

**Town of Drumheller  
COMMITTEE OF THE WHOLE MEETING  
AGENDA**

February 18, 2014 at 4:30 PM  
Council Chamber, Town Hall  
224 Centre Street, Drumheller, Alberta



Page

**1.0 CALL TO ORDER**

**2.0 DEVELOPMENT OR REVIEW OF STRATEGIC PLAN**

**3.0 DEVELOPMENT OR REVIEW OF POLICIES**

**4.0 DELEGATIONS**

4.1 Travel Drumheller - Chris Curtis

**5.0 REPORTS FROM ADMINISTRATION**

**5.1 CAO'S REPORT**

**5.2 DIRECTOR OF INFRASTRUCTURE SERVICES' REPORT**

**5.3 DIRECTOR OF CORPORATE SERVICES' REPORT**

**5.4 DIRECTOR OF COMMUNITY SERVICES' REPORT**

**6.0 ANNUAL BUDGET REVIEW**

**7.0 COUNCIL MEMBERS ROUND TABLE DISCUSSION**

7.1 Councillor L. Hansen-Zacharuk - Update on Drumheller Stampede & Agricultural Society

**8.0 IN-CAMERA MATTERS**

8.1 Land Matters

2-15

## ***Agenda Item # 4.1***

### **TRAVEL DRUMHELLER STRATEGIC DIRECTION SETTING WORKSHOP JANUARY, 2014**

Created by:  
Chris Fields, Senior Brand/Economic Development Strategist  
[cfields@twistmarketing.com](mailto:cfields@twistmarketing.com)

215, 1235 – 26 Avenue SE  
Calgary, Alberta T2G 1R7

Main: (403) 242-4600  
Fax: (403) 242-4609  
TF: (866) 842-4600  
C: (403) 862-4011  
[www.twistmarketing.com](http://www.twistmarketing.com)



**TWISTMARKETING**

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### I. INTRODUCTION

On January 21, 2014 Calgary-based Twist Marketing facilitated a one day Strategic Planning Workshop on behalf of Travel Drumheller involving approximately 12 people passionate about the future of Drumheller area tourism development and promotion in their capacity as municipal, tourism operator, and Travel Alberta representatives.

Following a welcome and contextual presentation, participants were asked to augment a SWOT analysis created in the Town of Drumheller Tourism Master Plan, and to brainstorm opportunity identification of strategic paths forward for Travel Drumheller.

### II. WORKSHOP GOALS

- Clarity and agreement re the purpose of the organization and where it can provide the most value.
- Meaningful discussion about the future direction of the DMO and where it should be concentrating its efforts and resources.

*What do we want to do?  
What resources do we need?  
Are we all in agreement?*

*Note: Workshop participants indicated they wanted the following out of the Workshop: An action plan for 2014, a longer term vision, to set in motion actions that inspire, to identify opportunities, to "get on the same page," to step into potential, and to have a unified perspective on why we are pursuing tourism development, what is important to pursue, and how and what we will do to get to an envisioned future.*

### III. CONTEXT

#### 1. EFFECTIVE STRATEGIC DIRECTION IS ABOUT KNOWING YOUR 'WHY'



What does the Drumheller area want to be known for? The answer to this question suggests a fundamental directional choice:

- a) mine and extend existing perception as "home of the dinosaurs"; or
- b) leverage Drumheller's renown as dinosaur nirvana into new tourism experiential markets.

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### 2. VISION DRIVES ORGANIZATIONAL EFFECTIVENESS

Simplicity, conciseness, and focus of vision helps secure organizational and tourism development investment, and moves a community more seamlessly in a more singular direction that enables design, execution and marketing of more compelling visitor experiences.

An effective vision makes connections between components of community development – particularly related to quality of place – that are often misunderstood or are inadequately prioritized when seen in isolation of one another.

### 3. DESTINATION ORGANIZATIONS – MARKETING AND/OR PRODUCT DEVELOPMENT FOCUS?

Tourism organizations face a fundamental choice with respect to strategic positioning and operational emphasis:

- a) Are we an organization designed to most effectively market tourism product we already have and/or only have resources to bring marketing together where it might have previously pursued divergent objectives/markets?
- b) Are we responsible for (*insert adjective*) securing/promoting/nurturing/making connections/drawing investment that enables product development?
- c) Are we a balancing act between product development and marketing?

Existing tourism organizational models do not have insight about where to place emphasis; they operate across a spectrum of functionality. If anything, analysis of other tourism entities suggests that Travel Drumheller needs to determine where a product/marketing see-saw is positioned based on the local needs of the tourism sector.



