

Town of Drumheller COUNCIL MEETING AGENDA

**November 17, 2014 at 4:30 PM
Council Chamber, Town Hall
224 Centre Street, Drumheller, Alberta**



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1.0 CALL TO ORDER

2.0 MAYOR'S OPENING REMARK

3.0 PUBLIC HEARING

4.0 ADOPTION OF AGENDA

5.0 MINUTES

5.1. ADOPTION OF REGULAR COUNCIL MEETING MINUTES

- 3-10 5.1.1 Organizational Meeting Minutes of November 3, 2014
Regular Council Meeting Minutes of November 3, 2014

5.2. MINUTES OF MEETING PRESENTED FOR INFORMATION

5.3. BUSINESS ARISING FROM THE MINUTES

6.0 DELEGATIONS

- 6.1 Delegation - Joanne Akerboom - St. Anthony's Track and Field Project

7.0 COMMITTEE OF THE WHOLE RECOMMENDATIONS

8.0 REQUEST FOR DECISION REPORTS

8.1. CAO

8.2. DIRECTOR OF INFRASTRUCTURE SERVICES

8.3. DIRECTOR OF CORPORATE SERVICES

11 8.3.1 RFD - Sandstone Manor - Taxes - Roll #000 04029906

8.4. DIRECTOR OF COMMUNITY SERVICES

12-30 8.4.1 Drumheller Strategic Tourism Funding Framework

31-37 8.4.2 Economic Development Task Force Strategic Plan

8.4.3 RFD (Direction) - Draft Business License Bylaw

8.5. DIRECTOR OF PROTECTIVE SERVICES

9.0 PRESENTATION OF QUARTERLY REPORTS BY ADMINISTRATION

10.0 PUBLIC HEARING DECISIONS

11.0 UNFINISHED BUSINESS

12.0 NOTICE OF MOTION

13.0 COUNCILLOR REPORTS

13.1 Councillor Jay Garbutt - Drumheller Housing Administration 2015 Budget

14.0 IN-CAMERA MATTERS

14.1 Personnel Matter

**Town of Drumheller
ORGANIZATIONAL MEETING
MINUTES**

November 3, 2014 at 4:30 PM
Council Chamber, Town Hall
224 Centre Street, Drumheller, Alberta



PRESENT:

MAYOR:

Terry Yemen

COUNCIL:

Jay Garbutt

Lisa Hansen-Zacharuk

Patrick Kolafa

Tara McMillan

Sharel Shoff

Tom Zariski

CHIEF ADMINISTRATIVE OFFICER/ENGINEER:

Ray Romanetz

DIRECTOR OF INFRASTRUCTURE SERVICES:

Allan Kendrick

DIRECTOR OF CORPORATE SERVICES

Barb Miller

DIRECTOR OF COMMUNITY SERVICES:

Paul Salvatore

DIRECTOR OF PROTECTIVE SERVICES:

Greg Peters

RECORDING SECRETARY:

Linda Handy

1.0 CALL TO ORDER

Mayor T. Yemen called the Organizational Meeting to order at 4:30 PM.

2.0 BOARD APPOINTMENTS

2.1. RFD - Council Board Appointments

Mayor T. Yemen presented the Town's 2014/15 Council Board Appointments as follows:

Airport Commission
Municipal Planning Commission

Palliser Regional Municipal Services
Drumheller Chamber of Commerce

Patrick Kolafa
Tom Zariski
Sharel Shoff
Sharel Shoff
Terry Yemen

Drumheller & District Solid Waste
Management Association

Valley Bus Society

Drumheller Public Library Board
Community Futures
Community Advisory Committee - RCMP
Police Committee
Crime Stoppers
Citizens on Patrol
Drumheller Agriculture & Stampede Board
Drumheller & District Seniors Foundation
Drumheller Housing Administration
Sub-division and Development Appeal Board

Disaster Service Committee

Communities in Bloom

Community Standards Appeal Committee

Assessment Review Board

Economic Development Task Force

Red Deer River Municipal Users Group
Aqua 7 Steering Committee

Revitalization Corporation

Taxi Commission

Heritage Steering Committee
Drumheller & District Humane Society
Badlands Facility Fundraising Committee

Assessor

Provincial Appointments
Canadian Badlands Ltd.

Patrick Kolafa
Ray Romanetz
Tara McMillan
Alan Kendrick
Patrick Kolafa
Sharel Shoff
Tom Zariski
Tom Zariski
Tom Zariski
Tom Zariski
Lisa Hansen-Zacharuk
Tom Zariski
Jay Garbutt
Jay Garbutt
Lisa Hansen-Zacharuk
Patrick Kolafa
Jay Garbutt
Terry Yemen
Lisa Hansen-Zacharuk
Tara McMillan
Jay Garbutt
Terry Yemen
Lisa Hansen-Zacharuk
Sharel Shoff
Lisa Hansen-Zacharuk
Terry Yemen
Tara McMillan
Terry Yemen
Terry Yemen
Ray Romanetz
Terry Yemen
Sharel Shoff
Jay Garbutt
Patrick Kolafa
Tom Zariski
Tara McMillan
Sharel Shoff
Lisa Hansen-Zacharuk

Rod Viske
Wildrose Assessment

Terry Yemen-Executive
Patrick Kolafa-Shareholder
Jay Garbutt-Shareholder

MO2014.ORG1 Garbutt, Hansen-Zacharuk moved that the 2014 /15 Council Board Appointments be adopted as presented. Carried unanimously.

2.2 RFD - SDAB Appointments

R. Romanetz advised that the terms of the current Subdivision and Development Appeal Board members will expire on November 3, 2014 resulting in three vacancies on this board. Two applicants have resubmitted their names: Don Guidolin and Karen Ann Bertamini. The remaining one vacancy will continue to be advertised.

