

# **Town of Drumheller COUNCIL MEETING AGENDA**

September 27, 2010 at 4:30 PM  
Council Chamber, Town Hall  
703-2nd Ave. West, Drumheller, Alberta



Page

## **1.0 CALL TO ORDER**

## **2.0 MAYOR'S OPENING REMARK**

- |     |     |  |
|-----|-----|--|
| 3   | 2.1 | Letter from Hon. Frank Oberle, Solicitor General and Minister of Public Security re: 2010-11 Municipal Policing Assistance Grant |
| 4   | 2.2 | Letter from Brooke Christianson, President, Drumheller Association of Skateboarding Enthusiasts                                  |
| 5-6 | 2.3 | "Breast Cancer Awareness Month" October 2010   |
| 7-8 | 2.4 | "Canadian Library Month" October 2010  |

## **3.0 PUBLIC HEARING**

## **4.0 ADOPTION OF AGENDA**

## **5.0 MINUTES**

### **5.1. ADOPTION OF REGULAR COUNCIL MEETING MINUTES**

- |      |       |   |
|------|-------|---|
| 9-13 | 5.1.1 | Regular Council Meeting Minutes of September 13, 2010 |
|------|-------|---|

### **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**

- |       |       |                                     |
|-------|-------|-------------------------------------|
| 14-68 | 8.1.1 | RFD - Municipal Sustainability Plan |
|-------|-------|-------------------------------------|

**8.1. CAO**

69-94	8.1.2 RFD - Kneehill County Water Supply Agreement
95-98	8.1.3 RFD - Appointments to Drumheller Public Library Board
99-100	8.1.4 RFD - Appointment to the Drumheller Housing Administration
101-107	8.1.5 Request for Municipal Support for the Oyen-Lyalta Rail Recovery Plan

**8.2. Director of Infrastructure Services**

**8.3. Director of Corporate Services**

**8.4. Director of Community Services**

**9.0 PRESENTATION OF QUARTERLY REPORTS BY ADMINISTRATION**

**10.0 PUBLIC HEARING DECISIONS**

**11.0 UNFINISHED BUSINESS**

**12.0 NOTICES OF MOTIONS**

**13.0 COUNCILLOR REPORTS**

**14.0 IN-CAMERA MATTERS**

*C/C Duke/Ray*

SEP 20 2010



ALBERTA

SOLICITOR GENERAL AND MINISTER OF PUBLIC SECURITY

*Office of the Minister*

AR 15593

September 10, 2010

Mayor Bryce Nimmo  
Town of Drumheller  
703 - 2 Avenue West  
Drumheller AB T0J 0Y3

Dear Mayor Nimmo:

I am pleased to advise you that a payment of \$263,456, for the 2010-11 Municipal Policing Assistance Grant (MPAG), will be electronically transferred to your municipality shortly. The policing grant is intended to help communities meet the costs of policing services and policing oversight, as well as reflect the commitment of the Alberta Government to address the financial impact of policing on municipalities.

Reporting for the year, on the expenditure of these grant funds, is required by March 31, 2011, and the template is available on the Solicitor General and Public Security website at [www.solgps.alberta.ca](http://www.solgps.alberta.ca).

Thank you for your dedication and commitment as we move forward to improving the safety and well-being of Alberta communities.

Sincerely,

Frank Oberle  
Solicitor General and Minister of Public Security

cc: Honourable Jack Hayden, MLA, Drumheller-Stettler  
Ray Romanetz, CAO, Town of Drumheller

402 Legislature Building, Edmonton, Alberta T5K 2B6 Canada Telephone 780-415-9406 Fax 780-415-9566

*Printed on recycled paper*

### **DASE**

#### **Drumheller Association of Skateboarding Enthusiasts**

September 16, 2010

Drumheller Town Council  
703 - 2nd Avenue West  
Drumheller, Alberta  
T0J 0Y0

Dear Council,

As President of the newly formed Drumheller Association of Skateboarding Enthusiasts, I would like to provide you with some insight into our intentions as they pertain to a skateboard park in Drumheller.

The primary reason for forming DASE as a non profit society is to raise funds for the design and construction of a permanent concrete skateboard park somewhere within the town of Drumheller. Our secondary objective is to promote and support the sport of skateboarding within the Town of Drumheller. It should be noted that would welcome BMX and freestyle cyclists within the association and park.

Many communities in Alberta, similar in size, currently enjoy new concrete parks that record very high usage amongst youth, these parks also serve to enhance the attractiveness and culture of the community.

As an association, we feel that Drumheller not only deserves a park that would compare to other communities, but given Drumheller's status as a major tourism destination in Alberta, we believe that Drumheller deserves a park that is uniquely designed and large enough to be known in skateboarding circles as a destination park. It is very feasible that people (families included) would travel to Drumheller for the primary reason of using the skate park if it was deemed a destination. A park of this magnitude would attract contests and demonstrations while creating economic spinoff for the Drumheller Valley.

From our initial conversations with our designers, we understand that a destination park would have to be approximately 10,000 - 12,000 square feet and at \$35.00/sq.ft, we would estimate the total cost of the project to be in the \$350,000 to \$400,000 range. Our Association is very recent and still in the first phases, but we have already signed up more than 40 paying members and we have an excited group of facebook followers. We are anticipating a major corporate donation in the very near future and this would really get us off to a great start.

We are looking forward to having a great working relationship and partnership with the The Town of Drumheller. We feel a partnership between our organizations will be critical as we imagine that the Skateboard Park will most likely be located on town land and would ultimately be owned and maintained by the town. This is arrangement we have deemed as most feasible and have seen in all of the other examples we've looked at.

Sincerely,



Brooke Christianson  
President  
Drumheller Association of Skateboarding Enthusiasts



## Agenda Item # 2.3



Bryce Nimmo  
703-2nd Ave  
Drumheller, AB T0J 0Y3  
August 11, 2010

AUG 17 2010

To the Honourable Bryce Nimmo:

The Canadian Breast Cancer Foundation - Prairies/NWT Region respectfully requests that, as Mayor of Drumheller, you officially proclaim the month of October as Breast Cancer Awareness Month.

Breast cancer is the most common cancer amongst Canadian women. In 2010, an estimated 23,200 women will be diagnosed with the disease and 5,300 will die of it. This year, an estimated 180 men will also be diagnosed and 50 will die from it.

The Canadian Breast Cancer Foundation - Prairies/NWT Region recognizes that with staggering statistics like these, it is important to acknowledge the seriousness of breast cancer, and understand the importance of raising funds for breast cancer research, community projects and prevention.

On the Sunday October 3rd, the Canadian Breast Cancer Foundation CIBC Run for the Cure will be held in over 55 communities across Canada. Last year alone we celebrated with over 170,000 runners and walkers and with funds raised in excess of 28.5 million dollars. Our goal is to exceed last year's figures and allocate money to fund more innovative research and community projects across Canada.

We hope you will give official recognition to our undertaking by issuing a proclamation of Breast Cancer Awareness Month. Thank you for supporting our efforts in saving the lives of Canadians across the nation.

Sincerely,

Janelle Aker-Johnston  
Coordinator, Marketing & Communications  
Canadian Breast Cancer Foundation – Prairies/NWT Region  
780-452-1199  
Email: [jjohnston@cbcf.org](mailto:jjohnston@cbcf.org)

### PRAIRIES • NWT/TNO

Canadian Breast Cancer Foundation  
[www.cbcf.org/prairiesNWT](http://www.cbcf.org/prairiesNWT)

Charitable Registration No. 12799 3609 RR0001

Edmonton 700, 10665 Jasper Avenue, Edmonton, AB T5J 3S9  
Calgary 430, 1324 17 Avenue SW, Calgary, AB T2T 5S8  
Winnipeg 304, 1 Wesley Avenue, Winnipeg, MB R3C 4C6

T 780.452.1166 • 1.866.302.2223 F 780.451.6554  
T 403.209.2233 F 403.209.2366  
T 204.231.4885 • 1.866.267.3948 F 204.231.4910

**"Breast Cancer Awareness Month"  
October 2010**

**WHEREAS:** Breast cancer is a major health problem that causes untold suffering and loss of life. Every year thousands of women are diagnosed with this devastating disease; and

**WHEREAS:** the Canadian Breast Cancer Foundation is a non-profit charitable organization that is committed to supporting advancement in breast cancer research, prevention, education, diagnosis and treatment; and

**WHEREAS:** on October 3rd the Foundation CIBC Run for the Cure will be held in 55 communities across Canada.

**WHEREAS:** Last year more than \$28.5 million was raised with 170,000 participates.

**NOW,**

**THEREFORE:** I, Mayor Bryce Nimmo on behalf of the Town of Drumheller proclaim **October 2010** as **"Breast Cancer Awareness Month"** to recognize the tremendous work of the Canadian Breast Cancer Foundation and its dedicated volunteers, and encourage everyone to increase awareness and support this very worthy cause.



August 28, 2010

TO: Mayor and Reeve

FROM: Lynda Lyster, Chair, Marigold Library Board

RE: **Canadian Library Month**

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Libraries are places to learn, engage, discover and connect. That's why libraries are celebrating in October — celebrating libraries and the vital and valuable roles that they play in enhancing the lives of Canadians. October is Canadian Library Month.

During economic downturns, the importance of libraries is more important with increases in visits, cardholders and circulation. Libraries are key partners in supporting literacy, lifelong learning, and job seeking. Libraries provide access to information in a variety of formats, including print and downloadable digital media. Libraries offer programs which educate, entertain, inform and enlighten. Leisure reading helps Canadians unwind from their busy lives.

Alberta has 310 library service points, providing public library access to over 3.4 million people (99% of the population).

There is a declaration for Canadian Library Month on the back of this memo. I invite you to use the proclamation to declare Canadian Library Month in your community.

A handwritten signature in black ink, appearing to read 'L. Lyster'.

"The three most important documents a free society gives are a birth certificate, a passport, and a library card." - E.L. Doctorow

# CANADIAN LIBRARY MONTH

## PROCLAMATION

- WHEREAS** libraries are vital and dynamic community assets; and
- WHEREAS** libraries promote and support both literacy and English as a second language; and
- WHEREAS** libraries are partners in fostering lifelong learning; and
- WHEREAS** libraries foster innovation, productivity and creativity; and
- WHEREAS** libraries maintain the history and culture of our communities, our nation and our world; and
- WHEREAS** libraries are centres of knowledge and gathering places for the exchange of ideas and information; and
- WHEREAS** libraries bolster economic prosperity by providing access to information, and to resources in print and electronic format; and
- WHEREAS** libraries serve everyone regardless of age, religion, social status, race, gender or language;

**NOW, THEREFORE BE IT RESOLVED** that I, \_\_\_\_\_  
Mayor/Reeve

on behalf of the Board and citizens of \_\_\_\_\_,

DO HEREBY PROCLAIM the month of October 2010 as

**CANADIAN LIBRARY MONTH**

\_\_\_\_\_  
Mayor/Reeve

*Celebrate!*  
Your Library – Your World, Opening Doors to the Future

**Town of Drumheller  
COUNCIL MEETING  
MINUTES**

September 13, 2010 at 4:30 PM  
Council Chamber, Town Hall  
703-2nd Ave. West, Drumheller, Alberta



**PRESENT:**

**MAYOR:**

Bryce Nimmo

**COUNCIL:**

Andrew Berdahl

Karen Bertamini

Blaine McDonald

Don Guidolin

Sharel Shoff

Terry Yemen

**CHIEF ADMINISTRATIVE OFFICER/ENGINEER:**

Ray Romanetz

**DIRECTOR OF INFRASTRUCTURE SERVICES:**

Allan Kendrick

**DIRECTOR OF CORPORATE SERVICES:**

Micheal Roy

**DIRECTOR OF COMMUNITY SERVICES:**

Paul Salvatore

**RECORDING SECRETARY:**

Janice Armstrong

**1.0 CALL TO ORDER**

**2.0 MAYOR'S OPENING REMARK**

**3.0 PUBLIC HEARING**

**4.0 ADOPTION OF AGENDA**

Addition: 13.1 Councillor Karen Bertamini - Drumheller Housing Administration Report  
**MO2010.123** Yemen, Bertamini moved the adoption of the agenda as amended.  
Carried unanimously.

**5.0 MINUTES**

**5.1. ADOPTION OF REGULAR COUNCIL MEETING MINUTES**



Council Meeting Minutes  
September 13, 2010

- 5.1.1 Regular Council Meeting Minutes of August 30, 2010  
**MO2010.124** Shoff, McDonald moved to adopt the Regular Council Meeting Minutes of August 30, 2010 as presented. Carried unanimously.

### 5.2. MINUTES OF MEETING PRESENTED FOR INFORMATION

- 5.2.1 Municipal Planning Commission - July 29, 2010  
5.2.2 Municipal Planning Commission - August 12, 2010

### 5.3. BUSINESS ARISING FROM THE MINUTES

### 6.0 DELEGATIONS

### 7.0 COMMITTEE OF THE WHOLE RECOMMENDATIONS

### 8.0 REQUEST FOR DECISION REPORTS

#### 8.1. CAO

##### 8.1.1 Water Quality

R. Romanetz reported that last month complaints were received from residents and some business owners regarding the sporadic discoloration of water. He stated that on August 26th, a media release was sent out advising that the Town is working with Alberta Environment to identify the source of the color issue. He further stated that regular bacteriological testing confirmed that the water is safe and meets the *Canadian Drinking Water Quality Guidelines*. He advised that the Town together with Arron Jensen and Bob Batrick of Alberta Environment have developed a short, medium and long term plan. In the short term, the Town will isolate and flush the main line from the Water Treatment Plant to Highway 9/56 intersection (Winks). This work will commence late in the evening and early morning hours of September 7th. The Town will also initiate a unidirectional flush program to run through September, while water temperatures remain warmer than 15 degrees for the best flushing results.

R. Romanetz reported that the Town is not certain what is causing the discoloration and cannot really give an informative answer until a visual inspection of the pipe occurs. He further stated that only at that time, will the Town be able to make an informed decision on the best method to correct the problem. Alberta Environment is reviewing whether the manganese in the water is reacting with chlorine to cause discoloration. More testing needs to be conducted before conclusions can be made.

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A. Kendrick advised that he has checked with a few companies that do pipe inspections: Pipe Driver at a cost of \$50,000 to \$70,000.00 and Sahara at a cost of \$15,000 to \$20,000 (who could be in Drumheller within two weeks to start the inspection of the pipe).

### 8.1.2 RFD Drumheller Housing Administration

R. Romanetz advised that the Drumheller Housing Administration has two vacancies on their board and one application has been received. It is a five member board. Gordon Clozza would like to serve on the Board.

**MO2010.125** Yemen, McDonald that Council approve the appointment of Gordon W. Clozza to the Drumheller Housing Administration Board for a three year term. Carried unanimously.

## 8.2. Director of Infrastructure Services

## 8.3. Director of Corporate Services

### 8.3.1 Voting Subdivisions

M. Roy advised that in preparation for the upcoming election, the Town is looking to have the voting subdivision redefined to allow flexibility should the Town not obtain sufficient workers. The current voting subdivisions and their voting stations are:

1. East Coulee at East Coulee Community Hall
2. Rosedale / Cambria / Wayne at Rosedale Community Hall
3. Nacmine at Nacmine Community Hall
4. Newcastle at Newcastle Community Hall
5. Midland at Midland Hall
6. North Drumheller at Midland Hall
7. West Central at Civic Centre
8. East Central at Civic Centre
9. Parkdale at Civic Centre
10. Riverview Park at Civic Centre
11. Bankview at Church of the Nazarene - Fellowship Hall
12. Twin Hills at Church of the Nazarene - Fellowship Hall
13. Greentree at Church of the Nazarene - Fellowship Hall

The proposed voting substations and their voting stations are:

1. East Coulee at East Coulee Community Hall
2. Rosedale / Cambria / Wayne at Rosedale Community Hall
3. Nacmine at Nacmine Community Hall
4. Newcastle at Newcastle Community Hall
5. North at Midland Hall (Midland and North Drumheller)
6. Central at Civic Centre (West Central, East Central, Parkdale and

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Riverview Park)

7. South at Church of the Nazarene - Fellowship Hall (Bankview, Twin Hills and Greentree)

M. Roy explained that the proposal is for seven voting station with more tables at each location. Councillor S. Shoff asked if tables would be set up at the Hospital and the Seniors Lodge. M. Roy stated yes. Councillor K. Bertamini asked if there are sufficient election works. M. Roy stated that he does not have the required numbers of workers as of yet and hopes that he will not have to utilize Town employees. Councillor K. Bertamini stated that the deadline for applications on the Town's website states August 31, 2010. M. Roy stated that the deadline is October 5th and he will ensure this is change on the website and other areas it may be posted.

**MO2010.126** Yemen, Bertamini moved to accept the revised subdivisions as presented.

In favour - Yemen, McDonald, Bertamini, Nimmo, Berdahl, Guidolin  
Opposed - Shoff  
Motion carried.

#### **8.4. Director of Community Services**

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

#### **10.0 PUBLIC HEARING DECISIONS**

#### **11.0 UNFINISHED BUSINESS**

#### **12.0 NOTICES OF MOTIONS**

#### **13.0 COUNCILLOR REPORTS**

13.1 Councillor K. Bertamini provided an update on the Drumheller Housing Administration. She read a letter from the Housing and Urban Affairs dated August 11, 2010, thanking the staff of the DHA for their cooperation and assistance during their follow up review of July 17, 2009. This review was made in conjunction with the initial operational review completed on September 22, 2008. She reported that over the past two years positive steps have been taken to comply with both regulatory and advisory items addressed in the September 22, 2008 review. She stated of the majority of the recommendations as addressed in the review have been implemented with three that remain outstanding.

Councillor K. Bertamini announced that the DHA has received a \$427,000 grant which will be used to bring the 51 subsidized units up to standards. The Board has been



## ***Agenda Item # 5.1.1***

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given one year to complete the upgrades. They will be using the monies to replace the furnaces and hot water tanks making them more cost and energy effective. She further advised that the Alberta Real Estate Board approved a \$20,000 matching grant, which will be used towards a recycling program. T. Nygaard, Drumheller Landfill Coordinator will be working with the group to develop a plan of action.

13.2 Mayor Bryce Nimmo reported that the Dinosaur Valley Half Marathon and 5 K Family Fun Run and Walk which was held on September 12, 2010 was a success. He stated that although the weather was not great, approximately 400 individuals participated in various races along with 92 volunteers.

### **14.0 IN-CAMERA MATTERS**

There being no further items, the Mayor declared the meeting adjourned at 5:20 PM.

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Mayor

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Chief Administrative Officer



# DRUMHELLER

## COMMUNITY SERVICES



### Request for Decision

**Date:** September 24, 2010



<b>Topic:</b>	<b>Municipal Sustainability Plan – Adoption</b>
<b>Background:</b>	<p>In 2009 the Town of Drumheller began the process of developing a Municipal Sustainability Plan (MSP) as a regional partner through the AUMA's municipal sustainability initiative. From June 2009 to present, the MSP development process has included numerous workshops, MSP committee meetings and an open house session most recently held at the Civic Centre on September 8, 2010.</p> <p>The Municipal Sustainability Plan is considered to be a living document which provides a sense of Drumheller's current realities, while also identifying options that our community should consider for the future.</p> <p>Palliser Municipal Services has been the contracted service provider for the development of the MSP and has been intricately involved throughout the process, culminating in the presentation of the MSP to Council at the September 27<sup>th</sup> meeting.</p> <p>Several changes to the document were proposed at the September 8, 2010 MSP Open House – these changes are mentioned in the comments included in the attached documentation.</p>
<b>Proposed by:</b>	Paul Salvatore
<b>Correlation to Business (Strategic) Plan</b>	The MSP is a key - guiding document for the Municipality as it identifies many of the key strategies and relationships that will help our community move forward into the future. The items mentioned within the MSP are in direct alignment with Town's Corporate Business Plan .
<b>Benefits:</b>	<p>The adoption of the MSP fulfills the Town's commitment to the Regional Municipal Sustainability project as funded through the AUMA's application to the Alberta Rural Development Fund (ARDF) .</p> <p>As a "living document" the MSP will continue to be updated on an ongoing basis as the community identifies opportunities and responds to future challenges.</p>
<b>Disadvantages:</b>	As a working document the MSP
<b>Alternatives:</b>	<ol style="list-style-type: none"> <li>1. Delay adoption in favour of additional community involvement</li> <li>2. Delay adoption with recommendations for changes to the document</li> <li>3. Identify other options</li> <li>4. Take no action at this time</li> </ol>

COMMUNITY SERVICES

Telephone: (403) 823-1324

RFD- MSP_Adoption_0910.docx	Created By: Paul Salvatore	1
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## Agenda Item # 8.1.1

<b>Finance/Budget Implications:</b>	The adoption of the MSP fulfills requirements that have been announced as part of the Federal Government's Gas Tax Fund redistribution through 2014. The adoption of the MSP qualifies the Town to access future predictable, up-front funding in support of municipal infrastructure that enhances the environment and our quality of life. (\$2 Billion per year through 2014)		
<b>Operating Costs:</b>	N/A	<b>Capital Cost:</b>	N/A
<b>Budget Available:</b>	N/A	<b>Source of Funds:</b>	Grant Administrated through AUMA
<b>Budget Cost:</b>	N/A	<b>Underbudgeted Cost:</b>	N/A
<b>Communication Strategy:</b>	Advise media and staff of the decision to adopt the plan in addition to notice to all of the participating stakeholder groups.		
<b>Recommendations:</b>	That Council adopts the Municipal Sustainability Plan with the proposed changes resulting from council discussion.		
<b>Report Writer:</b>			<b>Acting CAO</b> 
<b>Position:</b>	Director of Community Services		

# Town of Drumheller



## VISION:

*“Provide a safe,  
caring,  
affordable,  
quality of life.”*

# DRAFT MUNICIPAL SUSTAINABILITY PLAN





Town of Drumheller Municipal Sustainability Plan

## **Acknowledgement Page**

**Palliser Regional Municipal Services would like to thank the following contributors:**

### **The Municipal Sustainability Plan Steering Committee:**

Trish Parker, Drumheller Institution / Communities in Bloom

Pastor Michael Fletcher, Fellowship Baptist Church

Barry Fullerton, Drumheller Chamber of Commerce

Anne Herman, Member at Large

Larry Keddle, Drumheller Institution

Jason Martin, Royal Tyrrell Museum

Councilor Andrew Berdahl

Councilor Karen Ann Bertamini

Councilor Sharel Shoff

### **Administrative Resources to the Committee**

Ray Romanetz, CAO Town of Drumheller

Paul Salvatore, Director, Community Services

Michael Roy, Director, Corporate Services

Allan Kendrick, Director, Infrastructure Services

### **Town of Drumheller Council**

Mayor Bruce Nimmo

Councilor Andrew Berdahl

Councilor Karen Ann Bertamini

Councilor Don Guidolin

Councilor Blaine McDonald

Councilor Sharel Shoff

Councilor Terry Yemen

All those who attended the Municipal Sustainability Plan Open House on September 8, 2010 at the Drumheller Civic Centre



## Town of Drumheller Municipal Sustainability Plan

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### Town of Drumheller Municipal Sustainability Plan

*The future is not something we enter....*

*the future is something we create.*

- Leonard I. Sweet, Author/Futurist

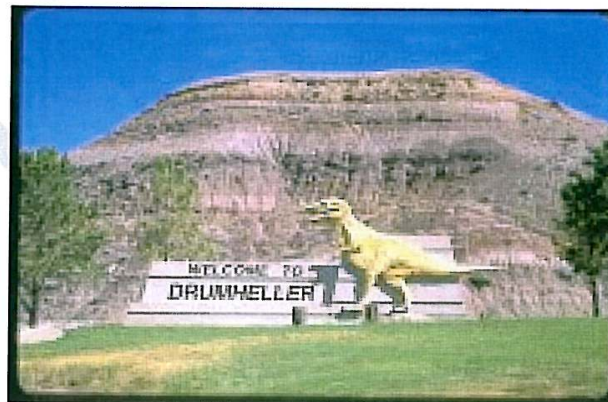
## Introduction

Welcome to the Town of Drumheller's journey to municipal sustainability. The Town of Drumheller and the MSP Committee have taken the initiative to become more sustainable. The following document presents key material undertaken by Drumheller in cooperation with Palliser Regional Municipal Services Company Ltd (PRMS). This document is structured to take the reader through the background, preparation and approval process for Drumheller's Municipal Sustainability Plan (MSP).

