing the overall mitigation plan.</li> <li>• The Town resubmitted revised application to the Province before the September 30<sup>th</sup> deadline.</li> <li>• The Province indicated that they would consider property relocation grants in specific areas.</li> </ul>			
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**ADVOCACY (COUNCIL / CAO)**

<p><b>SENIORS HOUSING</b></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>Drumheller Housing Needs Assessment Report prepared by Housing Strategies Inc. (November, 2015) which supports Drumheller's need for more senior / social / affordable housing.</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"> <li>1) AHS Advocacy through David Thompson Board</li> <li>2) Speak with the Minister</li> <li>3) Approaching the private sector</li> </ol>	<ol style="list-style-type: none"> <li>1) Explore private facility options</li> <li>2) AHS delegation to Council</li> <li>3) Speak with the Minister</li> </ol>
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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.	<p>Explore private facility options Bylaw 02.15 was adopted by Council on Feb. 9<sup>th</sup>. The bylaw redesignates land adjacent to the hospital (North Drumheller) to Community Service District for the development of assisted living units. The applicant has not moved forward on the development as of yet. Economic Development Officer C. Glydon has been working with a developer on the potential development of 55+ villa type complex. Open house was held on November 19<sup>th</sup>, 2015 with positive feedback from the residents.</p>	Mayor/Council		
2.	AHS delegation to Council	Mayor/Council		

**Agenda Item # 8.1.4**

**ADVOCACY (COUNCIL / CAO)**

<b>PRIORITY/Desired Outcomes</b>	<b>OPTIONS/Preferred Strategy/ Notes</b>	<b>ACTION What, Who and When</b>
<b>PROVINCIAL LIAISON / LOBBYING</b> (CAO / Mayor / Council) * <b>2016 Schedule</b> ? How can we influence provincial decisions? + Access government funding + Develop partnerships + Favorable legislation • Timely access • Determine local needs	<b>1. Planned Program</b> <b>2. Issue-driven Approach</b>  <b>TOPICS</b> New Road to 6 <sup>th</sup> Avenue SE (IGA cross CN tracks to downtown core) Regional Water Museum Sewer Smell RCMP Contract (Drumheller Institution) Hwy 9 Maintenance Brownfields	 <u>Planned Meetings</u> Letter from Mayor Yemen to Ministers Danielle Larivee – Minister of Mun Affairs Shannon Phillips – Minister of Env/Parks Brian Mason – Minister of Trans/Infra Requesting a face to face meeting in March

- Prerequisite; \* Main Result and + Benefit

**Action Steps – Provincial Liaison / Advocacy**

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

<b>Step No.</b>	<b>Action Step</b>	<b>Assigned To</b>	<b>Start Date</b>	<b>Due Date</b>
1.	New Road to 6 <sup>th</sup> 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 6 <sup>th</sup> Avenue SE extension or trail expansion purposes. When CN removed the lines, how does this impact taxes? CN is currently being charged a commercial rate. Maintenance levels remain a concern. Are there other communities dealing with the same issues? Possible lobbying through FCM?	CAO		<b>Agenda Item # 8.1.4</b>

Town of Drumheller, AB  
Strategic Business Plan – 2016

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2.	<p><b>Regional Water Line</b>  <b>WEST LINE</b> (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.  <b>THREE HILLS WATER</b> (Background)  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. Lobbying needs to be at the provincial level to ensure regional water funding are approved based on the “in the best interest of all”. Our message needs to be communicated to the Minister – “We need a regional system for water and Drumheller has a proposal that we hope the Minister will consider”. First step is to meet with Aqua 7 and for Aqua 7 and the Town to meet with the Minister.</p>			
3.	<p><b>Museum Sewer Smell</b>  Odor on 4<sup>th</sup> Avenue SW attributed from the Royal Tyrrell Museum since their opening in 1985. R. Many solutions have been proposed with no resolution and a number of reports have been prepared however the most recent report of September 12, 2014 offered four (4) specific recommendations without any being totally effective. The problem results when the wastewater creates an offensive odour (hydrogen sulfide) when left in the pipe over a long period of time. The latest monitoring done by the Province shows the level of hydrogen sulfide is beyond what is acceptable and more costly / permanent solutions need to be tried. Although the Province is working with the Town, it is time to involve the Minister of Transportation and Infrastructure so that an acceptable resolution can be found to a long-standing problem. More costly / permanent solutions need to be discussed with the Province such as converting the holding tank to a lift station or trying a product called Little John Digester from Norwood Waterworks made for reducing fats , oil and grease in lift stations as well as reducing odor. Another option would be to strengthen enforcement within the Town’s existing utility bylaw by setting allowable levels of hydrogen sulfide and if in non compliance, penalties would be imposed.</p>			
4.	<p><b>RCMP Contract</b> – Federal government financial support for RCMP member duties at the Drumheller Institution. Currently, there is no additional funding for an officer at the Institution and the member is coming from the Drumheller quota. The Institution does not contribute to this placement of an officer. Need to lobby the Minister of Public Safety (Federal) for dollars for the Drumheller Institution as this member is diverted from working in the community.</p>			
5.	<p><b>Hwy 9 Medians Maintenance Beautification</b>  Administration met with Tony Chelick and Gord Wilton – Alberta Transportation on November 12<sup>th</sup> to review work priorities for 2015 and ongoing / future projects.  Alberta Transportation has agreed to consider median beautification on a block to block basis. Administration will put forward a request for median beautification in 2016.  Alberta Transportation is reviewing the Town’s request for a turnoff at the bottom of the south hill. No approval of this project as of yet.</p>			

6.	<p>Brownfields Task Force Report</p> <p>Province spearheaded a task force that included all sectors – oil companies, housing, etc that developed recommendations included in a report that moved forward to the Minister at that time. With the change of government, it needs to be an AUMA advocacy item to get the report approved. As part of the review, the task force looked at documents produced by the City of Calgary that mapped out minimum standards on these lands – it can serve as a guide. The Town needs to do something similar to impose minimal standards on brownfields possibly through a tourism corridor bylaw.</p>			
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## 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>2015 Work Priorities from the Service Capacity Review include:</p> <p>Regional Water Rates: Formula - completed</p> <p>Software Implementation: Proposal - ongoing</p> <p>RCMP Alternatives (Traffic Cameras)</p> <p>Contract Tracking and Review</p> <p>Human Resources Function and Procedures</p> <p>Bylaw Review Chart</p> <p>Historical Records Prevention</p> <p>Industrial Land Sales - ongoing</p> <p>Alternate Revenue Generation</p> <p>Palliser Regional Municipal Services (Value for \$)</p> <p>Parks Projects – Criteria</p> <p>Storm Water Utility</p> <p>Online Payment System</p> <p>The above noted work priorities are being worked on, however most will move forward in 2016.</p>	CAO		ANNUAL

**Agenda Item # 8.1.4**

# Chief Administrative Officer

## OPERATIONAL STRATEGIES

PRIORITY/Desired Outcomes	OPTIONS/Preferred Strategy/ Notes	ACTION What, Who and When
LAND USE BYLAW AMENDMENTS / MDP (p. 5) REGIONAL COLLABORATION (p.15)		

**CAO - OPERATIONAL STRATEGIES WORK PROGRAM**

<b>PRIORITY/Desired Outcomes</b>	<b>OPTIONS/Preferred Strategy/ Notes</b>	<b>ACTION What, Who and When</b>
<b>SOFTWARE INTEGRATION WITH NEW ASSET PLAN (CAO)</b>	-	

- Prerequisite \*    Main Result    +    Benefit
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**Action Steps – SOFTWARE INTEGRATION**

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

<b>Step No.</b>	<b>Action Step</b>	<b>Assigned To (Who)</b>	<b>Start Date</b>	<b>Due Date</b>
1.	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.	CAO		Oct., 2016

## CAO OPERATIONAL PRIORITIES WORK PROGRAM

PRIORITY/Desired Outcomes	OPTIONS/Preferred Strategy/ Notes	ACTION What, Who and When
<b>OFFSITE LEVY BYLAW</b> 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: +Benefitting 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"> <li>\$500.00 for each unit of housing provided, or</li> <li>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,</li> <li>\$2,000 an acre on the gross acreage of the lands being developed</li> </ul> Unless otherwise authorized by Council.	1. Inclusion in Infrastructure Master Plan 2. Draft Bylaw

- 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, 2016

# Director of Corporate Services

## OPERATIONAL STRATEGIES

PRIORITY/Desired Outcomes	OPTIONS/Preferred Strategy/ Notes	ACTION What, Who and When
COMMUNITY FOUNDATION (p. 16)		

- Prerequisite \* Main Result + Benefit



**CORPORATE SERVICES WORK PROGRAM**

<p><b><u>CONTRACT SPONSORSHIP</u></b> (Director of Corporate Services)  <b>BACKGROUND:</b> Contract with the Red Deer Bottling expires on April, 1, 2016 and with the expiry of this agreement it allows for other options to be considered for a “pouring rights supplier agreement”. The current arrangement varies depending on the facility where the product is being sold – the process for purchasing our beverage supply is different at the Aquaplex, Arena and BCF. The reasons for this variation are due to the presence of Drumheller Minor Hockey Association as the concession operator at the Drumheller Memorial Arena and the former operation of the food service kiosk at the BCF, in addition to a higher level of staff involvement in the concession operation at the Aquaplex. As a result of these factors, the pricing of product varies from location to location. An option may include engaging the services of a professional sponsorship consultant for a comprehensive review of all sponsorship opportunities for the Town of Drumheller.</p>		<p>1. RFP – Contract Sponsorship – Jan., 2015  2. Hiring of Contract Sponsorship - March, 2016</p>
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- Prerequisite; \*Main Result; + Benefit

**Action Steps – BCF CONTRACT SPONSORSHIP**

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

Step #	Action Step	Assigned To (Who)	Start Date	Due Date
1.	<p><b>RFP – Hiring of a Sponsorship Consultant</b>  Council agreed to pursue the hiring of a professional sponsorship consultant. The Town has received two proposals from the RFP put forward in January, 2015. Administration will prepare a report for Council’s consideration to ensure that an agreement meets the needs of all three facilities – Aquaplex, Arena and BCF. Administration will consult with Minor Hockey and advise them that the process is occurring and the potential impact. The agreement with Minor Hockey has expired and they are currently operating on a year to year basis.</p> <p>On November 16<sup>th</sup>, 2015, Council agreed to hire a consultant to pursue short term opportunities for sponsorship.</p>	Mayor / Council		Mar., 2016

**CORPORATE SERVICES - OPERATIONAL STRATEGIES WORK PROGRAM**

<b>PRIORITY/Desired Outcomes</b>	<b>OPTIONS/Preferred Strategy/ Notes</b>	<b>ACTION What, Who and When</b>
<b>FIXED ASSETS MODULE</b> (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: <ul style="list-style-type: none"> <li>- Developing and maintaining asset inventories;</li> <li>- Gathering and evaluating existing infrastructure data;</li> <li>- Determining the existing adequacy of the infrastructure system;</li> <li>- Developing policies for the appropriate level of asset maintenance and rehabilitation;</li> <li>- Establishing infrastructure replacement strategies through life cycle cost analysis;</li> <li>- Establishing the decision support system to facilitate budget preparation process</li> </ul>	

- Prerequisite \* Main Result + Benefit
- 

**Action Steps – FIXED ASSETS MODULE**

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

<b>Step No.</b>	<b>Action Step</b>	<b>Assigned To (Who)</b>	<b>Start Date</b>	<b>Due Date</b>
1.	Implementation	Director of Corporate Services		October, 2016

# Director of Infrastructure Services

## OPERATIONAL STRATEGIES

PRIORITY/Desired Outcomes	OPTIONS/Preferred Strategy/ Notes	ACTION What, Who and When
INFRASTRUCTURE MASER PLAN (p. 7) AIRPORT (p. 13)		

**INFRASTRUCTURE SERVICES WORK PROGRAM**

<b><u>AQUAPLEX MODERNIZATION (AI)</u></b> 1) Replace water slide (Phase 1) - COMPLETED 2) Modernization / Retrofit (Phase 2)	<hr/> <ul style="list-style-type: none"> <li>Waterslide Replacement opened June, 2015</li> <li>Modernization / Retrofit is in the 2016 Capital Budget.</li> </ul>	1) Waterslide - COMPLETED  2)Modernization / Retrofit
--	---	---

- Prerequisite; \*Main Result; + Benefit

**Action Steps – Aquaplex Modernization**

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

Step No.	Action Step	Assigned To (Who)	Start Date	Due Date
2.	Aquaplex Modernization / Retrofit The RFP went out on September 15 <sup>th</sup> and closed on September 30 <sup>th</sup> , 2015. On November 2 <sup>nd</sup> , Council awarded the contract for consulting services to Stantec in the amount of \$28,420. It is expected that the functional review and public input phase will take two months with a project completion date of December 31 <sup>st</sup> , 2015 and for introduction in the capital plan in January, 2016. Open House held on November 17 <sup>th</sup> . Priorities will be set during the 2016 capital budget deliberations with project start up by May, 2016 when the outdoor pool is open.			May, 2016

## INFRASTRUCTURE SERVICES WORK PROGRAM

PRIORITY/Desired Outcomes	OPTIONS/Preferred Strategy/ Notes	ACTION What, Who and When
<b>STORM WATER MANAGEMENT</b> (Director of Infrastructure Services) <ul style="list-style-type: none"> <li>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.</li> <li>* Sustainable funding source similar to our water and wastewater systems</li> </ul>	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.	<ol style="list-style-type: none"> <li>1. Research other municipalities – Aug</li> <li>2. Report to Council - Nov</li> </ol>

- 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		<b>August, 2015</b>
2.	Report to Council Storm water management will move forward as a priority in 2016.	Director of Infrastructure Services		<b>November, 2015 2016</b>



**CORPORATE PRIORITIES WORK PROGRAM**

<b>PRIORITY/Desired Outcomes</b>	<b>OPTIONS/Preferred Strategy/ Notes</b>	<b>ACTION What, Who and When</b>
<p><b>CONTINUATION OF COMMUNITY BEAUTIFICATION SCHEME / TOWN ENTRANCES / CORRIDOR STRATEGY/ DOWNTOWN (carryover)</b> (Director of Infrastructure Services)</p> <p><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></p> <p><b>Concern:</b> 4 primary entrances need landscaping / cleanliness / picnic tables – amenities for stopping tourists / wayfinding signage / reduce clutter / turn off on the south entrance</p>	<p>Factors to consider:</p> <ul style="list-style-type: none"> <li>- Infrastructure (sidewalks)</li> <li>- Façade of private property</li> <li>- Signage (Town of Golden as a model)</li> <li>- Heritage Program</li> </ul> <p>Urban system drawings are used as a resource – attention focused on higher traffic areas. The south entrance beautification was extended to include a second center median one block north to 12<sup>th</sup> Avenue (Dairy Queen) followed by beautification on the east side of Hwy from the Gordon Taylor Bridge to Hwy 838 (north Drumheller). The medians were finished with rock and shrubbery. Further to this in 2015, \$25,000 from the budget was used to plant new green/ash trees in the downtown core. <b>Project dollars will be included in the 2016 budget.</b></p>	<ol style="list-style-type: none"> <li>1. Conceptual Plan for Signage – February</li> <li>2. Tender - March</li> <li>3. Signage in place - June</li> </ol>