MO2014.ORG2 Shoff, Hansen-Zacharuk moved that Council approve the appointments of Don Guidolin and Karen Ann Bertamini to the Subdivision and Development Appeal Board for a term expiring on the date of the Council's 2015 Annual Organizational Meeting. Carried unanimously.

2.3 RFD – Appointments to the Municipal Planning Commission

R. Romanetz advised that the terms of two current Municipal Planning Commission members will expire on November 3, 2014 resulting in two vacancies on this board. Two applicants have resubmitted their names: Sharon J. Clarke and Shawn Francis. Both have served one (three year) term.

MO2014.ORG3 Zariski, McMillan moved that Council approve the appointments of Sharon J. Clark and Shawn Francis to the Municipal Planning Commission for a second three year term expiring on the date of Council's 2017 Organizational Meeting. Carried unanimously.

2.4 RFD – Appointment to Economic Development Task Force

R. Romanetz advised that there is one vacancy on the board for a member from Starland County. Reeve Barry Hoover has agreed to serve in this capacity.

MO2014.ORG4 Kolafa, Hansen-Zacharuk moved that Council approve the appointment of Reeve Barry Hoover to the Economic Development Task Force as recommended by the Task Force for a three year term expiring at Council's 2017 Organizational Meeting. Carried unanimously.

2.5 RFD – Appointment to Policing Committee

R. Romanetz advised that the Committee has three vacancies: two from the public at large as residents of Drumheller and one for rural member (either from Delia, Morrin, Carbon and Munson). Both Fred Makowecki and Jim Decore wish to resubmit their names as public at large members. Fred would like another three year term and Jim would like another one year term. Fred has served two consecutive three year terms and Jim has served one three year term and three one year terms consecutively. Bylaw 16.09 allows the term of any citizen member to exceed six consecutive years by a resolution of Council. Administration is recommending that Fred and Jim be reappointed. The remaining one rural member vacancy will continue to be advertised.

MO2014.ORG5 Zariski, Garbutt moved that Council approve the appointment of Jim Decore for a one year term expiring on the date of Council's 2015 Annual Organization

Meeting and the appointment of Fred Makowecki for a three year term expiring on the date of council's 2017 Annual Organization Meeting. Carried unanimously.

2.6 RFD - Drumheller Housing Administration Appointment

R. Romanetz advised that the Drumheller Housing Administration has two vacancies on their board. Current board member Ray Page has resubmitted his name. One vacancy remains on the board and will continue to be advertised.

MO2014.ORG6 Garbutt, Shoff moved that Council approve the appointment of Ray Page to the Drumheller Housing Administration for a three year term to expire on the date of Council's 2017 Organizational Meeting. Carried unanimously.

3.0 ADJOURNMENT OF ORGANIZATIONAL MEETING

There being no further business, the Mayor declared the meeting adjourned at 4:50 PM.

MAYOR

CHIEF ADMINISTRATIVE OFFICER

**Town of Drumheller
COUNCIL MEETING
MINUTES**

November 3, 2014 at 4:50 PM
Council Chamber, Town Hall
224 Centre Street, Drumheller, AB, T0J 0Y4



PRESENT:

MAYOR:

Terry Yemen

COUNCIL:

Jay Garbutt

Lisa Hansen-Zacharuk

Patrick Kolafa

Tara McMillan

Sharel Shoff

Tom Zariski

CHIEF ADMINISTRATIVE OFFICER/ENGINEER:

Ray Romanetz

DIRECTOR OF INFRASTRUCTURE SERVICES:

Allan Kendrick

DIRECTOR OF CORPORATE SERVICES:

Barb Miller

DIRECTOR OF COMMUNITY SERVICES:

Paul Salvatore

DIRECTOR OF PROTECTIVE SERVICES:

Greg Peters

RECORDING SECRETARY:

Linda Handy

1.0 CALL TO ORDER

1.1 Mayor Terry Yemen called the meeting to order at 4: 50 PM.

1.2 Councillor Tara McMillan was sworn in as Deputy Mayor for the months of November and December, 2014.

2.0 MAYOR'S OPENING REMARK

3.0 PUBLIC HEARING

4.0 ADOPTION OF AGENDA

Deletion: 13.1 Councillor Jay Garbutt – DHA 2015 Budget

MO2014.148 Hansen-Zacharuk, McMillan moved to adopt the agenda as presented.
Carried unanimously.

5.0 MINUTES

5.1. ADOPTION OF REGULAR COUNCIL MEETING MINUTES

5.1.1 Regular Council Meeting Minutes of October 20, 2014

MO2014.149 Shoff, Hansen-Zacharuk moved to adopt the regular Council meeting minutes of October 20, 2014 as presented. Carried unanimously.

5.2. MINUTES OF MEETING PRESENTED FOR INFORMATION

5.2.1 Municipal Planning Commission Minutes of September 18, 2014

5.2.2 Municipal Planning Commission Meeting Minutes of July 17, 2014

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 Update on Flood Mitigation

R. Romanetz advised that the grant application under the Alberta Community Resilience Program has been submitted to the Province for approval. Administration needs to meet with the provincial representatives to move forward on two critical areas: mapping based on the Provincial exemption for Drumheller and whether these areas can be approved as development zones. A meeting will be arranged once the Town's application has been approved. He further advised that initial decisions may be approved within 30 days.