The key elements to note are:

- Drumheller's definition of sustainability
- The origins of municipal sustainability
- How Drumheller's process was shaped by The Natural Step framework for decision making
- How AUMA's concept of the Five Pillars of Sustainability has been utilized
- The AUMA process for creating a Municipal Sustainability Plan
- The Results!

The process began with the Town of Drumheller corresponding with Palliser Regional Municipal Services to facilitate a municipal sustainability plan. Drumheller organized a steering committee. Subsequently Council, Administration and the steering committee took training in The Natural Step. After training, the steering committee got down to business compiling current reality data, creating descriptions of success and action plans to achieve the goals set out in the descriptions of success.







## Town of Drumheller Municipal Sustainability Plan

### **What Is Sustainability?**

"Sustainability" is defined as living in a way that meets the needs of the present without comprising the ability of future generations to meet their own needs.

Municipal Sustainability Planning is an opportunity for municipalities to look long-term at the communities they want and take proactive steps to get there.

### **What is a Municipal Sustainability Plan?**

According to the Alberta Urban Municipalities Association Guidebook to sustainability, on which this planning exercise is based, a Municipal Sustainability Plan is:

*A high level overarching document that guides the community into the future. It can best be viewed as a strategic business plan for the community that identifies short, medium, and long term actions for implementation, tracks and monitors progress, and is reviewed and revised on an annual basis. An MSP, therefore, provides guidance for the development or alignment of all municipal plans and documents.*

### **Why?**

In 2004, the Federal Government outlined plans to give municipalities a portion of the federal gas tax. One of the principles for sharing these revenues was the concept of "environmental sustainability", which became known as the "New Deal for Cities and Communities" or as the "Gas Tax Fund". In order for communities to continue to access the maximum funding available from the federal government, the federal-provincial agreement states that all municipalities will have to develop an *Integrated Community Sustainability Plan*. Eligible capital based projects which can be funded through this program include public transit, community energy, local roads, water, wastewater and solid waste infrastructure improvements. Funds can also be utilized for capacity building within a community, including development and implementation of a Sustainability Plan, collaborative, integrative-or knowledge-based infrastructure improvements and transportation studies which address safety and/or environmental impact concerns. The level of funding is based on an annual per capita allotment.

A MSP is essentially a high level document that guides the community into the future. It can be best viewed as a strategic business plan for your community that identifies short, medium and long term actions for implementation, tracks and monitors progress, and is reviewed and revised on a regular basis. Your MSP will reflect on what your community wants and help move your community towards your desired state rather than reacting to problems as they arise.



### Town of Drumheller Municipal Sustainability Plan

The Alberta Urban Municipalities Association (AUMA) supports and encourages communities in the creation of Municipal Sustainability Plans. A Municipal Sustainability Planning Guide, created by AUMA, and available online at [www.msp.auma.ca](http://www.msp.auma.ca), was extensively referenced throughout the creation of this document

#### **Projects Eligible for Funding**

Projects eligible for funding under the New Deal for Cities and Communities are as follows:

##### **Public Transit:**

- Rapid Transit: includes light rail, heavy rail additions, subways, ferries, "park and ride" facilities
- Transit Buses: bus and/or bus stations.
- Transportation signaling, passenger and traffic information and transit operations
- Capital investments, such as High Occupancy Vehicle (HOV) lanes.

##### **Water**

- Drinking water supply, drinking water purification and treatment systems, drinking water distribution systems, water metering systems.

##### **Wastewater**

- Wastewater systems, including sanitary and storm water systems.

##### **Solid Waste**

- Waste diversion, material recovery facilities, organics management, collection depots, waste disposal landfills, thermal treatment and landfill gas recuperation.

##### **Community Energy Systems**

- Cogeneration or combined heat and power projects (where heat and power are produced through a single process).
- District heating and cooling project [where heat (or cooling) is distributed to more than one building].

##### **Active Transportation Infrastructure**

- Local roads, bridges, tunnels and pedestrian systems that enhance sustainability outcomes.

##### **Capacity Building**

- Collaboration: building partnerships and strategic alliances; participation, consultation and outreach.
- Knowledge: use of new technology, research, and monitoring and evaluation.
- Integration: planning, policy development and implementation (e.g., environmental management systems, life cycle assessment).





### Town of Drumheller Municipal Sustainability Plan

#### **Municipal Sustainability Plans and Other Municipal Planning Documents**

The role of the Municipal Sustainability Plan is to set targets as a roadmap to where energy efficient technologies are the norm and resource conservation is wide ranging. The MSP is to be used in co-operation with other planning documents.

By carrying out public consultation, the proposed actions have full community support. The intent is that when Council directs resources into actions discussed within the MSP, broad community support should be forthcoming.

#### **Capital Planning**

This plan would have the most influence on the yearly Capital Plan, where Council determines where to best invest resources. After all, since the purpose of the Municipal Sustainability Plan is to direct the spending of the gas tax allocation, it is key that items presented for action become part of future municipal works. The key to success of the Municipal Sustainability Plan is ensuring the activities proposed translate into concrete actions via monetary or social capital investments.

#### **Municipal Development Plan**

The Municipal Development Plan (MDP) supports and promotes initiatives which are ecologically and environmentally friendly. A Municipal Development Plan addresses such items as the direction and timing of new development and conditions regarding how growth and development occurs. As such, the MSP can be considered the municipal document which sets out citizen-derived development and the Municipal Development Plan organizes the implementation of these intentions.

#### **Land Use Bylaw**

The Land Use Bylaw (LUB) is more prescriptive than the Municipal Development Plan. This is achieved by regulating specific uses, setbacks and development standards. The Land Use Bylaw also defines the development approval process, guiding proposals for growth through the municipal approvals system from concept to construction. This MSP should have significant impact on future Land Use Bylaws by compelling developers and citizens to construct buildings in a fashion which supports the pillars of sustainability presented herein.

#### **Area Structure Plans**

An Area Structure Plan (ASP) sets the development pattern for undeveloped land. Essentially Area Structure Plans describe the phasing, proposed land uses, population densities and sequence of development. They indicate transportation routes, utility corridors, open space and built-up areas. Future Area Structure Plans will be required to have a section within the plan indicating how the future development will meet the principles of the five pillars of sustainability.



## Town of Drumheller Municipal Sustainability Plan

### Understanding Sustainability

Supported by the AUMA, "The Natural Step" (TNS) is a universally adopted approach which was developed by Dr. Karl-Henrik Robert to create a framework for discussion of sustainable concepts. With declining resources and increasing demand for these resources, one of the components is the "Funnel" (Figure 1), created by a narrowing margin between these resources. In order to keep these two lines from intersecting, sustainability planning is crucial. First, awareness of the current situation must be understood; then, "*Backcasting*" (Figure 2), which means starting first with the desired outcome in mind and then identifying present day actions to move in the direction of that outcome. The outcome, or "vision", should also be consistent with sustainability principles to ensure that the basis for our economy and livelihood, i.e. natural systems and the materials and services they provide, are protected for future generations to access.

Figure1 – The Funnel

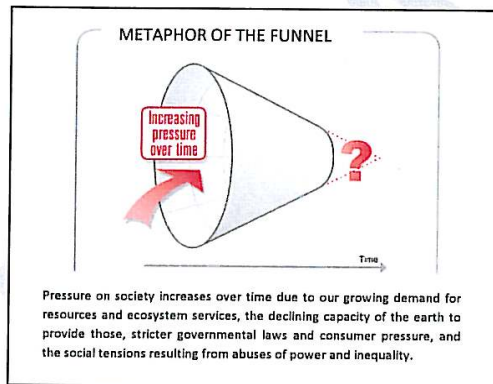
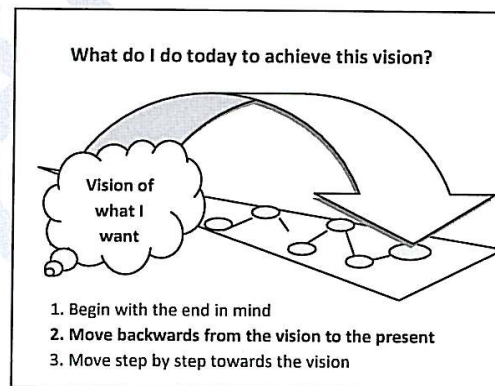


Figure 2 · Backcasting



Source: <http://www.thenaturalstep.org/en/canada>





### Town of Drumheller Municipal Sustainability Plan

## Developing a Sustainability Plan for Drumheller – Sustainability Principles

As suggested in the AUMA's guidelines for communities creating a Municipal Sustainability Plan, the following principles are to guide future strategies and actions in the Town to provide a long term sustainable future:

- Provide a long-term vision for Drumheller based on: sustainability; intergenerational, social, economic and political equity; and our community's individuality.
- Achieve long-term economic and social security.
- Recognize the intrinsic value of biodiversity and natural ecosystems, and protect and restore them.
- Enable Drumheller to minimize our ecological footprint.
- Build on the characteristics of ecosystems in the development and nurturing of a healthy and sustainable community.
- Recognize and build on the distinctive characteristics of Drumheller, including our human and cultural values, history and natural systems.
- Empower people and foster participation.
- Expand and enable cooperative networks to work towards a common, sustainable future.
- Promote sustainable production and consumption, through appropriate use of environmentally sound technologies and effective demand-management.
- Enable continual improvement, based on accountability, transparency and good governance.

Principles of sustainability, in accordance with The Natural Step method, are used to guide decisions made in a community to move it toward a more sustainable future. In a sustainable society:

*Nature is not subject to systematically increasing*

- *Concentrations of substances extracted from the Earth's crust*
- *Concentrations of substances produced by Society*
- *Degradation by physical means; and*
- *People are not subject to conditions that undermine their ability to meet their basic human needs.*



### Town of Drumheller Municipal Sustainability Plan

## The Five Pillars

Moreover, the Municipal Sustainability Plan (MSP) will reinforce the community's vision statement, goals and strategies and provide tools to assess the implications of decisions in five areas, as referred to in the AUMA guide as the "five dimensions of sustainability". These dimensions are:



### The Five Dimensions of the Sustainable Community

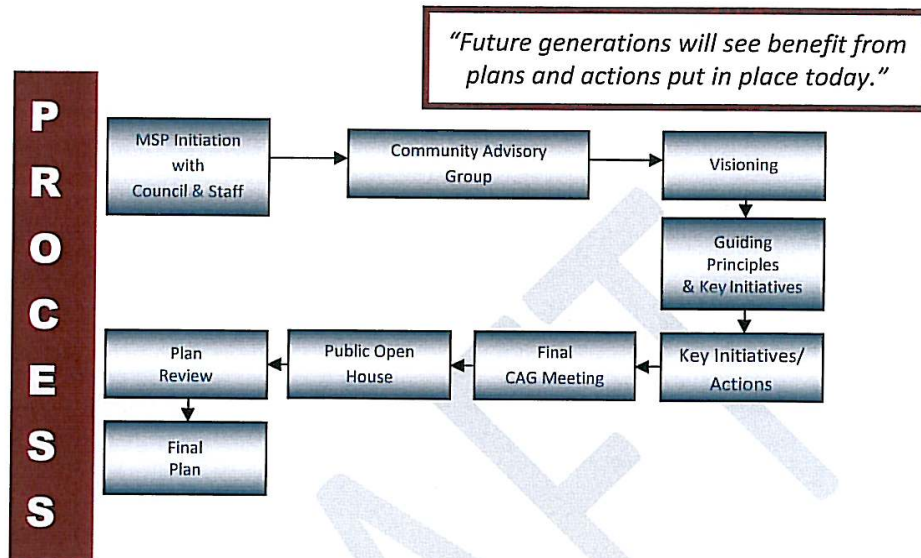
- **Environment** –Preserving quality and natural-built environments that minimize the negative impacts of development.
- **Economy** –Creating a flourishing and diverse local economy through decisions that create conditions conducive to economic development in communities where people want to live and do business.
- **Society** –Allowing the growth of communities that promote stability, diversity and a high quality of life for all.
- **Culture** –Celebrating vibrant and festive communities for the expression and enhancement of a distinct identity and strong sense of place.
- **Governance** –Ensuring transparent, collaborative, and inclusive decision making in which representation and leadership are accountable to the community.

With an understanding of these sustainability principles and concept of the five dimensions of sustainability, the next step taken was to engage the community in a process for the development of an MSP.



## Town of Drumheller Municipal Sustainability Plan

### Methodology & Process Development



#### Common Elements of Successful MSPs

Some common elements of successful Municipal Sustainability Plans include:

**Political will to commit resources:** Having the political will to implement the plan accompanied by an adequate commitment of financial and personnel resources. Although the process is meant to engage the broader community, its success or failure will rest on the leadership and support of Council to the process. This leadership will be called upon throughout the process to provide guidance and steer the process in case problems arise. It is for this reason that AUMA offers an alternate and less comprehensive Guidebook for Municipal Sustainability Planning. Before municipal leaders choose the leadership path that includes full engagement of the community, the role and obligations of the municipal leaders must be fully understood and committed to. Sustainable community/municipal planning can begin with a shorter process than the one found in this version of the Guidebook.

**Vision-Led Process:** A desired vision of a successful outcome is one that generates energy and enthusiasm and gives purpose and meaning to inspire the contribution of time and effort.





### Town of Drumheller Municipal Sustainability Plan

**Backcasting:** Backcasting means first starting with the desired outcome in mind *and then* identifying present-day actions to move in the direction of that outcome. The outcome, or "vision", should also be consistent with sustainability principles to ensure that the basis for our economy and livelihood, (i.e. natural systems and the materials and services they provide), are protected for future generations to access.

**Picking the low-hanging fruit:** Low-hanging fruit are those actions that garner early agreement, are obtainable in the short-run, and can demonstrate success to generate momentum. In a community, this can be something as basic as getting a group together to clean up a visible vacant lot.

**Democratic process:** At the heart of Municipal Sustainability Planning is a commitment to a bottom-up participatory process that engages citizens in designing the specific steps to move toward the desired vision. Using a democratic, participatory approach to involve the "implementers", i.e. partner organizations who will be responsible for implementing parts of the plan, is key to successful adoption and implementation of actions toward positive change.

**Leading from the side:** This describes a particular leadership style taken by process leaders that allows planning and action plans to emerge from the process, rather than imposing predetermined strategies or projects. Leadership from the side provides clear guidelines, then elicits ideas from participants for how to apply them.

**Taking a systems approach:** The approach to change is comprehensive and integrated, aimed at bringing about change throughout the range of planning areas. A conventional, less effective approach addresses issues on a one-by-one basis.

**Broad involvement:** A wide representation of community participants takes part both in the creation of a positive vision and in the steps toward achieving that vision. Broad involvement of citizens and implementers helps assure that change will happen, since those responsible for making it happen are involved in shaping the proposals from their beginning; again the idea of "involving the implementers".

**Keeping it going:** Planning in cycles, testing early action proposals, ongoing education and training programs, monitoring the effectiveness of actions with indicators, all guided by the vision and sustainability principles, help institutionalize change and keep adopted practices going over time.

Source: <http://www.msp.auma.ca>





### Town of Drumheller Municipal Sustainability Plan

#### **Secure Council's Commitment**

At the Regular Meeting of Council held March 2, 2009, the following Resolution was presented and accepted, enabling a Citizen Advisory Group, to take action towards the creation of a Town of Drumheller Sustainability Plan.

#### **RESOLUTION # 131:09**

WHEREAS the Town of Drumheller has agreed to partner with Palliser Regional Municipal Services to create a Municipal Sustainability Plan addressing issues and/or concerns in the 5 pillar/dimension areas outlined by AUMA leading the Town and its citizens towards:

1. A Strong Economy
2. A Vibrant Cultural Scene
3. A Strong Social Network
4. A Healthy Environment
5. Good Governance

WHEREAS the Town of Drumheller strives to be inclusive of community members in the process of creating its Sustainability Plan and approve the forming of a Citizens Advisory Group to oversee the development of the Town of Drumheller Sustainability Plan;

WHEREAS the Town of Drumheller Council agrees that the future is not something that we enter but that the future is something we create;

NOW THEREFORE LET IT BE RESOLVED that the Town of Drumheller will proactively address community challenges and move towards a sustainable future, one where a strong economy and participative governance models protect ecological integrity, contribute to a vibrant cultural scene and a strong social cohesion through active participation in the development and implementation of a Municipal Sustainability Plan

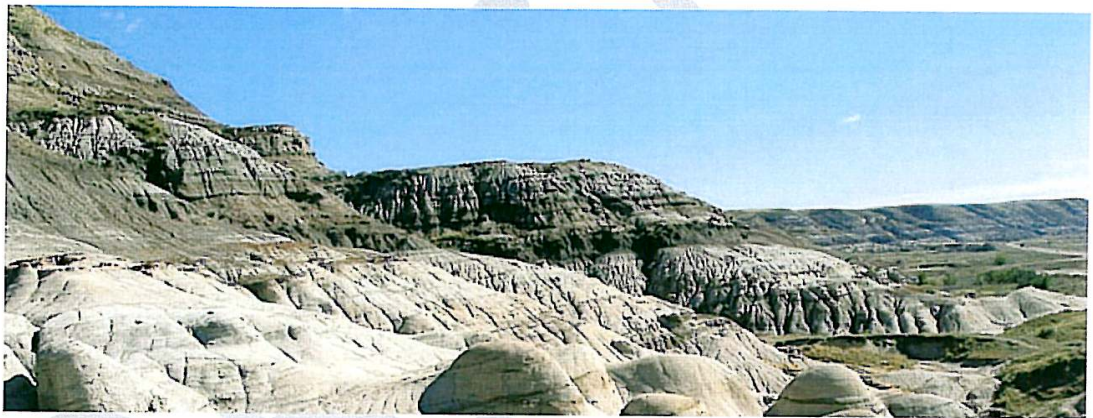
Adopted by Town council of Drumheller, Alberta this 2 day of March, 2009.



### Town of Drumheller Municipal Sustainability Plan

#### **The Community**

There is nowhere quite like the Drumheller Valley! In the Heart of the Canadian Badlands in Southern Alberta, the Drumheller Valley offers visitors a unique combination of spectacular scenery and interesting things to do. Within easy driving distance of Banff, Calgary or Red Deer, a few hours on good all-weather highways will take you into another world - the world of startling contrasts between the deep past and the exciting present. Rolling fields suddenly give way to steep, dry coulees ridged with the strata of hundreds of millions years of erosion by time, wind and water. Through it all, the tranquil Red Deer River gently makes its way through parkland and myriad of recreational opportunities.



Located in the "Badlands" of Central Alberta, Drumheller is home to the world-famous Royal Tyrrell Museum of Paleontology, one of the largest paleontological museums in the world.