- Prerequisite \* Main Result + Benefit

**Action Steps – COMMUNITY BEAUTIFICATION SCHEME**

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

<b>Step #</b>	<b>Action Step</b>	<b>Assigned To (Who)</b>	<b>Start Date</b>	<b>Due Date</b>
1.	Conceptual Plan for Signage	Director of Infrastructure Services		February, 2016
2.	Out to tender			March, 2016
3.	Signage in place			June, 2016

## INFRASTRUCTURE SERVICES WORK PROGRAM

PRIORITY/Desired Outcomes	OPTIONS/Preferred Strategy/ Notes	ACTION What, Who and When
DRUMHELLER WATER PLANT OPTIMIZATION		

- Prerequisite \* Main Result + Benefit

### Action Steps – WATER PLANT OPIMIZATION

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

Step No.	Action Step	Assigned To (Who)	Start Date	Due Date
1.	Working with Associated Engineering on optimization and residuals, raw water pumps and declorination.	-		
2.				October, 2016

**INFRASTRUCTURE SERVICES - OPERATIONAL STRATEGIES WORK PROGRAM**

<b>PRIORITY/Desired Outcomes</b>	<b>OPTIONS/Preferred Strategy/ Notes</b>	<b>ACTION What, Who and When</b>
<b>GREEN INITIATIVES</b> <b>What is the Town's message around our green plan?</b>  <ul style="list-style-type: none"> <li>- AUMA has a new program</li> <li>- Be seen as a leader to reduce the carbon footprint</li> <li>- Alternate energy</li> <li>- Energy Conservation</li> </ul>		

- Prerequisite \* Main Result + Benefit

**Action Steps – GREEN INITIATIVES**

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

<b>Step No.</b>	<b>Action Step</b>	<b>Assigned To (Who)</b>	<b>Start Date</b>	<b>Due Date</b>
1.	TAME (Taking Action to Manage Energy) – Infrastructure Services is working with the TAME Initiative to upgrade three facilities, Aquaplex, Arena and the new Town Hall; Landscaping and zeroscaping; Green education and awareness; Investigate other Green products and technologies as well as grant opportunities for green initiatives.	-		
2.	Identify new priorities for Council consideration			October, 2016

# Director of Community Services

## OPERATIONAL STRATEGIES

PRIORITY/Desired Outcomes	OPTIONS/Preferred Strategy/ Notes	ACTION What, Who and When
TOURISM LEVY REVIEW (p. 5) LUB AMENDMENTS / MDP(p. 8) ECONOMIC DEVELOPMENT REFRESH TARGETS (p.9) RECREATION/ARTS AND CULTURE POLICIES(p.11)		

## COMMUNITY SERVICES WORK PROGRAM

PRIORITY/Desired Outcomes	OPTIONS/Preferred Strategy/ Notes	ACTION What, Who and When
<b>CELEBRATION HERITAGE</b> (Director of Community Services) <ul style="list-style-type: none"> <li>• Separate bylaw for each property</li> <li>• Funds available through Alberta Historical Foundation</li> </ul> +First property designated – East Coulee School Museum (to be used as a model for other historically designated properties) *Need to celebrate the success.  Second property to be designated heritage is Central School		1. Send out letter to EC School Museum – April, 2016 2. Public Message – April, 2016

- Prerequisite \* Main Result + Benefit
- 

### Action Steps – CELEBRATE HERITAGE

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

Step No.	Action Step	Assigned To (Who)	Start Date	Due Date
1.	Send out a letter to applaud EC School Museum and gain other interest.	Director of Community Services		April, 2016
2.	Public Message			April, 2016



# Protective Services

## OPERATIONAL PRIORITIES WORK PROGRAM

<b>PRIORITY/Desired Outcomes</b>	<b>OPTIONS/Preferred Strategy/ Notes</b>	<b>ACTION What, Who and When</b>
<b>1. Training Records</b> 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.	.	<b>May, 2016</b>
<b>2. Regional Agreements (Fire Service Agreements)</b>	.	<b>June, 2016</b>
<b>3. Zero Tolerance Policy</b>		<b>September, 2016</b>
<b>4. Tourism Corridor Bylaw</b> .	.	<b>September, 2016</b>

# RCMP

## OPERATIONAL PRIORITIES WORK PROGRAM

PRIORITY/Desired Outcomes	OPTIONS/Preferred Strategy/ Notes	ACTION What, Who and When
1. Annual Performance Plan	.	
2. Emergency Plans Revisiting and Training	.	
3. Relationship building and partnership opportunities (community outreach)		
4. Traffic safety in downtown	.	



# DRUMHELLER

## CHIEF ADMINISTRATIVE OFFICER

Agenda Item # 8.1.4



### Request for Decision

Date: January 25, 2016

Topic:	<b>2016 STRATEGIC BUSINESS PLAN</b>		
Proposal:	The Town's 2016 Strategic Business Plan was developed at the Council Retreat held on December 7 <sup>th</sup> and 8 <sup>th</sup> , 2015. 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 2016 Corporate, Organizational and Operational Improvements Work Programs.		
Proposed by:	Council		
Correlation to Business (Strategic) Plan			
Benefits:	<ul style="list-style-type: none"><li>◆ Ensures organizational leadership by Council is policy driven.</li><li>◆ Provides customer focused programs and service delivery.</li><li>◆ Ensure decisions are fact-based, resource-driven and aligned with other corporate directions.</li><li>◆ Integrates the multi-year budgets.</li></ul>		
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 2016 Strategic Business Plan is available via the Town's website <a href="http://www.dinosaurvalley.com">www.dinosaurvalley.com</a> .		
Recommendations:	<i>That Council approve the 2016 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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# DRUMHELLER

## INFRASTRUCTURE SERVICES

Agenda Item # 8.2.1



### Request for Decision

		<b>Date:</b>	January 21, 2016														
<b>Topic:</b>	Badlands Community Facility Janitorial 2016/2017/2018																
<b>Proposal:</b>	<p>On January 14, 2016, eight tender submissions were received for Janitorial Services at the Badlands Community Facility for 2016, 2017 and 2018 with the following results:</p> <table><tr><td>David Meeres</td><td>\$98,400.00 (\$22.00/hour) [\$93,714.00 excluding GST]</td></tr><tr><td>Best Service Pros</td><td>\$105,696.00 (\$25.00/hour)</td></tr><tr><td>Skyblue Janitorial Inc.</td><td>\$150,000.00 (\$18.00/hour)</td></tr><tr><td>TMJ Projects Ltd.</td><td>\$173,395.56 (\$25.00/hour)</td></tr><tr><td>Scollard Maintenance</td><td>\$216,000.00 (\$21.00/hour)</td></tr><tr><td>ABCO Maintenance</td><td>\$225,600.00 (\$22.00/hour)</td></tr><tr><td>Acoustical Ceiling &amp; Building Maintenance</td><td>\$275,571.50 (\$30.00/hour)</td></tr></table> <p>Note: all quotes include GST.</p>			David Meeres	\$98,400.00 (\$22.00/hour) [\$93,714.00 excluding GST]	Best Service Pros	\$105,696.00 (\$25.00/hour)	Skyblue Janitorial Inc.	\$150,000.00 (\$18.00/hour)	TMJ Projects Ltd.	\$173,395.56 (\$25.00/hour)	Scollard Maintenance	\$216,000.00 (\$21.00/hour)	ABCO Maintenance	\$225,600.00 (\$22.00/hour)	Acoustical Ceiling & Building Maintenance	\$275,571.50 (\$30.00/hour)
David Meeres	\$98,400.00 (\$22.00/hour) [\$93,714.00 excluding GST]																
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ABCO Maintenance	\$225,600.00 (\$22.00/hour)																
Acoustical Ceiling & Building Maintenance	\$275,571.50 (\$30.00/hour)																
<b>Proposed by:</b>	Reg Bennett, Technical Services Manager																
<b>Benefits:</b>	David Meeres has provided professional caretaking services to Drumheller for over 30 years. He has held contracts with the Town since 2006 and is presently the contractor for Town Hall, RCMP Detachment, Public Works, and Water Treatment Plant.																
<b>Disadvantages:</b>	None																
<b>Alternatives:</b>	Reject all tenders																
<b>Finance/Budget Implications:</b>	The 2016 Draft Operating Budget has allocated \$100,00.00 (revised) to provide this service.																
<b>Recommendations:</b>	Council award the contract for Janitorial Services at the Badlands Community Facility for 2016, 2017 and 2018 to David Meeres in the amount of \$ 93,714.00 (excluding GST).																
<b>Report Writer:</b>	Reg Bennett	<b>Director of Infrastructure:</b>	Allan Kendrick														
<b>Position:</b>	Technical Services Manager	<b>Chief Administrative Officer:</b>	R. M. Romanetz, P.Eng.														

OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER

Telephone: (403) 823-1339

	Created By: Libby Vant	1
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# 2016 - 2017 Service Fee Schedule

## For Adoption

ADOPTED by Council

UPDATED:

W:\garvidson\budget 2015\Final Draft Copy of Fee Schedule 2016 council draft.0113

Town of Drumheller Fee Schedule		Rates Adjusted as per Corporate Services		Effective
Administration Services				
GST:		Extra where applicable (unless otherwise indicated)		
source:				
ADMINISTRATION				
account(s) management				
assessment appeal		Payment (credit balance) transfers (utilities to taxes, taxes to utilities)	\$	25.00
		Balance transfers (utilities to tax roll)	\$	50.00
		LARB (residential)	\$	50.00
		Provincial Reg. \$50 max, 3 units and less	\$	650.00
		CARB (multi res, commercial)		
		Provincial Reg. \$650 max		
		*fees refunded upon successful appeal		
assessment information request by third party		information regarding legal description, latest assessment	\$	36.75
		information regarding historical assessments	\$	36.75
copies of information (other than photocopies)			\$	25.75
		Reprint fee for invoice , account history or receipt:	\$	42.25
		per electronic version	\$	3.35
		per photograph plus:	\$	6.50
		per 4x6	\$	11.00
		per 5x7	\$	22.00
		per 8x10	\$	33.50
		per 11x14		
		per 16x20		
criminal records check			\$	36.00
		Private requested by individuals		
custom work (public works)			\$	50.25
		per employee hour plus actual costs for materials, supplies and equipment (Mon - Fri 8am - 5pm), additional labour over roadbuilders		
		per employee hour plus actual costs for materials, supplies and equipment (Outside of Mon - Fri 8am - 5pm), additional labour over roadbuilders	\$	75.00
		Snow Control plus admin fee:10% (check the Tax Roll)	1.1.3202.451	
		Weed Control plus admin fee:10% (check the Tax Roll)	1.1.2611.451	
fax			\$	5.50
		per transmission (local and long distance)		



Town of Drumheller Fee Schedule	Rates Adjusted as per Corporate Services	Effective 01-Feb-16
<b>Administration Services</b>		
FOIP* requests	* Freedom of Information and Protection of Privacy Regulation, AR200/95 per request	\$ 25.00
photocopying	per page (min 5 pages to a maximum 600 pages (\$1.50)) <b>Colour copying</b> per page (5 minimum - 600 maximum)	\$ 0.30 \$ 1.00

Town of Drumheller Fee Schedule		Rates Adjusted as per Corporate Services	
Administration Services		Effective 01-Feb-16	
tax information	per tax certificate	\$	36.75
DEVELOPMENT base maps	black and white	\$	11.00
	colored	\$	50.25
	11x17	\$	16.80
compliance certificate	zoning compliance	*see development tab	
development appeal fee		\$	133.50
land-use bylaw (black and white)	without map	\$	50.00
	with map	\$	67.25
municipal development plan	black and white maps	\$	67.00
	colored maps	\$	111.25
subdivision fees as established annually by Palliser			
ELECTRONIC INFORMATION	custom work (computer drafting and programming)	\$	67.25
	per hour plus actual costs for materials and supplies		
information extraction	per hour to extract data from electronic databases	\$	67.25
search and retrieval	per hour plus actual costs for materials and supplies	\$	33.65
	per 1/4 hour	\$	7.85

Town of Drumheller Fee Schedule	Rates Adjusted as per Corporate Services	Effective 01-Feb-16
Administration Services		
Miscellaneous Items		
Freon Devices	\$ 10.50	
NSF Charges*	\$ 35.00	

Town of Drumheller Fee Schedule		Rates Adjusted as per Corporate Services
Airport		Effective 01-Feb-16
Storage in Town Owned Hanger per month plus GST		Under Review
Lot for Own Hanger per year plus GST *site improvements not included		Under Review

**Town of Drumheller  
Fee Schedule** Rates Adjusted as per Protective Services

**Animals**

GST: all prices EXEMPT GST  
adopted: Council

**Altered Animal - with microchip or tattoo**

Dog  
Cat

**Altered Animal - without microchip or tattoo**

Dog  
Cat

**Unaltered Animal - with microchip or tattoo**

Dog  
Cat

**Unaltered Animal - without microchip or tattoo**

Dog  
Cat

New Resident or New Animal licenses are prorated by month

A proof of alteration (spaying or neutering) certificate from a veterinarian is required in order to apply the "altered animal" rate.