8.2. DIRECTOR OF INFRASTRUCTURE SERVICES

8.3. DIRECTOR OF CORPORATE SERVICES

8.4. DIRECTOR OF COMMUNITY SERVICES

8.4.1 Overview of the Tourism Master Plan Executive Summary

P. Salvatore advised that the Tourism Master Plan was funded through the Rural Development Fund and adopted in February 2011. He provided the following overview:

Strategic Priority #1 Strengthen the leadership role of the tourism industry (Travel Drumheller and the Economic Development Task Force Strategic Plan will be presented to Council shortly and will identify a means to support tourism over time);

Strategic Priority #2 Use research to build insight, track performance, guide decisions and inform prospective investors (better tools needed to measure results);

Strategic Priority #3 Continually invest in upgrades to the quality of basic tourism infrastructure (work with Infrastructure Services to identify source of funding);

Strategic Priority #4 Grow the businesses and experiences that create a reason to visit the Dinosaur Valley (the growth of businesses and experiences lead to growth in the tourism industry);

Strategic Priority #5 Develop regional tourism nodes and the corridors that connect them (more effort in lobbying on highway corridors – Canadian Badlands is working on a corridor theme between Drumheller and Dinosaur Provincial Park);

Strategic Priority #6 Reinvigorate the downtown core as a distinctive destination and hub by creating a Town Centre District that celebrates Drumheller's context history and culture (reinvesting with heritage inventory and other properties to add value);

Strategic Priority #7 Competitively and collaboratively market the Town of Drumheller and the Dinosaur Valley experience to grow visitation and tourism expenditures (Travel Drumheller to create other liaisons more connected to one another; Drumheller Festival Society - Tough Mudder, Grand Fondo, Dino Fest, ½ Maraton); and

Strategic Priority #8 Ensure municipal policies support a strong, self-reliant, profitable, and innovate tourism industry (brownfields development, allowances for open air cafes, MDP update, traffic routes to allow more opportunities, tourism partnerships);

8.5. DIRECTOR OF PROTECTIVE SERVICES

9.0 PRESENTATION OF QUARTERLY REPORTS BY ADMINISTRATION

10.0 PUBLIC HEARING DECISIONS

11.0 UNFINISHED BUSINESS

12.0 NOTICE OF MOTION

13.0 COUNCILLOR REPORTS

14.0 IN-CAMERA MATTERS MO2014.150 Shoff, McMillan moved to go in camera at 5:32 PM. Carried unanimously.

14.1 Personnel Matter

MO2014.151 McMillan, Garbutt moved to revert to regular Council meeting at 6:01 PM. Carried unanimously.

MO2014.152 Kolafa, Hansen-Zacharuk moved to accept the recommendation of Administration for the appointment of Fire Chief.

In favour: Yemen, Kolafa, Zariski

Opposed: McMillan, Garbutt, Shoff, Hansen

Motion Defeated

MO2014.153 Shoff, Zariski moved to go in camera at 6:03 PM. Carried unanimously

14.1 Personnel Matter

MO2014.154 Shoff, McMillan moved to revert to regular Council meeting at 6:20 PM. Carried unanimously.

MO2014.155 Hansen-Zacharuk, McMillan moved to accept the recommendation of Administration for the appointment of Fire Chief.

In favour: Yemen, Kolafa, Zariski, McMillan, Hansen-Zacharuk

Opposed: Shoff, Garbutt

Motion Carried.

There being no further business, the Mayor declared the meeting adjourned at 6:22 PM.

Mayor

Chief Administrative Officer



DRUMHELLER

CHIEF ADMINISTRATIVE OFFICER

Agenda Item # 8.3.1



Request for Decision

Date: November 14, 2014

Topic:	SANDSTONE MANOR – 2014 TAXES – Roll #000 04029906		
Proposal:	<p>Drumheller Housing Administration (DHA), through Councillor Jay Garbutt has requested an annual cancellation of taxes as allowed under Section 347(1) of the Municipal Government Act on the property being used by Sandstone Manor.</p> <p>DHA has advised that the current rents will cover DHA's expenses and recommended reserves however the cancellation of municipal taxes would allow for more certainty in covering reserve allocations. The initial budget that was developed for the affordable housing project assumed no municipal taxes be payable.</p>		
Proposed by:	Drumheller Housing Administration, through Councillor Jay Garbutt.		
Correlation to Business (Strategic) Plan			
Benefits:			
Disadvantages:			
Alternatives:			
Finance/Budget Implications:	<ul style="list-style-type: none">◆ Council has budgetted the cancellation of the 2014 municipal portion of taxes for Sandstone Manor.◆ The municipal portion of the property tax is \$8952.15 leaving the education tax of \$2997.97 as payable.◆ This loss of revenue impacts the operating surplus.		
Operating Costs:		Capital Cost:	\$0.00
Budget Available:	\$0.00	Source of Funds:	
Budget Cost:	\$0.00	Underbudgeted Cost:	
Communication Strategy:			
Recommendations:	Council cancel the municipal portion of Sandstone Manor taxes in the amount of \$8952.15 for the 2014 tax year.		
Report Writer:	R.M. Romanetz, P. Eng.	CAO:	
Position:	Chief Administrative Officer		

OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER

Telephone: (403) 823-1339



November 14, 2014

Town of Drumheller
224 Centre Street
Drumheller, Alberta
T0J 0Y4

Subject: Drumheller Strategic Tourism Funding Framework

Dear Mayor & Council:

The document which follows is the recommended strategic tourism funding framework for Drumheller.

The framework addresses the need for greater economic growth within our community and illustrates how tourism can be the sector that leads our economic renewal.

I look forward to presenting highlights from this document at Council's November 17th meeting.

Sincerely,

A handwritten signature in blue ink, appearing to read "Chris Curtis".

Chris Curtis
Executive Director



Drumheller Strategic Tourism Funding Framework

Submission to the Town of Drumheller

November 17, 2014

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Setting the Stage for Growth

Drumheller is the Heart of the Canadian Badlands - a region that is synonymous with agriculture, mining, oil and gas and....tourism. Since the opening of the Royal Tyrell Museum in 1985, tourism has emerged as a primary driver of economic activity for the region, accounting for more than 27% of the town's employment in tourism-related sectors like: accommodation, food and beverage, retail, arts, recreation and entertainment and attractions⁽¹⁾. Nevertheless, because the continued expansion of the Alberta economy is resulting in the loss of human and capital resources in smaller towns to more populous municipalities.....