Located 138 km northeast of the City of Calgary (1.5 hour drive), and 279 km southeast of the City of Edmonton [3 hour drive]; the area's moderate climate, excellent education and recreational facilities, easy access to major city amenities, lower cost of living and relaxed atmosphere make for an excellent quality of life for the Town's residents.





### Town of Drumheller Municipal Sustainability Plan

Agriculture, tourism, oil & gas production and manufacturing make up the main economic base of the area. Drumheller has a trading area population of approximately 30,000, and a population of approximately 1,000,000 within a 75-mile radius. Serviced municipal industrial parks with ample space are available in Drumheller. As well, numerous privately-owned lots and buildings are available at very reasonable prices.

A full range of federal, provincial and municipal services are available in Drumheller. There are more than 40 non-governmental associations, service clubs and support groups, and more than 30 sports, recreation and social clubs. A complete directory of Community Services is available from the Town of Drumheller's Community Services Department. The economic base of Drumheller consists of natural resources (oil, gas, coal), agriculture, tourism, service industry, hospital and the federal penitentiary. Drumheller also has a very significant manufacturing base producing wood trusses and plastic goods. Whether you're new to the Valley or have lived here for many years, this section of the website will provide you with important information on programs and services.

### **Fitting in Other Plans & Strategy Areas**

The Town of Drumheller has been actively working towards future planning for the community. A summary of existing tools, infrastructure and resources is compiled below, as well as acknowledgement of the challenges that Drumheller is currently face.

### **Affordability & Housing**

How to make living and playing in your community affordable for residents, and how to meet housing needs of diverse permanent residents.

- Taxes are higher than some but other aspects of community affordability are above average compared to the Province. (Alberta Venture magazine rankings)
- Affordable housing project completed in 2008/09
- Seasonal housing availability – tourism season (establish a registry)
- Tourist dwellings added – LAND USE BYLAW 2008
- Secondary suites added – LAND USE BYLAW 2008
- Apartments – legislation for condo conversion?



## Town of Drumheller Municipal Sustainability Plan

### Arts/Culture/ Heritage

How arts, culture and heritage will be supported, enhanced and delivered, and how they will stimulate and support the transition to sustainability in your community.

- o Heritage preservation includes history of coal mining, paleontology (Tyrrell), Main Street Program for downtown improvements
- o Potential for native Canadian history expansion
- o Tourism base
- o Arts resources include Passion Play, Music Festivals, Kaleidoscope Theatre, Movie industry (fading away with incentives from other jurisdictions), access to 285 Alberta libraries

### Canadian Badlands – establish artist guilds

- o Artist tours/ registry
- o New facility has large Art Gallery

### Defined Gaps:

- o Develop industry around what is existing (i.e. movies)
- o Downtown redevelopment
- o Arts appreciation promotion
- o Supporting grassroots efforts

### Built Environment

How to develop and renew buildings, neighborhoods and facilities that will contribute to making your community unique, live-able and sustainable.

**Municipal Development Plan** - (future development guide for the community) completed and adopted in May 2008. Includes sustainability objectives.

**Land Use Bylaw** - provides regulations for development in the Town – also adopted in May 2008.

### Defined Gaps:

- o Downtown redevelopment – Main Street Program potential – heritage buildings
- o Building incentive program needed – 'tax holiday' – interest free (Chamber of Commerce has \$5000 loan available for exterior now)
- o Problem is fully depreciated buildings exist – no incentive to renovate-upgrade
- o Encourage building improvements
- o Brownfields – reclaimed and redeveloped
- o Community aesthetics/ cleanliness – derelict vehicles, enforcement, education

### Reality:

- o Rented buildings in bad shape (interior) – again, no incentive to renovate
- o Billboard signs at Town entrances dilapidated
- o Community associations active (i.e. Nacmine Rink)



### Town of Drumheller Municipal Sustainability Plan

#### **Success:**

- o Programs to reverse these trends – need buy-in from merchants/ owners
- o Coordinated body to move forward
- o Establish an architectural controls program that is enforceable

#### **Economic Development**

How your community will create a strong local economy and develop and maintain successful, resilient businesses is what will help move the community toward sustainability.

- o Tie into the rest – everything relates to economic development

#### **Energy**

How to meet your community's energy needs in an efficient, affordable, sustainable and reliable way, while managing greenhouse gas emissions and air quality:

- o LEED certification
- o Green committee – success stories include solar LED lighting, composters, rain barrels
- o Water conservation – AUMA programs
- o Don't reinvent the wheel if a good program/ policy exists
- o Asphalt/ concrete recycling
- o Energy efficient requirements in bylaws
- o Potential for more alternative transportation methods such as bike lanes on roadways, pedestrian pathways, community busing, etc.

#### **Food**

How to ensure a healthy, nutritious and sustainable food supply that maximizes opportunities to build the social, ecological, cultural and economic capital of the community.

- o N/A

#### **Governance & Partnerships**

How local government and other stakeholders will organize and collaborate in decision-making and implementation of the MSP:

- o Accountability and transparency measures
- o Volunteerism – always the same people
- o Looking at options is forced by higher level governments (i.e. MSP tied to gas tax funding)
- o Conditional grants – forced to do things in the Town's best interest
- o Apathy





### Town of Drumheller Municipal Sustainability Plan

- o More local level partnerships good – working together
- o Invite groups to speak to council to create dialogue
- o Develop a consistent reporting template to include sustainability factors when making decisions for the community

#### **Health and Social**

How to meet the health and social needs (including physical, mental, spiritual and emotional) of the community:

- o Promotion of healthy lifestyles/ choices
- o If you need help you can find it
- o Partner with schools – programs available for affordability
- o Community fair
- o Social networks – i.e. seniors groups

#### **Learning**

How to meet resident and visitor needs for formal and informal lifelong learning:

- o Work towards a post-secondary institute – Max Campus a good start – continue to build
- o Seniors art program, etc.

#### **Materials and Solid Waste**

How to meet your community's need for material supply and disposal through the most efficient use and reuse of the most sustainable materials and keeping waste out of the natural environment:

- o Wastewater, recycle strategy
- o 2004 Regional Landfill Design and Development Plan – outlines the staged development of the landfill over the next 30+ years of operations.
- o State of the Art landfill - leader
- o Regional recycling program starting Jan 2010
- o Green committee

#### **Natural Areas**

How ecosystem integrity and biodiversity will be protected and, where possible, restored in your community/region:

- o Hoodoos, badlands
- o Continuity of river valley important – environmental quality
- o Participate in river groups
- o Low impact development principles
- o Riparian areas
- o Balance between growth and environmental integrity
- o Preservation/ Protection of unique valley characteristics - stated in the Municipal Development Plan



### Town of Drumheller Municipal Sustainability Plan

#### Recreation & Leisure

How recreation and leisure activities for both residents and visitors will be delivered to exceed expectations while protecting the environment:

- o 2006 Recreation Master Plan – intent to engage the public and establish the community need for recreation facilities, determine requirements for new facilities and probable cost for facilities and operations.
- o 2008 Town Facility Review – provide an opportunity to assess the greater facility needs outside of the scope of recreation for a future facilities strategy.
- o Moving towards it – don't have enough

#### Transportation

How to move residents, employees, visitors, and materials to, from and within the community in a more sustainable manner:

- o 2007 Transportation Study – an update to the 1985 Transportation Study to examine the existing network and emerging traffic issues and recommend changes to the Town's street network plans and identify future improvements required.
- o More effort needed
- o Public transportation
- o Road designs – bike lanes/ alternatives availability
- o Downtown traffic study
- o Special Transit Study
- o Community bus schedule

#### Water

How to provide a dependable supply of high quality water in a way that maintains healthy aquatic environments and uses water efficiently:

- o Regional system
- o Conservation important
- o Water storage – need more for off-peak times according to Provincial regulations
- o Complete the system throughout the Town boundaries (East Coulee)
- o 2005 Water Treatment Plant Master Plan – provides a roadmap for the overall improvement of the Town's water treatment plant with a cost-effective design to meet the needs of the Town and regional partners
- o 2008 cast iron water main replacement program
- o Wastewater
  - 2005 Wastewater Treatment Plant Master Plan – Provides options for system upgrades to meet the wastewater quality standards and expected future flows based on related design documents and operations data. Also, projected long term wastewater flows, alternative upgrade options, cost estimates of system improvements and an implementation schedule.



### Town of Drumheller Municipal Sustainability Plan

#### **Gathering Community Input**

The MSP committee referenced back to several meetings that were offered to residents.

**June 16, 2009:** – Initial CAG Orientation meeting and Sustainability Principles –information taken from the AUMA MSP Guidebook.

**June 1, 2009:** – Meeting with CAO, EDO to determine communications strategy for visioning exercises.

Media releases to promote the MSP process throughout the region.

**Regional Citizens Advisory Group Visioning Session held on July 22-23, 2009** with expert facilitator Gordon McIntosh to develop community visions for all the communities. All CAG's were invited to participate in a two day intense session to develop the community vision for each community.

The 2 day session was very informative and produced some great results. The attendance was great and the individual community CAG's had a great opportunity to network together and learn from other community experiences and knowledge.

**November 10, 2009** - All the information from the regional visioning workshop was presented to the CAG group.

**November 10, 2009** - Met with Town of Drumheller Administration to coordinate next steps and workshop.

**January 7, 2010** – Meeting with Town of Drumheller Administration to gather more information.

**January 28, 2010** – Meeting to coordinate upcoming workshop.

**February 8 & 9, 2010** – Two day informative workshop presented by Gordon McIntosh to identify key strategy areas and actions that are required.

**March 24, 2010** – Sent Citizens' Advisory Group and Council a Draft copy of the MSP.

**June 10, 2010** – CAG meeting to review Draft copy of the MSP.

**June 18, 2010** – Meeting with Ray Romanetz, CAO and Paul Salvatore, Director of Community Services to revise Draft copy of the MSP.

**June 24, 2010** – Meeting with CAG to review revised Draft copy of the MSP.



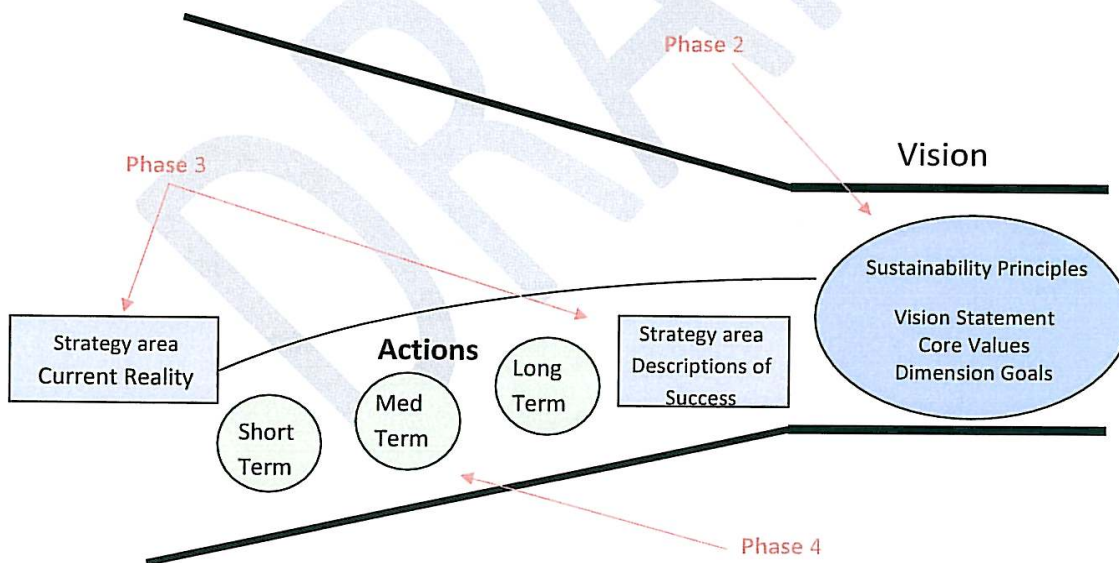


## Town of Drumheller Municipal Sustainability Plan

### Developing a Sustainability Plan for Drumheller – 5 Phase Approach

As suggested in the AUMA's guidelines for communities creating a Municipal Sustainability Plan, five phases of plan development were followed:

- |         |  |
|---------|--|
| Phase 1 | Structuring the Planning Process                             |
| Phase 2 | Create Shared Understanding of Sustainable Community Success |
| Phase 3 | Determine and Analyze Issues to Community Success            |
| Phase 4 | Identify Initiatives to Move from Current Reality to Success |
| Phase 5 | Ongoing Monitoring and Implementation                        |





### Town of Drumheller Municipal Sustainability Plan

#### **Imagine the Future – Phase 1**

Established through Council, Staff and Consultant-led planning sessions, the community has been working on a variety of things that revolve around Vision Statements.

**Values:** *Stewardship, cooperation, transparency, caring, attractive, unique, quality of life, productive, value youth, history, diversity and respect.*

The Vision Statement looks into the long term future, in order to guide the Town over the short term and provide more detail. At recent CAG meeting / Open Houses, residents had the opportunity to propose Vision Statements:

**Proposed Vision Statement:** *"Provide a safe, caring, affordable, quality of life."*

As part of the Town's strategic planning, an Official Vision Statement was confirmed for the Town and will be used as the guiding vision which sets the stage for development over the next 30 years.

**Official Vision Statement:** *"Provide a safe, caring, affordable, quality of life."*

#### **Visioning characteristics**

- Involved Community
- Community Pride & Spirit
- Quality of Service
- Caring & Safe
- Recognize our Unique Character

#### **Define Success – Phase 2**

For the purposes of this report, success was defined by major theme area for each dimension, based in part on the comments received from the community workshops as well as the strategic plans and documents that Council(s) have adopted.

This information is summarized in Appendix B, Backcasting Analysis, together with the Current Reality and proposed Actions for each dimension.

*"Leaders establish the vision for the future and set the strategy for getting there; they cause change. They motivate and inspire others to go in the right direction and they, along with everyone else, sacrifice to get there." John Kotter, Author*





### Town of Drumheller Municipal Sustainability Plan

#### **Current Reality – Phase 3**

The point of working on these two descriptions is to develop *creative tension*, in other words to identify the gap that exists between current reality and future success. For example, some communities may identify "Water" as a key strategy area for their community. In this case, Council and citizens describe the characteristics of their community's water system if they achieved their sustainability vision, and then describe the current reality of "Water" in their community. This creative tension will aid in generating new ideas for initiatives and investments to "bridge the gap", which is the focus of the next phase.

### Creative Tension

*Creative tension comes from seeing clearly where we want to be, our 'vision,' and telling the truth about where we are, our 'current reality.' The gap between the two generates a natural tension."*

- Peter Senge, Author



#### **Action Plan – Phase 4**

The descriptions of success proposed for each dimension must be attainable through action and use of available resources. Prioritization based on the community's needs while providing for future investment is a matter of balance. The challenge is to efficiently apply the proper resources to undertake those initiatives that provide desirable returns over the long term.

Four questions can be applied to each of these actions to assess their value. They are:

1. Will this action move us toward Drumheller's definition of success?
2. Will this action move us toward the Sustainability Principles?
3. Will this action provide flexibility for future community leaders to take action?
4. Will this action generate sufficient economic and political return to seed future investments?



### Town of Drumheller Municipal Sustainability Plan

#### **Implementation & Monitoring – Phase 5**

Within the Action Plan, responsibilities, timelines and resources have been suggested to guide each strategy's implementation. Much of the work ahead will depend on the commitment of the community's leaders and its citizens, working together to achieve their common vision of success as adopted by this Plan. The Action Plan cannot be static; it requires the input and participation of its stakeholders over time to ensure that the desired results are being achieved. And if not, what modifications are necessary to lead the way to achievement?

Council can and will be leaders in sustainable practices and decision making. The principles of sustainability must be enveloped within the community's statutory documents, bylaws, policies and other municipal programs and services, to further support the ongoing success of this Plan. Review of these documents will be mandatory to ensure their alignment with this plan as it too changes over time.

Community involvement is a must for the successful progression and implementation of this plan. This plan can serve as a starting point from which to systematically build and improve.

Future planning sessions for Council and administration will continue to precede the onset of annual budgeting deliberations, in the first quarter of each year. Improvements to the Budgeting Process are continually being made with the support of council in adding and modifying practices for fiscal efficiencies and sound decision making. The MSP document will be reviewed and updated during this process, prior to adoption of the long range capital plan.

**Figure 3 – Implementation of Municipal Plans**



*"The wheels on the bus go round and round. Round and round."*





### Town of Drumheller Municipal Sustainability Plan

## Drumheller's Sustainable Future

This document comprises Drumheller's Municipal Sustainability Plan. It follows the Alberta Urban Municipal Association (AUMA) Sustainability Planning Guide which was referenced throughout in the creation of this document.

Through the Plan implementation, overall community support will be tied to strategic planning, grant funding opportunities and identification of benefits realized. The Town of Drumheller will assist the community in remaining focused on the exciting vision they have for the future and will provide the foundation and direction to make that vision a reality.

The success of any plan depends on the efforts that are directed towards great decision-making. This MSP provides the direction for Council, Town Administration and Town residents to evaluate development proposals, in the context of a long-term plan for Drumheller. Several measures beyond those specified in this document may also be used by Council to implement this Plan. In addition to specific bylaws, Council may adopt administrative procedures that will improve the efficiency of implementing policies in this Plan. Moreover, implementation of this Plan will require the input, support and cooperation of residents and stakeholders from the private and public sectors.

The Town of Drumheller was selected as one of six pilot communities (Village of Beiseker, Village of Linden, Village of Carbon, Village of Acme, Town of Irricana) to develop municipal based initiatives for achieving sustainability through the development and implementation of a Municipal Sustainability Plan. The experience and understanding that the Town of Drumheller has gained about its own community will help establish a standard of directional excellence for other communities to follow as they begin their journey to sustainability.

Valuable and pertinent information received from community members has been instrumental in guiding the Municipal Sustainability Plan to become a document that defines not only the Town of Drumheller, but the commitment and vision of a sustainable future for all residents. The successful community engagement process has been highlighted by well-publicized Open Houses, workshops, press releases, questionnaire distribution and mail outs. Drumheller residents care deeply about their community and look forward to a prosperous and sustainable future.



### Town of Drumheller Municipal Sustainability Plan

Engaging in the five "Dimensions of Sustainability"; Governance; Economic; Environmental; Cultural; and Social, has assisted in providing connectivity and balance of foundational elements that residents value, which in turn has led to establishing prioritized goals.

A realization that this plan, its actions towards achieving our goal and even the goals themselves, are not set in stone, is key in the overall development of the plan. Continued public engagement and fine tuning will necessitate the evolution of this Municipal Sustainability Plan as Drumheller advances into the future.

By planning for Municipal Sustainability, Drumheller will endeavor to preserve its sense of community, build a strong economic atmosphere, introduce diverse recreational and cultural opportunities and encourage environmental conservation for its residents.

The next step in the Sustainability Plan process is moving from planning to implementation. For this Plan to be successful it must advance beyond the planning to become a part of the official policies and practices of the community. This document provides the Town of Drumheller with the strategies, goals, initiatives and action opportunities to create a sustainable community.





## Town of Drumheller Municipal Sustainability Plan

### Description of a Successful Sustainable Community

What would a sustainable community look like in 20 years?

The following tables illustrate each of the 5 pillars of sustainability. Within each pillar, the descriptions of success are grouped under preliminary indicators that will later help to measure the success of the action plan through preliminary performance targets.

#### 1.0 Social Sustainability in Drumheller

The social health of the community is vital to the overall sustainable development of Drumheller. **Connectivity** offers residents opportunity to expand their personal and business networks. Social sustainability includes the provision of **lifestyle activities** facilitating an active lifestyle and works alongside **healthcare services**. Active, healthy and supported residents help to create a sustainable community. By encourage social presence and a **sense of community** everyone captures a sense of belonging. **Education** is fundamental to the sustainability of a community. One of the basic forms of education is the intergenerational transfer of information. Opportunities for education should be available to all, developing a basis for post secondary, continuing education and special interest programs. **Safe Community** is part of that comfort zone of having visible and approachable members of protective services to help maintain a healthy social fabric. To meet the **Communication** needs of individuals and organizations involved in effecting changes in different spheres of activities and go beyond aesthetic concerns and into assisting social change. **Volunteers** play a key role in community development and meet the needs of many organizations.