This said, the old adage that the (differentiated) product sells itself is true. It makes marketing easier. It is easier to attract attention. A critical mass of unique product generates a virtuous cycle of continued tourism product development. Whether Tourism Drumheller should incorporate a measure of priority on product development can be determined by “yes” answers to two key strategic questions: a) does the tourism sector wish to diversify and enter new target markets and niche experiences; b) are there gaps in the existing product (be it tourism operator product or enabling quality of place considerations that might range from signage to downtown revitalization) designed to feature “dinosaur nirvana”?



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### 4. MARKETING COMPLACENCY IS INEFFECTIVE

In a fiercely competitive world of tourism choices for consumers, gone are the days of pretty pictures, "something for everyone," and gentle "Discover Us" calls to action. Design of high quality, focused thematic experiences and target marketing are the order of the day. Any given location likely only has 3-5 thematic experiences that differentiate enough from competition to motivate visits/repeat visits, and within those experiences there are likely only 3-5 features of that experience that drive a marketplace narrative.

Insertion of a voice in the marketplace that gets noticed requires a bolder approach. Our municipal storytelling (classic storytelling technique involves Setup (plot and character), Conflict, and Resolution pillars) lacks compelling personality because as a matter of democracy we devolve to "safe." The old Persuasion Model of consumer purchasing has been replaced by the Experiential Model of emotion-based decision making (gleaned from Neuroscience/Neuromarketing insights) which suggests that design of the A to Z thematic customer experience tethered to emotive marketing that unveils more granular details of experiences (from what it feels like to stargaze to the spirituality of morning mist on untouched fields) are critical to generating return on tourism product development and marketing.



Workshop participants were asked to rate how "adventurous" they thought Drumheller's current brand/marketing is vs. should be to achieve an objective of growing the tourism industry. Averaged results are indicated as follows:

<i>Some Risk/ Adventurous</i>		<i>Be Somewhat Different</i>		<i>Safe</i>
1	2.5 (should be)	5	7 (current)	10

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### IV. SWOT

SWOT analysis involves identification of tourism strengths, weaknesses, opportunities, and critical issues that the Travel Drumheller needs to address to enhance its tourism opportunity. Questions were designed to enhance rather than repeat SWOT analysis completed as part of the Town of Drumheller Tourism Master Plan.

Results are presented as follows (*note: the workshop was designed to encourage open, creative thinking without editing or commentary*):

#### 1. IF I WAS A TRAVEL WRITER AND I WANTED TO WRITE ABOUT THE COOLEST LESSER KNOWN THINGS TO DO IN THE DRUMHELLER AREA, WHAT WOULD YOU TELL ME ABOUT AND WHY IS IT SO COOL?

Last chance saloon – ghosts and bullet holes / 11 bridges	East coulee spring festival
Kayaking on RB river – safe, fun, amazing scenery, lazy river	Photo tours of Mother Mountain
Rafting down Red Deer River	Geology tours in valley
Teepee stay-overs	Trail rides
Atlas coal mine – train ride through mine	RB crafts centre and stores/mercantile/dinner theatre
Hiking in the valley	Suspension bridge – moves a lot and it's scary
15 minutes of fame festival – Rosebud – unexpected acts, non-jury	Unique landscape – scenic – serenity
Where dinos are discovered – authentic experience	Affordable
Excellent weather/climate (stable)	Buffalo tour – face to face with buffalos on a wagon
Golfing – unique experience	Horseshoe Canyon – helicopter tours
Movie map – tracing the tour of movie locations	Hiking – spring flower seasons
Businesses: Bernie and the boys; Reptile world; The museum; VIC/ "world's largest dinosaur"; Jungling works	Events: Carbon mud run, Bentonite games – do it in the dirt, Sam's saloon – Rowley – pizza night, World's hottest Shakespeare festival – Bard In the Badlands, "World's ugliest" Jesus statue, Badlands marathon / dino half marathon, Dino gran fondo bike race



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**2. I'M AN ENTREPRENEUR AND I INQUIRE ABOUT TOURISM DEVELOPMENT OPPORTUNITIES. I'M PRETTY FREE-WHEELING AND WILL CONSIDER ALMOST ANYTHING. THE COMMUNITY HAS BEEN WAITING FOR SOMEONE WHO WILL RUN WITH THE "BIG IDEA" THAT IS POSSIBLE GIVEN DRUMHELLER'S RESOURCE/INFRASTRUCTURE/GEOGRAPHY. WHAT WOULD YOU SUGGEST?**