Drumheller's future has never been more dependent on a vibrant tourism economy, than now.

Creating a \$10.3B Tourism Industry by 2020

Travel Alberta's plans to grow tourism to a \$10.3B industry by 2020 represents a 40% increase in current business levels; this works-out to approximately \$580M/ year in incremental growth in each of the next 5-years. What could tourism in Drumheller look like in 5-years time if the destination did its part to grow receipts by 40%⁽²⁾?



22,000
ADDITIONAL SEATS SOLD/YR AT
ROYAL TYRELL MUSEUM



10,120
ADDITIONAL ROOM NIGHTS
SOLD/YR



\$1.23M
INCREMENTAL ROOM NIGHT
REVENUE/YEAR

Tourism Master Plan Provides the Foundation for Growth

The Tourism Master Plan (TMP) is instructive in saying the primary goal of Drumheller is to "Enhance the role of the Town of Drumheller as a four-season tourist destination and optimize the economic benefits of tourism throughout the region." Of the four pillars to support that goal (management capacity, destination development, marketing and policy), the greatest advance to-date has been in the creation of Travel Drumheller. With a stable, long-term funding model in place, this organization will be able to deliver the programming and services that grow Drumheller into a year-round resort destination.

Worth noting is that the TMP stresses the importance of marketing the town of Drumheller and the Dinosaur Valley in a *competitive* and *collaborative* manner to grow visitation and tourism expenditures. To be *competitive*, Drumheller must find a way to keep pace with the incremental marketing investments being made in other tourist destinations throughout the province. To be *collaborative* means we must fund this work together as the tourism partners and businesses that benefit from, or rely exclusively on visitor spending within the destination.

ECONOMIC IMPACT⁽³⁾

19,0000
TOURISM BUSINESSES

114,000
JOBS IN ALBERTA

\$1.88B
FEDERAL TAX REVENUE

\$1.08B
PROVINCIAL TAX REVENUE

\$452M
LOCAL TAX REVENUE

(1) Town of Drumheller, Tourism Master Plan (2011)
(2) Travel Alberta, Alberta's Tourism Performance Report (2013-2014)
(3) Travel Drumheller estimate based on review and extrapolation of available industry data for our region

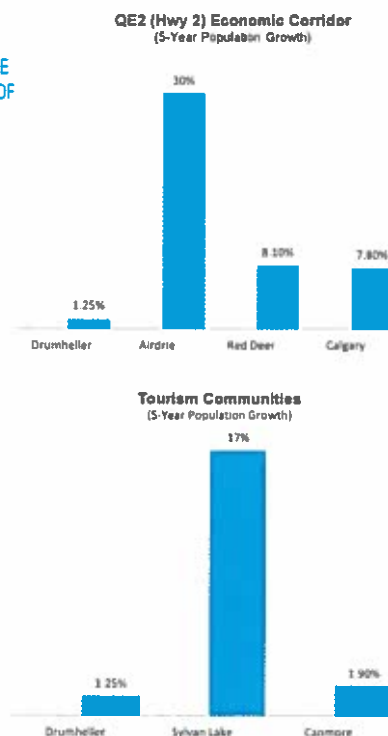
A Changing Marketplace

Tourism is a green, renewable and export-oriented industry. It is the best card the Town of Drumheller can play to address the economic stagnation that has descended upon the community. It does not require new capital investment, tax subsidies or an extended period of time before it begins to make a difference in the lives of local businesses, residents and the municipal government, which ultimately has a need to grow its commercial tax base. The assets are in place; the industry is ready to serve more visitors.

The impact of a dollar spent on tourism marketing has a direct economic impact on the businesses that provide goods and services to tourists; it also has an indirect economic benefit on just about every other business in Drumheller. A stable, and sustainable commitment to fund tourism marketing is an imperative.

POPULATION

DRUMHELLER'S POPULATION CONTINUES TO GROW AT A RATE LESS THAN THE ANNUAL RATE OF INFLATION.



Drumheller is Losing Ground to Surrounding Municipalities and Competing Tourist Destinations

Drumheller's population growth over the past 5-years has averaged 1.25%, which is notably lower than the annual rate of inflation. When population growth falls below the rate of inflation for any sustained length of time, the cost of services a municipality is obligated to deliver will invariably rise and lead to higher taxes, fees and levies.

In the absence of opportunities for real wage growth (which normally occurs when there is new investment in the community and/or because an industry like tourism can find a way to drive incremental business into the destination which will help create new jobs,) the cost-of-living pressure could contribute to a further decline in Drumheller's community's total population base.

The charts on the left contrast the rate of population growth in Drumheller's economic trading corridor to that found in tourism-oriented communities. On the low range of the scale, Canmore's 5-year population growth was 1.5x higher than Drumheller's, whereas Airdrie's was 30x.

Private Sector Investment Lags Competitors

An analysis of 2009-2013 construction permit values within the QE2 (Hwy 2) trading corridor reveals that private sector spending on construction in Drumheller (excluding residential building values) lags its competitors. By removing residential and institutional construction values from these totals, one is better able to correlate the impact private investment in commercial/industrial construction projects has on the residents of a community. The chart is intended to illustrate the fact that surrounding regional economies are benefitting from much higher rates of capital investment in commercial and industrial activity than Drumheller. While Drumheller may not be able to drive comparable investment levels anytime soon, a shift in emphasis toward destination marketing could

significantly drive visitation to the community, induce more consumer spending, and cause local businesses to begin to reinvest in, or expand their operations.

CONSTRUCTION SPENDING

43% OF ALL CONSTRUCTION SPENDING IN DRUMHELLER THE PAST 5-YEARS WAS ON INSTITUTIONAL PROJECTS.