A proof of microchip or tattoo certificate from a veterinarian is required in order to apply the "microchip or tattoo" rate.

approx 3%  
Effective

2016

\$	15.75	
\$	10.50	
\$	31.50	
\$	31.50	
\$	36.75	
\$	36.75	
\$	52.50	
\$	52.50	

ITEMS NOT FOUND IN BCF BUDGET

## Town of Drumheller Fee Schedule

### Aquaplex

GST: all prices include GST where applicable unless otherwise indicated  
source:

#### Rentals:

Swim Suit (deposit required)	\$3.50
Towel	\$2.00
Shower/use of changeroom facilities (no pool access)	\$2.00

#### Pool Rental (no charge for the first three adult supervisors)

Swim Club (per hour)	\$63.00
Swim Club (per hour - per lane)	\$11.00
Local Youth Groups	\$73.50
Non - Local Groups	\$110.25
Local Youth Groups	\$105.00
Non - Local Groups	\$142.00
Local Youth Groups	\$136.50
Non - Local Groups	\$173.50
Local Youth Groups	\$168.25
Non - Local Groups	\$205.00
Edutour / Camp-ins per person April 1 to March 31 each year	\$3.00

(Royal Tyrrell Museum \* gst exempt)

#### Swimming Lessons\* gst exempt

Preschool/Stroke Proficiency (30 minute lesson)	\$35.00
Swim Kids 1 to 4 (45 minute lesson)	\$45.25
Swim Kids 5 to 7/ Junior Lifeguard Club (60 minute lesson)	\$55.50
Swim Kids 8 to 10 (90 minute lesson)	\$76.75
Private lesson (30 minutes- 1 child)	\$15.75
Private lesson (30 minutes- additional child)	\$5.50
School Lessons (August - June each year)	\$28.25

#### Training Courses/Adult Lessons

Adult Lesson - Drop in	\$16.50
Adult Lessons - Session	\$47.50
Bronze Medallion	\$170.00
Bronze Cross	\$140.00
Bronze Medallion/Cross Combined	\$200.00

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Aquaplex



ITEMS NOT FOUND IN BCF BUDGET

Town of Drumheiler  
Fee Schedule

**Aquaplex**

- Standard First Aid
- National Lifeguard
- Lifesaving Instructor
- WSI Skills
- WSI On-line/Teach Experience
- WSI Classroom/Pool

Effective
<b>01-Feb-16</b>
\$135.25
\$324.50
\$216.25
\$40.00
\$160.00
\$200.00

**Age Groups (definitions)**

- Children (age 5 and under)
- Youth (age 6 to 17)
- Adult (age 18 to 59)
- Senior (age 60 and higher)

**Public Swimming: Drop In**

- 5 & Under (within arms reach of someone 16 yrs+)
- Youth (ages 6-17 yrs)
- Adult (ages 18-59 yrs)

FREE
\$5.50
\$7.50

Town of Drumheller Fee Schedule		
Arena		
GST:	all prices include GST where applicable unless otherwise indicated	Effective 01-Jul-16
source:		
Summer Rental (April 01 to August 30)		
	/hr (plus GST)	\$168.00
Lacrosse*		\$66.00
Dry Rental	will be negotiated on an individual basis	
Winter Rental		
Prime Time Rental		
Prime time: Weekdays from 4PM to Midnight		
Weekends from 7AM to Midnight		
Holidays from 7AM to Midnight		
	/hr (plus GS Youth Groups	\$82.00
	/hr (plus GS Local Adult Hockey	\$168.00
	/hr (plus GS Out of Town Users	\$183.50
Non Prime Time Rental		
	/hr (plus GS Youth Groups	\$61.50
	/hr (plus GS Local Adult Hockey	\$123.50
	/hr (plus GS Out of Town Users	\$139.00
Junior "A" Rental		
	/hr (plus GS Practice	\$108.50
	/hr (plus GS Games	\$151.50

PUBLIC SKATING is provided FREE to the public – sponsored by Local Business as negotiated by the Director of Community Services.

Town of Drumheller  
Fee Schedule

Arena

ARENA RENTALS

Non Ice Day Rental Rates

Town of Drumheller Group NO charge

Local Non Commercial \$357.50+GST Deposit! \$357.50

Town Commercial \$485+GST Deposit! \$485

Other Groups \$640+GST Deposit! \$660

Town Crew Clean-up Fee \$400 if required

Graduation Ceremonies 5 day charge \$3,500.00+GST

Red Arena – if available – indoor practice fee due to inclement weather

- If booked 72 hours in advance - \$15/hour+GST

- If booked less than 72 hours in advance - \$30/hour+GST

Staff will be arranged to open and close.

Persons renting the arena floor space during the off season for a three day or more event shall be allowed the use of the arena floor space on the day before and/or the day after the event, at a reduced daily rental rate equal to one-half the normal daily rental rate. This provision is established to accommodate extra time that the renter may need to set up and/or disassemble any structures or displays necessary for the event but is not intended for the purpose of running the event itself. The renter will be responsible for advising Facilities Staff if either of these extra days is required when booking the facility.

Town of Drumheller  
Fee Schedule

Effective  
01-Feb-16

Ball Diamonds

GST: all prices include GST where applicable unless otherwise indicated  
source:

- Youth Ball (Per Diamond)
  - per game (2-3 hours duration) (plus GST)
  - per day (plus GST)
- Adult Ball (Per Diamond)
  - per game (2-3 hours duration) (plus GST)
  - per day (plus GST)

\$22.50  
\$80.00  
  
\$30.75  
\$106.75

**Town of Drumheller  
Fee Schedule**

Drop in - BCF	2016 Single Facility Adjusted Including GST	2016 Multi Facility Adjusted including GST
Adult	\$8.75	\$11.25
Youth	\$6.75	\$8.50
Senior	\$6.75	\$8.50
Family	\$18.00	\$23.00
Dependent		
10 pass -		
BCF/Multi		
Adult	\$78.75	\$78.75
Youth	\$60.25	\$60.25
Senior	\$60.25	\$60.25
Family	\$166.75	\$166.75
Dependent		
One month		
Adult	\$59.75	\$77.75
Youth	\$44.25	\$57.75
Senior	\$44.25	\$57.75
Family	\$125.75	\$163.50
Dependent		
Three month		
Adult	\$153.75	\$200.00
Youth	\$114.25	\$148.50
Senior	\$114.25	\$148.50
Family	\$323.00	\$419.75
Dependent		
Six month		
Adult	\$256.50	\$333.75
Youth	\$190.50	\$247.50
Senior	\$190.50	\$247.50
Family	\$538.00	\$699.25
Dependent		
Annual		
Adult	\$479.00	\$622.25
Youth	\$317.25	\$412.25
Senior	\$317.25	\$412.25
Family	\$896.25	\$1,103.25
Corporate		

20% discount on full year multipasses for businesses  
 Minimum purchase of four buy business  
 Terms and conditions as outlined by policy

**Age Groups**  
 Children (age 5 and under)  
 Youth (age 6 to 17)  
 Adult (age 18 to 59)  
 Senior (age 60 and higher)

Room	Space	Weekend Rate	Daily Rate	Hourly Rate
<b>Banquet Hall</b>				
<b>Full Hall (450 seated at tables, 600 seated theatre style)</b>				
Private		\$2,101.25	\$945.50	\$157.50
Local		\$1,819.50	\$803.75	\$133.50
Not for profit		\$1,714.50	\$756.00	\$126.00
<b>2/3 Hall (330 seated at tables)</b>				
Private		\$1,429.00	\$630.25	\$105.00
Local		\$1,189.00	\$525.25	\$87.00
Not for profit		\$1,143.00	\$504.00	\$84.00
<b>1/3 Hall (165 seated at tables)</b>				
Private		\$748.25	\$331.00	\$54.50
Local		\$630.25	\$278.25	\$46.00
Not for profit		\$592.50	\$262.50	\$43.00
<b>Kitchen</b>				
Single function				
Caterer			\$ 1.10 per plate - per meal	\$78.75
<b>Terrace (100)</b>				
Private		\$655.50	\$289.00	\$48.50
Local		\$598.50	\$262.50	\$44.00
Not for profit		\$525.25	\$231.25	\$39.00
<b>Meeting Space</b>				
<b>Large multi-purpose room (40 seated at tables)</b>				
Private			\$183.75	\$31.50
Local			\$157.00	\$26.25
Not for profit			Town Sponsored	Town Sponsored
<b>Small multi-purpose room (16 seated at tables)</b>				
Private			\$92.00	\$15.75
Local			\$78.25	\$13.00
Not for profit			Town Sponsored	Town Sponsored
<b>Gallery (up to 50 standing)</b>				
Private			\$184.00	\$31.50
Local			\$156.50	\$26.25
Not for profit			\$63.00	\$15.75



Field House

Field house - full - two thirds -

Private	Field house
Local	Private
Not for profit - adult	Local
Not for profit - youth	Not for
	Not for

Daily	Full	2/3	1/3
\$1,050.50	\$159.50	\$126.00	\$ 63.00
\$840.50	\$105.00	\$84.00	\$ 42.00
\$819.50	\$78.75	\$63.00	\$ 31.50
\$788.00	\$63.00	\$42.00	\$ 21.00

Fitness Studio

Private	Fitness
Local	Private
Not for profit - adult	Local
Not for profit - youth	Not for
	Not for

\$525.00	\$52.50
\$418.25	\$42.00
\$262.50	\$31.50
\$157.50	\$21.00

Play space drop in

Play space

\$2.00
--------

\* fees do not include GST

\* fees do not include GST and are

**Bulk Rates**

GST: all prices are GST exempt

**Bulk Water (utility rates bylaw)**  
(see Utility Rates)

Effective  
01-Feb-16

GL Code

1.1.4101.441

**Sewage Dumping (Drumheller Commercial/Industrial/Residential)**

tonne

1.1.4201.441

\$ 2.30

**Sewage Dumping (Outside Drumheller)**

tonne

1.1.4201.441

\$ 7.45

Town of Drumheller  
Fee Schedule

Cemetery

source:

Note: A burial Permit is required for all burials

Resident

Full Plot  
Open/Close (weekday)  
Open/Close (weekend, holiday)  
plus winter fee (Nov01 to Mar31)

Non-Resident

Full Plot  
Open/Close (weekday)  
Open/Close (weekend, holiday)  
plus winter fee (Nov01 to Mar31)

Cremains

Cremain Plot (resident) (maximum 4 cremains)  
Cremain Plot (non-resident) (maximum 4 cremains)  
Open/Close (weekday)  
Open/Close (weekend, holiday)  
plus winter fee (Nov01 to Mar31)

Columbarium

Niche (each cremain) (maximum 4 cremains)  
Open/Close (weekday)  
Open/Close (weekend, holiday)  
Engraving

Memorial Wall

Plaque engraving for memorial wall

\* Rate increases proposed reflect actual current cost

Effective  
01-Feb-16

\$ 839.50  
\$ 419.25  
\$ 539.25  
\$ 213.25

\$ 925.00  
\$ 419.25  
\$ 539.25  
\$ 213.25

\$ 419.25  
\$ 485.00  
\$ 135.00  
\$ 154.50  
\$ 71.25

\$1,064.25  
\$ 199.50  
\$ 256.50  
\$ 488.50

\$ 215.00

Town of Drumheller  
Fee Schedule

Effective  
01-Feb-16

Summer Fun

GST: all prices are exempt from GST  
source:

Summer Camp Daily (1st Child)	\$49.50
Summer Camp Daily (2nd Child)	\$43.75
Summer Camp Weekly (1st Child)	\$148.50
Summer Camp Weekly (2nd Child)	\$131.25
Summer Camp Short Week (1st Child)	\$123.25
Summer Camp Short Week (2nd Child)	\$109.00
Extended pick up & drop off - Weekly	\$21.00
Extended pick up & drop off - Daily	\$5.25

Flex Day

Members:	n/a
Public rate	n/a
First Child per Day	\$49.50
Additional Child per Day	\$43.75
First Child per Day	
Additional Child per Day	

Does not include gst

Before/After School Care

Daily	\$13.50
1st child	\$11.00
Additional	
for families having two or more children who are registered as full-time in the program	

PROGRAM WAS CHANGED TO FULL TIME - THIS WILL BRING INTO LINE FOR BILLING

Town of Drumheller Fee Schedule		Effective 01-Feb-16
<b>Summer Fun</b>		
<b>BCF Birthday Party Packages</b>		
Does not include gst		
Fee increase based on increased costs for supplies and market demand		
Sports Party - OR - Princess Party	1 to 12 people	\$168.00
	13 to 24 people	\$227.75
	25 to 35 People	\$275.00
Gamer Party	1 to 12 people	\$195.75
	13 to 24 people	\$252.25
	25 to 35 People	\$298.75
Pirate Party – OR - Beach Party	1 to 12 people	\$200.75
	13 to 24 people	\$272.00
	25 to 35 People	\$350.25



# DRUMHELLER

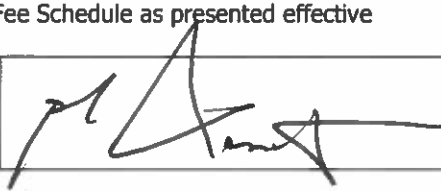
## CORPORATE SERVICES

Agenda Item # 8.4.1



### Request for Decision

Date: January 22, 2016

<b>Topic:</b>	<b>Town of Drumheller 2016 - 2017 Service Fee Schedule</b>		
<b>Proposal:</b>	<b>The Town of Drumheller charges fees for a variety different services. Over the last couple of years, Administration has compiled these fees in a Service Fee Schedule. Administration requests that Council formally approve the Service Fee Schedule in order to formalize the rates that are not approved by other means. Administration is recommending that Council approve the 2016 - 2017 Service Fee Schedule.</b>		
<b>Proposed by:</b>	Ray Romanetz, P.Eng. - Chief Administrative Officer		
<b>Correlation to Business (Strategic) Plan</b>			
<b>Benefits:</b>	<ul style="list-style-type: none"><li>• The rates are formally approved on an annual basis and recognized in the minutes.</li><li>• The public and staff can access one document for accessing current service fees.</li></ul>		
<b>Disadvantages:</b>	n/a		
<b>Alternatives:</b>	Council could alter any and all of the rates recommended in the guide.		
<b>Finance/Budget Implications:</b>	The service fee revenues are reflected throughout the 2016 operating budget.		
<b>Operating Costs:</b>	n/a	<b>Capital Cost:</b>	
<b>Budget Available:</b>		<b>Source of Funds:</b>	As per annual budget
<b>Budget Cost:</b>		<b>Underbudgeted Cost:</b>	
<b>Communication Strategy:</b>	The 2016 – 2017 Service Fee Schedule will be published on the Towns' website and distributed throughout the organization.		
<b>Recommendations:</b>	That Council approve the 2016 - 2017 Service Fee Schedule as presented effective February 1, 2016..		
<b>Report Writer:</b>		CAO:	
<b>Position:</b>			

CORPORATE SERVICES

Telephone: (403) 823-1311

RFD - 2016 - 2017 Service Fee Schedule

Created By: Handy

1





# DRUMHELLER

## COUNCIL POLICY



### COUNCIL POLICY #C-01-16

#### RECREATION FEE ASSISTANCE PROGRAM

##### A. THE PURPOSE OF THIS POLICY IS TO:

The Town of Drumheller believes that the well being and quality of life for its residents is important. Upon approval of an application process, the program allows eligible residents access into the following recreation facility at a reduced rate: Arena, Aquaplex and Badlands Community Facility.

##### B. PROGRAM DETAILS

1. Applications for recreation fee assistance are accepted throughout the year and forms are available on the Town's website or can be picked up at each of the facilities.
2. The program is available to all residents of Drumheller upon proof of residency.
3. The applicant must submit a qualifying document to support low income, proof of identification, and current contact information.
4. All requests will be reviewed by the Director of Community Services and applicants will be notified of approval.
5. Fee assistance will be based on 50% of the facility entrance costs for the current year.
6. Eligibility criteria is based on the qualifications as outlined in the attached Schedule A.

##### C. EFFECTIVE DATE

The Town of Drumheller offers this recreation subsidy program to its residents effective February 1, 2016.