##### 1.1.1 Connectivity

Description of Success
Drumheller is technologically and socially connected. Residents and visitors have access to the most advanced telecommunications options. The community is able to maximize the social and economic benefits of new technologies in an affordable way.
Current Reality
<ul style="list-style-type: none"> <li>There are gaps in service related to cable, internet and cellular coverage, particularly in Wayne, East Coulee and Nacmine.</li> <li>There is a need for increased coverage and competition in our community's telecommunications offerings.</li> <li>The Alberta SuperNet is not being used to its fullest potential.</li> </ul>
Sustainable Actions
Ongoing Initiatives
<ul style="list-style-type: none"> <li>Lobby service providers to increase high speed internet, cable/ satellite and cellular coverage.</li> <li>Implement strategies for increasing the community's use of the Alberta SuperNet.</li> </ul>



## Town of Drumheller Municipal Sustainability Plan

### 1.1.2 Lifestyle Activities

Description of Success
Drumheller demonstrates a clear commitment to the development and promotion of community recreational and cultural amenities. Residents are active as participants in local sports / cultural organizations and/or as users of various trail systems, leisure facilities and other venues. Drumheller residents are recognized as active community members – able to participate in many activities regardless of their physical or financial capacity.
Current Reality
<ul style="list-style-type: none"> <li>There are a limited number of transportation options – other than personal transportation.</li> <li>Travel in Drumheller is relatively safe, provided one has access to a personal vehicle.</li> <li>There is a good inventory of walking / biking trails, however there is an opportunity to create awareness and to expand the trail network in the future.</li> <li>The current Recreation Master Plan is in place and requires regular updating.</li> </ul>
Sustainable Actions
<b>Ongoing Initiative</b> <ul style="list-style-type: none"> <li>The Recreation Master Plan is implemented, reviewed and regularly updated.</li> </ul>
<b>1 - 2 Year Actions</b> <ul style="list-style-type: none"> <li>To develop and introduce new standards for shared roads, including bike lanes and pedestrian traffic.</li> <li>To expand the network of trails in the community in consultation with trail users.</li> </ul>
<b>2 – 5 Year Actions</b> <ul style="list-style-type: none"> <li>Ongoing review of needs, identification of opportunities for integration with existing and development.</li> <li>Implementation of the recommended actions as identified in the Recreation Master Plan.</li> </ul>

### 1.1.3 Health Care

Description of Success
Drumheller is considered a regional hub for all basic (and an expanding list of enhanced) medical services as provided in an array of well established health treatment facilities. Drumheller residents are healthy and productive members of the community, where physical, mental, spiritual and social needs are met through such services.
Current Reality
<ul style="list-style-type: none"> <li>There are perceived gaps in services, especially to do with advanced medical procedures.</li> <li>A number of seniors may not be able to access home care, or continuing care. Some of the initial placement of seniors takes place in other communities.</li> <li>While the general access to health services is considered good, there is some concern about the community's long-term ability to maintain its position – related to recruitment of physicians and other medical professionals.</li> <li>Regional residents have access to specialized medical equipment and services. This reduces the amount of travel that may otherwise be necessary in some cases.</li> <li>Patients have access to some mental health and individual / family counseling services.</li> <li>Some surgical procedures can be performed at the Drumheller Regional Health Centre.</li> <li>There is a perceived need for additional hospital beds; however a number of factors (staffing, budget etc.) may be preventing the increased utilization of these beds on a regular basis.</li> </ul>





## Town of Drumheller Municipal Sustainability Plan

Sustainable Actions
<b>Ongoing Initiatives</b> <ul style="list-style-type: none"> <li>Community members and organizations should continue to promote healthy lifestyles and family living strategies.</li> </ul>
<b>1 – 2 Year Actions</b> <ul style="list-style-type: none"> <li>Work with the regional health council to advocate an increase in the number of actively used hospital beds.</li> <li>Monitor the supply / demand for a range of health services from the public and private sectors. Facilitate opportunities that will create enhanced health services.</li> </ul>
<b>2 – 5 Year Actions</b> <ul style="list-style-type: none"> <li>Advocate a succession planning approach to the ongoing recruitment of medical specialists and the acquisition of advanced medical equipment for use within the community / region.</li> </ul>

### 1.1.4 Sense of Community

Description of Success
Drumheller is recognized as a friendly, proud, inclusive / vibrant community. The community atmosphere is described as cooperative and residents feel connected to their neighbourhoods and the community as a whole. When Drumhellerites are asked where they are from – they have a long list of positive remarks that describe their community.
Current Reality
<ul style="list-style-type: none"> <li>There are a growing number of groups working together on common interests.</li> <li>The community is relatively clean and most residents make an effort to make their property(s) appear attractive.</li> <li>Residents have access to a variety of social media in addition to traditional networking options (social groups and activities).</li> <li>The community has identified issues with the level of transparency of communication and the information associated with public matters.</li> <li>Some improvements could be made for welcoming new residents and informing current residents about community activities and programs.</li> </ul>
Sustainable Actions
<b>Ongoing Initiatives</b> <ul style="list-style-type: none"> <li>There is a need to encourage &amp; promote community events &amp; wide range of activities to the public.</li> </ul>
<b>1 – 2 Year Actions</b> <ul style="list-style-type: none"> <li>Community stakeholders emphasize and promote partnerships through a range of collaborative efforts.</li> </ul>
<b>2 – 5 Year Actions</b> <ul style="list-style-type: none"> <li>Drumheller is recognized as a major regional / provincial hub for festivals &amp; other events.</li> <li>Significant energy to be invested in the development of comprehensive Community Involvement Strategy.</li> </ul>



## Town of Drumheller Municipal Sustainability Plan

### 1.1.5 Education

Description of Success
A lifelong learning culture is nurtured and promoted locally and beyond through a diverse and affordable range of educational opportunities, up to and including post secondary educational options.
Current Reality
<ul style="list-style-type: none"> <li>There is currently limited access to a small number of locally based post secondary opportunities.</li> <li>Drumheller has one K-6 School, one 7-12 School (public) and 1 K – 12 School (separate) and an Outreach School (7-12).</li> <li>St. Anthony's school and DCHS will re-open in their newly renovated / constructed locations with state of the art facilities.</li> <li>Residents have access to programs through Drumheller Further Education, or Campus Alberta.</li> <li>Max Campus (Media Accelerator) and Hope Health Initiative are poised to provide long term private education programs.</li> <li>English as a Second Language and Adult / Family literacy programs are over-subscribed.</li> <li>The province announced a new post-secondary model naming Drumheller as a regional centre in collaboration with Red Deer College and Olds College.</li> </ul>
Sustainable Actions
<u>Ongoing Initiative</u> <ul style="list-style-type: none"> <li>The community needs to compile an inventory of Distance learning options (Campus Alberta) and should also consider new options that could follow the "Max Campus" model for post secondary education.</li> <li>Further focus to be given to identifying and leveraging current and future provincial educational initiatives including programs that develop skills in the trades - with work experience components.</li> </ul>
<u>1 - 2 Year Actions</u> <ul style="list-style-type: none"> <li>Advocates for the "Hope Health Initiative" will continue to refine the business feasibility of establishing health training facilities in the old Drumheller hospital site.</li> <li>A clear strategy will need to be put in place regarding the post-secondary service delivery model. The province will work with the community, Olds College and Red Deer College to communicate the future levels of service for programming in Drumheller.</li> <li>Identify opportunities to build on adult literacy and English as a Second Language (ESL) training.</li> </ul>
<u>2 - 5 Year Actions</u> <ul style="list-style-type: none"> <li>Review and refine a Community Post Secondary Education Strategy. Continue to assess and identify future provincial and / or private sector educational opportunities.</li> <li>Connect to and develop college outreach programs in collaboration with key community partners.</li> <li>Advocate future renewal of all educational spaces &amp; facilities within the region.</li> </ul>





## Town of Drumheller Municipal Sustainability Plan

### 1.1.6 Safe Community

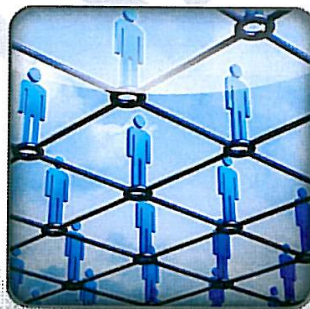
Description of Success
Drumheller is a safe community with effective policing where service levels meet community needs and emergency services. Drumheller has a reduction of crime rates and improved response times that meet community expectations.
Current Reality
<ul style="list-style-type: none"> <li>The public feels that law enforcement (ie. RCMP) is not as visible to the public as it should be.</li> <li>Access to fire, ambulance and police services is considered somewhat limited.</li> <li>Various regions within the community (Wayne, East Coulee, Rosedale, etc) have different needs in terms of safety.</li> <li>There is a perception that crime rates are higher than they should be.</li> <li>There are many active community groups associated with public safety. (eg. Citizens On Patrol (COP) Police Committee, Citizens Advisory Committee (RCMP), Crime Stoppers, Victim Services and Rural Crime Watch, Badlands Ambulance, Volunteer Fire Departments).</li> </ul>
Sustainable Actions
<u>Ongoing Initiatives</u> <ul style="list-style-type: none"> <li>There is established support for a long list of community groups focused on public safety.</li> <li>Community policing strategies help to build strong links between individual neighbours and enforcement agencies.</li> <li>Implement strategies for the sharing of information with groups and increasing the visibility of public safety aligned organizations.</li> </ul>
<u>1 – 2 Year Actions</u> <ul style="list-style-type: none"> <li>Evaluate – review policing needs through the Drumheller Policing Committee.</li> <li>Promote more protective service demonstrations at school to improve public relations with youth – DARE (Drugs Abusive Resistance Education) Program.</li> <li>Review the feasibility of a Neighborhood Watch program in the community.</li> </ul>
<u>2 - 5 Year Actions</u> <ul style="list-style-type: none"> <li>Advocate local needs for ambulance services of Alberta Health Services.</li> <li>Participate future communication system integrations (Emergency Services).</li> </ul>



## Town of Drumheller Municipal Sustainability Plan

### 1.1.7 Communication

Description of Success
Residents feel like they are heard. A wide range of opportunities is available for social interaction of citizens.
Current Reality
<ul style="list-style-type: none"> <li>Seniors are considered the most vocal of residents.</li> <li>Some residents express negative impressions about quality of life issues concerning the community.</li> <li>There are concerns about the level of effort given to two-way communication on issues concerning the public.</li> <li>Various community websites provide information, but information can be fragmented.</li> <li>There is a desire to have access to information, but we struggle to consistently deliver the message in a meaningful way.</li> </ul>
Sustainable Actions
<u>Ongoing Initiatives</u> <ul style="list-style-type: none"> <li>There is an emphasis on improving public messages and promoting the linkages between new initiatives.</li> <li>Efforts are made to communicate effectively through the press.</li> </ul>
<u>1 – 2 Year Actions</u> <ul style="list-style-type: none"> <li>Review current communications practices and identify strategies for improvement.</li> <li>Continue to review and expand the quality and volume of information that is available via local websites and electronic technologies.</li> </ul>
<u>2 – 5 Year Actions</u> <ul style="list-style-type: none"> <li>Ongoing implementation of collaborative communications strategies. The community vision &amp; strategic goals are provided to and understood by key stakeholders.</li> <li>Communications strategies target getting the message out most effectively to the target audience.</li> </ul>





## Town of Drumheller Municipal Sustainability Plan

### 1.1.8 Volunteers

Description of Success
Drumheller has high levels of volunteer participation. Volunteers have access to training. Clear policies are established that ensure successful volunteer retention and attraction strategies are in place. Volunteers are matched with volunteer opportunities match their interests and abilities.
Current Reality
<ul style="list-style-type: none"> <li>Many of our current volunteers are over-committed, which poses a risk to burn-out and long-term viability of some volunteer organizations.</li> <li>Many long-term volunteers are difficult to replace, there is a need for organizations to consider succession planning early and often.</li> <li>Many of the key volunteers are active with several groups – “same faces all the time.” There is a need to involve more “new” volunteers.</li> <li>Scheduling conflicts, dual income family commitments and various social and economic factors pose challenges to the accessibility of new volunteers, or volunteers who would require long-term commitments.</li> </ul>
Sustainable Actions
<u>Ongoing Initiatives</u> <ul style="list-style-type: none"> <li>Support additional volunteer appreciation and recognition events.</li> <li>Encourage new volunteers through the establishment of an online volunteer registry (Go Volunteer – through FCSS - finalize/implement).</li> </ul>
<u>1 – 2 Year Actions</u> <ul style="list-style-type: none"> <li>Develop a community volunteer management strategy – focusing on recruitment and retention issues.                             <ul style="list-style-type: none"> <li>Continue to work with youth organizations and schools to promote the benefits of volunteering.</li> <li>Get “new blood” in to continue activities.</li> <li>Develop recognition incentives/rewards.</li> </ul> </li> </ul>







## Town of Drumheller Municipal Sustainability Plan

### 2.0 Cultural Sustainability in Drumheller

Cultural sustainability is essential in Drumheller in order to ensure continual nourishment of the community atmosphere which attracts residents to the valley. Cultural sustainability deals with those aspects that build a sense of community for everyone, building on the **heritage, arts & culture** of the area to create a community that will continue to flourish.

#### 2.1.1 Heritage, Arts & Culture

Description of Success
Drumheller recognizes and shares its unique heritage. Local culture and heritage are significant sources of community pride. The community promotes the contributions made by the individuals and groups, and acknowledges their importance to community vitality.
Current Reality
<ul style="list-style-type: none"> <li>Drumheller has over 50 attractions within 50km.</li> <li>Many heritage organizations exist (Royal Tyrrell Museum, Atlas Coal Mine Museum, East Coulee School Museum, Badlands Historical Centre, Little Church, Homestead Museum, World's Largest Dinosaur, Community Associations, etc.).</li> <li>Drumheller has unique geographical and geological features that are directly connected to paleontology and coal mining history.</li> <li>Many performances, festivals and special events showcase an eclectic range of music and performing arts. (East Coulee Spring Festival, Drumheller Music Festival, Kaleidoscope Theatre, Canadian Badlands Passion Play, World Professional Chuckwagon races, local bands and performers).</li> <li>Many artists and artisans choose Drumheller as their homes (Art Galleries, Dance Studios and creative groups seem to thrive here).</li> <li>Drumheller has applied to the province for funding that would enable the completion of a heritage inventory in 2010/2011.</li> <li>The Royal Tyrrell Museum celebrates 25 years in Drumheller in 2010, Drumheller will celebrate 100 years of coal mining heritage in 2011, The Municipal Centennial Year is 2013.</li> </ul>
Sustainable Actions
Ongoing Initiatives
<ul style="list-style-type: none"> <li>Identify opportunities to work with community groups on community events that are focused on culture, food, music, history and religious celebrations.</li> <li>Continue to encourage and promote cultural events and activities that bring the community together.</li> </ul>
1 – 2 Year Actions
<ul style="list-style-type: none"> <li>Identify strategies and partnerships for promoting links to First Nations history.</li> <li>Develop and capitalize on the promotion of our Coal Mining Heritage.</li> <li>Identify and implement an annual Ethnic Celebration Program – connected to Heritage Day (August).</li> <li>Promote participation in the MHPP (Municipal Heritage Partnership Program).</li> <li>Identify options for the future protection of and enhancement of the hoodoos recreation area.</li> <li>Adopt a policy for expanding the number of opportunities to display private art collections in public spaces.</li> <li>Work with the Canadian Badlands, establish a committee to prepare and plan for the Drumheller Municipal Centennial in 2013. Badlands to develop and promote future performances and festivals.</li> </ul>
2 - 5 Year Actions
<ul style="list-style-type: none"> <li>Identify Heritage Property Preservation Strategies, including property incentives, loans and other mechanisms that would result in a distinct "Downtown Drumheller" standard of building appearance, including architectural guidelines that would be available to property owners.</li> </ul>



## Town of Drumheller Municipal Sustainability Plan

### 3.0 Environment Sustainability in Drumheller

The environment addresses building construction, infrastructure and energy conservation. **Clean look** environment will save money and look into issues relevant to clean air, water, food and fairness. Water schedule should be practical according to climate and environment by considering **xeriscaping**. **Designing and building** a healthy **community** can improve the quality of life. We can reduce our operation's environmental footprint and increase **energy saving** products. **Energy production** greatly impacts our environment. . In order to preserve the environment, we need to take conservative actions and be mindful of how our actions impact the environment. Managing solid waste, we are wasting less, **recycling** more and reaping the environmental, economic, social benefits. **Water Quality / Quantity** management is established to manage and protect drinking water sources and reliable water supplies. The environment pillar also means preserving nature so that future generations can enjoy what we have today. In order to preserve the **natural area**, we need to take conservative actions and be mindful of how our actions impact the environment.

#### 3.1.1 Clean look – parks, trees, streets

Description of Success
Residents and visitors perceive Drumheller as safe, secure, tidy and litter free. It is clearly evident that property owners take the time and energy to make their properties attractive. Residents regularly receive positive feedback from visitors about how attractive Drumheller appears.
Current Reality
<ul style="list-style-type: none"> <li>Continue to emphasize a cooperative approach to litter pickup, street sweeping and building maintenance.</li> <li>Signage is inconsistent (no established theme); there is evidence of signage that is outdated, or inaccurate.</li> <li>The Town has access to a municipal tree farm (a partnership with Corrections Canada)</li> <li>Communities in Bloom actively promotes community horticultural and landscaping projects that increase the overall level of community beautification.</li> <li>The Land Use Bylaw includes new definitions for xeriscaping, an alternative to traditional, water-intensive gardening practices. Residents would like to learn more about xeriscaping techniques to save water and reduce the need for yard maintenance.</li> </ul>
Sustainable Actions
<u>Ongoing Initiatives</u> <ul style="list-style-type: none"> <li>The development of a community standards bylaw which will reinforce acceptable standards of cleanliness and maintenance of properties in Drumheller.</li> <li>Cooperation with Communities in Bloom and Corrections Canada related to local gardening projects.</li> <li>The adoption and application of landscaping requirements through the Land Use Bylaw.</li> </ul>
<u>1 – 2 Year Actions</u> <ul style="list-style-type: none"> <li>Identify and implement a Cleanliness Campaign, which includes public awareness and recognition of property owners who show pride in their properties.</li> <li>Determine community standards of cleanliness based on a "neighbourhood benchmark".</li> <li>Build/expand partnerships with Communities in Bloom.</li> </ul>





## Town of Drumheller Municipal Sustainability Plan

### 3.1.2 Xeriscaping

Description of Success
Drumheller is considered a leader in the practice of xeriscaping. The community promotes and facilitates the use of landscaping practices that help to reduce water consumption while also establishing a signature landscaping look that fits in with the overall badlands scenery.
Current Reality
<ul style="list-style-type: none"> <li>Residents are beginning to adopt xeriscaping practices, but are not completely sure about the best techniques.</li> <li>Residents are motivated to consider xeriscaping due to increased water costs and an emphasis on encouraging water conservation.</li> <li>Xeriscaping is growing in popularity amongst homeowners – perceived as looking good with low maintenance advantages.</li> </ul>
Sustainable Actions
Ongoing Initiatives
<ul style="list-style-type: none"> <li>Revisit Landscaping Policy – within the Land Use Bylaw.</li> <li>Establish and distribute a list of xeriscaping "best practices" for property owners.</li> </ul>
1 – 2 Year Actions
<ul style="list-style-type: none"> <li>Promote xeriscaping through Communities in Bloom and other environmentally minded community groups.</li> <li>Identify strategies for encouraging an expansion of xeriscaping practices.</li> <li>Identify public education programs and courses that could be offered to residents. Communicate these options using appropriate communications strategies.</li> </ul>

### 3.1.3 Community Design

Description of Success
Drumheller features a unique mixture of compatible land forms that exist in harmony with natural spaces. There is an adequate supply of appropriately zoned residential, commercial and industrial properties. Opportunities exist for redevelopment of neighbourhoods and spaces that are vibrant, inviting, memorable and environmentally sound.
Current Reality
<ul style="list-style-type: none"> <li>Some barriers to full handicap accessibility exist on streets and within various buildings.</li> <li>Drumheller covers a large geographical area (over 40km from Nacmine to East Coulee). The valley layout can pose a significant geographical barrier to residents who travel from a distance to programs, services and events.</li> <li>There are a number of key properties that are underutilized or unproductive due to environmental issues (brownfields) or other economic factors that make such properties difficult to redevelop.</li> <li>The Downtown area features an impressive collection of historically significant properties; however it is evident that restoration efforts should be made to preserve the original look of such properties.</li> <li>Property owners (in some cases) struggle to balance the need to present a high quality aesthetic look while also being economically viable.</li> </ul>
Sustainable Actions
Ongoing Initiatives
<ul style="list-style-type: none"> <li>Regular reviews of building and permitting processes should take place in connection with updates to the Municipal Development Plan (MDP) and the Land Use Bylaw (LUB).</li> </ul>





## Town of Drumheller Municipal Sustainability Plan

- Participate in the Municipal Heritage Partnership Program will continue with completion of a heritage inventory.

### 2 – 5 Year Actions

- Identify and implement strategies for creating awareness about community design opportunities, including introduction of streetscape planning and architectural guidelines for residential and commercial properties.
- The Town will research and implement policy changes that would allow for incentives to be given to property owners who invest in compatible building design upgrades.
- Where possible, partnerships will be sought to improve built spaces.
- A review and evaluation for the inventory of green spaces should occur with consideration of future requirements.

### 3.1.4 Energy Savings

#### Description of Success

Drumheller is clearly focused on reducing its carbon footprint. Residents are knowledgeable about energy saving options and are able to take action on energy savings strategies at home and in their places of work. Citizens receive a return on their investment by redirecting savings to other priorities.

#### Current Reality

- Utility costs are generally increasing.
- Carbon emissions are a global concern.
- Alternative transportation options are being explored.

#### Sustainable Actions

##### Ongoing Initiatives

- Alternative Transportation options (car pooling, bicycling, walking) are being explored and evaluated.
- The Town's "Green Team" encourages a number of strategies for reduction of waste including reduced use of plastic bags, Styrofoam and other actions that support energy savings.

##### 1 – 2 Year Actions

- Research and recommend strategies to reduce energy consumption including high efficiency light fixtures and other products.
- Take steps to introduce more widely available community transit services throughout the valley.
- Identify opportunities for future LEED building projects.

##### 2 – 5 Year Actions

- Take action to inform the public about energy saving options.
- Facilitate the awareness of energy audit services for commercial and residential users, including referrals to grant funding opportunities.
- Focus on additional energy saving opportunities within the Land Use Bylaw.
- Develop a multi-modal transportation strategy that includes potential for fixed route busing.