QE2 (Hwy 2) Economic Corridor
Private Sector Construction Spending Per Capita* (5-Year Average)
*Excludes Residential Construction



Equalized Assessment

The chart below shows the 3-year average of equalized assessments for residential and non-residential assets in the QE2 (Hwy 2) economic corridor and in comparable tourism communities. The data also helps to illustrate a simple point: that residential taxpayers in Drumheller shoulder a proportionately higher share of the responsibility to fund municipal services than other communities due to its limited commercial base.

3-Year Equalized Assessment & Mill Rate Comparisons

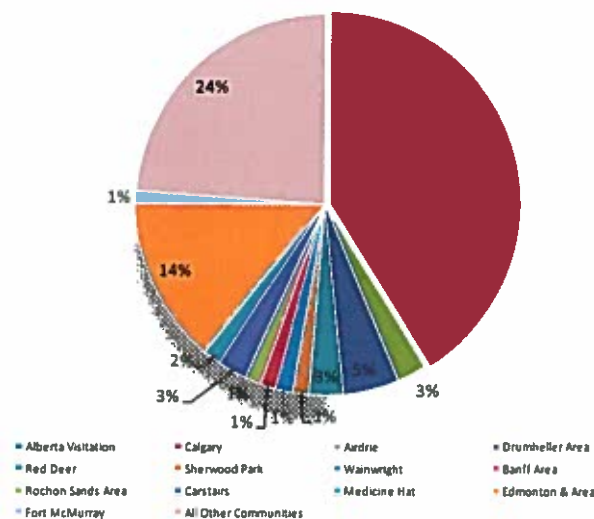
Tourism Communities					
	3-Year Equalized Assessment Average		3-Year "Mill" Average		
	Residential	Non-Residential	Residential/ Farmland	Non-Residential	3-Year Avg Tax
Drumheller	\$ 657,346,916	\$ 199,254,494	11,3210	7,0418	1:1.58
Sylvan Lake	\$ 1,654,751,094	\$ 259,321,474	10,1020	5,3707	15:8
Canmore	\$ 4,566,629,201	\$ 797,218,145	8,2792	2,1146	4:1
Banff	\$ 1,185,538,635	\$ 679,505,940	16,6681	2,7762	6:1
Jasper	\$ 711,283,254	\$ 436,603,813	12,7423	2,4450	26:5

QE2 (Hwy 2) Economic Corridor					
	3-Year Equalized Assessment Average		3-Year "Mill" Average		
	Residential	Non-Residential	Residential/ Farmland	Non-Residential	3-Year Avg Tax
Airdrie	\$ 5,266,329,958	\$ 930,572,035	7,9573	4,2689	15:8
Red Deer	\$ 9,028,448,652	\$ 3,064,759,784	12,3169	6,9286	2:1
Calgary	\$ 160,297,504,918	\$ 48,102,844,622	11,2977	3,4858	13:4

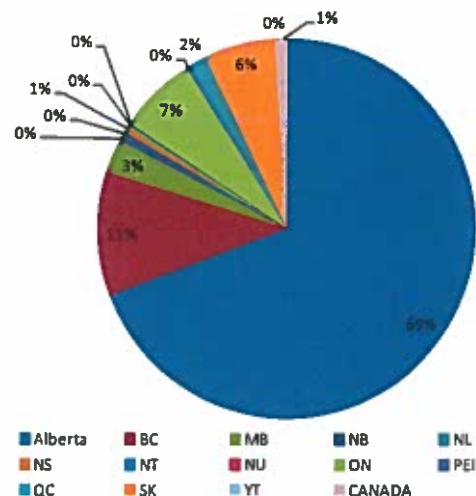
Positioning Drumheller As Alberta's Most Visited Destination

Understanding where visitors originate from and what their expectations are once they arrive in Drumheller is critical to positioning the destination for future success.

Alberta Visitation to Royal Tyrell Museum
(5-Year Summary of Attendance)



Canadian Visitation to Royal Tyrell Museum
(5-Year Summary of Attendance)



TOP 5 COUNTRIES THAT VISIT DRUMHELLER

85.4%
CANADA

2.84%
U.S.

0.9%
GERMANY

0.8%
ENGLAND

0.7%
AUSTRALIA

Drumheller Depends on the Regional Market

The Royal Tyrell Museum (RTM) is a proxy for everything that impacts the tourism sector in Drumheller. RTM attendance statistics show that the town has been a beneficiary of a stronger Alberta economy with year-to-date visitation (to June 30th) coming in 10.4% higher than the previous year.

Not surprisingly, the largest source of Canadian visits to the RTM (69%) is Albertans. Of all the Albertans that come to Drumheller, approximately 53% are within 1-hour's reach; 19% within 3-hours; and, the remainder coming from various other locations within Alberta. Based on these numbers, if Drumheller did nothing more than tap the rapidly expanding Edmonton and Calgary markets with new consumer messaging and vacation package options, it will have targeted its efforts on two of the highest yielding markets in the country.

Strategic Alignment with Partners in Calgary and the Canadian Rockies

To be sustainable over the long-term, however, Drumheller needs to focus on marketing and promotional activities in long-haul international markets - particularly in the U.S. (Drumheller's largest source of all international traffic.) It needs to be acknowledged that most international travellers don't start their vacation planning by thinking about a trip to Drumheller; it likely begins with the initial thought of vacation to Canada, followed by the desired type of travel experience (eg. cultural exploration, outdoor adventure, etc...) For Drumheller to be more successful, it must become part of a larger play for visitors seeking authentic 'western Canadian' experiences. None of this can be achieved unless Drumheller purposefully coordinates its efforts with destinations such as Calgary and its Canadian Rockies partners. At present, Travel Drumheller simply lacks the capacity to be an effective tourism partner.