Adopted by Council

Date: January 25, 2016

\_\_\_\_\_  
Mayor of Drumheller

\_\_\_\_\_  
Chief Administrative Officer

**SCHEDULE A**

**QUALIFICATION FOR RECREATION FEE ASSISTANCE PROGRAM**

Qualification is automatic if you are a current resident of the Town of Drumheller and one of the following applies to you:

- a. You are on AISH (Assured Income for the Severely Handicapped):  
Please bring a copy of your Health Benefits Card or a direct deposit statement.
- b. You are on Income Support or another Alberta Works program:  
Please provide a copy of your letter stating the expiry date along with either Adult/Child Benefit Card or direct deposit statement.
- c. You are a Drumheller Housing Authority Tenant:  
Please provide a copy of your most recent receipt.
- d. You are on Guaranteed Income Support:  
Please provide a copy of your Guaranteed Income letter or direct deposit statement.
- e. You have Refugee Status:  
Please provide a copy of your Protected Person Status document. For Refugee Claimants, provide a copy of your Refugee Protection Claimant document.
- f. If you are not a recipient of any of the above programs or benefits listed above you may still qualify.



# DRUMHELLER

## CHIEF ADMINISTRATIVE OFFICER

Agenda Item # 9.1



### QUARTERLY REPORT

Name:	R.M. Romanetz, P. Eng.	Month:	October to December 2015
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### 2015 STRATEGIC BUSINESS PLAN

#### Corporate Priorities:

##### TOURISM LEVY REPORT

On December 14<sup>th</sup>, Dan Sullivan – Travel Drumheller asked Council to consider a change to Schedule B that would create a user pay system for sustainable funding of the organization by implementing a flat rate fee. At that time, D. Sullivan explained that the Alberta government collects 4% from all accommodations as a tourism levy which funds Travel Alberta; the organization recommends that Drumheller collect half of that. A 2% tourism levy is a fairer way of making the calculation which would ebb and flow with the economy. It will create less funding but as tourism dollars grow so does the organization's funding; so it is a fairer way to assess the hotels as it fluctuates with their business. Travel Drumheller has met with the hoteliers and they agree that it is a much fairer way of implementing Schedule B.

On January 11<sup>th</sup>, 2016 Council gave first reading to Bylaw 04.16 to amend Bylaw 04.15 by removing Schedule B. Council invited Travel Drumheller to their COW meeting of January 18<sup>th</sup> to discuss the matter further.

##### BADLANDS COMMUNITY FACILITY – FUNDRAISING STRATEGY

On October 9<sup>th</sup>, the former Fundraising Committee's Legacy Tree Project was installed on the main floor of the BCF with donations of \$500 and \$1000 being recognized on the leaves. The Fundraising Committee has now ceased operations.

On November 16, 2015 Council agreed to hire a consultant to pursue short term opportunities for sponsorship that will meet the needs of all three facilities – Arena, Aquaplex and BCF.

##### ECONOMIC DEVELOPMENT STRATEGY TERMS OF REFERENCE

Economic Development Task Force has been working on the following priorities:

1. The Town has received eight (8) Storefront Improvement Grant applications which is a matching grant to help businesses upgrade / modernize their storefronts.
2. On November 30<sup>th</sup>, C. Glydon presented the benefits of CAEP membership - Drumheller will receive value from marketing, both nationally and internationally, as well as being able to access economic indicator reports. Council approved Drumheller joining CAEP with the membership fee set at \$0.40 per capita, which equals \$3212.00 per year commencing April 1<sup>st</sup> of each year.
3. Actively working on a new retiree development for 55+ residents in Drumheller and surrounding area
4. Rosedale Industrial Park Marketing research.

##### DOWNTOWN REVITALIZATION

Office of the Chief Administrative Officer

Telephone: (403) 823-1339

Council recommended that the focus be on areas where the Town had more control. The south entrance beautification was extended to include a second center median one block north to 12<sup>th</sup> Avenue (Dairy Queen) followed by beautification on the east side of Hwy #9 from the Gordon Taylor Bridge to Hwy 838 (north entrance). The medians were finished with rock and shrubbery. New project dollars will be included in the 2016 operational / capital budget.

### **Other Priorities:**

**MDP / LUB Update** –A bylaw to amend significant sections of the LUB including: secondary suites, medical marijuana production facilities, narrow lot redevelopment, industrial and commercial development, and signs is being prepared for the new year. This will be the second attempt at this bylaw.

### **Recreation Cost Recovery / Fee Assistance Philosophy / Arts and Cultural Policy**

On December 14<sup>th</sup>, P. Salvatore provided a summary of the work done in 2015 on researching a recreation subsidy fee policy as well as an arts and culture policy. At that time, the Town's investment either financial and / or in-kind contributions to various arts and culture groups /events was discussed as well as the next steps required to move forward.

A Recreation Subsidy Policy will be drafted for Council's consideration based on the City of Red Deer's eligibility guidelines with a subsidy up to 50% of regular prices.

An Arts and Culture Policy will be drafted for Council's consideration based on recommendations including the formation of an Advisory Committee from the public at large to field the grant requests and approve or make recommendations to Council, terms of reference and process similar to the Storefront and eligibility criteria (on an annual basis, organizations submit their application for funding whether for actual dollars or an in-kind contribution).

### **Elgin Subdivision**

Elgin Hill will be marketed at the appropriate time.

### **10<sup>th</sup> Avenue Development (Hillview Phase 3)**

As of early fall, deep underground utilities and road structure were completed. Shallow utility installation is nearly complete. Price calculations for the Town lots will be finalized shortly and the Town lots offered for sale by mid-February. The process for choosing lots will be based on a Residential Lot Draw. A complete packaging including Lot Details, Lot Draw Requirements and Procedures, Land Sale Agreement and Architectural Controls will be made available shortly. Marketing of the lots has been through signage and website messaging.

**Community Entity (Friends of Society)** – This corporate priority has been assigned to Barb Miller and she will provide an update as the priority moves forward.

**Infrastructure Management Plan** – The Master Plan will be finalized in the early new year and this needs to tie in with the Town's 2016 capital plan. Reports are being updated such as the 1985 Growth Study - MDP, Water/Wastewater Rate Design / Environmental Approvals / Facilities / Fleet Replacement, Capital Plan, Offsite Levies, etc. Modeling meetings have been held: offsite levies with Corvus and water model with Bob Jennings. Draft reports will be presented to Council in the second quarter of 2016.

### **Advocacy (CAO / Council)**

#### **Flood Mitigation**

A meeting was held with the Province on September 9<sup>th</sup> and although the Province was committed at that time to work with the Town of Drumheller on a flood mitigation plan which will consider all options eligible for funding under the Alberta Community Resilience Program, including buyout provisions, no further dialogue or approval since that time. The Mayor has written a letter to the Minister of Municipal Affairs Hon. Danielle Larivee requesting a meeting with her as well as the Ministers of Infrastructure/Transportation and Environment/Parks in March, 2016 to address the Town's grant application for flood mitigation and other outstanding concerns.

Mayor Yemen wrote the following letters:

Premier Notley re Buddy MLA

Hon. Kathleen Ganley – Minister of Justice and Solicitor General re support of ALERT's Program (Alberta Law Enforcement Response Team)

Hon. Shannon Phillips – Minister of Environment and Parks re Drumheller's massive beaver problem.

### Organizational Improvements

Service Capacity Review – The Service Capacity Review has been updated to include work priorities for 2015. The 2015 Strategic Business Plan identifies areas / activities that require improvements and / or change to gain efficiencies and cost savings for all departments.

Communications (to be more transparent)

The Content Management Committee will be updating the content on the Town's website after 1 year of use. According to our website developer, our website has been very busy, in fact, we have seen a 24% increase in visitors to the site and 40% more pages viewed.

### Operational Strategies (CAO / Staff)

SOFTWARE INTEGRATION – recommendations will be included in the Asset Management Report.

### Other Work Priorities:

**LANDFILL OPERATIONS** – An annual tipping review was conducted during the Solid Waste Association's 2016 budget review. All members agreed to increase the tipping fees by \$2.50 per metric tonne. Freon appliances increased to \$15.00 per unit and all other appliance to \$7.00 per unit due to the downturn in the metal recycling market. The SW Association was able to keep the requisition increase to 2.75%. The SW Association has introduced a \$1.00 per tonne handling fee for the acceptance and management of all concrete and asphalt material to be crushed or recycled.

### Outstanding Issues for the Next Quarter:

Infrastructure Management Plan

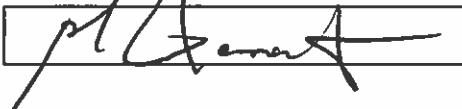
Aquaplex Modernization and Retrofit Master Plan

Lot Draw Hillsview Subdivision

Spray Fountain Upgrade

2016 Operation and Capital Budget

CAO:





# DRUMHELLER

## CHIEF ADMINISTRATIVE OFFICER

Agenda Item # 9.1



### ANNUAL REPORT

Name:	R.M. Romanetz, P. Eng.	Year:	2015
-------	------------------------	-------	------

#### Year's Accomplishments:

- **Mayor and Council:**

- In January, Council approved the 2015 user fee schedule with recreational at 2% and no increase for the Aquaplex drop in rates.
- In February, Council approved the 2015 Operating Budget – Tax Supported (net surplus of \$1,347 based on an overall 2% increase with a budget of \$17,128,383 for expenses and a budget of \$17,129,730 for revenues); 2015 Operating Budget – Utilities Supported (with utility increases of 5% to water rates and 2% to sewer rates); and the 2015 Capital Plan (totaling \$5.9M). Council and Administration started 2015 budgeting for a 3% tax increase and were able to roll back to a 2% tax increase.
- In March, Council adopted Bylaw 04.15 being the Business License Bylaw which included Schedule B – the creation of new marketing dollars for Drumheller.
- In April, Council approved the naming of the entire green space in front and to the west of the Aquaplex that includes the water fountain and the kiddies spray area as Rotary Park.
- The Annual Spring Clean Up was held May 1<sup>st</sup> to May 13<sup>th</sup>.
- The new waterslide at the Aquaplex opened on June 5<sup>th</sup>.
- Canada Day celebrations this year were successful. A number of changes were made to the celebration site, in partnership with the Drumheller Dragons. The response was overwhelmingly positive and we proved once again why we are one of the best Canada Day communities in all of Alberta. The Town received numerous accolades from residents and tourists on July 1<sup>st</sup> and the Town's beautification efforts, especially in the downtown core with the redesign of Munchie Park.
- The grand opening of the new skateboard park was held on August 29<sup>th</sup>. This project has been in the works for a few years thanks to the hard work of DASE, community volunteers and our own Town staff.
- On September 6<sup>th</sup> & 7<sup>th</sup>, the Town of Drumheller went above and beyond for Tough Mudder this year despite treacherous weather. Participation numbers exceeded 6 thousand, all of whom made the best of it even though the weather was cold and wet. Town staff worked hard, making the Tough Mudder's event a success.
- September 29<sup>th</sup> & 30<sup>th</sup>, Drumheller hosted the Grey Matters Conference at the Badlands Community Facility with close to 300 delegates. Council agreed that this conference should be used as a model template for hosting future conferences / events.
- In October, Council launched their Future Home Tour. Telus invested millions of dollars in the community with the installation of high speed technology.
- In November, Council awarded the contract for consulting services for the modernization / retrofit of the Drumheller Aquaplex indoor pool to Stantec. A gradual entry provides a safe way to enter the pool for both seniors and children as well as other upgrades.

Office of the Chief Administrative Officer

Telephone: (403) 823-1339

- In December, Council adopted Bylaw 08.15 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 2016.

### **2015 STRATEGIC BUSINESS PLAN (held November 27<sup>th</sup> and 28<sup>th</sup>)**

Adopted by Council on January 26, 2015, with quarterly updates to Council on May 21<sup>st</sup>, July 27<sup>th</sup>, October 19<sup>th</sup> with a final review to Council on December 7<sup>th</sup>.

### **CORPORATE PRIORITIES** (detailed review provided in the 2015 Strategic Business Plan):

- **Flood Mitigation Funding** – ongoing lobbying with the Province.
- **Tourism Levy Report** – (amendment to Business License Bylaw 04.15 by removing Schedule B – first reading – January 11<sup>th</sup>, 2016).
- **Badlands Community Facility Funding Strategy** – Council agreed to hire a consultant to pursue short term opportunities for sponsorship.
- **Economic Development Strategy Terms of Reference** – completed.
- **Downtown Revitalization** (completed 2015 projects; dollars in the budget for 2016 projects).
- **Arts and Cultural Policy** (discussions held with Council that now provide direction for Administration to draft a policy).

### **OPERATIONAL PRIORITIES**

- **Land Planning / Project Meetings / Financial Meetings**
  - Flood Mitigation
  - Infrastructure Master Plan
  - Sandstone Manor
  - 4<sup>th</sup> Avenue Odor Control
  - 10<sup>th</sup> Avenue (Hillsview)
  - 12<sup>th</sup> Street (ATCO)
  - Centennial Park (Skateboard Park)
  - Land Use Amendment Bylaws
  - East Coulee Water Fill Station / Water Line Connections
  - Waterslide / Aquaplex Modernization
  - Town Entrances / Beautification
  - Drumheller Water Plant Operations
  - Utility Rate Model Review
  - Spray Fountain
  - 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**

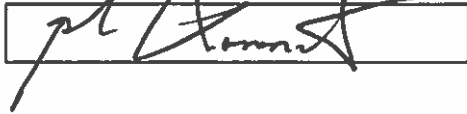
- AUMA representative to Alberta Water and Wastewater Certification Board  
- Citizen Advisory Committee for the Drumheller Institution



## ***Agenda Item # 9.1***

- Red Deer River Municipal Users Group Task Force

**CAO:**

A rectangular box containing a handwritten signature in black ink. The signature is stylized and appears to be "J. L. Bennett".



### 2015 Infrastructure Report on Corporate / Operational Priorities Fourth Quarter

#### **Spray Fountain**

During Council's Capital Budget Discussions, \$75,000.00 was approved to allow for the upgrades to the Spray Fountain because of the new Alberta Health Services requirements. At the Regular meeting of August 24, 2015, Council authorized an additional \$65,000.00 from unbudgeted MSI funding and \$40,000 from Capital Reserves. MPE provided a report that breaks down the project into phases. Phase 1 of the Spray Fountain Upgrades meets the requirements of AHS and includes the installation of a filtration system and connection to the existing electrical and storm drainage systems which eliminates the need to drain and refill the fountain on a daily basis. The backwash would go into the sanitary sewer system or directly into the river. The total cost for Phase 1 is estimated at \$180,000.00.

Tenders for Phase 1 of the Spray Fountain Upgrades project closed on October 16. At the Regular Council Meeting of November 2, Council awarded the project to the low bidder, Pinnacle Aquatic Group, with a revised tender amount of \$ 131,407.45 (excluding GST) with the process and installation to be ready for the 2016 operations. Work on Phase 1 of the upgrades began on November 10 and the project is scheduled to be completed by May 15, 2016.

#### **Drumheller Skateboard Park**

Administration met with DASE members to review the Town's costs to date. A report was provided to Council on September 28<sup>th</sup>. The total labour costs are \$23,483, equipment and machinery are \$41,983 and direct purchase costs of \$41,523 for a total of \$106,989. Town Council approved a cash commitment of \$40,000 to the project and an additional \$50,000 of in-kind support in the form of labour, equipment and materials to the project.

Council has requested a delegation from DASE members to discuss the costs to the project, and their shortfall of \$40,000. DASE has not responded to this request.