## Town of Drumheller Municipal Sustainability Plan

### 3.1.5 Energy Production

Description of Success
The energy system is continuously moving towards a state where Drumheller has local self-sufficiency; and partnerships reduce our reliance on grid use. Production of alternative energy sources reduces the cost of living and makes our community a more competitive place to do business.
Current Reality
<ul style="list-style-type: none"> <li>The Land Use By law allows provisions for the installation of windmills and solar panels.</li> <li>Micro-energy generation requires significant capital investment. The costs of installing solar panels and wind turbines (or other alternative energy systems) require significant time to recover investment costs.</li> <li>Major wind farms are planned within the region. (Handhills and Wintering Hills projects)</li> </ul>
Sustainable Actions
<b>1 – 2 Year Actions</b> <ul style="list-style-type: none"> <li>Identify energy production projects mentioned within the Municipal Sustainability Plan (MSP) and implement actions.</li> <li>Continue to identify, prioritize and implement energy production strategies through recommendations made by the Green Team.</li> </ul>
<b>2 – 5 Year Actions</b> <ul style="list-style-type: none"> <li>Compile and implement a comprehensive list of alternative energy policies and projects.</li> <li>Research funding opportunities through provincial and federal funding sources.</li> </ul>

### 3.1.6 Recycling

Description of Success
Recycling and composting is widely used within the region. Residents are committed to recycling many types of products. There is a clear trend in favour of supporting the changes that are necessary to ensure that future targets and objectives are met.
Current Reality
<ul style="list-style-type: none"> <li>Drumheller Regional Solid Waste and the Town of Drumheller have a strong partnership which includes various recycling streams.</li> <li>The glass market does not provide a viable revenue stream at the present time.</li> <li>The community has not realized its full recycling potential, though there are strong advocates for recycling that would like to promote additional programs.</li> <li>Local drop-off sites for recycling (green trailer units) are being used to capacity. There has been an expression of interest in expanding service to East Coulee.</li> <li>Public composting facilities are being established at this time.</li> <li>Some residents have expressed an interest in a curb-side pick-up option – however the costs associated with this service appear to be prohibitive.</li> </ul>





## Town of Drumheller Municipal Sustainability Plan

Sustainable Actions
<p><b>Ongoing Initiatives</b></p> <ul style="list-style-type: none"> <li>The community should be aware of the range of options that are currently available related to recycling and composting in the valley.</li> <li>Steps should be taken to promote &amp; implement additional composting programs in the community.</li> <li>Community organizations should promote the benefits of using biodegradable products as an alternative to other, potentially harmful alternatives.</li> </ul>
<p><b>1 – 2 Year Actions</b></p> <ul style="list-style-type: none"> <li>Efforts should be made to research and recommend options for the alternative use of recycled products (eg. Rubber play surfaces, etc.)</li> <li>Identify options for the use of biosolids as a recycled product. Implement strategies for the use of biosolids where appropriate.</li> </ul>

### 3.1.7 Water Quality / Quantity

Description of Success
Drumheller provides high quality potable water to regional users. The region clearly encourages practices that result in increased water conservation by users.
Current Reality
<ul style="list-style-type: none"> <li>Water consumption levels are adjusting after the implementation of a full-cost recovery utility rate structure. As residents change their water consumption habits, the system becomes more stabilized.</li> <li>The Drumheller Regional water system supplies water to surrounding municipalities, however there are some service limitations (East Coulee, Dinosaur Trail North, etc.) that should be addressed in the longer term.</li> <li>Provincial and federal funding for water projects has been affected by challenging economic conditions.</li> <li>The water supply is safe and closely monitored. Provincial and federal regulations are closely. Quality checks &amp; balances are in place.</li> </ul>
Sustainable Actions
<p><b>Ongoing Initiatives</b></p> <ul style="list-style-type: none"> <li>Strategic reinvestment in water processing infrastructure upgrades occurs on an annual basis.</li> <li>There is a daily review of water quality and quantities aimed at meeting the projected demand for water services.</li> <li>Regional water management partnership are in place and issues are discussed and dealt with as they arise.</li> </ul>
<p><b>1 - 2 Year Actions</b></p> <ul style="list-style-type: none"> <li>A public education process that focuses on water quality awareness should be implemented.</li> <li>Drumheller's wastewater plant upgrades have been completed and long term treatment and capacity demands are met.</li> <li>Review and evaluate additional water conservation programs. Implement new programs where feasible.</li> </ul>





## Town of Drumheller Municipal Sustainability Plan

### 3.1.8 Natural Area Protection

Description of Success
The community values the natural environment. The public has considered strategies to protect natural landscapes and watersheds. A regional plan to protect natural areas is in place and provides an appropriate level of protection to environmentally sensitive areas. Residents feel that a balance has been struck between intensive land use and the preservation of the environment.
Current Reality
<ul style="list-style-type: none"> <li>The province has recently introduced a Provincial Land Use Framework. Municipalities are familiar with the preliminary concepts that will form the basis for the implementation of these provincially-driven policies.</li> <li>The Town actively monitors the use of natural areas, with input from residents. Enforcement activities use a combination of active area patrols and follow-up on complaints received from residents.</li> <li>The development of a provincial land use framework will require future changes to be made to Drumheller's Municipal Development Plan and Land Use Bylaw.</li> </ul>
Sustainable Actions
<u>Ongoing Initiatives</u> <ul style="list-style-type: none"> <li>The Town administers the Land Use Bylaw and Municipal Development Plans. Statutory plans are followed through the regular course of business.</li> <li>The municipality is participating in regional land use planning discussions.</li> <li>The province administers the Environmental Protection Act, which concerns natural areas that are in proximity to watersheds and or crown properties. Enforcement of environmental issues can come from various agencies.</li> </ul>
<u>2 – 5 Year Actions</u> <ul style="list-style-type: none"> <li>Retain existing natural areas, naturalize and/or restore disturbed natural areas to replace traditional landscaping.</li> <li>Natural Area Protection Focus Strategy.</li> <li>Plans and policies in place preserve and enhance the natural environment.</li> </ul>





## Town of Drumheller Municipal Sustainability Plan

### 3.1.9 Brownfield

Description of Success
Drumheller is able to effectively reduce the number of brownfield sites, and / or these sites are being used as the highest and best use possible.
Current Reality
<ul style="list-style-type: none"> <li>It is very costly and time consuming to complete the remediation process.</li> <li>There is hesitation to act due to exposure to potential liability issues.</li> <li>There is a significant number of brownfield properties identified in Drumheller.</li> <li>Brownfield sites create a negative impression about our community.</li> </ul>
Sustainable Actions
<u>1 – 2 Year Actions</u> <ul style="list-style-type: none"> <li>Lobbying for policy changes and funding from the province (through the AUMA – Drumheller Resolution)</li> <li>Determine a list of strategies and actions that will allow for permissible uses &amp; the remediation of properties in the long term.</li> </ul>



## Town of Drumheller Municipal Sustainability Plan

### 4.0 Economic Sustainability in Drumheller

Economic sustainability is a critical pillar in supporting the success of the other pillars of sustainability. If there is a strong, vibrant base within the community, other initiatives can develop. **Downtown Revitalization** is designed to help our community's downtown economic development efforts. **Supply and skilled labour** have become a key component of the global knowledge-based economy. Drumheller needs to be a player in **economic development**. Keeping pace with the global economy through the development of business support systems will help to develop the economic base of Drumheller, and encourage businesses to set up shop in the Valley. **Business excellence** provides an opportunity for people to work within the community and support local businesses, creating a succession of economic sustainability. **Tourism** is a vital part of Drumheller. **Land supply** and demand are an economic model of price determination in the market place. Residents who have access to **affordable** housing are able to live comfortably within the community for a long time. Increased **local awareness** and involvement bring a higher level of economic benefit to our community.

#### 4.1.1 Downtown Revitalization

Description of Success
Downtown is the central hub of a vibrant community. Public displays, monuments and streetscapes reinforce an improved aesthetic quality. Shops and services are busy, with good traffic flow, parking and special events. Visitors and residents perceive that there is "always something interesting to do" in the downtown core.
Current Reality
<ul style="list-style-type: none"> <li>There is a perception that the downtown lacks a distinct theme / look.</li> <li>There some disappointment with the consistency of hours of operation (some shops open sporadically, or have unpredictable hours, potentially losing evening and weekend retail business).</li> <li>A desire to host more weekend and evening events – as organized by community groups.</li> <li>There's an interest in evaluating policy options and incentive structures for maintaining and upgrading business facades. Currently loans exist for this purpose, administered by Community Futures and the Chamber of Commerce.</li> <li>It is recognized as a challenge to "bring people" downtown from other locations (Tyrrell Museum, etc.).</li> </ul>
Sustainable Actions
Ongoing Initiatives
<ul style="list-style-type: none"> <li>The development of a Tourism Master Plan is underway. It will address a variety of issues, including marketing, events development and opportunities for streetscape and signage.</li> <li>The Downtown Parking Task Force has made a number of recommendations to accommodate future needs. New parking lots are under development and changes to parking policies are underway.</li> <li>First Impressions Community Exchange (with High River) suggested that considerations should be given to improving downtown signage and the level of cleanliness in the downtown core.</li> <li>Increasing communication with business owners.</li> <li>Business upgrades – incentives – Review the downtown streetscape.</li> <li>Chamber of Commerce &amp; Community Future involvement.</li> </ul>
1 - 2 Year Actions
<ul style="list-style-type: none"> <li>Develop strategies and an actions list from recommendations made within the "Tourism Master Plan."</li> </ul>





## Town of Drumheller Municipal Sustainability Plan

### 4.1.2 Qualified Labour Supply, Skilled Labour

Description of Success
Drumheller has a highly skilled workforce supporting a diverse base of locally owned and operated businesses which thrive as an essential component of a healthy, viable community.
Current Reality
<ul style="list-style-type: none"> <li>• Customer service deficit skills.</li> <li>• Low youth attraction and retention.</li> <li>• Staff shortages tend to allow for the hiring of under-skilled workers, especially during times of economic strength.</li> <li>• Drumheller may not be seen as an attractive location.</li> <li>• Loss of knowledge due to retirement, low youth retention.</li> </ul>
Sustainable Actions
<u>Ongoing Initiatives</u> <ul style="list-style-type: none"> <li>• Identify employment trends and develop strategies that will result in the placement of skilled workers within the community.</li> <li>• Facilitate opportunities to develop training programs specific to the community's needs.</li> <li>• Continuation of employment opportunities to retain workers.</li> <li>• Implement succession planning best practices for public and private sector businesses.</li> <li>• Continue to identify and connect educational strategies with labour market demands.</li> </ul>
<u>2 – 5 Year Actions</u> <ul style="list-style-type: none"> <li>• Complete an inventory of community labour needs in collaboration with Alberta Employment and Immigration – Drumheller office.</li> <li>• Work with the Chamber of Commerce and Community Futures to identify and / or develop a small business succession planning assistance program.</li> </ul>



## Town of Drumheller Municipal Sustainability Plan

### 4.1.3 Economic Development Strategy

Description of Success
Drumheller is an attractive location for business. High quality jobs are created and retained, business expanded. Drumheller is an appealing place to live where economic opportunities abound.
Current Reality
<ul style="list-style-type: none"> <li>Existing strategy in place is under review of Economic Development Committee.</li> <li>There is Low community awareness of economic development in general.</li> <li>The process for the discontinuance of the Canadian National Railway line has been initiated. Strategies have been put in place to retain the line. A Rail Retention Task Force has generated regional support.</li> </ul>
Sustainable Actions
<u>1 – 2 Year Actions</u> <ul style="list-style-type: none"> <li>A recently updated Economic Development Strategy is implemented.</li> </ul>
<u>2 - 5 Year Actions</u> <ul style="list-style-type: none"> <li>Continue to identify future Economic Development Projects and Activities.</li> </ul>

### 4.1.4 Business Excellence

Description of Success
Local businesses are regarded as leaders within their respective industries. The community's business culture is positive. Skilled employees find suitable work at competitive rates. Local organizations are recognized for award-winning business practices. Business success stories create additional economic opportunities.
Current Reality
<ul style="list-style-type: none"> <li>Perceived gaps in customer service delivery.</li> <li>Community Futures and the Chamber of Commerce offer incentives to encourage quality building maintenance practices.</li> </ul>
Sustainable Actions
<u>Ongoing Initiatives</u> <ul style="list-style-type: none"> <li>The Rotary Club's annual citizen of the year and most courteous employee awards.</li> <li>Community partners are in preliminary stages of discussing a customer service program for area businesses.</li> <li>The community has expressed support for programs that are focused on developing a model for business excellence.</li> </ul>
<u>1 – 2 Year Actions</u> <ul style="list-style-type: none"> <li>Implement a secret shopper initiative.</li> <li>Review the First Impressions Community Exchange for ideas concerning business improvements.</li> <li>Management / owner education &amp; training programs are in place to encourage the development of positive work environments.</li> <li>Implement the recommendation from The Tourism Master Plan (2011).</li> </ul>



## Town of Drumheller Municipal Sustainability Plan

### 2 – 5 Year Actions

- Business Succession Program – make sure businesses are viable for the long term.

### 4.1.5 Tourism

#### Description of Success

The Town of Drumheller is considered to be the undisputed "Dinosaur Capital of the World" and the hub of the Canadian Badlands. Drumheller is able to leverage connections to local attractions and takes advantage of new opportunities associated with the Badlands Community Facility in the tourism economy.

#### Current Reality

- Drumheller sees high seasonal day trip tourism traffic.
- Drumheller has a good inventory of campgrounds and hotel rooms.
- Organizations have limited access to marketing dollars.
- There is a perception of limited business hours during peak tourism season (downtown).

#### Sustainable Actions

##### Ongoing Initiatives

- Continue to promote tourism opportunities and attractions through expanded partnerships.
- Focus on the creation and retention of special events through Downtown Drumheller Committee.
- Canadian Badlands identifies Drumheller as the major hub.
- The Tourism Master plan is under development.

### 1 – 2 Year Actions

- Develop Badlands Community Facility Marketing Programs.
- Work with the hospitality industry to "package" tourism sales for key markets.
- Implementation of The Tourism Master plan.
- Establish strategies for the development of year-round tourism approach.

### 4.1.6 Land Supply

#### Description of Success

There is an adequate supply of developable residential, commercial, industrial and recreational land.

#### Current Reality

- The Municipal Development Plan was updated in 2008. The plan identifies land supply options for up to 30 years.
- New subdivisions are proposed and supported by the development of Area Structure Plans within the valley.

#### Sustainable Actions





## Town of Drumheller Municipal Sustainability Plan

### 2 - 5 Year Actions

- Regular review of the Municipal Development Plan will take place to ensure that land is available for future growth opportunities.
- Future development proposals will be evaluated and endorsed by the development and planning authorities.

### **4.1.7 Housing**

#### **Description of Success**

There is a broad range of housing options available to residents (or future residents). The supply and quality of homes meets the current and future demands of the community.

#### **Current Reality**

- Apartment vacancy rates are currently very low.
- There is a perceived lack of affordable / quality homes.
- There are many legally non-conforming homes (in proximity to downtown).
- Policies exist to promote in-fill redevelopment.
- There are several small subdivisions being built.

#### **Sustainable Actions**

##### Ongoing Initiatives

- Facilitate the development of new housing options through the regular review and amendment of the Land Use Bylaw.
- Current market assessment suggests a need for more homes in the middle price range.

##### 1 - 2 Year Actions

- Research alternative housing forms that would generate low / medium cost housing options.
- Explore grant programs for new home concepts.

##### 2 - 5 Year Actions

- Identify and / or promote options that would result in the creation of additional housing for seasonal workers.
- Encourage infill development by adopting policies to support building in locations where utility services currently exist.
- Identify approved redevelopment options for small lots.



## Town of Drumheller Municipal Sustainability Plan

### 5.0 Governance Sustainability in Drumheller

Governance is the sustainability pillar which provides the support and mechanism for the success of the action plans. A **visionary** approach provides the openness to look ahead at new solutions and become educated on new approaches. When the town is inclusive and accepting of new ideas and ways of doing business, opportunities are created that enable everyone to become involved. With **public communication / consultation / timely response** in minds, Council and Town staff are able to make sustainable decisions for the public, ensuring the public's trust and confidence. **Decision-making** and implementing actions can often speak louder than words. A sustainability plan is only as successful as its implementation. Governance provides the opportunity to be responsive through effective monitoring of successes and failures, and learning from the outcomes.

#### 5.1.1 Vision to Action (Results)

Description of Success
There is a clear understanding of the community's highest priorities. Leaders are able to identify opportunities and see these ideas through as they are implemented. Transparency is considered a core theme to decision making. New ideas are encouraged and municipal officials are well informed about issues.
Current Reality
<ul style="list-style-type: none"> <li>The Municipal Sustainability Plan is under development..</li> <li>Efforts are being made to promote positive public communication processes within the community.</li> <li>There is a focus on improving community involvement in municipal government decisions.</li> </ul>
Sustainable Actions
<u>Ongoing Initiatives</u> <ul style="list-style-type: none"> <li>Leaders review and update a list of priorities in Town Council's annual strategic business plan.</li> <li>The public is updated on current council issues via local media, web and social media.</li> <li>The public has opportunities to be heard through council members, committees and task forces.</li> <li>There is an ongoing review of priorities as decisions are made.</li> <li>The Municipal Sustainability Plan is aligned with day-to-day council decisions.</li> </ul>
<u>1 – 2 Year Actions</u> <ul style="list-style-type: none"> <li>Review planning systems and link the vision directly to annual strategic business plan.</li> <li>Identify best practices for the awareness, communication, and implementation of planning initiatives.</li> </ul>



## Town of Drumheller Municipal Sustainability Plan

### 5.1.2 Public Communication / Consultation / Timely Response

Description of Success
Key decisions are made through a collaborative decision-making process. The public feels that its direct participation in collaborative decision making is valued. Decisions that affect the community are well received, respected and implemented in a timely fashion.
Current Reality
<ul style="list-style-type: none"> <li>Residents rely on word of mouth, and other formal and informal sources of information.</li> <li>The public is generally informed of changes to legislation and plans through local media, and the web.</li> <li>Public participation is limited to various task forces, boards and commissions where opportunities exist for formal involvement in municipal government processes.</li> <li>The public has a general understanding of municipal processes and provincial / federal requirements. However, challenges exist when communicating highly technical information.</li> <li>The public would like to see improvements to the process for determining how, when and why information is presented.</li> </ul>
Sustainable Actions
<b>1 – 2 Year Actions</b> <ul style="list-style-type: none"> <li>Continue the implementation of a comprehensive community consultation and engagement strategy.</li> <li>Identify opportunities that will help to increase the public's exposure to newsworthy stories via newsletters, websites, scheduled open houses / town hall meetings and public planning sessions.</li> <li>Involve community members in the development of the Tourism Master Plan, the Heritage Inventory project, Downtown Revitalization and the steering committee for recreation and community services including updates to the Recreation Master Plan.</li> </ul>





## Town of Drumheller Municipal Sustainability Plan

### 5.1.3 Reporting to Council / Decision Making

Description of Success
The public appreciates and understands the roles and responsibilities associated with municipal government business. Members of Council know the range of their legislative roles and responsibilities and are able to move issues forward for timely and informed decisions to be made.
Current Reality
<ul style="list-style-type: none"> <li>There is a perception of inconsistent reporting to the public.</li> <li>The public has a desire for enhanced reporting to the public on key municipal issues.</li> <li>There is a service level expectation that suggests that responses to public inquiries should be completed within specified timeframes (example. 2 business days from the original receipt of inquiry).</li> </ul>
Sustainable Actions
<b>2 – 5 Year Actions</b> <ul style="list-style-type: none"> <li>Well-structured processes have been developed including:               <ol style="list-style-type: none"> <li>A scheduled review process.</li> <li>Regular progress reports on the status of priority items.</li> <li>Communication of adjustments that have been made due to new or continuing constraints or challenges. Special attention is given to items that directly affect the goals identified in the original plan.</li> <li>Stakeholders are aware of changes, and various media are used to communicate to the widest possible audience.</li> <li>Council and key staff are able to attend / participate in training and development opportunities that will lead to enhancements to the decision-making process.</li> </ol> </li> </ul>

DRUMHELLER IMPLEMENTATION TABLE: APPENDIX A

Social Pillar	Description of Success	Group Responsible for Implementation
Connectivity	Drumheller is technologically and socially connected. Residents and visitors have access to the most advanced telecommunications options. The community is able to maximize the social and economic benefits of new technologies in an affordable way.	Economic Development Task Force
Lifestyle Activities	Drumheller demonstrates a clear commitment to the development and promotion of community recreational and cultural amenities. Residents are active as participants in local sports / cultural organizations and/or as users of various trail systems, leisure facilities and other venues. Drumheller residents are recognized as active community members – able to participate in many activities, regardless of their physical or financial capacity.	Municipal Planning Commission, Recreation Department, Community Services
Health Care	Drumheller is considered a regional hub for all basic and for an expanding list of enhanced medical services, which are provided in an array of well established health treatment facilities. Drumheller residents are healthy and productive members of the community, where physical, mental, spiritual and social needs are met through such services.	Local government, Council / Administration
Sense of Community	Drumheller is recognized as a friendly, proud, inclusive / vibrant community. The community atmosphere is described as cooperative, and residents feel connected to their neighbourhoods and to the community as a whole. When Drumheller residents are asked where they are from, they have a long list of positive remarks that describe their community.	Chamber of Commerce
Education	A lifelong learning culture is nurtured and promoted locally and beyond-through a diverse and affordable range of educational opportunities, up to and including post secondary educational options.	Economic Development Task Force
Safe Community	Drumheller is a safe community with effective policing, where service levels meet community needs and emergency services. Drumheller has a reduction of crime rates and improved response times that meet community expectations.	Policing Committee
Communication	Residents feel like they are heard. A wide range of opportunities is available for social interaction of citizens.	Council / Administration
Volunteers	Drumheller has high levels of volunteer participation. Volunteers have access to training, and clear policies are established that ensure successful volunteer retention; attraction strategies are in place. Volunteers are matched with volunteer opportunities that pair their interests and abilities.	Community Services
Cultural Pillar	Description of Success	Group Responsible for Implementation
Heritage, Arts & Culture	Drumheller recognizes and shares its unique heritage. Local culture and heritage are significant sources of community pride. The community promotes contributions that are made by individuals and groups, and acknowledges their importance to community vitality.	Town / Council – Community Groups