Comparative Analysis of Tourism Funding Models

For context, Drumheller's fixed roof accommodation sector is approximately 1/10 the size of Banff's. Travel Drumheller presently allocates less than \$30,000 annually toward marketing, which is approximately 1/200th the amount spent by Banff. The destination simply cannot create the partnerships, nor the opportunities that are needed to alter the trajectory of visitation to the community if it isn't prepared to come to the table with significantly more marketing dollars.

An effective tourism funding model is one that includes stable and sustainable funding for Travel Drumheller: a model that is applied equitably to all tourism-related businesses; one that is accountable for producing results.

What is a Tourism Business by Drumheller's Definition?

Because not all tourism communities are the same, Travel Drumheller reached out to different segments of the local business community in August, 2014 to better understand how tourism impacts the pattern of business throughout the year. The segments contacted included: Accommodation, RV Resorts & Campgrounds, Food & Beverage and Retail. While there was a limited response to the surveys due to the fact the survey was conducted in the height of the summer season, Travel Drumheller believes there was sufficient insight provided to guide decisions about a new tourism funding model for the community. Questions asked of these businesses included, but were not limited to:

- *Is the majority of your business's profits generated during peak visitation periods?*
- *Are your labour needs driven by the effects of tourism, or is it simply a function of local business activity generated from other sectors (eg. oil and gas)?*
- *Do your product/service offerings and the price you offer them at change throughout the year to respond to the change of seasons and type of customer?*
- *Could your business survive without the visitors who come to the community?*
- *Where do you focus your sales and marketing efforts? The local market, or beyond?*

What Funding Models Have Been Introduced in Comparable Alberta Tourist Destinations?

As part of its research, Travel Drumheller conducted a study of tourism funding models that have been adopted in other Alberta destinations. What follows is the defining characteristics of the three that are deemed the most relevant to Drumheller's situation: Banff, Canmore & Jasper.

Banff

- Banff collects a 2% Tourism Improvement Fee (TIF) from its accommodation sector - a mandatory fee that was introduced in 2006 for the accommodation sector as the result of an industry push to substantially increase the level of investment in tourism marketing.
- TIF is equal to 50% of the 4% Alberta Tourism Levy.
- The requirement to remit the 2% is tied to the Town of Banff's business license system (Schedule B).
- The 2% TIF appears clearly on all guest folios.
- 100% of Schedule B Fees paid by the accommodation sector go toward destination marketing; these funds are managed exclusively by Banff Lake Louise Tourism.
- Other businesses are also required to pay Schedule B fees in support of tourism marketing. The fees for non-accommodation sector businesses are determined annually and are subject to an annual 'fixed' % increase of 2%.
- Businesses outside the Town have the option of opting-in to the TIF on a contractual basis with Banff Lake Louise Tourism.
- Banff Lake Louise Tourism is a member-driven, destination marketing association (DMO).

Canmore

- Tourism Canmore Kananaskis is a member-driven, destination management organization - which is similar to a destination marketing organization, just with a greater focus on programs and activities which support development of the local economy.
- A private DMF continues to operate in Canmore; approximately 400 of the 2300 rooms participate. TCK notes that not having all partners working together collectively to support destination marketing efforts presents some challenges to effectively representing the destination in short- to long-haul markets.
- Approximately 1400 of the remaining 1900 rooms (74%) participate in the voluntary DMF; this is the principal source of funding for TCK. The number of participants has nearly doubled in the past 3-years.
- Approximately 52% of TCK's funding comes from a 3% voluntary DMF collected by accommodation sector partners; 12% comes from the Town to support economic development; less than 5% comes from member fees; and, the balance comes from other sources.
- Town council had looked at the option of supporting tourism vis-a-vis changes to its business registry, but this option was never pursued.

Jasper

- Jasper Destination Marketing Corporation (JDMC) is the town's marketing organization, a private entity which operates independent from the Town and is managed by a DMF Board of Directors (w/same directors serving on the Board of Jasper Tourism).
- JDMC benefits from a voluntary, 2% DMF which is applied at participating hotels, food and beverage establishments, activity operators and attractions.
- Initial business participation was strong, with approximately 50 participants. The number of contributors has since fallen and Jasper had looked at what Canmore was considering in 2012 with the introduction of a mandatory-type DMF (like Banff's) which could be tethered to the municipal business licensing system.

Comparative Business License Fees - Tourism-Oriented Destinations

	Jasper*	Banff**	Canmore***	Drumheller
Fixed Roof Accommodations				
Hotels, Motels, Lodges, Inns & Resorts & B&Bs	\$165.00	2% TIF	\$150.00 - \$400.00	\$238.21
Bed and Breakfasts with < than 4 rooms (Banff) and max. Of 2 rooms (Canmore)	\$165.00	\$41.32/bed	\$100.00	\$238.21
RV Resorts & Campgrounds				
RV Resorts & Campgrounds	\$165.00	n/a	n/a	\$238.21
Food & Beverage Operations				
Includes Corporate/Independent Restaurants, Bars, Pubs, Coffee Shops, Cafe's & Deli's	\$165.00	\$34.98/seat	\$100.00 - \$400.00	\$238.21
Formula Fast Food Restaurants	\$165.00	\$34.98/seat	\$100.00 - \$400.00	\$238.21
Retail Operations				
General Retail (Clothing, Accessories, Gifts, Art, Cosmetic, Health, etc.)	\$165.00	\$1.88/sq ft.	\$100.00 - \$250.00	\$238.21
Big Box Retail	\$165.00	n/a	\$800.00	\$238.21
Gas Stations	\$165.00	n/a	\$250.00	\$238.21
Attractions, Special Events and Entertainment				
Tourist Attractions & Entertainment (eg. museums, guiding, activities, bowling alleys, event planners, photographers/videographers, etc.)	\$165.00	\$477.54 - \$795.91	n/a	\$238.21
Horse Livery	\$165.00	\$7,003.97	n/a	\$238.21
Movie Theaters	\$165.00	\$1,167.33/screen	n/a	\$238.21
Services				
Financial Institutions & ATMs	\$165.00	\$5,518.28	\$400.00	\$238.21
Banking Machines (Full Service ATM)	n/a	\$1,602.42/ATM	n/a	n/a
Industrial & Manufacturing				
Industrial and Manufacturing Businesses	\$165.00	n/a	\$800.00	\$238.21

* Notes on Jasper Business License Fees as per Schedule B, Municipality of Jasper Bylaw #088, Town of Jasper Business Licensing Bylaw.