The security lighting has been built into the Town's costs; however, the Town has submitted an application under ATCO's Community Grant Program for funding in the amount of \$5000 towards the expense. The Town of Drumheller is responsible for the skateboard maintenance and staff members are assisting in areas when requested.

#### **Infrastructure Master Plan**

Stantec and Town Administration meet bi-weekly. On December 22, 2015, Stantec and Town Administration met to review and complete the 2015 year end, and to establish 2016 priorities. All assets have been inventoried and their depreciated amount recorded. A number of templates were created, and various segments will move forward in phases in 2016.

## **Water Treatment Plant Workshop**

## **Agenda Item # 9.2**

As a follow up to the previous workshop meetings, Water Treatment Plant operators and Town Administration met with Stantec on December 12. The action and capital list was finalized and the identified capital improvements have been included in our Infrastructure Master Plan.

## **Parks Maintenance**

The redesign and maintenance of Munchie Park [Petro Canada Park] by Town staff, with the assistance of the inmate program, was well received by residents and tourists. The installation of solar lights on the dinosaur generated positive feedback, including via social media. The beautification of sections of the north and south medians on Highway 9 was completed in October.

## **Street Improvement Program**

This annual project is complete for 2015. The patching of roadway in various areas by Telus, Alta Gas and CN was completed prior to the first freeze. The outstanding grading and landscaping deficiencies were completed.

## **Cast Iron Replacement**

This ongoing project is complete for 2015. The outstanding minor clean up was finished in October.

## **East Coulee Fill Station Landscaping**

This project is complete. An additional 10 trees were planted on the north side of the site in early October.

## **Affordable Housing**

Phase one, the demolition of Unit #101 of Sandstone Manor, was completed in October. The Town tendered the second phase to rebuild the unit. At the November 2, 2015 Regular Meeting, Council awarded the contract to TM Martin Construction for the reconstruction of Unit # 101. Work is to be completed in early 2016.

## **Aquaplex Modernization / Retrofit Project**

The Request for Proposals for the Consulting Services for the Modernization/Retrofit of the Aquaplex closed on September 30. At the November 2 Regular Council meeting, Council awarded the contract to Stantec for \$23,120.32, plus an additional \$5,300.00, plus GST, to cover the cost of additional community engagement services, and the completion conceptual drawings. Stantec and Town Administration have met several times on the functional review. The initial public input phase was completed in December. Priorities will be set during the capital budget deliberations with project start up in 2016.

## **Arena Handrail**

Public Works staff has finalized the new handrail system to be installed in several additional locations in the arena. The system has been priced out and the project is under review.

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



# DRUMHELLER

## INFRASTRUCTURE SERVICES

Agenda Item # 9.2



### 2015 Infrastructure Quarterly Report

Name :	Allan Kendrick	Month:	
	Director of Infrastructure Services	October 1 to December 31, 2015	4 <sup>th</sup> Quarter

#### Last Quarter's Accomplishments:

##### Human Resources:

- 1 New employee hired for WTP/WWTP
- TDG Training
- WHIMS
- Tree & Pest Management Workshop
- Dutch Elm Disease
- APW Conference
- 2 New employees for the facilities
- Arena 1, Pool 1 & Building Maintenance 1 Courses

##### Facilities:

- Groundwater / fuel monitoring at the Airport
- Routine maintenance at all location
- Regular Arena operations
- Painted Water Treatment Plant Office, hallway & Lab
- Installed furnace in WTP Chlorine Room
- Installed new T8 in the WTP Office, Lab and 1/3<sup>rd</sup> of the plant
- Fire Alarm Panel replaced at the Curling Rink
- Installed furnaces at 5<sup>th</sup> Street Station
- Completed the Legacy Tree at the BCF

##### Water:

- Replaced 17 box & rods
- 112 Work Orders
- Water plant routine lab work and sample collection
- Meter installs and reads
- WTP chemical inventory and ordering
- Monthly and year end reporting to AENV
- Bi-weekly water and wastewater operator meetings
- Vegetation control at raw water reservoir
- Removed silt from retention ponds
- Repaired & installed new irrigation at the Cemetery
- Repaired 4 hydrants, replaced 2 and moved 1 to opposite side of road

### Wastewater:

- Monthly sewer flushing
- Routine operation and testing at WWTP
- Weekly sewage hauling
- Wastewater routine lab work
- Lift station rounds and inspections
- Camered 7 sewer services

### Operations:

- 363 line locates were completed
- Routine Cemetery burials, columbarium opening & closings
- Decorative light repairs and inspections
- Beaver control & tree wrapping
- Christmas Light displays at Rotary Park
- Irrigation maintenance and blow outs
- Removed D.E.D Traps
- Tree pruning and removal
- Tree Planting, Hills View Phase 2, Downtown & Riverside Drive Park
- Repaired Nacmine 1<sup>st</sup> Trail bridge, installed culvert
- Refuse container collection
- Memorial bench installs at various locations
- Playground inspections
- Sidewalk Inspections
- Cemetery maintenance and additional plots developed
- Repaired & installed new irrigation at the Cemetery
- Airport maintenance & weather cameras installed
- Alta Gas Upgrade walk thru
- Suspension Bridge repairs
- East Coulee Bulk Water Station Landscaping
- Weekly tool box meeting
- Airport Committee meeting
- Bi-weekly Supervisor meetings
- Labour Management meetings
- Monthly Utility meetings

### Roads:

- SIP – Completed paving
- Seasonal street sweeping
- Street Signs replacement and repairs
- Seasonal alley grading & graveling
- Road repairs for damages done by Telus
- Repaired storm sewer at 9<sup>th</sup> Street NW
- Snow removal including Airport
- Steamed and flushed catch basins & culverts
- Flushed catch basins

### Roads continued

- Ditch grading & culvert extension installation
- Christmas Lights
- Banners

### Equipment:

- Routine servicing and equipment cleaning
- Heavy truck CVIP inspections & repairs
- Routine repairs & maintenance of fleet vehicles and equipment including Fire Dept
- Purchased 2016 tandem
- Purchased a new bobcat

### Land / Developments / Agreements / Projects:

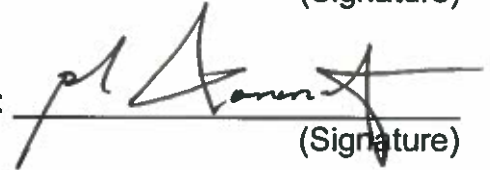
- Sandstone Manor Reconstruction of Unit #101
- Reviewed Aquaplex upgrades

Director:



(Signature)

CAO:



(Signature)

### Contributions from:

- Brian Bolduc
- Fred Sharrun
- Kevin Blanchett
- Daryl McConkey
- Reg Bennett



### 2015 Infrastructure Annual Report

Name :	Allan Kendrick	Month:
	Director of Infrastructure Services	January 1, 2015 to December 31, 2015

#### Last Quarter's Accomplishments:

##### Human Resources:

- WTP/WWTP – 2 Full time positions filled
- WTP & WWTP – 1 retired
- Arena Staff - 2 Full time positions filled

##### Facilities:

- Quarterly inspection of Facilities
- Annual fire extinguisher inspections and upgrades
- Annual crane and lifting device inspections
- Security Cameras installed at PW, Arena and Aquaplex
- Emergency lighting inspections
- Arena start up and shut down for the season
- Tri- annual fire drills
- Monthly fire alarm inspections
- Facility gas detector inspections
- Updating of radio licence with Transport Canada
- Replaced MUA at STP
- Fountain upgrades as required by AHS
- Fountain Park and washrooms winterized
- Painted Water Treatment Plant Office, hallway & lab
- Installed furnaces at 5<sup>th</sup> Street Station
- Installed furnace in WTP Chlorine Room
- Installed furnace and AC for Public Works
- Installed/installed AC Unit at the Chamber of Commerce
- Repaired furnace in lobby of the Aquaplex
- Installed new T8 in the WTP Office, Lab and 1/3<sup>rd</sup> of the plant
- Installed new T8 and T5 lights in the shop B
- Fire Alarm Panel replaced at the Curling Rink
- Routine HVAC maintenance and repairs in all buildings
- Janitorial contract awarded for Town Hall, RCMP, PW & WTP
- Replaced fan coil motor – BCF



- Groundwater monitoring and airport maintenance
- Painting – BCF Library & Art Room
- Routine maintenance and seasonal duct Cleaning at the BCF
- Pool Turnaround

Wastewater:

- Twice weekly lift station and Pen Booster station rounds
- Operation of the Centrifuge and dumping the bins or truck at the landfill.
- Repaired 11 sewer services.
- Sol-Air odor control for 5<sup>th</sup> Street Lift Station has been installed.
- High Pressure Flushing flushed - Nacmine, Midland, upper and lower Newcastle, the Industrial park and North Drum.
- Monthly flushing of sewer mains in troubled spots around town.
- Quarterly online reporting to Environment Canada.
- Budget and Capital
- Installed one new water services and one new sewer services.
- East Coulee issue of phosphorus removal has improved. We are now meeting our requirement of 0.50 mg/l.
- Centrifuge being overhauled.
- Degreased lift stations. Done twice a year.
- One load of sludge hauled per week from East Coulee WWTP and we clean the equalization tank every month at East Coulee.
- Water Treatment and Distribution staff training
- The aeration grid in the aeration pond was acidized in August.
- The drying bed site was prepared for the cleaning of the two lagoons.
- Fire at the Rosedale Control building for the Lift Station on December 18, 2015.

Water:

- We upgraded the VFD's on the backwash pumps
- Replaced the KNNO4 pumps in the Low lift.
- Cleaned #1 and #2 settling tanks in the WTP.
- Box and rod service valves replaced at various locations (42 in Total)
- Repaired several irrigation box, rods and valves.
- Repaired 3 water breaks, four main valve leaks and 5 leaking water services.
- Daily lab testing.
- Ordered bulk treatment chemicals.
- Year end reports for AENV
- AWWOA annual conference
- Hydrant repairs: Replaced 2, repaired 4. Brian Ward repaired 3 more in the fall.
- Daily Monday to Friday Kirkpatrick and Munson Booster rounds
- Hydrant flushing and testing throughout the summer
- Daily labs for raw water, potable water and distribution
- Weekly bacteriological sampling (7 per week).
- Staff handled 2381 Alberta One Call locates.

- 608 Work Orders for residential water turn offs, turn ons - as of the end of February 2015 Neptune had installed another 437 meters.
- We had multiple complaints on one occasions for taste and odor. Switching Raw Water Reservoirs alleviated the problem.
- Did yearend inventory on chemical, water meters and stock room supplies. Stock room supplies are the various repairs kept for underground utility repairs such as valves, patches, brass supplies, pipe of various sizes and other products. It is a very lengthy list.

Operations:

- Weekly tool box meetings
- Bi-weekly supervisors meeting
- Monthly Utility meetings
- Labour Management meeting
- Provided equipment and man hours for the Tough Mudder Event
- Routine Cemetery burials, columbarium opening & closings
- Mosquito Control
- Rodent Control
- D.E.D Traps placed & removed
- Parks - Weed and grass control
- Irrigation maintenance and blow outs
- Tree pruning, planting and removal
- Trail Maintenance
- Ball diamonds maintenance
- Memorial bench installs at various locations
- Irrigation installed at the Cemetery
- Planning stages or Cemetery extension
- Planning stages for new columbarium
- Camera installation at Public Works, Shop A & B
- Repaired Wayne's bridge decks
- BCF – Floors x-rayed
- Installed Banners, downtown & highways
- Refurbishment, installation & removal of all Christmas decorations
- Regular refuse collection from numerous locations
- Aquaplex - Poured concrete base for water slide
- Aquaplex - Resolving construction issues with the water slide
- Aquaplex - Replaced circulation pump
- Airport - PTTMA fuel tank Inspection
- Airport - Built & rebuilt concrete base for AWOS the first base froze
- Airport - New AWOS now operational
- Airport - Replaced several runway lights
- Airport – Replaced ARCAL and rebuilt another
- Airport - Resolving issues with fuel dispensers ( keys not working)
- Airport Commission meeting
- Airport maintenance, including lights, and fuel dispenser calibration
- Decommissioned DME at Airport

### Operations continued

- Facility Licence renewed – Alberta Government
- Automotive Licence renewed – Alberta Motor Vehicle Industry Council
- Audit Compliant with the National Safety Council
- Repaired wash out at the Nacmine trail Alberta Transportation helped with that project
- Budget – Operations and Capital
- Repaired all yard lights, trenched and laid new electrical wire underground
- Worked with Drumheller Institution - Spring flower program
- Working with the Penitentiary for Trail Maintenance
- Relocated the Little Church to the Penitentiary for repairs
- Refaced the Dinosaur at Rotary Park
- Genset installed at PW Shop A

### Roads:

- Ditch Digging Program
- Pot hole, sink hole and asphalt repairs
- Snow removal
- Street sweeping
- Sign repair ongoing
- Ordered salt and sand for winter operations
- Snow removal at the Stampede Grounds and Airport
- Snow removal of roads and parking lots
- Culvert Installations
- Lane grading/ graveling including Monarch and Roper hill
- 2015 SIP and final report
- 2015 Line Painting Program

### Equipment:

- 2 2016 ½ tons Unit # 155 & 156
- 2016 Freightliner Tandem
- 2016 Bobcat T590
- Sander
- Wide Angle Mower – John Deere
- 2016 ¾ Ton - On Call Unit #
- 2016 1 Ton – Unit# 153

### Land / Developments / Agreements / Projects:

- Skateboard Park
- Completed the Legacy Tree at the BCF
- East Coulee Bulk Water Station and landscaping
- Completion of the Waterslide
- Sandstone Manor Reconstruction of Unit #101
- North and South Entrance Boulevards
- Spring Clean Up

## Agenda Item # 9.2

### Special Events:

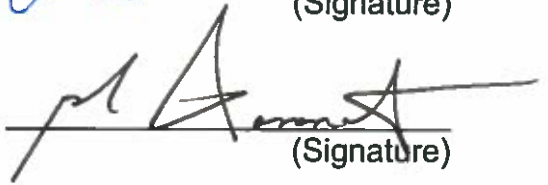
- July 1<sup>st</sup> Celebrations
- MS walk
- Drumheller half marathon
- Farmers Market
- Tough Mudders

Director:



(Signature)

CAO:



(Signature)

### Contributions from:

- Brian Bolduc
- Fred Sharrun
- Kevin Blanchett
- Daryl McConkey
- Reg Bennett



# DRUMHELLER

## C O R P O R A T E S E R V I C E S



Date: January 21, 2016

To: Mayor, Council

From: Barbara Miller, CPA, CGA  
Director, Corporate Services

**Subject: 4<sup>th</sup> Quarter Report – December 2015**

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Q4 of 2015 went by rather quickly. The following highlights a few of the areas that Corporate Services staff was primarily focused on in addition to the day to day activities.

### **2016-18 Operating Budgets**

Significant time was committed to drafting a 3-year operating budget (2016-18) for both tax and utility supported functions. The economic downturn made budget preparation more challenging as we attempted to best predict realistic future revenues, continually updating the budget model and refining expenses to cover resulting budget deficits.