**DRUMHELLER IMPLEMENTATION TABLE: APPENDIX A**

Environment Pillar	Description of Success	Group Responsible for Implementation
Clean Look –parks, trees, streets	Residents and visitors perceive Drumheller as safe, secure, tidy and litter-free. It is clearly evident that property owners take the time and energy to make their properties attractive. Residents regularly receive positive feedback from visitors about how attractive Drumheller appears.	Infrastructure – Town
Xeriscaping	Drumheller is considered a leader in the practice of xeriscaping. The community promotes and facilitates the use of landscaping practices that help reduce water consumption, while also establishing a signature landscaping look that fits in with the overall badlands scenery.	Municipal Planning Commission
Community Design	Drumheller features a unique mixture of compatible land forms that exist in harmony with natural spaces. There is an adequate supply of appropriately-zoned residential, commercial and industrial properties. Opportunities exist for redevelopment of neighbourhoods and spaces to make them vibrant, inviting, memorable and environmentally sound.	Municipal Planning Commission, Infrastructure
Energy Savings	Drumheller is clearly focused on reducing its carbon footprint. Residents are knowledgeable about energy saving options and are able to take action on energy savings strategies at home and in their places of work. Citizens receive a return on their investment by redirecting savings into other priorities.	Municipal Planning Commission, Infrastructure
Energy Production	The energy system is continuously moving towards a state where Drumheller has local self-sufficiency; partnerships reduce our reliance on grid use. Production of alternative energy sources reduces the cost of living and makes our community a more competitive place to do business.	Administration
Recycling	Recycling and composting is widely used within the region. Residents are committed to recycling many types of products. There is a clear trend in favour of supporting the changes that are necessary to ensure that future targets and objectives are met.	Drumheller District Solid Waste Management Assoc.
Water Quality / Quantity	Drumheller provides high quality potable water to regional users. The region clearly encourages practices that result in increased water conservation by users.	Infrastructure
Natural Area Protection	The community values the natural environment. The public has considered strategies to protect natural landscapes and watersheds. A regional plan to protect natural areas is in place and provides an appropriate level of protection to environmentally sensitive areas. Residents feel that a balance has been struck between intensive land use and the preservation of the environment.	Municipal Planning Commission, Planning Department
Brownfield	Drumheller is able to effectively reduce the number of brownfield sites, and / or these sites are seeing the best use possible.	Administration



**DRUMHELLER IMPLEMENTATION TABLE: APPENDIX A**

<b>Economic Pillar</b>	<b>Description of Success</b>	<b>Group Responsible for Implementation</b>
Downtown Revitalization	Downtown is the central hub of a vibrant community. Public displays, monuments and streetscapes reinforce an improved aesthetic quality. Shops and services are busy, with good traffic flow, parking and special events. Visitors and residents perceive that there is "always something interesting to do" in the downtown core.	Chamber of Commerce
Qualified Labour Supply, Skilled Labour	Drumheller has a highly skilled workforce which supports a diverse base of locally owned and operated businesses that thrive as an essential component of a healthy, viable community.	Economic Development Task Force
Economic Development Strategy	Drumheller is an attractive location for business. High quality jobs are created and retained, businesses expand. Drumheller is an appealing place to live where economic opportunities abound.	Economic Development Task Force
Business Excellence	Local businesses are regarded as leaders within their respective industries. The community's business culture is positive. Skilled employees find suitable work at competitive rates. Local organizations are recognized for award-winning business practices. Business success stories create additional economic opportunities.	Chamber of Commerce
Tourism	The Town of Drumheller is considered to be the undisputed "Dinosaur Capital of the World" and the hub of the Canadian Badlands. Drumheller is able to leverage connections to local attractions and takes advantage of new opportunities associated with the Badlands Community Facility in the tourism economy.	Chamber of Commerce
Land Supply	There is an adequate supply of developable residential, commercial, industrial and recreational land.	Municipal Planning Commission
Housing	There is a broad range of housing options available to residents (or future residents). The supply and quality of homes meets the current and future demands of the community.	Municipal Planning Commission, Administration
<b>Governance Pillar</b>	<b>Description of Success</b>	<b>Group Responsible for Implementation</b>
Vision to Action (Results)	There is a clear understanding of the community's highest priorities. Leaders are able to identify opportunities and see these ideas through as they are implemented. Transparency is considered a core theme to decision making. New ideas are encouraged, and municipal officials are well informed about issues.	Town Council
Public Communication/ Consultation/Timely Response	Key decisions are made through a collaborative decision-making process. The public feels that its direct participation in collaborative decision-making is valued. Decisions that affect the community are well received, respected and implemented in a timely fashion.	Town Council
Reporting to Council/Decision Making	The public appreciates and understands the roles and responsibilities associated with municipal government business. Members of Council know the range of their legislative roles and responsibilities, and are able to move issues forward for timely and informed decisions to be made.	Town Council



## Request for Decision

<b>Date:</b>	22 Sep 2010		
<b>Meeting Type:</b>	Regular Council		
<b>Topic:</b>	Kneehill County Water Supply Agreement		
<b>Proposal:</b>	<p>Kneehill County has taken over the operation of what was formally the Churchill Water Co-op. The Churchill Water Co-op covered an area starting at the Stampede grounds and going south and west. Administration, working with our solicitor, have been working to finalize a new agreement with Kneehill County for water supply. The agreement used is consistent with our other water supply agreements. The term of the agreement is for twenty-five (25) years from the date of execution of the agreement.</p> <p>In addition to the agreement being consistent with our other water supply agreements, the boundary was expanded from the previous Churchill Agreement to extend to the boundary of Kneehill County. Attached to the RFP is a copy of the agreement, which includes the new boundaries and another map showing the boundaries under the previous Churchill Agreement.</p>		
<b>Proposed by:</b>	Raymond Romanetz		
<b>Correlation to Business (Strategic) Plan</b>			
<b>Benefits:</b>	<ul style="list-style-type: none"> <li>• Puts an agreement in place for the supply of water outside of the southern end of the Town's boundary.</li> <li>• Demonstrates regional co-operation.</li> </ul>		
<b>Disadvantages:</b>			
<b>Alternatives:</b>	<ul style="list-style-type: none"> <li>• Council authorizes the appropriate officers of the Town to sign the Kneehill County Water Supply Agreement.</li> <li>• Council accepts the report for information.</li> </ul>		
<b>Finance/Budget Implications:</b>	n/a		
<b>Operating Costs:</b>	n/a	<b>Capital Costs:</b>	n/a
<b>Budget Available:</b>	n/a	<b>Source of Funds</b>	n/a
<b>Budget Cost:</b>	n/a	<b>Underbudgeted Cost:</b>	n/a

## ***Agenda Item # 8.1.2***

<b>Communication Strategy:</b>	
<b>Recommendations:</b>	Council authorizes the appropriate officers of the Town to sign the Kneehill County Water Supply Agreement.
<b>Report Writer:</b>	Michael Roy
<b>Position:</b>	Director of Corporate Services
	CAO:



THIS AGREEMENT made effective as of the                      day of                      , 2010.

### **WATER SUPPLY AGREEMENT**

**KNEEHILL COUNTY**  
**(the "County")**

**-and-**

**TOWN OF DRUMHELLER**  
**(the "Town")**

#### **Introduction**

1. The Town currently manages the distribution, treatment and transmission assets of the Town of Drumheller Water Department used to provide water service to customers including regional customers.
2. The County wishes to purchase Water from the Town and the Town wishes to sell and deliver Water to the County.
3. The County and the Town recognize that conservation of water resources is an important goal.

In consideration of the mutual and other promises described in this Agreement, the Town and the County covenant and agree as follows:

#### **1. Definitions**

In this Agreement, each of the following words will have the meaning fro that                      word described below unless expressly stated otherwise:

- (a) **"Penitentiary Booster Station"** means the pumping station located on the N.W. ¼ of 36-28-20-W4M owned and operated by the Town of Drumheller as shown on Schedule "B";
- (b) **"Churchill Water Co-op Booster Station"** means the pump station built Churchill on S.W. ¼ of 36-28-20-W4M now owned by Kneehill Country as shown on Schedule "B";
- (c) **Agreed Variance** means the standard for accuracy for the Meter being tested as specified in the latest edition of the American Water Works Association 700 Series Standards;

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- (d) **Agreement** means this Water Supply Agreement including the introduction clauses, all attached Schedules and all documents produced or delivered according to the terms of this Agreement;
- (e) **Annual Quantity** means for each calendar year the quantity of Water for that year determined according to the provisions of Part 1 of the attached Schedule "A";
- (f) **Commercially Reasonable Efforts** means, in relation to the performance of an obligation, efforts that are sensible and practical, and involve the exercise of reasoned and sound judgment having regard to all of the relevant circumstances;
- (h) **Confined Feeding Operation** means an activity on land that is fenced or enclosed or within buildings where livestock are confined for the purpose of growing, sustaining, finishing or breeding by means other than grazing, but does not include seasonal feeding and bedding sites;
- (i) **Cross Connection** means any physical connection to the Town's or the County's Watermains whereby Water may become contaminated;
- (j) **Equipment** means all necessary valves, pressure and flow controls, associated equipment and pipes with respect to a Meter Chamber, Equipment does not include the Meter;
- (k) **Maximum Daily Quantity** means for each day during a calendar year the maximum quantity of Water for that day determined according to the provisions of Part 2 of the attached Schedule "A";
- (l) **Meter** means the consumption measuring device owned by the Town which is located at the Churchill Booster Station as shown in Schedule "C";
- (m) **Meter Chamber** means the physical structure and all equipment and instrumentation which houses the Meter and where the Town measures the quantity of Water delivered to the County. A Meter Chamber is located at each Point of Delivery;
- (n) **ML** means one million (1,000,000) litres;
- (o) **Normal Domestic and Municipal Purposes** means the use of water for the purposes of human consumption, sanitation, fire prevention and watering animals, gardens, lawns and trees;
- (p) **Peak Hour Draw Rate** means the greatest quantity of Water delivered to the County in a single hour;

- (q) **Point of Delivery** means the place described in the attached Schedule "B" where Water is sold and delivered to the County by the Town;
- (r) **Rate** means the price for Water established from time to time according to the provisions of the attached Schedule "C";
- (s) **Schedules** means those Schedules attached hereto which form part of this Agreement including:
  - Schedule "A" -      Part 1 – Annual Quantity  
                             Part 2 – Maximum Daily Quantity
  - Schedule "B" -      Service Boundaries  
                             Description of Watermains and Meter  
                             Chamber; Map showing Booster Station,  
                             Watermains, Point of Delivery and Meter
  - Schedule "C" -      How the Rate is Determined
  - Schedule "D" -      Parties to whom the County may Resell Water  
                             Outside of the County Boundaries
  - Schedule "E" -      Dispute Resolution Process
  - Schedule "F" -      Town Boundaries
- (t) **Service Boundaries** means the legal municipal boundary of the County as shown in the attached Schedule "B";
- (u) **Town's Representative** means a designated official of the Town;
- (v) **Water** means water which has been treated and is safe for human consumption (potable water);
- (w) **Watermain** means a water pipe line under pressure used to supply or deliver Water; and

### 2. General Terms

- (a) This Agreement may not be assigned without the prior written consent of the other party, which consent shall not be unreasonably withheld, provided however, that prior to the Town assigning this Agreement;
  - (i) the Town shall consult with the County, in respect of any proposed assignment in order to obtain the County's views and comments in respect of the assignment;



- (ii) notwithstanding the provisions of paragraph 12(a) of this Agreement, if the County advised the Town in writing during the consultation provided for in paragraph 2(a)(i), above, that the County was opposed to the proposed assignment and the Town assigns the Agreement to a third party, the County may terminate this Agreement on five (5) years written notice to the Town and the third party provided that such notice is received by the Town and the third party within six (6) months of the Town providing written notice to the County that the Town will be assigning this Agreement to a third party, the written notice from the Town to the County to be provided to the County prior to the Town entering into an agreement to assign this Agreement to the third party; and
- (iii) nothing in (i) and (ii), above, shall restrict or otherwise limit the Town's right to deal with its assets and rights in a manner in which the Town determines to be in its best business interest;

provided further that nothing in paragraph 2(a) shall require the Town to obtain the County's consent to any assignment that occurs in relation to a reorganization of the Town's corporate structure, business or affairs involving one or more subsidiaries or affiliates of the Town.

- (b) This Agreement is for the benefit of and binds the parties and their respective successors and permitted assigns.
- (c) Any term of this Agreement which is determined to be void, unenforceable or illegal will be severed from this Agreement. The remaining terms will be effective and enforceable.
- (d) The headings are for reference only and will not be used to interpret or construe this Agreement.
- (e) Time is of the essence for every part of this Agreement.
- (f) Any notice, consent or communication required by this Agreement must be in writing and will be delivered by hand or by courier to the following addresses or will be telecopied to the following telecopier numbers, as the case may be:

To the Town at:

Town of Drumheller  
703 – 2<sup>nd</sup> Avenue West  
Drumheller, Alberta, T0J 0Y3  
Attention: Chief Administrative Officer  
Fax No.: (403) 823-8006

To the County at:

Kneehill County  
232 Main Street  
Box 400  
Three Hills, AB T0M 2A0  
Attention: Chief Administrative Officer  
Fax No.: (403) 443-5115

- (g) This Agreement will be governed by and construed according to the laws in force in the Province of Alberta.
- (h) All changes of gender and number will be made where required.
- (i) The Effective Date of this Agreement is upon execution.
- (j) The term of this Agreement is 25 years commencing from the Effective Date. This Agreement may only be renewed by further written agreement between the parties.
- (k) This Agreement is the only agreement between the parties in relation to the subject matter hereof, and supersedes and replaces all prior agreements, representations, warranties, statements, promises, information, arrangements and understandings, whether oral or written, express or implied, with respect to the subject matter hereof. This Agreement may only be amended or modified by a further written agreement of the parties.
- (l) The quality of water the Town provides to the County will be of the same standard it supplies to the residents of the Town in accordance with the Approval issued by the Province of Alberta.
- (m) The Town's obligation to supply water pursuant to this Agreement is subject to an overriding obligation to supply water to the Drumheller Institution as well as it's obligation to use water as necessary throughout the Town Water System for emergency purposes such as Fire Fighting.

### 2. **Obligations of the Parties**

- (a) The Town agrees to sell and deliver Water to the County at the Point of Delivery and to meter the Water supplied to the County according to the terms of this Agreement.
- (b) The County agrees to buy and accept delivery of Water from the Town at the Point of Delivery according to the term of this Agreement.

- (c) Subject to the exceptions in clauses (d) and (e) below, the County, during the term of this Agreement, shall obtain all of its Water requirements from the Town.
- (d) Where the Town is unable to at any time supply the Annual Quantity or the Maximum Daily Quantity to the County, the County must purchase from the Town the maximum amount of Water which the Town is able to supply and after giving prior notice to the Town, the County may use an alternate source of supply to supplement its needs, but only until such time as the Town is able to supply the Annual Quantity or Maximum Daily Quantity.
- (e) Where the quantity of Water that will be required by the County will exceed the Annual Quantity, the Town shall firstly be given the opportunity to supply the additional quantity of Water required above the Annual Quantity (the "Additional Quantity"). Should the Town decline to supply the Additional Quantity, the County may use an alternate source to supply the Additional Quantity and shall not be required to purchase the Additional Quantity from the Town should the Town in future be able to supply the Additional Quantity.
- (f) The County will provide the Town with such information as the Town may reasonably request from time to time in respect of the County's actual consumption of Water.
- (g) The Town will use Commercially Reasonable Efforts to:
  - (i) make Water available to the County each year as required by the County to a maximum amount equal to the Annual Quantity for that year;
  - (ii) subject to paragraph 3(g)(i), above, make Water available to the County each day as required by the County up to a maximum amount equal to the Maximum Daily Quantity for that day;
  - (iii) avoid situations where it is unable to supply to the County the quantity of Water required by the County.
- (h) The County and the Town will work cooperatively and each of them will use Commercially Reasonable Efforts to manage and control the Peak Hour Draw Rate so as to optimize the operation of the water supply system providing water to the County under this Agreement.
- (i) The County will pay for all Water measured by the Town at the Point of Delivery.



- (j) The County will pay for all Water at the Rate established and in effect from time to time in accordance with Section 4 herein and the attached Schedule "C".
- (k) The County will pay for all Water by monthly payments based upon billings prepared by the Town. The Town will provide monthly billings to the County at least 30 days in advance of the due date for payment. If the County fails to pay by the due date, then the County must pay the late payment charge specified in the monthly billing.
- (l) The County may buy untreated water from sources other than the Town.
- (m) The County will only sell Water bought from the Town for the sole purpose of distributing the Water:
  - (i) within the Service Boundaries as shown on Schedule "B"; and
  - (ii) to customers outside the Service Boundaries that are identified in the attached Schedule "D" as may be agreed to from time to time.
- (n) The County and the Town are individually responsible for obtaining, at their sole expense, all necessary consents, approvals or orders from any level of government, board, tribunal, Village or other regulatory authority which is or are required in order for each of them to enter into this Agreement or to perform and satisfy their respective obligations described herein. The County and the Town will cooperate with each other and will provide reasonable assistance to each other, when requested.
- (o) The County and the Town will not allow or permit any Cross Connections.
- (p) In the event that the Town purchases Water from the County where the Water being purchased has been previously sold to the County by the Town pursuant to the terms of this Water Supply Agreement or the Town receives transportation service from the County through the County's facilities, the rate applicable to the purchase and sale of such Water or the transportation services, as the case may be, shall be determined in a manner consistent with Schedule "C" to this Agreement.
- (q) The County shall be responsible for obtaining the required Provincial approval to authorize withdrawal of water from the Red Deer River it is understood that the process takes time and the Town will endeavor to continue to supply water.

#### **4. Rates**

- (a) Annually, by November 1<sup>st</sup>, the Town shall forward to the County, the Rates to be charged for Water supplied by the Town under this Agreement to become effective on January 1<sup>st</sup> of the following year.
- (b) The Rates to be charged shall be calculated in accordance with the provisions of Schedule "C" of this Agreement.
- (c) Reconciliation of the budgeted water rates to actual on an annual basis.

#### **5. Ownership of Watermain and Meter**

- (a) That all title and ownership to both the 200 mm Watermain feeding the Churchill Booster Station as shown on Schedule "B" and the Meter shall be owned by the Town.
- (b) That the County at its own risk and expense will be responsible for:
  - (i) the control, operation and maintenance of the Watermains that are not under ownership and control of the Town; and
  - (ii) all necessary alterations, renewals, additions, repairs and changes to their Watermains;
- (c) That the County has obtained and secured to the satisfaction of the Town all necessary easements; rights-of-way; land purchases; line assignments; all indemnification agreements; permits; development permits; building permits; licenses; and all other approvals; as may be required by any authority having jurisdiction or any control agency or owner or from any other source, to construct the Watermain including but not limited to the access road, fencing, gate and telemetry system at the Booster Station.

#### **6. Metering and Supply**

- (a) The County has constructed Meter Chambers at each Point of Delivery as shown in Schedule "B".
- (b) The County will care for, keep safe, maintain, repair and replace all Meter Chamber.
- (d) The Meter Chamber is the County's property and the Meter is the Town's property.
- (d) The Town and the County may agree to additional Points of Delivery and if they do, then Schedule "B" will be amended.

- (e) Any additional Points of Delivery and required Meter Chambers will be constructed by the County at its expense and will be the County's property, provided that all Meters will be purchased and installed by the Town at its expense and will be the Town's property.
- (f) Any upgrades or modifications to existing or future Meter Chambers (including the equipment and instrumentation):
  - (i) required solely for the County, will be completed at the County's expense, and;
  - (ii) required solely for the Town, will be completed at the Town's expense.
- (g) The Town will care for, maintain, repair and replace the Meter.
- (h) Once every three years, the Town will test all Meters for accuracy. The Town will pay for these tests.
- (i) After notifying the Town in writing, the County may require the Town to have the Meter tested for accuracy.
- (j) If at any time a Meter Chamber or a Meter is out of service or is being repaired so that the measurement of the volume of Water being delivered is not being recorded accurately within the Agreed Variance, or if a test determines that the Meter is not registering accurately within the Agreed Variance, the Meter Chamber or Meter shall be repaired or adjusted as soon as practical, the measurement shall be corrected for a period definitely known or agreed upon, or if not known or agreed upon for one-half of the period since the last test of the Meter, and the measurements shall be determined or adjusted, as the case may be, to correct for the degree of inaccuracy using the best available data in the following priority:
  - (i) by using any check measuring equipment if installed and if accurately registering within the Agreed Variance;
  - (ii) by correcting the error, if the percentage of the error is ascertainable by calibration, test or mathematical calculation; or
  - (iii) by estimating the volume based upon deliveries under similar conditions during a period of time when the Meter was working accurately.

Where a test (other than a tri-annual test) indicates that the accuracy of a Meter exceeds the Agreed Variance, the Town will pay for the test. Where



a test (other than a tri-annual test) does not indicate that the accuracy of the Meter exceeds the Agreed Variance, the County will pay for the test.