High end resort – cater to rich and famous	Zip lines
Dino theme park (large scale amusement park)	Trail rides – horseback, chuckwagon, western theme
REAL skill hill with summer utilization (look out spot/hiking)	Equipment rental – bikes/kayaks/canoes / tubes
Tear down TELUS building / replace with themed stores	A DINO park – enhance current statues and tie in new ones from Zoo
Golf resort / time share	Walking downtown parkway
Bentonite games	A "Flintstone" kids dino park
Waterslides	Passion play – baptismal events
Speedboat river racing	Man-made beach (river)
People mover – move people through downtown or around town	Restaurant – huge outdoor patio with view
Micro brewery	River guides/rentals
Scheduled shuttle to Town from other major centres	Downtown – pedestrian area/cool shops/entertainment
"Hikling" – hike/cycle combo tour	Moto bike rally's
Pub crawls	Crazy honkytonk bar with dino twist
Sat afternoon/evening market (cooler temps in evening)	Yurts
Paintball venue	Dogsledding / cross country tours
"Cottage country" development (MICRO) (e.g. use granaries)	Badlands sherpas
Use the rail line	Leverage iconic movie landmarks in area / where Clint Eastwood sat – dress up/pictures
Ghost tours/walks	Bentonite spas/holistic offerings/mudslides/mud wrestling / obstacle course/mud baths
Purchase CN rail yard – invest in cars for unique transport options (hop on hop off bike) / use cars for dining experiences	Rail line to Wayne – unite valley by rail
Dino animatronics as attractions	Casino
Skydiving / plane tours	Eco tourism / night sky tours

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### 3. WHO ARE YOUR TARGET MARKETS?

*Noted in Workshop that Travel Alberta EQ profiles can be leveraged to better understand psychographics of target markets - within the region.*

*Noted in Workshop that a good market baseline to work from is Tyrrell Museum visitor statistics.*

#### a. Who do you currently serve?

- Young families with children
- Daytripper that goes home
- Families wanting edutainment
- Albertans / Calgarians
- Women 24 – 51 (Tyrrell target demo)

#### b. Who are new/potential markets?

- 50+ semi-retired, weekend retreaters, looking for adventure without clutter (parking/crowds/etc.)
- Cultural explorers
- Edmonton families
- Double income, no kids
- Travel trade
- Motorcyclists
- Cyclists
- Outdoor fitness enthusiasts
- Geography/geology/dino nerds
- City escapists / relaxers
- Retirees with grandkids – day trips/overnight
- Long haul markets
- Ethnic heat seekers (looking for familiar climate) some like it hot
- MCIT – paleontology / societies / conference with companion activities
- Extreme sports enthusiasts
- Past visitors – bring them back
- Christians
- Package Tours – include Dinosaur Provincial Park



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### 4. WHAT STANDS IN THE WAY OF US REALLY PUTTING DRUMHELLER ON THE TOURISM MAP? AS A COMMUNITY? AS TRAVEL DRUMHELLER ORGANIZATIONALLY?

Seasonality – accessibility in winter	Community buy-in to concept of the DMO
Universal buy in – funding needs, investment needs, need to invest in tourism to support municipality (not seeing the bigger picture)	Transportation gaps – to Town and within Town
Lack of experiences	Market readiness – shops closing up when they shouldn't
Downtown cohesiveness	Need to be financially self-sustaining
Council buy-in	People need to understand there is a single driving force behind tourism
Tourism is key economic driver (need for people to understand this)	Community needs to embrace tourism – welcome it – need to adjust attitudes towards service
Need to market community as more than a single experience (leverage signature/Layer on companion experiences to extend stay)	Changing perception of what there is to do in Drumheller
Human Resources – capacity building	NIMBYism
Too many “ya butts” “been there, tried it, didn't work”	Stop focusing on roadblocks / focus on solutions
Political will	Need a predictable financial model
Expanding stakeholder base within the DMO	Funding constraints that drive cautious approach
How to get return visit?	Need exceptional service from all visitor touchpoints – need to develop a service culture
Develop community ambassadors (residents need to know what you can do here)	Need for Citizen engagement / passion for place

## V. STRATEGIC DIRECTION

### 1. OPERATIONAL FOCUS (2014/2015)

Tourism organizations have historically had a mandate in four areas:

- 1) Destination Development
  - a. Infrastructure (e.g. downtown, signage)
  - b. Product (attractions and experiences)
- 2) Promotion
- 3) Organizational Management (i.e. operational efficiency of Travel Drumheller)
- 4) Policy (that impacts tourism development, diversification, and/or promotion)

Workshop participants have a fairly balanced perspective with respect to weighting of Travel Drumheller operational emphasis:

<i>Destination Development</i>	<i>Promotion</i>	<i>Organizational Management</i>	<i>Policy</i>
26%	27%	32%	14%

Workshop participants were asked what needs to be done in each of these three areas over the next 1-2 years to grow the local tourism industry.