** Notes on Banff's Business Bylaw 22-9 Amendment Bylaw, 2% TIF not applicable to B&Bs with fewer than 4 rooms to rent. Schedule B fees are subject to an annual 2% adjustment, excepting the accommodation sector. Business license for some sectors weighted based on number of employees in the business. Minimum business license fee in 2014: \$477.54.

*** Notes on Canmore's Business Bylaw, 14-2010. Industry/Commercial rates of \$800.00 apply to businesses w/greater than 1500 sq. m. of space.

† Notes on Drumheller's Business Bylaw, No. 04.09 Annual business license fee schedule last updated January 1, 2014.

Choosing The Right Tourism Funding Model for Drumheller

As Travel Drumheller spent the past several months considering the strengths and weaknesses of various tourism funding structures in Alberta, it became apparent there was no one model that fit perfectly for Drumheller. We must create our own based on the best practices found in other destinations.

Travel Drumheller believes all businesses that benefit from tourism need to share in the responsibility of generating awareness for our tourism product offerings, because.....the entire business community stands to benefit from the impact of increased visitation and spending.

Issues: Voluntary Tourism Funding Model

There has been many discussions in other communities about the shortcomings of a voluntary-funded tourism marketing programs - whether a DMF, or a variation of that funding mechanism.

The issue that often arises is that the initial excitement that caused funders to get together in the hopes of lifting their destination's tourism marketing efforts eventually turns to misgivings about how/where marketing monies are being spent - and how that has, or has not, translated to new levels of business activity. Invariably, some businesses become disenchanted with the process and withdraw both their input to strategic marketing discussions, and their funding.

The death knell for any destination marketing organization is the slow, erosive effect that comes with the loss of long-term funders being part of the funding equation. Tourism marketing is a serious business that requires a serious funding commitment. Travel Drumheller simply cannot do the heavy lifting the destination requires if it cannot make 3-5 year strategic marketing decisions with the confidence that the required funds are going to remain in-place over the long-term.

The other problem with a voluntary DMF is that when those initial 'unhappy' funders drop-off, it eventually weakens the resolve of those who have committed to continue supporting the destination's marketing needs.

Many of these businesses too will come to a point of saying 'why should we do all the heavy lifting while others ride on the coat tails of our investment?'

Mandatory Funding Model Recommended for Drumheller

Travel Drumheller is recommending that the Town of Drumheller assist with the development of a mandatory, dedicated tourism funding framework using the business license registry as the mechanism to support the objective.

The request of the Town to move in this direction has been supported by comprehensive discussions with Drumheller's fixed roof accommodation sector businesses as well as RV Resort and Campground sector businesses (a letter to this effect is appended to this document.)

A mandatory funding model accomplishes the following objectives:

- provides for predictable, long-term funding certainty; and,
- creates alignment within the marketplace by ensuring all businesses in impacted sectors share in the responsibility to fund tourism marketing initiatives.

The mechanics of how Travel Drumheller is proposing that a strategic tourism funding framework be implemented follows in the next section.

Drumheller Strategic Tourism Funding Framework:

With support, in principle, having been achieved among a majority of Drumheller's Accommodation and Bed & Breakfast sector businesses (fixed roof accommodations) and RV Resort & Campground sector businesses, Travel Drumheller is recommending that a NEW business licence fee schedule (Schedule B) be created to provide dedicated funding for destination marketing and infrastructure enhancements. Proposed 2015 "Schedule B" fees of \$496.78/room* would apply to all Accommodation and Bed and Breakfast businesses. And, proposed 2015 Schedule "B" fees of \$63.81/site** would apply to all RV Resort and Campground sector businesses.

Rationale for Applying Schedule "B" to Fixed Roof Accommodations and RV Resorts & Campgrounds

At 560 rooms, Drumheller is challenged to generate tourism marketing funds at a level commensurate with many of its other tourism competitors (eg. Banff has 10x the number of rooms.) The fact the destination has an estimated 1550 RV & Campground sites that cater to the needs of visitors is key to mitigating this shortfall and ensuring all providers of overnight lodging options are involved in supporting the destination.

As described in Schedule "B" calculations (found in the Appendix), RV Resorts & Campgrounds will contribute approximately \$1 for every \$3 contributed by the fixed roof accommodation sector to help support destination marketing objectives.

Calculation of Schedule "B" Fees

Accommodation and B&B Sector

The 'fee per room' will be calculated on an annual basis as follows: 2% of the Drumheller accommodation sector's 'aggregate' ADR x Occupancy performance based on the average of the previous 3-years performance (2012, 2013 & 2014) for the months of October – September. The 4th quarter of 2014 will not be included in 2015 calculations due to the fact 4th quarter data won't be available. The process would be the same in each year that follows (eg. 2016 Schedule "B" fees based on average of ADR & Occupancy performance in Q1-Q3 of 2013, 2014 & 2015.)