- (k) The County will allow the Town reasonable access to all Meter Chambers at reasonable times for the purposes of performing its obligations to care for, maintain, repair, replace and test the Meters.
- (l) That the County shall, by mutual agreement with the Town, at its own risk and expense, design and supply to the Town standards and specifications and put into operation a telemetry system and flow recording equipment to transmit records of water flow from the Meter Chamber or a Meter to the control room at the Drumheller water treatment plant. The County shall install the telemetry system and flow recording equipment at all locations with the exception that the Town will carry out the installation of the aforesaid system and equipment in the control room at the Drumheller water treatment plant only. The County shall calibrate the equipment and continue to make such modifications and adjustments to the telemetry system and equipment as are necessary until the telemetry system and flow recording equipment are performing to the satisfaction of the Town. The costs of the aforesaid modifications and adjustments are to be borne by the County.
- (m) It is recorded that the County has provided to the Town, as-built drawings of that portion of the construction of the Watermain and Meter lying within the existing Town limits. The County shall update existing and adjoining block profile drawings affected by the new construction by the County within the existing Town limits.
- (n) That unless the Town at its own discretion otherwise agrees in writing, the Town shall not be obligated under the terms of this Agreement to supply water service for any purpose other than normal domestic and municipal purposes.
- (o) In an effort to preserve tourism and the environment immediate to Drumheller and to the extent permitted by law, the County shall be prohibited from supplying water to any new consumer for confined feeding operation purposes within fifteen (15) kilometers from the Town Limits without prior written approval from the Town.
- (p) Should the Town from time to time agree to supply water service for the purposes other than normal domestic and municipal purposes, such supply shall be made on an interruptible and off-peak demand basis.
- (q) The County shall be responsible for ensuring chlorine residuals in the water supply to all of the County's water consumers are in accordance with the requirements of the Province of Alberta.

- (r) The Town adds fluorine to the water within the Town water system and the County shall accept the water so fluoridated and shall have no right of appeal or objection from any party receiving such water under this Agreement.

### **7. Repairs, Maintenance and Replacements**

- (a) The Town may interrupt or curtail Water service for periods of time as it may reasonably require for the purpose of effecting any repairs, maintenance, replacement, upgrading or other work related to its water supply system providing service under this Agreement provide that (i) the Town has given the County at least forty-eight (48) hours prior notice or, in the event of unforeseen circumstances, the Town gives notice of such interruption or curtailment as soon as is reasonably possible and (ii) the Town acts reasonably in using Commercially Reasonable Efforts to restore services as soon as reasonably possible.
- (b) The Town will use Commercially Reasonable Efforts to coordinate the repairs, maintenance, replacement, upgrading and other work referred to in paragraph 7(a) above, with the County so as to minimize to the extent reasonable the inconvenience to the County of interruptions and curtailments.
- (c) During periods of interruption or curtailment provided for in paragraph 7(a), above, the Town may reduce the level, quality or quantity of service provided to the County under this Agreement, provided that the Town shall treat all of its customers affected by the interruption or curtailment, including the County, fairly, equitably, and without preference, consistent with any operating constraints then in effect. The Town and the County shall use Commercially Reasonable Efforts to keep each other apprised of and up-to-date in respect of the relevant circumstances during each interruption or curtailment.

### **8. Reduced Availability of Water**

Where the flow in the Red Deer River is insufficient to allow the Town to withdraw the volume of water required to meet the needs of the Town and the County, the Town and County shall incur reductions proportionate to previous annual water consumption by all users subject to any prior obligations under agreements already in place prior to the signing of this agreement, namely, the Water Supply Agreement between the town of Drumheller and Her Majesty the Queen dated January 1, 1978 and the Water Supply Agreement between the Town of Drumheller and the Kneehill Regional Water Services Commission dated June 15, 2004.

### 9. **Force Majeure**

The Town shall not be liable for any failure of or delay in performance of its obligations hereunder or be deemed to be in breach of this Agreement if such failure or delay arise from "force majeure".

- (a) For the purposes of this Agreement, "force majeure" shall mean any cause not reasonably within the Town's control and will include, without limitation, mechanical failure, acts of God, strikes, lockouts or other industrial disturbances, acts of public enemy, wars, blockades, insurrections, riots, epidemics, landslides, lightning, earthquakes, storms, floods, high waters, washouts, inclement weather, orders or acts of evil or military authorities, civil disturbances, or any other causes, whether of the kind herein enumerated or otherwise, not within the reasonable control of the Town and which, by the exercise of due diligence, the Town is unable to overcome, provided that lack of funds shall not be a cause beyond control.
- (b) The Town shall give the County prompt notice of such circumstances and shall take all reasonable steps to remove such disability. The Town shall not be entitled to the benefit of this force majeure clause to the extent the failure to provide Water was caused by the Town having failed to remedy the force majeure condition where it was reasonably able to do so and to resume the supply of water with reasonable dispatch.
- (c) The Town, through its Chief Administrative Officer, may impose reasonable restrictions on the delivery of Water, provided that the Town shall treat all of its customers affected by the force majeure, including the County, fairly, equitably and without preference, consistent with any operating constraints then in effect.
- (d) The parties agree that the settlement of strikes, lockouts, and other industrial disturbances shall be entirely within the discretion of the particular party involved therein and such party may make settlement thereof in such time and on such terms and conditions as it may deem to be advisable and no delay in making such settlement shall deprive such party of the benefits of this section.
- (e) A force majeure event will merely suspend contractual obligations, and not bring this Agreement or any portion thereof to an end.

### 10. **Liability, Damage and Mutual Indemnity**

- (a) The Town shall not be liable to the County for any damage, loss, cost or expense resulting from, arising out of or associated with:



- (i) a break of any Watermain, service pipe or collapse of any ditch or trench;
- (ii) the interference or suspension of the supply of Water due to maintenance work to, repair work to or replacement work for the Town's water system or an emergency situation regarding any part of the Town's water system; and
- (iii) any accident to or failure of any part of the Town's water system

Unless resulting directly from the negligent action or failure to act of the Town, its employees or agents.

- (b) Each party (the "indemnifying party") agrees to indemnify and save harmless the other party (the "indemnified party"), its agents and employees from and against any and all damage, injury, loss, costs, causes of action, including legal costs on a solicitor and his own client full indemnity basis, and claims suffered or incurred by the indemnified party, its agents or employees which are in any way connected with the performance or non-performance of the obligations of the indemnifying party pursuant to this agreement and which are caused either directly or indirectly or contributed to in whole or in part by any act or failure to act of the indemnifying party, its agents and employees, in respect of which indemnifying party, its agents or employees is liable or otherwise responsible in law, provided that such indemnity shall be limited to an amount in proportion to which the indemnifying party, its agents and employees are at fault or otherwise held responsible in law.

### **11. Termination, Arbitration and Remedies**

- (a) Either party may terminate this Agreement before the expiry of the original term or any renewed term by giving five (5) years prior written notice of termination.
- (b) If a dispute arises between the County and the Town regarding the interpretation, application, operation or breach of this Agreement or any part of it the dispute must be submitted to the dispute resolution process described in the attached Schedule "E" before either party may take any other action or step or pursue any available remedy in relation to the dispute regardless of whether such action, steps or remedy involves the courts, the Alberta Energy and Utilities Board or any successor tribunal or entity, provided however that either party may file a complaint or other document required to be filed with the courts, Board or any successor tribunal or entity and take any other action or step prior to submitting any dispute to the dispute resolution process if such filing, action or step is necessary to preserve its right to pursue the dispute in the event that the dispute resolution process is unsuccessful in resolving the dispute.

Notwithstanding that the dispute resolution process is involved, the parties will continue to perform their obligations described in this Agreement until such time as the dispute resolution process is complete.

- (c) Subject to paragraph 11 (b), if a party breaches this Agreement, then the other party will have all available legal, equitable and other remedies.

**12. Strategic Planning and Consultation**

- (a) The County and the Town will create and develop a process of planning and consultation. As a first step, the parties agree to the establishment of a joint steering committee (the "Joint Steering Committee"). Initially, the Joint Steering Committee will be composed of:
  - (i) three (3) representatives appointed by the County; and
  - (ii) three (3) representatives appointed by the Town.
- (b) The rules and procedures of the Joint Steering Committee will be established from time to time by it. However:
  - (i) the Joint Steering Committee will meet not less than twice per year;
  - (ii) the role of the chair for each meeting will be rotated alternatively between the Town and the County;
  - (iii) the location of each meeting will be rotated among all Joint Steering Committee Members.

**13. The mandate of the Joint Steering Committee is to:**

- (a) enhance communications between and among the Town and the County.
- (b) analyze and improve operations under this Agreement.
- (c) engage in a process of strategic planning regarding such issues as the supply and delivery of Water, water conservation, capital expenditures and rates and rate increases or decreases; and
- (d) provide a forum for the discussion of issues respecting Annual Quantity determination under Part 1 of the attached Schedule "A" and any other concerns respecting the purchase, supply and delivery of Water;

provided however that it shall not be necessary for the Town or the County to take any dispute to the Joint Steering Committee prior to submitting the dispute to the dispute resolution process in accordance with section 11(b) of this

Agreement. In order to carry out its mandate, the Joint Steering Committee may delegate tasks to sub-committees. The sub-committees may be composed of people who are not members of the Joint Steering Committee.

In witness whereof the parties have signed this Agreement to be effective from and after the Effective Date.

**TOWN OF DRUMHELLER**

**Per:**\_\_\_\_\_

**Per:**\_\_\_\_\_

**Date:**\_\_\_\_\_

**KNEEHILL COUNTY**

**Per:**\_\_\_\_\_

**Per:**\_\_\_\_\_

**CAO:**\_\_\_\_\_

**Date:**\_\_\_\_\_



**SCHEDULE "A"**

**PART 1**  
**ANNUAL QUANTITY**

1. Subject to section 2 of this Schedule, the County and the Town agree that the Annual Quantity of Water for each of the following years shall be the quantity set forth opposite that year:

2008.....	12,877 m3 (Base Year)
2009.....	14,165 m3
2010.....	20,000 m3
2011.....	22,000 m3
2012.....	24,200 m3

2. The Annual Quantity of Water for a calendar year will be determined or redetermined, as the case may be, as follows:
- (a) Prior to October 1<sup>st</sup> in each year of this Agreement, the County will provide to the Town:
    - (i) a written forecast of the quantity of Water which the County reasonably expects to purchase from the Town during each of the net five calendar years and which the County proposes as the Annual Quantity of Water for each of those years (the "forecast"; and
    - (ii) engineering and other information supporting the forecast, including without restriction information regarding the County's forecast population, business and industrial growth.
  - (b) Prior to July 31<sup>st</sup> of the following year the County and the Town will meet to review the County's forecast and review planning issues and the Town will give the County notice as to whether the Town agrees with the quantity of Water proposed by the County as the Annual Quantity of Water for a calendar year as set forth in the forecast.
  - (c) If the Town agrees with the quantity proposed by the County as the Annual Quantity of Water for each calendar year as set forth in the forecast, those quantities will become the Annual Quantity of Water for each of those calendar years.

- (d) If the Town does not agree with the quantity proposed by the County as the Annual Quantity of Water for any calendar year as set forth in a forecast, the County and the Town will work together in good faith to reach agreement on the quantity that will be the Annual Quantity of Water for each of the years covered by the forecast.
- 3. Unless and until the County and the Town reach agreement on a different quantity as the Annual Quantity of Water for a calendar year pursuant to Section 2 of this Schedule.
  - (a) In the case of a calendar year set forth in Section 1 of this Schedule (a "Scheduled Year"):
    - (i) if the County and the Town have not agreed pursuant to Section 2 on a quantity to be the Annual Quantity for the Scheduled Year different than the quantity set forth in Section 1, the Annual quantity will be the quantity set forth opposite the Scheduled Year in Section 1; or
    - (ii) if the County and the Town have agreed pursuant to Section 2 on a quantity to be the Annual Quantity for that Scheduled Year different than the quantity set forth in Section 1, the Annual Quantity will be the quantity last agreed on by the County and the Town for that Scheduled Year;
  - (b) In the case of a calendar year after the last Scheduled Year (a "Non-Scheduled Year"):
    - (i) if the County and the Town have not agreed pursuant to Section 2 on a quantity to be the Annual Quantity for that Non-Scheduled Year, the Annual Quantity will be the quantity set forth opposite 2012 in Section 1 of this Schedule;
    - (ii) if the County and the Town have agreed pursuant to Section 2 on a quantity to be the Annual Quantity for that Non-Scheduled Year, the Annual Quantity will be the quantity last agreed on by the County and the Town for that Schedule Year;
    - (iii) if the County and the Town have agreed pursuant to Section 2 on a quantity to be the Annual Quantity for a Non-Scheduled Year but have not agreed on the quantity to be the Annual Quantity for the Non-Scheduled Year in question, the Annual Quantity for the Non-Scheduled Year in question will be the quantity for the last Non-Scheduled Year for which they reached agreement unless and until the County and the Town reach agreement on a different quantity for the Non-Scheduled Year in question pursuant to Section 2.

4. For greater certainty, each of the Town and the County shall act reasonably in preparing and reviewing each forecast, and in all discussions and negotiations in relation to each forecast and the establishment of an Annual Quantity of Water for each year. The County shall use commercially reasonable efforts in the preparation of each forecast to ensure to the extent reasonably possible that it is not over-estimating or otherwise inflating its Water needs. The Town shall exercise sound engineering judgement and, where appropriate, consult with the County when reviewing the technical aspects of the County's forecast. The parties expressly and explicitly acknowledge and agree that it would be reasonable for the Town to refuse to agree to the quantity proposed by the County for any bona fide reason, including any bona fide economic, legal, regulatory, technical or engineering reason, but that it would be unreasonable and improper for the Town to refuse to agree to a quantity proposed by the County primarily for the purpose of limiting or otherwise controlling the growth of residential, commercial or industrial development with the Service Boundaries.
5. **Maximum Quantity**  
The Maximum Annual Quantity of water to be allocated from the Town's water system to the County shall be 30,000 m3 (Based on year 2008 projections).

**SCHEDULE "A"**

**PART 2**

**MAXIMUM DAILY QUANTITY**

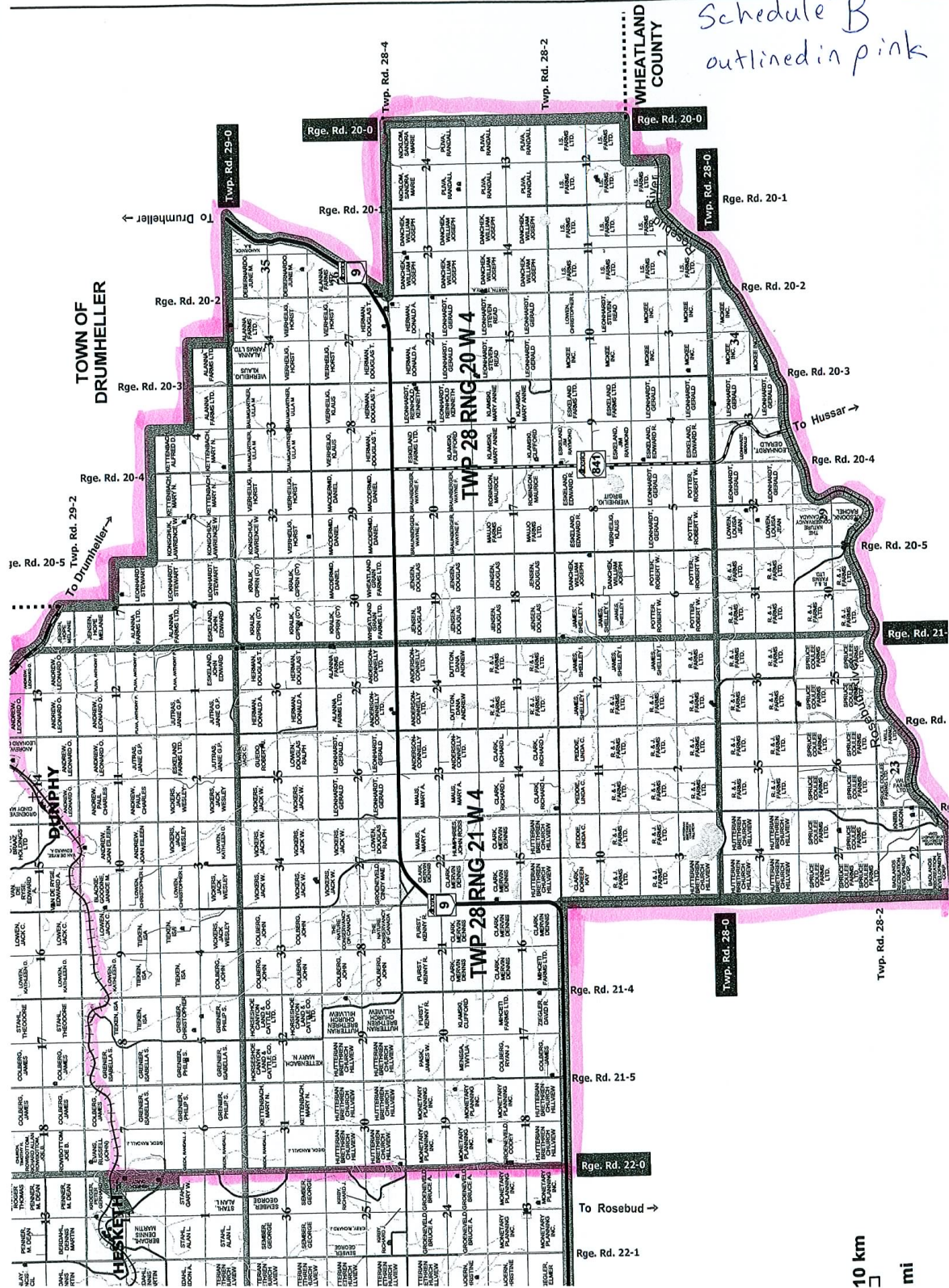
The Maximum Daily Quantity for each day shall be equal to the quantity (expressed in mega litres or cubic metres) determined as follows:

Maximum Daily Quantity –  $(AQ/365) \times 2.2$

Where AQ equals the Annual Quantity for the calendar year in which that day falls.



Schedule "B"  
outlined in pink



### **SCHEDULE "C"**

#### **HOW THE RATE IS DETERMINED**

##### **A. HOW THE RATE IS DETERMINED**

Rates will be calculated on a cost of service basis utilizing the principles set out in the American Water Works Association (AWWA) manuals of practice dealing with water rates and charges, as revised and updated from time to time, and in accordance with the findings and directives of the Alberta Energy and Utilities Board.

Principles and practices to be applied to determine Rates may change from time to time by way of negotiated agreement between the parties or as a result of a decision or order of the Alberta Energy and Utilities Board, or a successor tribunal or authority.

Notwithstanding anything contained in this Schedule or in the Agreement (to which this Schedule is attached), the principles and practices used to determine Rates may be changed as a result of negotiated agreement between the Town and the County or as a result of either party exercising its rights under the applicable legislation in effect at that time.

##### **B. MINIMUM SALES CALCULATION**

There is a significant amount of capital expenditure by the Town to meet the needs of the County; a minimum sales calculation shall be made each year. This minimum amount will be calculated utilizing the cost figures for the fixed or capital costs associated with the production of water by the Town for the County.

The minimum rate will be based on a minimum fixed amount of water that recognizes the recovery of appropriate fixed costs.

Actual sales volumes and in the interim period of the phasing of the County water line predicted volumes of water be used as a base for the calculations.