Subsequent to council presentation and discussion, requested adjustments have been made and it is expected that the final draft budget will be presented to council mid February for adoption.

### **2016 Water Rates**

The Infrastructure Master Plan capital project included provision for the engagement of a consultant to develop a refreshed utility rate model to assist with the calculation of water and wastewater rates for 2016-2018 and onward. Corporate Services worked to provide historical and current information needed by the consultant to build the model. Now mostly completed, we have been working to become familiar with the utility rate model designed and to populate the model with future operating and capital budget assumptions in order to produce utility rate schedules for 2016-1018. Based on the preliminary model results, it was easily determined that an increase of 5% to water and 2% to wastewater rates for 2016 was both necessary and defensible as we continue to move toward a full cost recovery utility service.

In December, following review and discussion of the utility supported operating budget, council adopted new utility rates for 2016 based on the recommended 5 and 2% increases. These rates have been implemented as of January 1, 2016.

### **Water Meter Installation Program**

Q4 saw the completion of the water meter installation program. Some challenges were met at the end of the project as we worked to finalize the few remaining meter change outs however in all but one case, resolution was found and compliance met. Meter installation at one residential property remains in a pending status.

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224 Centre Street  
Drumheller, AB T0J 0Y4



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[www.dinosaurvalley.com](http://www.dinosaurvalley.com)

With the project now complete, expected benefits are being fully realized including a simplified billing process, elimination of annual expenditure for outsourcing of monthly meter readings and greatly improved reporting availability including – leak detection notices that we are now able to pass on to rate payers so that they can research and fix the leak, reducing their monthly consumption costs.

### **Schedule B**

Corporate Services efforts with regards to the implementation of Schedule B of the Business License Bylaw continued throughout Q4. During this time frame, consultation with the 3<sup>rd</sup> party reviewer as well as the affected operators was ongoing.

As of the end of December, 9.75% of the 2015 Schedule B fees remain outstanding. I do expect that this will be reduced somewhat by the end of January as one operator has indicated that they will be remitting when they remit Travel Alberta fees.

### **Hillsvue Development**

Corporate Services has been fully involved in the new Hillsvue subdivision development. Tracking and monitoring associated financial records to ensure that all related costs are properly charged to the project making certain that the lot prices established properly reflect the cost of goods sold.

During Q4, four (4) lot sales to our partner in this development, Stevenson Homes, were finalized.

### **Human Resources**

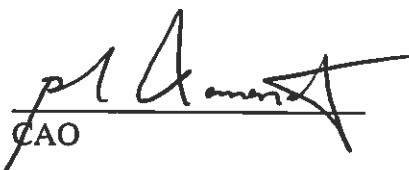
In Q4, HR assisted in the recruitment of several higher profile positions at the BCF including a marketing specialist, program development coordinator and booking specialist and initiated the search for a new Recreation Facility Manager.

In addition to BCF staffing, assistance with the recruitment of a water treatment plant operator and assistant mechanic was also provided.

### **Fiscal Year End**

Preparation of year-end working papers began to ramp up in December. A concentrated effort will continue throughout January as we close the year and get ready for the external audit. Although the schedule has not yet been finalized, preliminary dates for the auditors to be on-site have been tentatively set for the week of February 29<sup>th</sup>.

Approved:

  
CAO



# DRUMHELLER

## COMMUNITY SERVICES

Agenda Item # 9.4



Name:	Paul Salvatore, Director	Quarter:	Fourth - 2015
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### Community Services – Quarterly Report Progress on Strategic Plan Priorities

#### Tourism Levy Report

- Travel Drumheller presented recommendations to Council on December 14, 2015 which included a recommendation to amend Schedule B of the Business License Bylaw to collect 2% of the revenues from a Destination Marketing Fee. Council passed 1<sup>st</sup> reading of an amendment to abolish Schedule B. Travel Drumheller is currently reviewing an alternative funding model.

#### Economic Development Terms of Reference

- Our Economic Development Officer and the Economic Development Task Force has received applications for the Storefront Improvement Program and is currently defining the criteria for evaluating and awarding funding for improvements commencing in 2016.

#### Revitalization

- Work with infrastructure services to finalize the addition of more recycling and garbage receptacles downtown, plus directional signage as referred to in the Urban Systems recommendations (June, 2015).

#### Arts and Culture Policy

- Work with infrastructure services to finalize the addition of more recycling and garbage receptacles downtown, plus directional signage as referred to in the Urban Systems recommendations (June, 2015).

#### MDP and LUB Updates

- MDP Presented to Council late 2014
- LUB Public Hearing on May 4, 2015. Staffing changes at Palliser Municipal Services and within the Town of Drumheller in the last year have delayed these projects to the end of Q1, 2016.

### Human Services (Recreation) Cost Recovery/Fee Assistance Philosophy

- Council reviewed the proposed Fee Assistance Program on January 18, 2016 and it is expected that this program will come into force on February 1, 2016 with all other fee schedule changes
- Council has also identified changes to the Arena ice rental rates in order to increase our portion of costs recovered from user fees.

Telephone: (403)823-1316

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**Affordable Housing**

- Hillsview II lots are under construction (Stevenson Homes) Town sold lots will be available in the weeks ahead.

**Video Streaming**

- Implemented, some issues, however – ongoing

**Website**

- Project completed

**Development / Building Statistics**

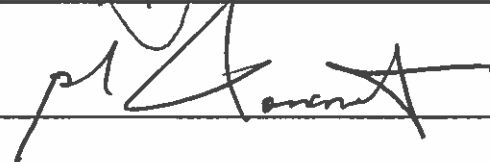
Attached

**Director:**



**M. Paul Salvatore**

**CAO:**



**Raymond M. Romanetz**

Telephone: (403) 823-1316





# DRUMHELLER

## COMMUNITY SERVICES

Agenda Item # 9.4



Name:	Judy Quintin-Arvidson	Quarter:	Fourth 2015
-------	-----------------------	----------	-------------

### Last Quarter's Accomplishments:

Light up the Night, the first annual Christmas Festival was well attended. Plaques for winners were purchased and well received.

Christmas hockey tournaments went well.

Activity Guide was completed early.

### COMMUNITY SERVICE SUPPORT:

**Economic Development:** Assisting Cody with different projects in Ec. Dev.

**Before and After School :** We transitioned the billing of the BAAS to BCF. It did cause a double up of payments as we went from post billing (at the end of the month) to pre use billing (at the beginning of the month). Not too much resistance from the parents was experienced and the BCF staff was very helpful in training and helping us do this. Judy will continue to do the Subsidy program as she is the only one with training in it and has all the documentation under control.

**Parenting After Separation:** The new government put the course online and took it away from being offered in Drumheller and all smaller communities. Calgary and Edmonton may still offer an in person course. There is an action being taken by the affected communities to try to change the government's mind on this issue as this will affect the children greatly. It is felt the parents will not get as much training on this issue by reading something on the internet as opposed to being counseled by a trained counselor and a lawyer.

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

COMMUNITY SERVICES

Telephone: (403) 823-1316  
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E-mail: @dinosaurvalley.com



**Special Events Coordination:** Few events were applied for in the last quarter of 2015.

**ACTIVITY GUIDE:** Activity Guide was completed early and ready but the delivery was late as the printer did not ship them until the cheque was received in the mail. Nicole has spoken to them – that will not happen again.

**Content Management for the New Website:**

Continuing the meetings and keeping information up to date in conjunction with Cody. Also, the Memorial arena has its own FB page which is kept up to date with information on skating.

**Policing Committee** – transferred to Protective Services however Judy was asked to provide clerical support to this board and continues to help Greg Peters in this area.

**None**

**Next Quarter's Objectives:** Budget season. Planning the RFP conference for April 2016

**Upcoming Special Events:**

Volunteer week.  
RFP conference.

**Total Attendance: 7235 people**

**Scheduled Swims: 5137**

**Drop-in – 1518**

**Members – 3619**

- Aquafit – 1105
- Residential status:
  - o Residents: 2743
  - o Non-residents: 364
  - o Unknown: 547

**Lessons & courses: 571 (147 individuals)**

- Residents: 103
- Non-Residents: 44

**Other user groups (BCF Flex Day, School lessons, Edutours, Canadian Badlands Aquatic Club): 1527**

**ActiveNet Cash Receipts total: \$37,094.39**

**October 2015**

**Total Attendance: 2315 people**

**Scheduled Swims: 1676**

**Drop in – 463**

**Members – 1213**

- Aquafit programs: 432
- Residential status:
  - o Residents: 943
  - o Non-residents: 117
  - o Unknown : 153

**Lessons & Courses: 124**

**Residential Status (individual registrations:42)**

- Residents: 29
- Non-residents: 13

**Pool Rentals: 515**

- Canadian Badlands Aquatic Club:163
- Edutours: 352

**Total Active Memberships: 229**

## ***Agenda Item # 9.4***

- Residents: 216 individuals
- Non-residents: 13 individuals

New/Renewed Memberships: 185

ActiveNet Cash Receipts Total: \$11,971.85

### **November 2015**

Total Attendance: 2576 people

Scheduled Swims: 1702

Drop in – 456

Members – 1246

- Aquafit programs: 308
- Residential status:
  - o Residents: 958
  - o Non-residents: 113
  - o Unknown : 210

Lessons & Courses: 202

Residential Status (individual registrations:45)

- Residents: 30
- Non-residents: 15

Pool Rentals: 424

- Private: 30
- Canadian Badlands Aquatic Club:169
- Edutours: 174
- TELUS Sponsored Swim: 51

BCF Flex Day: 5

School Lessons: 243

Total Active Memberships: 234

- Residents: 213 individuals
- Non-residents: 21 individuals

New/Renewed Memberships: 33

ActiveNet Cash Receipts Total: \$11,872.25

### **December 2015**

Total Attendance: 2344

... Scheduled Swims: 1759

## ***Agenda Item # 9.4***

Drop in – 599

Members – 1160

- Aquafit programs: 365
- Residential status:
  - o Residents: 842
  - o Non-residents: 134
  - o Unknown : 184

Pool Rentals:

- Swim Club: 81

BCF Flex Day/Winter Camp: 87

Lessons & Courses: 245

Residential Status (individual registrations:60)

- Residents: 44
- Non-residents: 16

School Lessons: 172

Total Active Memberships: 225

- Residents: 199 individuals
- Non-residents: 26 individuals

New/Renewed Memberships: 74

ActiveNet Cash Receipts Total: \$13,250.29

### **Staffing:**

- we hired one new staff member during this quarter, an AquaZumba instructor. With this hire it lessened the burden on the other AquaZumba instructor (Andrea) who continued to come in extra hours in order to continue teaching the popular class.

-we brought in an instructor from the Canadian Red Cross on December 30<sup>th</sup> to run a training for the staff on the use of rescue tubes. The cost to bring in the instructor was free, and with the training we are going to be able to update our emergency procedures to use new equipment that is now on the market for Aquatics

### **Facility:**

-Stantec came in and did an assessment of the facility, including a public survey, for a potential facility renovation

...we had a repair done on the slide, there was a bubble in the fibreglass

## ***Agenda Item # 9.4***

-Steam room had a filter replacement

### **Bookings:**

-Canadian Badlands Aquatic Club consistently booked the pool every Monday/Tuesdays/Wednesday/Friday, but their numbers are low, therefore they decided in mid-November to decrease the amount of pool space they would be using. We have filled this space with more Designated Lane Swim time available, and in the new year will be scheduling lessons

-The Tyrell Museum has started up their Edutour program, bringing in students to swim at the pool before their own programs

### **Programs:**

- we were able to provide more lessons with the number of staff that we currently have. Though not all of the classes filled, there were more participants with more variety of classes offered than when we ran limited number of session

-aquafit classes continue to draw a crowd, accounting for 15% of our facility usage

-we ran 2 sessions of Junior Lifeguard Club, with more interest from the same students to return when the new sessions start up

-Aquaplex 40<sup>th</sup> Birthday: we held a birthday party for the facility on December 29<sup>th</sup> with games, cake, words from Mayor and Council (thanks Lisa, Pat, and Tom for coming!) and 2 toonie swims that day, bringing in over 120 people for the two Toonie swims

### **Upcoming:**

-Winter session of lessons will begin on January 20<sup>th</sup>

-Swim Sports Sneak Peak: on Flex day swims, we will plan to have Red Cross Swim Sports sessions (approx 1-2 hours per sport) running during the swim as a way to introduce other aquatic sports to the community (ie. Water polo, synchronized swimming, diving)

-Battle of the Sexes February 1-28 (1-14 at the Aquaplex, 15-28 at the BCF)

- Lifeguard Skills Challenge: can you do the skills that the lifeguards do? March

**Badlands Community Facility Quarterly Report**

**Programming- Jacy Calon**

**January 2016**

**1<sup>st</sup> Quarter Goals**

- Re-evaluate instructor program
- Re-evaluate pro-shop merchandise
- BCF dead space revitalization plan
- Evaluate value of Biometrics
- Asset Management Plan
  - o Strategic equipment replacement, floor resurfacing
- Collaboration with community stakeholders
  - o Bars and restaurants, Golf course, Theatre, Laser Tag, Everybody's Gym, D.A.R.T.S., Schools, Drumheller Further Education

**Current or pre-established programs**

- Free with purchase of membership or entry
  - o Power Yoga
  - o Keeping Up: Cardio, Bootcamp, Strength & Conditioning
  - o Hatha Yoga now called Mind & Body Balance Yoga
  - o Taekwondo (kids & adults)
  - o Pickle Ball
  - o Badlands Cycling Club
  - o Fitness On Demand (see Appendix A)
- Free to public
  - o Childhood coalition Sunday free play, Parent link play & roll
- External
  - o Co-ed adult soccer, Minor Soccer, Floor hockey
- Dodgeball
- Battle of the Sexes
- Flex Day average numbers (see Appendix B)

**New or introduced programs**

- Commit to Fit
- Shuffleboard Fridays 10a-12p
- Senior's toonie walk MWF mornings

- Pickle Ball Matches: third Thursday of the month
- Dragons Meet, Greet, & Play January 23<sup>rd</sup>: obstacle course, and hockey
- Workout sheets at front desk
- Carol Todor Natural Movements
- Canoe Trips: one in August and July
- Badminton mini league March 28-31
- Riparian Ecology Walk with Starland County

#### **Developing or future programs**

- Certifications
  - o Brandon Schneider
    - Child Care
  - o Amber Leavitt
    - Strength & Conditioning through NCFS
- Prescription to Get Active
- Quidditch tournament
- Teens summer programming (nature, camping)
- Multi-town pickle ball Tournament
- TRX workshop
- Running Club
- Expand summer programming
- Junior Ambassadors
  - o Youth with membership must take a gym etiquette and orientation
- Wine & Cheese in Art Gallery
- Best of Banff Film Festival Showing
- Day trips
  - o Climbing walls in Calgary
  - o Hiking in mountains
- Yoga in the park (behind the BCF) or on the terrace