Responses were individually recorded, and then aggregated by the workshop facilitator based on common theme responses to generate the following Strategic Priority List:

1) Transportation in Town and region – barrier to youth labour force (1)	2) Revitalize downtown – linking downtown to other areas of interest (1)	3) Promote Repeat visitation
4) Transportation to Town from other centres	5) Focus on 3 – 5 markets (YYC/YEG) – develop targeted experiences (6)	6) Develop a brand for Destination/Community (7)
7) Rubber tire tours – Drum is the HUB	8) Good host program / customer certification program (1)	9) HR Resources – product development & market focus
10) Sustainable funding – create revenue generating experiences (tours) (1)	11) Encourage private sector participation in product development	12) Leverage partnerships (like Canadian Badlands, Travel Alberta)
13) Smart phone apps (1)	14) Influence policy – DMO lobby Council for 3 key initiatives (1)	15) Proactive cross promotion (1)
16) Better facilities/services to cater to cycling enthusiasts	17) Need to decide on a funding model for DMO (6)	18) Align with other regional marketing efforts (1)
19) VIC kiosk at museum / ad revenue	20) Develop 1-2 signature events	21) Leverage existing market intelligence / establish real metrics (Tyrrell and other sources) (3)
22) Policies to attract tourism based businesses to DT	23) Promote Summer student businesses/ventures	24) Tourism business awards / add to exist Chamber awards
25) Create Experiential packages	26) Province/blanket liability insurance (group program)	27) Tourism business case for locals (support buy in/support) (1)
28) Community awareness campaign (market to locals) (5)		

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Workshop participants were asked to individually “vote” for their three preferred actions. The number of votes is indicated in brackets in the table. Based on votes, #’s 5 and 6, and #’s 27 and 28 were aggregated into single actions respectively given the activities are symbiotic. There was strong agreement around three key strategic actions highlighted above:

- 1) Develop a Destination/Community Brand
- 2) Reach Agreement on a Funding Model
- 3) Conduct a Community Awareness Campaign (value of tourism to local economy)

### 2. ACTION AGENDA SETTING

With “the what” identified in above chart, the Workshop transitioned to “the how.” Three groups were formed. Each group was tasked with collaborating to establish a strategic agenda for one assigned key strategic action. A template was used as a collaborative discussion guide. Brainstorming results are presented as follows:

<b>ACTION 1</b>
<b>Develop a Destination/Community Brand</b>
<b>What’s the vision? (30 words)</b> A Brand Strategy that unifies community messaging and aligns with regional and provincial brand strategies.
<b>What are the top three action priorities?</b> Identify partners to sit on Brand Committee. Determine scope of initiative (who is going to fund it?). Undertake brand process and EQ assessment.
<b>What’s the biggest obstacle to remove to make it more successful?</b> Agreement around a singular brand focus. Funding challenges (community consultation, research facilitation)
<b>Who do we need to involve?</b> A healthy cross-section of industry-related businesses with an entrepreneurial spirit.
<b>Who should lead it?</b> Travel Drumheller.
<b>Who are our target audiences?</b> Tourism industry. Businesses. Community.
<b>What can we do to make it more unique/compelling and therefore of interest to the consumer market?</b> TBD.
<b>What’s the budget?</b> \$30,000 (research, visual Identity, community consultation, Initial implementation ideas).
<b>What’s the timeframe?</b> Now to August 2014.
<b>Are there any other implications we need to consider?</b> Buy in. DMO brand IS a community brand. Can’t be self-serving – must be consumer-centric.



### **ACTION 2**

#### **Reach Agreement On A Funding Model**

##### **What's the vision? (30 words)**

A sustainable base for marketing, operation, and growth of Travel Drumheller

##### **What are the top three action priorities?**

Hearts and Minds campaign focused on Town Council.

Articulate a suite of service to industry.

Identify industry clusters (incl. new industry participants) that lead to revenues

##### **What's the biggest obstacle to remove to make it more successful?**

Lack of awareness of value of tourism (jobs, quality of life).