**SCHEDULE “D”**

**PARTIES TO WHOM THE COUNTY  
MAY RESELL THE TOWN'S WATER  
OUTSIDE OF THE BOUNDARIES**

NIL

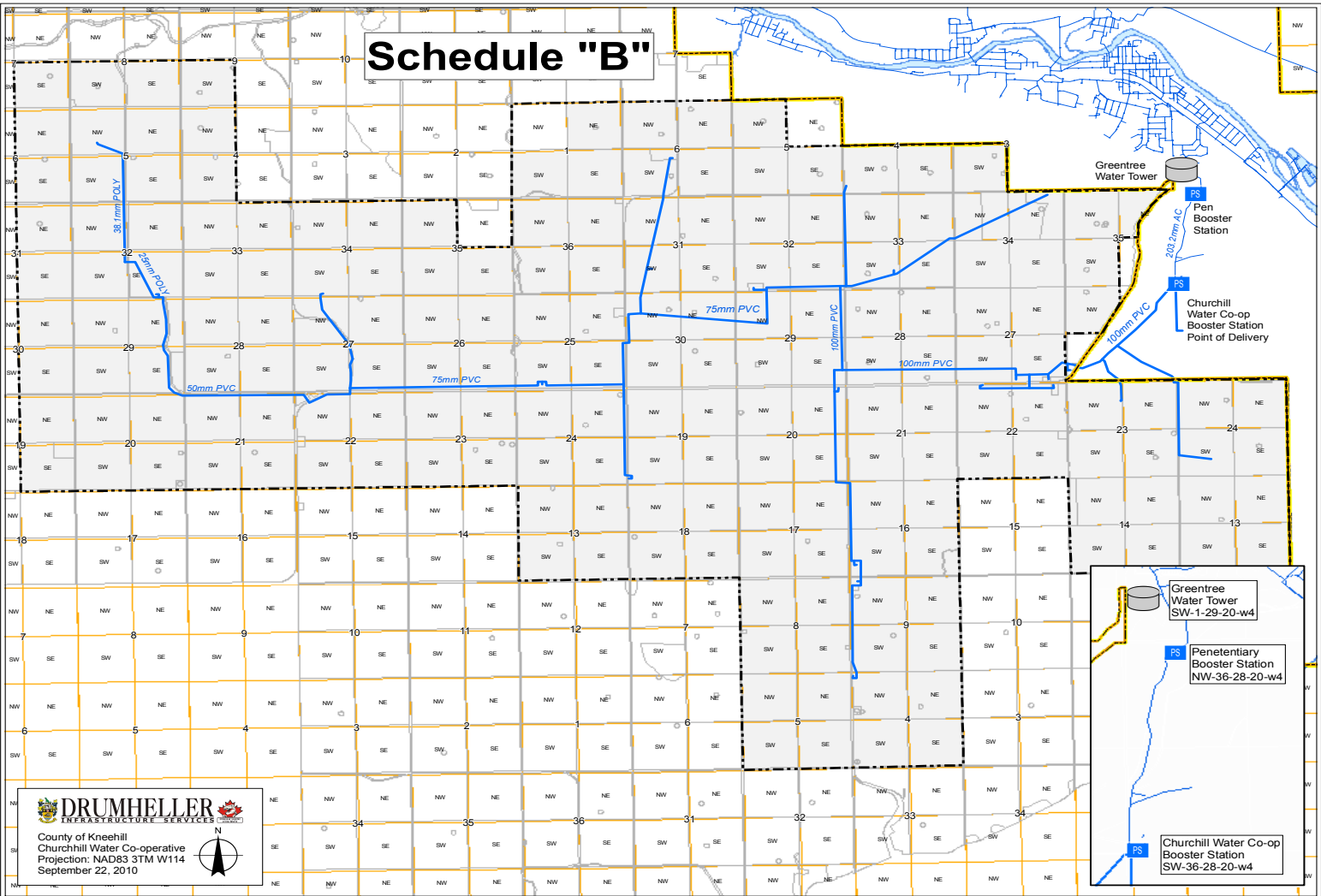
### **SCHEDULE “E”**

#### **DISPUTE RESOLUTION PROCESS**

The County and the Town acknowledge that in any business relationship a difference of opinion or interpretation or a divergence of interest may arise. The County and the Town are committed to resolving any disputes in a non-adversarial, informal, and cost efficient manner. Therefore the County and the Town agree as follows:

1. The County and the Town will attempt to resolve any dispute through direct negotiation.
2. Failing successful negotiation they will resort to mediation as follows:
  - (a) Either party may give written notice to the other, request that the parties select a mediator. The parties shall endeavor to select a Mediator agreeable to both from a list of suitable mediators maintained by the Alberta Arbitration and Mediation Society.
  - (b) Within 7 days of his or her selection, the Mediator will designate a time for a meeting among the Mediator and a representative of each the County and the Town. Each representative must have authority to agree to a resolution of the dispute.
  - (c) Subject to paragraph 11(b) of the Agreement, for a 45 day period of time from the written notice requesting the selection of a mediator, neither the County nor the Town will take any action or step or pursue any available remedy other than to use its commercially reasonable efforts to participate in the mediation process.
  - (d) The cost and expense of the Mediator and the mediation process will be paid for equally by the County and the Town.
  - (e) The mediation process, including all discussions, proposals and written materials made or prepared, will be strictly confidential and cannot be used or referred to in any subsequent action, step or proceedings.
  - (f) The Mediator cannot be called by either party as a witness in any subsequent action, step or proceeding.
  - (g) Should the parties fail to agree on a mediator under sub clause a) within a period of 21 days from the date of written notice, a mediator shall be appointed by Alberta Municipal Affairs or failing them the Alberta Arbitration and Mediation Society or its successor in kind.







# DRUMHELLER

## REQUEST FOR DECISION



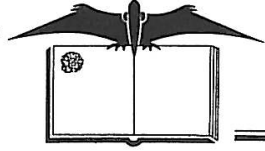
### Request for Decision

		<b>Date:</b> September 23, 2010	
<b>Topic:</b>	<b>DRUMHELLER PUBLIC LIBRARY BOARD APPOINTMENTS</b>		
<b>Proposal:</b>	The Drumheller Public Library Board has two vacancies on their board resulting in two resignations from Ingrid Thornton and Adrine Giles. The vacancies were advertised in the Town Page. Two applications have been received from Gary Wood and Louise Hendrickson. The Library Board members recommend approval.		
<b>Proposed by:</b>	Drumheller Public Library Board		
<b>Correlation to Business (Strategic) Plan</b>			
<b>Benefits:</b>			
<b>Disadvantages:</b>			
<b>Alternatives:</b>			
<b>Finance/Budget Implications:</b>	N/A		
<b>Operating Costs:</b>		<b>Capital Cost:</b>	
<b>Budget Available:</b>	\$0.00	<b>Source of Funds:</b>	
<b>Budget Cost:</b>	\$0.00	<b>Underbudgeted Cost:</b>	
<b>Communication Strategy:</b>			
<b>Recommendations:</b>	That Council approve the appointments of Gary Wood and Louise Henrickson to the Drumheller Public Library Board for a three year term.		
<b>Report Writer:</b>	R.M. Romanetz, P. Eng.	<b>CAO:</b>	
<b>Position:</b>	Chief Administrative Officer		

**OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER**

Telephone: (403) 823-1339

LibraryBoardAppointment1	Created By: Ray Romanetz	1
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### Drumheller Public Library

Box 1599, 224 Centre Street, Drumheller, Alberta T0J 0Y0  
Telephone: 403-823-5382 Fax: 403-823-3651  
E-mail: [drumlib@magtech.ca](mailto:drumlib@magtech.ca) (Library)  
Web: [drumhellerlibrary.ca](http://drumhellerlibrary.ca)

16 September 2010

Mayor & Councillors

Town of Drumheller

703 – 2<sup>nd</sup> Avenue West

Drumheller AB T0J 0Y4

Dear Mayor Nimmo & Councillors:

*... and Louise Henderson  
Sept 21st*

Mr Gary Wood has applied to serve on the Drumheller Public Library Board. Please be advised that the Board endorses his application, and requests that his appointment be approved as soon as possible.

With many thanks for your support during your terms of office, and best wishes for the future,

Yours sincerely,

A handwritten signature in cursive script that reads "J. Linda Traquair".

J. Linda Traquair

Chairperson, Drumheller Library Board

JLT:lt

## TOWN OF DRUMHELLER

### APPLICATION TO SERVE ON PUBLIC SERVICE BOARDS

BOARD APPLIED FOR: LIBRARY

NAME OF APPLICANT: GARY DAVID WOOD

ADDRESS: [REDACTED]

DRUMHELLER

ALBERTA T0J0Y5

EMAIL: [REDACTED]

TELEPHONE NO: (H) [REDACTED] (W) [REDACTED]

LENGTH OF RESIDENCY IN TOWN: 8 MTHS

PAST SERVICE ON SIMILAR BOARDS: N/A

BRIEF PERSONAL HISTORY (include information which you feel would assist Council in making a decision as to your capabilities to serve on this Board.)

IMMIGRATED FROM UK IN JAN 2010, HAVING WORKED  
AS CHIEF PROSECUTOR IN UK FOR 15 YEARS AND AS  
A POLICE OFFICER FOR 11 YEARS PRIOR. NOW WORK AS  
CONSULTANT WITH SCHWABERSON GROUP & CO IN DRUMHELLER.  
INTERESTS INCLUDE SPORTS AND COMPUTERS.

15 SEPT 2010  
DATE

[Signature]  
SIGNATURE OF APPLICANT



TOWN OF DRUMHELLER

APPLICATION TO SERVE ON  
PUBLIC SERVICE BOARDS

BOARD APPLIED FOR:

Library

NAME OF APPLICANT:

Louise Henrickson

ADDRESS:

~~XXXXXXXXXXXXXXXXXXXX~~  
Drumheller AB.

T0J 0V1

EMAIL:

~~XXXXXXXXXXXXXXXXXXXX~~

TELEPHONE NO:

(H) ~~XXXXXXXXXX~~ (W) ~~XXXXXXXXXX~~

LENGTH OF RESIDENCY IN TOWN:

Twenty six years

PAST SERVICE ON SIMILAR BOARDS:

First Drumheller Scouts 4 years  
Drumheller Farmers Market 10 years  
St Anthony's Parent Council 6 years  
Bedrock Playschool 2 years  
St Anthony's Church Alter Server Coordinator } 3 yrs.  
Childrens programming }

BRIEF PERSONAL HISTORY (include information which you feel would assist Council in making a decision as to your capabilities to serve on this Board.)

Raising children in Drumheller has given me  
the opportunity to be part of the community  
in many aspects. It also showed me the  
importance of the role of a volunteer and  
the need for strong community programming.  
With my 14 years of working in the education  
system and being the Family Literacy Coordinator  
I feel that I can bring a wealth of  
knowledge to assist in developing a library for the future.

Sept. 10/10  
DATE

Louise Henrickson  
SIGNATURE OF APPLICANT



# DRUMHELLER

## REQUEST FOR DECISION



### Request for Decision

		<b>Date:</b>	September 23, 2010
<b>Topic:</b>	<b>DRUMHELLER HOUSING ADMINISTRATION APPOINTMENTS</b>		
<b>Proposal:</b>	The Drumheller Housing Administration had two vacancies on their board. The appointment of Gordon Clozzo was recently approved at Council's Meeting of September 13 <sup>th</sup> resulting in one vacancy. A second application has been received from Gerald Martynes.		
<b>Proposed by:</b>	Raymond Romanetz		
<b>Correlation to Business (Strategic) Plan</b>			
<b>Benefits:</b>			
<b>Disadvantages:</b>			
<b>Alternatives:</b>			
<b>Finance/Budget Implications:</b>	N/A		
<b>Operating Costs:</b>		<b>Capital Cost:</b>	
<b>Budget Available:</b>	\$0.00	<b>Source of Funds:</b>	
<b>Budget Cost:</b>	\$0.00	<b>Underbudgeted Cost:</b>	
<b>Communication Strategy:</b>			
<b>Recommendations:</b>	That Council approve the appointment of Gerald Martynes to the Drumheller Housing Administration Board for a three year term.		
<b>Report Writer:</b>	R.M. Romanetz, P. Eng.	<b>CAO:</b>	
<b>Position:</b>	Chief Administrative Officer		

**OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER**

Telephone: (403) 823-1339

	Created By: Ray Romanetz	1
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# DRUMHELLER

DINOSAUR CAPITAL OF THE WORLD



## APPLICATION TO SERVE ON TOWN PUBLIC SERVICE BOARDS

Board applied for DRUMHELLER HOUSING ADMIN

Date SEPT 20 2010

Name of Applicant GERALD W. MARTYNES

Address [REDACTED] Phone # [REDACTED]


Length of Residency in Town 28 yrs

Past Service on Similar Boards NO PUBLIC SERVICE BOARDS.

MULTIPLE PRIVATE CHARITABLE AND BUSINESS BOARDS

**BRIEF PERSONAL HISTORY** (include information which you feel would assist Council in making a decision as to your capabilities to serve on this Board)

EXTENSIVE FINANCIAL BACKGROUND AS A CERTIFIED  
FINANCIAL PLANNER FOR PAST 18 YEARS. SERVED ON  
THE COMMISSION COMMITTEE WITH LOCAL CHURCHES WORKING  
WITH LOCAL FAMILIES IN NEED. INTERESTED IN HELPING  
FAMILIES HELP THEMSELVES.

  
Signature of Applicant

Fax back to (403)823-8006



September 21, 2010

Re: **Oyen-Lyalta Rail Recovery Plan – Request for Municipal Support**

**Dear Mayors, Council Members & CAOs;**

A meeting was held on Monday September 13, 2010 at the Palliser Regional Municipal Services Board Room in Hanna to discuss the current situation with the Oyen-Lyalta railway recovery project.

At that meeting there was discussion regarding the results of the negotiation efforts of the Board of Directors of 1504499 Alberta Ltd. ("aka Badlands Railco"). Unfortunately, Railco was unsuccessful in obtaining agreement with CN for the retention of railway operations in the region. The indication which we have received from CN is that they will strictly follow the timelines set out in the Canadian Transportation Act (the "CTA"), as more fully described below. The CTA sets out specific time frames in which CN must offer the rail assets for sale to the Province and the municipalities through which the line operates.

**Next Steps Under the Canadian Transportation Act**

The Province and those Municipalities will have received a letter from CN describing the next phase in the rail discontinuance process. The Government interest stage is currently in effect whereby the Province has 30 days to express interest in acquiring the line, and if no interest is expressed, the municipalities will be given a further 30 day time frame for expressions of interest. The Province's 30 days expired on Thursday September 16, 2010. The Province has not given an expression of interest in acquiring the line to CN.

The municipalities will have until Monday October 18, 2010 to express interest in retaining the rail assets otherwise CN may begin removal of all rail infrastructure from our region.

115 Palliser Trail, P.O. Drawer 1900, Hanna, Alberta T0J 1P0 tel 1-877-854-3371 fax 403-854-4684  
[www.palliserservices.ca](http://www.palliserservices.ca)



### **Results of Business Plan**

The municipal representatives at the meeting requested that a letter be sent to all Councils with business plan information explaining how the retention of the rail infrastructure may be feasible. The following information provides a basic representation of the current proposal to acquire the Oyen-Lyalta rail infrastructure:

The Feasibility Study and Business Plan developed by RailWest Management Ltd. ("RWM") conclude as follows:

### **Conclusions of Feasibility Study**

1. a viable short line can be developed on the assets comprising the Oyen and Drumheller subdivisions between Oyen and Lyalta (the "Line");
2. in the short term it appears that more traffic will be generated west of Hanna, however due to the very high number of railway bridges to be maintained on the rail line west this portion is likely to require regular inspection and maintenance with the possibility that the costs associated with those activities becoming significant;
3. operating the entire Line from Oyen to Lyalta would require 1300 loaded cars per year to achieve a break even point, assuming a reasonable surcharge levied on cars shipped;
4. to breakeven or achieve profitability a purchaser would need to effect the purchase without any interest-bearing debt;
5. the fundamental rationale for making the purchase and operating as a short line is two-fold, one immediate, the other longer term:
  - (a) to provide significant "on-farm" savings to producers; those savings can be as high as \$1500 per loaded car based upon savings from the avoidance of elevation and storage charges at the elevators, before any surcharge which the railway would apply; and
  - (b) to preserve the infrastructure for future usage for potential tourist operations, and as a means to attract other industry or development

6. the savings from loading producer cars can be one means of inducing producers to invest in the acquisition of the short line railway;

### **Summary of Business Plan**

1. the rail assets can be acquired for less than their Net Salvage Value (aprox. \$22,000,000.00) if CN Rail can be satisfied that there will be traffic delivered to it on the Line;
2. historical data indicates 4,466 - 10,000 rail car equivalents of grain and oilseeds in catchment area served by Line;
3. competition is primarily trucking - elevators will offer trucking premiums which will reduce, or disappear, with abandonment of Line;
4. project the Line can attract up to 1,573 cars within five years of commencing operations;
5. producer loading sites will be an immediate "spin-off" of retention of the Line; Cereal, Youngstown, Hanna, Munson, Drumheller, and Rockford appear to be likely candidates for such sites;
6. cost of constructing a 6 bin loading site approximates \$250,000;
7. **very large number of bridges west of Delia will give rise to ongoing inspection and maintenance requirements, the cost of which may become significant over time;**
8. two options exist to make acquisition: purchase or lease, or combination thereof; CN have to date indicated that they are unwilling to enter into a lease;
9. sources of capital: equity capital from producer - shareholders; direct assistance from federal / provincial governments; municipal tax receipts to CN for donation of rail assets; most likely that producer equity will be required in order to "leverage" federal or provincial assistance;
10. options for operations: purchase or lease locomotive; purchase or lease Brandt car-hauler; hire rail contractor;

11. operations will require a per car surcharge - \$540 at 1200 cars annually, reducing to \$400 per car at 1,573 cars annually; with surcharge at those levels the short line produces net income after taxes of approximately \$63,000 annually;

12. with surcharge producer - shippers will still achieve on farm savings of approximately \$1,000 per loaded car shipped, hence the incentive for producers to invest;

### **Potential Use of Municipal Tax Receipts**

Based upon discussions held to date between RWM and CN it appears there may be an ability to utilize tax receipts issued by the municipalities to CN, in recognition of a donation of the rail assets, as a basis by which the Municipalities could acquire the rail assets. The liability issues which arise from this acquisition are discussed below. The Municipalities could then lease or otherwise transfer the rail assets to Railco to operate the short line rail service. This is only one means by which the rail assets might be acquired.

A market valuation (Net Salvage value determination) has been completed to provide the maximum purchase value that the municipalities would be required to pay for the rail assets. This value is in the range of \$23,000,000. Confirmation of the availability of utilizing tax receipts is currently being reviewed to achieve that result in accordance with the *Income Tax Act* (Canada). Under the approach referred to above the value of the rail assets would be used to provide the maximum amount of tax certificates to CN in order to defray the purchase price as much as possible. The use of tax certificates has been discussed with CN and Tim Ell, C.A. of Endeavour Chartered Accountants. CN appears to be interested in the potential of using tax certificates as part of the cost of purchase.

**Our initial advice is that care will be required in implementing the process by which such a donation would be made to ensure that any such arrangements will substantiate the voluntary nature of the transfer from CN to the Municipalities. This is more fully described below under the heading "Structure of the Transaction".**

### **Liability Issues**

The principal liability which will arise for the Municipalities as owners of the Line are the same as presently exist for CN; liability to persons who

enter upon the railway right of way and suffer injury, or who ship products or commodities on the Line and whose products or commodities are lost or damaged.

To reduce this liability, and perhaps avoid it altogether, those Municipalities who decide to acquire the Line would do so through a corporation. The legal ownership of the rail assets would be held by the corporation. The Municipalities, as the shareholders of the Corporation, would have no direct liability for losses suffered on the rail assets.

*The Municipal Government Act* imposes limitations upon the situations in which Municipalities can control a “for-profit” corporation. We are researching precisely how this result can be achieved but our initial advice is that it will be possible to do so.

The corporation would carry liability insurance and would require that any entity operating on the rail assets would similarly carry liability insurance under which the owner (corporation) would be a named insured.

### **Anticipated Purchase Price**

The last offer made by 1504499 Alberta Ltd. was at a price of \$17,500,000. RWM report that based upon conversations they have had with CN that this offer was rejected due to the uncertainty of certain terms contained within it and that there may be some opportunity to achieve a sale at a price somewhat below that amount.

### **Need for Additional Capital**

Additional capital will be required for a portion of the purchase price if CN deems the tax receipts insufficient as full payment. There are three potential sources of such capital:

(a) **federal government:** P3 Canada Fund has been established specifically to fund infrastructure (fund is earmarked for the construction of infrastructure rather than its purchase. Initial response from the Provincial representative was that the rail recovery project would not qualify however an application has been submitted to the Federal Government for consideration);

(b) **provincial government:** a direct interest free loan would be the most obvious capital from this source;



(c) **equity investment:** by raising equity from local grain producers and other businesses, who are likely to be the primary shippers upon the Line.

### **Structure of Transaction**

The precise form of any transaction involving the Municipalities remains to be finalized. However, assuming the Municipalities were prepared to become the owners of the rail assets, with the rail company to operate the short line on a lease basis, it is thought by RWM to be possible to achieve such an arrangement within the time frames provided by the CTA.

In outline form the following is the proposal of RWM for this transaction:

1. 1504499 Alberta Ltd. (hereafter "Railco") indicate to CN its willingness to operate the Line, and to interchange traffic with CN, if CN is prepared to make the rail assets available to Railco;
2. CN writes to the municipalities and indicates its willingness to donate the rail assets on the basis that it is aware of local interest to operate but CN not interested in continued ownership;
3. assuming municipalities are prepared to do so, they confirm their willingness to receive a donation of rail assets provided donation made to a corporation to be set up for the municipalities as a means of protecting municipalities from liability for issues arising from operation of the rail assets;
4. municipalities invite Railco to submit to them a proposal to lease and operate the rail line;
5. the proposal of Railco is made to lease (at nominal rent) the Line subject to Railco being able to enter into a satisfactory interchange agreement with CN;
6. interchange agreement between Railco and CN to include one time payment by Railco to CN (the "Interchange Payment") in consideration of CN undertaking to interchange traffic at both Lyalta AND Oyen (CN presently are of the view that the Oyen portion of these assets will not generate sufficient traffic to be economic) so this agreement has real value for Railco, and interchange agreement would be subject to terms typical of such agreements, including a rate CN will pay for traffic delivered to it;

7. Railco then proceeds to raise capital needed to fund the Interchange Payment, from equity or debt.

It will be impossible to foreclose every risk that arises for the parties in this transaction, and to do so would undermine the ability to establish the truly voluntary nature of the donation from CN. For instance, if Railco cannot raise the funds for the Interchange Agreement CN's only choice will be to accept less, or accept payment of the Interchange Payment over time. From the municipalities' perspective the risk is that Railco does not raise the funds for the Interchange Payment and hence cannot operate. This risk seems unlikely as it will result in CN getting less than the full amount it seeks. In other words, CN would seem to have no choice but to take payments over time if it insists on full payment. Accordingly, to the extent there is risk it is primarily borne by CN.

### Conclusion

To proceed with the investigation of whether a deal can be made along these lines in a timely manner (an expression of interest is required prior to October 18<sup>th</sup>) requires an indication of municipal support. Therefore, please provide a resolution of Council to our office indicating the municipal position on the interest to participate in an investigation and negotiations with CN according to the terms mentioned above so that we may continue to attempt to retain the rail infrastructure in our region for future economic opportunities.

If you have any questions or comments please contact our office.

Yours truly,

Brad Wiebe, RPP, MCIP  
CEO/ Director of Planning

Encl. Badlands Railway Business Plan – November 2009

c.c: Honourable Jack Hayden, MLA  
Kevin Sorenson, MP