6. Business plan on hiatus until further instruction.

### **Successes from July - September 2015**

- Federal Election forums hosted at facility
- Federal Election training hosted at facility
- Federal Election polls hosted at facility
- McDougald 50<sup>th</sup> wedding anniversary was hosted on October 17<sup>th</sup>. We received a perfect review service wise, however some negative feedback was delivered regarding our equipment (screens, HDMI ports etc.) by their tech guy
- Chamber of Commerce Hosted their Awards Gala; perfect review
- Staff facilitated a huge changeover October 24<sup>th</sup> – 25<sup>th</sup> from the Laughs for Grass event and the Louisiana Hayride. We are becoming more and more efficient as we grow, more and more events are back to back and we having much success in this
- Canalta hosted a 3 day conference
- Standard Nutrition booked their third annual AGM, booked fourth for 2016
- Diamond Dinner was a huge success
- Remembrance Day had its largest attendance to date
- Sunterra Farms, Corrections, Golf Course, DARTS, Drumheller Minor Soccer, Syngenta hosted their 2<sup>nd</sup> – 3<sup>rd</sup> annual Christmas parties. Corrections, Golf Course, DARTS, Drumheller Minor Soccer have all booked for 2016
-

### Fourth Quarter Report October – December 2015

1. 16 Facility Surveys have been returned (we are currently waiting on approximately 5 to be returned). We are reevaluating the birthday party survey, as we have not reached much success in surveys returned. Facility Surveys will now be an online survey through Survey Monkey which is believed to have more responses.
2. **Number of permits created for the BCF: 169**  
Summary of Events in this quarter:
  - (9) Birthday parties
  - (1) Anniversary
  - (3) Concert/Performances
  - (3) Fundraiser
  - (2) Maintenance
  - (13) Meetings
  - (1) Memorials
  - (17) Special/Holiday events
  - (106) Administrative
  - (9) Training
  - (2) School groups
  - (1) Conferences
  - (1) Tradeshow
  - Total charges in this quarter: **\$37,541.72** with an outstanding balance of **\$2930.20; Drumheller Minor Soccer League, Elections Canada, Trevor Gough Fitness, ATCO; all have been invoiced and waiting for payment).** We are continuing the process of collecting on outstanding membership balances. Deborah has been calling to collect outstanding membership balances.
3. *Newsletters are being prepared and distributed by Erica; was distributed for December and January and will continue throughout upcoming months. Information from Jacy, Charlotte and Andrea has*
4. Cody Glydon and Erica have been working together on this project. 6 responses since the survey has been released; not believed to be enough to have proper data as of now.
5. More detailed notes used on Resource Scheduler are allowing supervisors to look ahead to what events are coming up and do necessary set up. Supervisors feel comfortable calling or texting me when more explanation is required. A contributor to dealing with customer conflict effectively has been working closer with the supervisors, being aware of opportunities to “wow” customers, and saying thank you to our members when they leave. More attention has been paid on pre and post event inspections to better facilitate the return of damage deposits. Erica has now been appointed kitchen responsibility.

## Agenda Item # 9.4

Fourth Quarter				
1. Deliver and retrieve facility and birthday party surveys	Marina	To promote customer feedback	Retrieve a minimum of one survey per week. 12 per quarter	8
2. Compile year end statistics and highlights	Marina	To encourage and support goal setting and recognize achievements.	Will give to Guy last week of Dec 2014.	5
3. Analyze economic impact events have on the community	Marina	To show economic impact of BCF events	Completed within the fourth quarter	5
4. Accounts receivable for memberships and bookings	Marina/Deborah	Fiscal accountability	All Booking and membership outstanding accounts will be called at monthly. Deborah collects for memberships. <u>Outstanding accounts will be given to Elin.</u>	8
5. Final report on Service Review	Marina	Recognize achievements and achievements		8
6. 2016 Business Plan	Marina	To ensure comprehensive planning	Work with Guy on next year's goals and objectives	?

**Kim Masson**

**Community Services Coordinator**

**Outcomes and Activities**

Goal	Outcome	Performance Measure	Actual #'s	percent
<b>Goal One: Families are supported to create the foundation for children and youth to grow and reach their full potential.</b>	<p>A. Increased awareness / understanding of issues impacting children youth and families.</p> <p>B. Improve access to support services for families.</p>	Respondents report an increased awareness of issues impacting children, youth and families.	Explanation forthcoming in Section D.	

**Activities toward this Goal:**

CBI along with FCSS had Drumheller's Got Talent auditions once again this year. The show was held October 16<sup>th</sup>. We had 15 auditions and 10 that made the show. This was once again well received with approx 150 people in attendance.

Due to the outbreak of Whooping Cough/Pertusis, the Roots of Empathy program will not be able to run this year.

CBI continues assisting with a local program called the Good Food Box, providing low priced produce for any community member wanting to purchase. A box consists of vegetables and fruit portioned in small and large boxes based on the price of each box. In addition, 6 students from St. Luke's outreach school came to assist with the December program and did a great job. They had a very successful experience last year portioning the produce in each box in preparation for the community members registered to receive their boxes, and plan to continue into 2016 where they are able. The time the students spend with the Good Food Box program helped assist them to receive their Volunteer Hours needed to graduate from school as well as interacting with other volunteers to help develop their social capabilities and other responsibilities for being relied on. We are slowly getting more members. The program has been doing very well and has grown lots over the last few months.

<b>Goal Two: Families are supported to provide a safe and healthy environment for children and youth.</b>	Increased awareness of challenges that children youth and families face in our community. I.e, bullying, family violence, stress, anxiety,	Respondents report an increased awareness of challenges that vulnerable children, youth and families face in our community.	Explanation forthcoming in Section D.	
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**Activities toward this Goal:**

CBI worked with FCSS, Parent Link, and the Family Fun Committee to support "Indoor Family Free Play" where families with children 0-5 years old and their siblings to come and play on Sundays. Transportation is also provided free of charge. November 14th marked another Family Fun event at Cottonwood Clayworks Studio. This was a registered event where children and their families get to make a clay bowl and decorate it. December 19<sup>th</sup> was a large event in partnership with the Town of Drumheller. There was a Toonie Swim. Free Public Skating & Family Fun events in the Fieldhouse. We had Santa in one section handing out goody bags. In another section was Free play time with families and the last section was organized for relay races. Free hot chocolate, pop/water as well as hotdogs were also being served. Approximate attendance was around 150. Lots of fun was had by all.

CBI continues to work with the Before & After School care program. There are 19 children total ranging from Kindergarten to Grade 5. Day to day we have 15 full time and 4 part time. CBI continues to help with the structure of the program maintaining a safe environment, healthy snacks and promote activity.

<b>Goal Five: Communities are responsive to the needs of vulnerable children, youth and families.</b>	Increased awareness of needs and challenges that vulnerable children, youth and families face. ie needs assessment Improved community's ability to respond through collaboration to the needs of vulnerable children, youth and families in the community. ie develop / strengthen coalitions, EC mapping collaborate to streamline services, collaborate to develop supports.	Respondents report an increased awareness of needs and challenges that vulnerable children, youth and families face in our community.  Community respondents report an increased ability to respond to the needs of vulnerable children, youth and families in the community.	Explanation forthcoming in Section D.
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**Activities toward this Goal:**

We continue to work with the FASD committee and oversee the running of their programs supporting youth that deal day in and day out with the complications of FAS.

**C. Other Community Work**

- Family Fun Free Play
- Good Food Box Program
- Family Fun Festivities/Christmas Event
- Before & After School Christmas Concert

### EDO Quarterly Jan 2016

#### Update on Ec Dev Strategic Plan:

The 2014 Strategic plan was developed and present to council in October of 2014. What have we accomplished to date:

- We said we would listen to the business community.
  - We have achieved this by doing a business walk to hear and gather thoughts and ideas from local business owners on the local economy. Ongoing interviews and write-ups about businesses in the valley continues and are constantly being updated on the website.
  - We also host frequent guest speakers at our Economic Development meetings. (ie, Hope College, Starland Studios, AFSC, Penitentiary, Zipline proponents)
- We said we would engage council with updates more often.
  - We have done a terrific job of updating council via presentations and written progress reports. (ie, storefront improvement, business walk, CAEP)
- We said we wanted to start marketing our strengths outside of Drumheller
  - We have achieved this through aggressive advertising campaigns on Q91, Newstalk 770 Calgary, and Soft Rock 97.7FM in Calgary. Messages really highlighted the new Hillsvue Phase II neighborhood in addition to what we have to offer in particular the BCF, new hospital, central location, and unique landscape found nowhere else.
  - We have officially joined a regional economic partnership (CAEP) to work with other municipalities for the economic betterment of central Alberta.
- We wanted more aggressive messaging on Social media
  - Achieved through the new website. We have made great strides updating what we're doing, and the town as a whole, on all platforms. We are now a trusted news source in the valley and have the 3<sup>rd</sup> most "likes" on Facebook in the Valley behind only Canadian badlands Tourism and Drum FM.
- We said we wanted to do an analysis of housing diversity and housing challenges in Drumheller.
  - This has been achieved. Through a CMHC grant we were able to get a social housing needs assessment study completed which provided recommendations on needed social housing.
  - We have also been aggressively working on senior's developments, in particular independent living complexes. We worked hard at bringing down the old hospital and repurpose the land into a beautiful new condo.
  - We hosted an open house to gauge public interest in a new senior's development by working with Sunvale Place Villa's. We had approximately 40 people in attendance with half expressing interest in a development.
- We said we wanted to develop and implement a downtown rejuvenation plan
  - We will be accomplishing this through our storefront improvement grant giving business owners in the downtown and across Drumheller the opportunity to access

## ***Agenda Item # 9.4***

- It's estimated that 620-630 homeowners in Drumheller would benefit from external programs and supports to maintain stability
- Beyond the year 2025 it's estimated another 140-145 units may be required to meet the supportive living housing requirements of seniors in Drumheller.
- 10-15 supportive housing spaces and supports to help homeless families and individuals to regain and maintain affordable housing.
- It's important to note that this data is based on the current findings, and may change over time for a variety reasons.
- A recent survey of low income tenants yielded the following suggestions:
  - The creation of community gardens
  - Cooperative/tenant based maintenance and child care programs
  - Tenant based community safety programs and audits.

### **CAEP:**

It's now official we are part of the Central Alberta Economic Partnership. They have started work on a tourism investment project for the region in which our Mayor will be part of and we now have professionally produced economic indicator reports that will be presented in February at the International Council of Shopping Centres Conference in Whistler.

### **Storefront Improvement Grant:**

Application forms are now available online and at town hall front counter. Review of applications will begin in February. EDAC has developed criteria for rating applications.

### **Name Change:**

The Economic Development Task Force approved a name change to better reflect what the committee is about. It was decided that Economic Development Advisory Committee (EDAC) was an appropriate name with Summer Manca becoming chair and Mike Todor as Deputy Chair. Starland County has decided they will not have an active role on the committee



## **Development, Planning and Permits**

Julie Steeper, Development Officer

It has been a busy year for development this year! We have had a total of 338 Development permits completed for the year of 2015. 96 of those permits were occupations, new construction and additions. 228 of those permits were home occupations, and 14 of those were sign permits. As of January 2016 we are now using e-site for our development permits and have implemented new strategies to create a more efficient and effective service for our clients.

We saw 111 Building permits, 136 Electrical permits, 53 Gas permits, 32 Plumbing permits, and 2 Private Sewage permits submitted for issuance this year for residents in the Town of Drumheller.

We had 219 building permits, 383 electrical permits, 255 gas permits, 114 plumbing permits and 11 Private Sewage permits submitted for issuance this year by Palliser Municipalities.

That is a total of 1,316 permits issued for 2015 for both Palliser and Drumheller municipalities.

Community Services' Quarterly Report from October 1 to December 31, 2015

## ***Agenda Item # 9.4***

## Building Permit Statistics ending December 31, 2015

	Date	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Grand Total
Category COMMERCIAL	Values													
	PERMITS ISSUED	1	2	3	1	2	3			3	1	2	3	1
	CONSTRUCTION VALUE	\$30,000	\$11,000	\$58,500	\$100	\$54,000	\$120,900		\$120,000	\$50,000	\$82,200	\$34,500	\$23,347	\$584,547
Institutional	PERMITS ISSUED					1	2	1						
	CONSTRUCTION VALUE					\$350,000	\$142,000	\$45,000						\$537,000
Residential	PERMITS ISSUED	3	5	5	14	9	5	9		7	7	7	6	84
	CONSTRUCTION VALUE	\$38,000	\$91,100	\$113,000	\$1,207,500	\$485,130	\$30,356	\$568,200	\$369,400	\$39,300	\$161,500	\$456,000	\$368,700	\$3,928,186
Industrial	PERMITS ISSUED													
	CONSTRUCTION VALUE													\$8,000
Total PERMITS ISSUED		4	7	8	15	12	10	10	10	10	8	9	10	8
Total CONSTRUCTION VALUE		\$68,000	\$102,100	\$171,500	\$1,207,600	\$889,130	\$293,256	\$613,200	\$489,400	\$89,300	\$243,700	\$490,500	\$400,047	\$5,057,733

## Building Permit Statistics ending December 31, 2014

Category	Values	Date												Grand Total	
		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec		
COMMERCIAL	Permits Issued				1	2	8	3	2	1	1	1	1	1	21
	Construction Value			\$5,000	\$287,000	\$382,900	\$10,000	\$104,000	\$0	\$500,000	\$100,000	\$18,000	\$25,000	\$1,431,900	
INDUSTRIAL	Permits Issued			1										1	3
	Construction Value			\$4,000,000						\$800,000				\$9,000,000	\$13,800,000
INSTITUTIONAL	Permits Issued			1				3						2	7
	Construction Value		\$7,500,000		\$139,000			\$260,210					\$78,000	\$7,977,210	
RESIDENTIAL	Permits Issued		1	1	2	10	17	9	11	8	5	7	3	1	75
	Construction Value	\$120,000	\$600	\$5,000	\$709,500	\$1,292,385	\$1,682,755	\$750,250	\$622,487	\$59,300	\$279,354	\$102,000	\$5,000	\$5,638,631	
Total Permits Issued		1	2	4	13	25	12	16	9	7	8	4	5	106	
Total Construction Value		\$120,000	\$7,500,600	\$4,010,000	\$1,135,500	\$1,675,285	\$1,692,755	\$1,114,460	\$622,487	\$1,369,300	\$379,354	\$128,000	\$9,108,000	\$28,847,741	

## 2015

[illegible]

**TOWN OF DRUMHELLER  
BUILDING PERMIT STATISTICS 1999 - 2015**

**Recreational**

1999 - 2015

Year	New Construction	Foundations/ Relocated Structures	Accessory Buildings	Renovations/ Additions	Demolitions	Fireplaces/ Combusting Stoves 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
2008	1	0	1	1	1	0	\$82,000	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
2015	0	0	0	0	0	0	\$0	0
1999	Chamber - Dinosaur	\$900,000			2003	Dinosaur Trail Golf & Country Club (Concessit Dinosaur Trail Golf & Country Club (Bridge)	\$12,500 \$4,000	
2000	Town of Drumheller - Phase 1 Arena Upgrn	\$513,000			2006	Rosedale Skating Shack Washroom Facility - Yavis Campground Wayne Community Hall - Deck Addition	\$15,000 \$42,000 \$5,000	
2001	Canadian Badlands Passion Play - Jerusal Town of Drumheller - Phase II Arena Upgrn	\$200,000 \$140,000			2007	Hoo Doo RV Campground & Resort Dinosaur Campground	\$64,000 \$120,000	
2002	Town of Drumheller - Aquaplex Renovation	\$387,000			2009	Dinosaur Trail Golf & Country Club New Storage Building	\$106,000	

2015

**TOWN OF DRUMHELLER  
BUILDING PERMIT STATISTICS 1993 - 2015**

**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	\$60,000	1	-	0	\$390,000	2
1996	-	0	-	0	-	0	-	0
1997	-	0	-	0	-	0	-	0
1998	\$5,000	1	\$1,153,000	3	-	0	\$1,158,000	4

1999 - 2015

Year	New Construction	Foundations/Relocated Structures	Accessory Buildings	Renovations/Additions	Demolitions	Fireplaces/Boaturning Stoves/Misc.	Total Permit Values	Total Permits Issued
1999	1	0	2	4	0	0	\$28,585,584	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	\$8,428,484	3
2008	2	0	1	4	0	0	\$13,954,425	7
2009	0	0	0	5	1	0	\$15,400,538	6
2010	3	0	0	1	0	0	\$18,155,200	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	\$7,877,210	7
2015	0	0	1	3	0	0	\$537,000	4

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.