##### **Who do we need to involve?**

Media, Chamber of Commerce, Industry Cluster Leaders

##### **Who should lead it?**

Travel Drumheller – Executive Director and Board

##### **Who are our target audiences?**

General public, Industry participants, Regional organizations, local government.

##### **What can we do to make it more unique/compelling and therefore of interest to the consumer market?**

Need to effectively and compellingly make the jobs and quality of life argument.

##### **What's the budget?**

Negligible – small meetings, one on one talks.

##### **What's the timeframe?**

1 year

##### **Are there any other implications we need to consider?**

Possessiveness. Loss of momentum. Loss of focus.



### **ACTION 3**

#### **Conduct a Community Awareness Campaign**

##### **What's the vision? (30 words)**

Infuse into the Drumheller mindset that we are a tourism community (with use of a business case)

##### **What are the top three action priorities?**

Education.

Spring staff tour (FAM tour).

Tourism showcase.

Radio interviews – Travel Drumheller.

##### **What's the biggest obstacle to remove to make it more successful?**

A leader to plan the program (which needs to be the DMO).

##### **Who do we need to involve?**

All tourism stakeholders.

##### **Who should lead it?**

Travel Drumheller.

##### **Who are our target audiences?**

Business owners (buy-in). New employees in the tourism sector.

##### **What can we do to make it more unique/compelling and therefore of interest to the consumer market?**

Award incentives (participants vote).

##### **What's the budget?**

Modest – bus rental, radio spots, internal to DMO.

##### **What's the timeframe?**

Spring/Summer (annual basis)

##### **Are there any other implications we need to consider?**

### VI. VISION STATEMENT

As a newly-formed organization, Travel Drumheller does not yet have a vision statement.

Elements of an effective vision statement can be described as follows:

- Audacious
- Capitalize on core competencies
- Futurecasting
- Inspiring
- Motivating
- Purpose-driven

Workshop participants were asked to write vision statements with respect to the future role of tourism in the Drumheller area (*note: a Mandate typically transitions a vision statement to identification of organizational role with respect to achieving a desired vision*).

Vision statements are presented (unedited). Though work is required to craft a singular vision statement, selected dynamic keywords have been highlighted:

- Through effective destination management and full community support, Travel Drumheller establishes the community as a major **four season** international tourism destination by 2020.
- To be a recognized tourism leader in a tourism-friendly community, whose experiences as a **tourism red carpet community** create raving fans and advocates.
- To **bring the community together under a common vision** for the growth of tourism by identifying the opportunities and by providing the tools, support, and leadership necessary to achieve the goal.
- Travel Drumheller will inspire and support the growth of tourism, which distinguishes Drumheller as a **global industry leader**.
- Travel Drumheller is a leading force in **inspiring** the citizens of Drumheller to sever the public through tourism, such that Drumheller is known for its unique experiences linked to awe-inspiring nature, entertainment and educational opportunities, and second to none hospitality.
- Travel Drumheller will be valued, vibrant, dynamic, and **diversified**, and will be **one of the Top 3 destinations in Alberta**. Drumheller will be a key point of diversification for Travel Alberta in international markets.
- To provide our visitors with an exclusive experience in the **dinosaur capital of the world**. We are a provider of a look into the past and a memory that will last a lifetime.

### VII. BRAND CONSIDERATIONS

#### 1. BRAND NARRATIVE

The following was written by a Workshop participant and is an excellent foundation for development of a Drumheller area brand narrative moving forward:

*"Drumheller. It's bad to the bone. Where the king of dinosaurs reigned for thousands of years, and now stands the test of time in a timeless museum experience.*

*Walk hand in hand among the hoodoos; get down and dirty listening to tales of mines and men.*

*There's spirit in these Badlands, with al fresco theatre full of passion and playfulness."*

#### 2. TAGLINES

The following taglines were randomly generated by Workshop participants in the process of brainstorming a directional future for Travel Drumheller. Brainstorming should be an open, creative, non-judgmental process in order to generate breakthroughs. These taglines are presented with that spirit in mind:

- Badlands, watch every step you take
- Badlands NOT Bad Ass
- Mining your own business (experience)
- Mother Mountain, a Mother of a Place
- When Momma's Happy, everyone's happy, Mother Mountain
- Drumheller, Bad to the Bone
- Hiking in Drumheller
- Drumheller, Some like it HOT!
- Jesus is bigger than the Church
- Drumheller, hotter than hell, but we have Jesus here

#### 3. EVENTS

The following events were brainstormed during the Workshop:

- 11 bridges road race / cycling / active adventure
- Broken bones challenge
- World's best winter fireworks festival in badlands amphitheatre