1999	New Hospital	\$28,000,000
	Renovations St. Anthony's School	\$240,000
	Church Addition	\$120,000
	Golden Hills School District - Kukulmawaya	\$300,000
2000	Canadian Badminton Pavilion Play - Jucukam Wall	\$1,000,000
	Church Renovations	\$8,000
2001	Kajiwakepawak	\$2,200,000
2002	Learning Centre	\$48,000
	Senior's Villa	\$80,000
2003	Catholic School	\$300,000
	-Greenline School	\$2,800,000
2004	Drumheller & District Seniors Foundation	\$866,580
	Golden Hills School Dr.	\$473,869
	Hospital Renovations	\$150,000
	Catholic School	\$1,000
2005	St. Anthony's Parish	\$1,700,000
2006	Church of Latter Day Saints	\$7,868,484
2007	Drum. & District Seniors Foundation	\$350,000
	Tyrrell Museum Washroom Facility	\$13,369,425
2008	Catholic School	\$14,894,538
2009	Golden Hills School Dr. (DCHS)	\$20,000
2010	Thane Football Club	\$15,735,200
	Town of Drumheller	\$200,000
	Drum. & District Seniors Foundation	\$200,000
	Royal Tyrrell Museum	\$180,000
2011	St. Anthony's Parish Renovations	\$370,000
	Tyrrell Museum Woods Preservation	\$62,000
2012	AB Infrastructure Shade Awning	\$300,000
	St. Anthony's Parish Renovations	\$1,741,377
	Town of Drumheller Renovations	\$80,000
2013	Clanoux Alberta Central / Old College	\$330,000
	7th Day Adventist Church	\$7,500,000
	Kneeshill County - Upgrade Bookie Station	\$139,000
2014	Drumheller Penitentiary	\$75,000
	Greenline Elem. - Portable Classroom	\$250,210
	Town of Drumheller Truck Pit Station	\$350,000
	Emergency Response Towers	\$130,000
2015	Town of Drumheller	
	Greenline Elem. - Portable Classroom - Link	

**TOWN OF DRUMHELLER**  
**BUILDING PERMIT STATISTICS 1993 - 2015**  
**Industrial**

**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	\$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 - 2015**

Year	New Construction	Foundations/ Relocated Structures	Accessory Buildings	Renovations/ Additions	Demolitions	Fireplaces/ odburning Stove Misc.	Total Permit Values	Total 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	6
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	0	0	0	3	0	0	\$13,800,000	3
2015	0	0	1	0	0	0	\$8,000	0

TOWN OF DRUMHELLER  
BUILDING PERMIT STATISTICS 1993 - 2015

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	\$483,800	20	-	0	\$655,800	23
1994	\$295,000	3	\$383,000	13	-	0	\$678,000	16
1995	\$2,678,000	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 - 2015

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	\$745,813	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	\$7,833,349	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	\$1,801,000	25
2014	0	1	1	17	2	0	\$1,431,900	21
2015	0	2	3	11	2	4	\$592,447	22

2015

**TOWN OF DRUMHELLER  
BUILDING PERMIT STATISTICS 1993 - 2015**

**Residential**

**1993 - 1998**

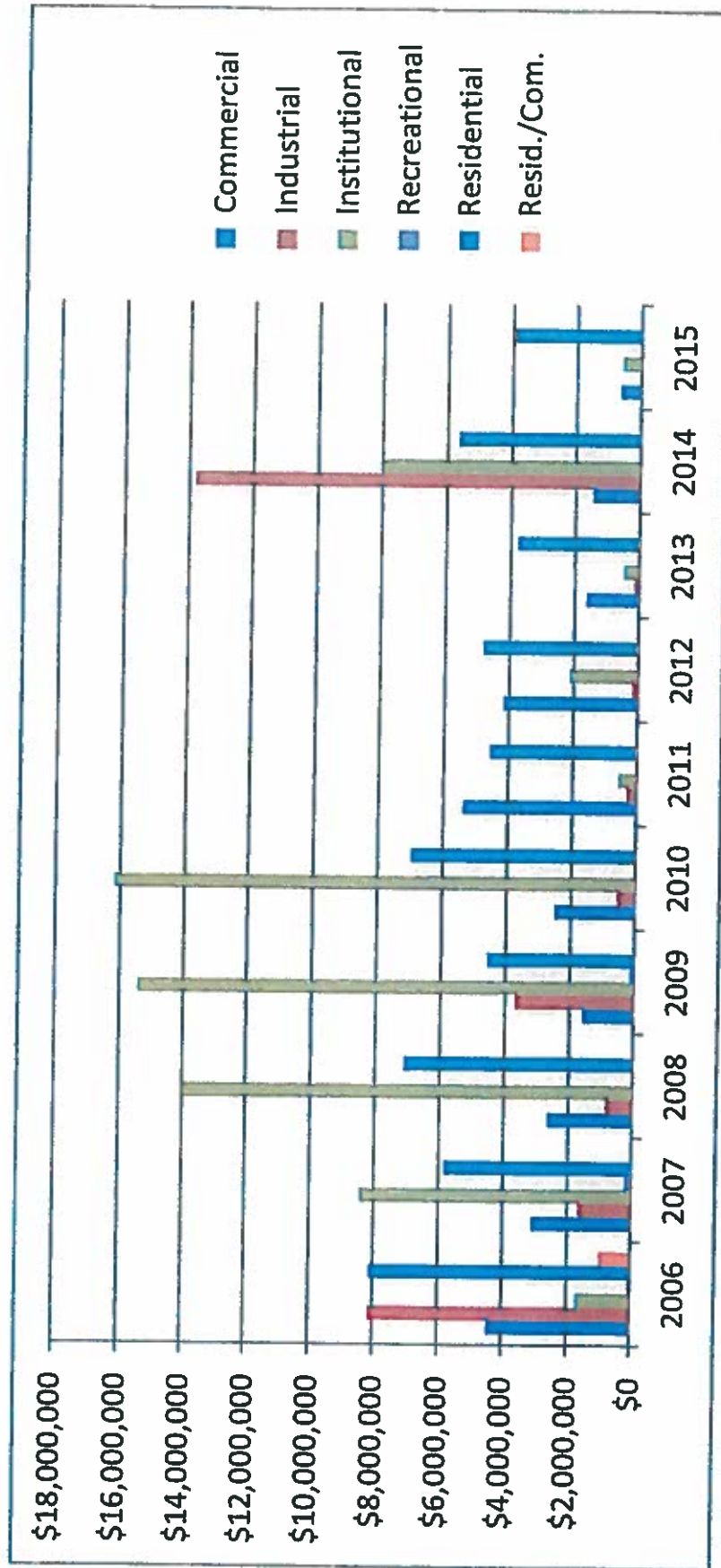
Year	New Starts	No. Of Permits	Renovations Additions	No. Of Permits	Accessory Buildings	No. Of Permits	Total Permit Values	Total Issued
1993	\$1,289,280	13	\$324,538	88	\$137,366	17	\$1,751,194	118
1994	\$1,572,100	16	\$237,200	48	\$124,800	20	\$1,934,100	84
1995	\$2,651,000	23	\$307,140	36	\$163,000	20	\$3,121,140	79
1996	\$1,707,000	17	\$217,000	15	\$145,000	17	\$2,069,000	49
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 - 2015**

Year	Single Family Dwellings	Multi-Housing Units	Mobile Home Placements	Relocated/ Modular Manufactured	Accessory Buildings	Renovations/ Additions	Demolitions	Fireplaces/ odburning Stc 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	28	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
2015	8	1 (2 units)	1	1	18	32	13	11	\$3,928,286	85



# TOWN OF DRUMHELLER - BUILDING PERMIT STATISTICS 2006 - 2015







# DRUMHELLER

## PROTECTIVE SERVICES



<b>Name:</b>	<b>Greg Peters</b>	<b>Quarter:</b>	<b>September-December 2015</b>
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### Last Quarter's Accomplishments:

- The director continues to work closely with all town departments and administration on a variety of matters that arise in town operations in day to day work.
- Bylaw operations continued steadily with the change of seasons. Members began monitoring sidewalk snow removal and issuing notices. There was a decline in animal complaints and the majority of members time was taken between snow, parking and numerous miscellaneous matters.
- All flood mitigation grant purchases were completed upon receipt of provincial government approval for the purchase of additional items not on the original one submitted as part of the grant process. We will submit our reconciliation documents to the provincial government by end of January 2016.
- We will continue to research communication equipment for worker safety that will suit our needs.
- Work is substantially complete on the land fill bylaw additions and work continues on the traffic and community standards bylaw research and revision. The additions and changes to the solid waste bylaw have been reviewed with the CAO and land fill supervisor and will be refined for presentation to council.
- The legacy tree was installed at the Badlands community facility with the protective acrylic covering in place as well.

### Progress on Projects/Programs:

- All paperwork and permits were completed towards the demolition of two structures that are on town owned land. These demolitions should be completed in January/February 2016.
- Bylaw members continue efforts to identify and monitor run down and derelict buildings.
- The director and fire chief are working on new and updated fire service agreements with our regional partners.
- The department is presently researching anti smoking and public places bylaws.
- The additions to the solid waste bylaw have been drafted and reviewed.
- Work continues on revisions to the traffic and community standards bylaws.
- Bylaw members attended to just under 150 calls for service. They vary from animal neglect to parking matters to littering.
- The fire chief reports that our fire department attended 29 calls between October 1 and December 31.

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8 motor vehicle collisions, 3 structure fires, 11 false alarms, several assist EMS calls and 1 deer stranded on the river.

### Next Quarter's Objectives :

- An occupational health and safety course has been arranged for February. This is directed towards supervisors and managers and senior staff although we will open it to other staff if there is space available.
- Submit final report to provincial government regarding flood mitigation grant.
- Complete workplace violence policy.
- The additions to the solid waste bylaw to be reviewed by the CAO and landfill supervisor and then be prepared for presentation to council.
- Research with the fire chief, a bylaw that requires the installation of sprinklers as fire fighting devices.
- Make significant progress towards completion of fire services/mutual aid agreements.
- Continue work on the Tough Mudder event.
- Monitor progress of AFRCCS emergency radio system and implementation of same.

### Upcoming Special Events:



*Signature Greg Peters*

**Director:**

*Director Protective Services*

**CAO:**

*Signature*





# DRUMHELLER

## PROTECTIVE SERVICES



Name:	Greg Peters	2015 ANNUAL
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### ANNUAL Accomplishments:

#### Working Relationships

- The director of protective services continues to supervise and liaise with the bylaw, fire and policing operations among other duties. Risk management, adherence to health and safety regulation, promotion of training and assisting in the maintenance of records, maintenance of the town insurance portfolio are areas where a great deal of time is spent. There has been the identification of several priorities that must be fulfilled and the director is working towards meeting the demands of the position, identifying and expanding 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, community services and to assist the CAO as required. The position continues to pose many challenges and the director very much likes this job. It is interesting and offers many opportunities to assist and help Town employees and residents. It is necessary to work with the CAO, all directors and all staff at one time or another due to the nature of the position.
- In late summer 2015 a new NCO i\c of the RCMP detachment was transferred to Drumheller. S/Sgt Macdonald arrived from B.C. and presented himself to council shortly after. Kevin Charles who capably maintained the detachment in between commanders has been transferred to Brooks. The detachment at this time is at full strength.
- The fire chief reports that the fire department attended 171 calls for service in 2015. These ranged from 11 structural fires, 44 motor vehicle collisions and various other fires. One fire resulting in a fatality was attended and investigated. At present the total number of voluntary on call fire fighters in the valley totals 39.

#### 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 2015. The workload remains steady

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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. At the conclusion of strategic planning the director and NCO of the detachment are undertaking discussions on how bylaw members could better assist the RCMP. It may be necessary to replace a member due to retirement in 2016 and the hiring of a new officer will include consideration to expanded duties.
- Bylaw Officers no longer work out of the RCMP detachment but now operate strictly out of town hall. There is no reason why there should be separate offices for protective services and bylaw. Protective services will maintain close relations with the detachment so that a coordinated effort is directed at issues we face.
- Bylaw operations and work remained steady with the seasons presenting different issues to be dealt with. Overall in 2015 members attended to just over 890 matters that required bylaw action. This encompasses a wide variety of issues including animal related complaints, business licenses, snow and weed /grass removal notices to parking and vehicle related complaints.

### **Risk Management**

- The position of Director affords many opportunities to investigate issues arising in town operations. It is anticipated that this will allow for the greater collection of information that will be useful in reviewing operations, making changes and allowing for improvements. 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 Director conducts a yearly review and update of the Town's insurance and all property, vehicles and equipment. Updated or changed information regarding what we insure is immediately forwarded to our insurer for addition or deletion to our policy.
- 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 2015 internal 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 is continually reviewed to ensure accuracy.
- The Town has completed all purchases under the flood mitigation grant program of 2014. All purchases were to be made by the end of 2015 and we shall report to the government our final accounting by the end of January 2016.

**Infrastructure Services**

- Due to the absence of the director of Infrastructure services the director of protective services at the direction of the CAO assisted public works on a variety of matters periodically from April to October.
- After much review and research a firm was found that was able to place a protective covering over the legacy tree at the Badlands community facility. The construction of the tree made it necessary to install acrylic material that made the tree visible to the public but offered some level of protection from contact with it.

**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 was a busy and challenging year and we look forward to 2016 with equal enthusiasm.



*Signature Greg Peters*

**Director:**

*Director Protective Services*

**CAO:**



*Signature*