RV Resort and Campground Sector

The 'fee per site' will be calculated on an annual basis in the same manner it is for fixed roof accommodations: 2% of the Drumheller RV Resort & Campground sector's 'aggregate' ADR x Site Occupancy performance based on the average of the previous 3-years performance (2012, 2013 & 2014) for the months of October – September. The 4th quarter of 2014 will not be included in 2015 calculations due to the fact 4th quarter data won't be available. The process would be the same in each year that follows (eg. 2016 Schedule "B" fees based on average of ADR & Site Occupancy performance in Q1-Q3 of 2013, 2014 & 2015.)

How was 2% Determined?

A value of 2% was chosen because our research showed that this was the most common % value of tourism revenues collected/dedicated in comparable communities. Background on the calculation of the recommended Schedule "B" business license fees is appended to this document.

Tax Burden Eased as a Result of Schedule "B"

By introducing Schedule "B" fees, Travel Drumheller will no longer need to be supported through the municipal tax base. This translates to an estimated 1.3% in municipal tax savings. The full cost of funding Travel Drumheller's operational, marketing and infrastructure objectives will now transition to the business community.

* & ** The above figures are estimated based on available data for southern Alberta fixed roof accommodation providers and approximations of business activities of RV Resort & Campground sectors based on local economic activity/tourism visitation over the past 3-years. The data, on which actual Schedule "B" fees will be calculated, will be determined by a 3rd party agent (chartered accountant) that is retained by Travel Drumheller.

Process to Implement the Strategic Tourism Funding Framework

Amendments to Drumheller's Business Bylaw

Addition of Schedule "B" to the Business Bylaw

A majority of Accommodation sector and RV Resort and Campground sector businesses agree that the most effective way to create a stable, long-term funding solution to support tourism marketing is to connect this to the town's business licensing system. Appended to this document is the recommended amendments to the Business Bylaw which will support the objectives of the Strategic Tourism Funding Framework.

Role of 3rd Party Agent

Schedule "B" Fee Determination

Travel Drumheller will retain an independent 3rd party agent (a chartered accounting firm), at its cost, to assist with the annual collection of individual occupancy and average daily rate data. Council will be presented a summary of recommended Schedule "B" fees for the coming year; such data will be available in the 4th quarter to coincide with the town's annual budgeting process.

Schedule B - Annual Invoice Payable in Quarterly Instalments

2015 Schedule "B" invoices will be issued by the Town by January, 2015. While business licenses are billed on an 'annual' basis, businesses to which Schedule "B" fees apply will be provided the opportunity to make quarterly instalments at a % level that aligns with destination's seasonal tourism patterns. Percentages are: 15% of year total in Q1; 25% in Q2; 50% in Q3; and, 10% in Q4. Quarterly instalments are payable as follows: Q1 (by April 15th); Q2 (by July 15th); Q3 (by October 15th); and, Q4 (by Jan 15th).

Relationship Between Travel Drumheller and the Town of Drumheller

5-Year Funding Agreement Between Travel Drumheller and the Town of Drumheller

A 5-year agreement between the Travel Drumheller and the Town of Drumheller is sought to position Travel Drumheller as the destinations' sole marketing agency. The agreement will stipulate that part of the DMO's mandate is to deliver on "marketing" and "infrastructure" priorities to ensure the overall

health of the town's tourism economy is being addressed.

A 5-year agreement is necessary because - Drumheller simply cannot do the heavy lifting that is required unless it has full confidence that there is secure and predictable funding to draw-upon.

100% Flow-Through of Schedule "B" funds to Travel Drumheller

The agreement between the Town of Drumheller and Travel Drumheller will stipulate that 100% of Schedule "B" funds flow-through to Travel Drumheller during the course of its 5-year contract. For clarity, 100% of Schedule "A" funds will remain under the direction and control of the Town of Drumheller.

Annual Business Plan to Clearly Identify Marketing and Infrastructure Priorities

Each year this agreement remains in effect, Travel Drumheller shall present to the Town a copy of its 'board-approved' business plan and a summary of its performance measures from the year just completed. As part of the annual business planning process, the Travel Drumheller board of directors will make a determination as to the percentage of funds to be directed to marketing and infrastructure priorities. The Town of Drumheller's economic development department will be consulted to ensure alignment between municipal and industry objectives.

Governance & Autonomy

Under the 5-year funding agreement, it is understood that Travel Drumheller operates and allocates Schedule "B" funds with complete operational independence, answering to its Board of Directors' with regards to operational and performance measurement issues. Travel Drumheller's bylaws and board governance structure will be reviewed to ensure those sectors making the greatest contribution to support tourism marketing (tourism businesses, as defined in Schedule "B") have 'weighted' input on all matters concerning the investment of marketing and infrastructure funds.

Financial Reserves

The Travel Drumheller board of directors' will, as part of its annual business & budgeting planning cycle, assess the risks in the marketplace and ensure a sufficient amount is allocated to reserves to help 'even-out' future spending requirements should there be a downturn in the economy.

Options to Pay Schedule "B" Business License Fees

Businesses in the Accommodation sector and RV Resorts & Campground sector have the option of paying for the new Schedule 'B' business license fees as a business operating expense, as is currently the case with existing business license fees. Alternatively, these businesses can increase their room/site rates by 2% to offset Schedule "B" license fees - or, consideration can be given to implementing a 2% DMF fee following the guidelines and best practices developed for Drumheller.

DMF IS NOT A PILLOW TAX

The DMF should always be referred to as a 'destination marketing fee' on guest folios, rate sheets or print/electronic marketing materials, and in conversation with guests, tour operators, etc.. Under no circumstances should the DMF ever be referred to as a 'tax.' The DMF is a 'voluntary' fee put in place to assist with destination marketing and promotion programs. Consistency in communicating this fact to staff and guests is every business's responsibility.

Support for Businesses That Elect to Implement a 2% DMF

Travel Drumheller will work with any business that decides to implement a DMF to cover their Schedule "B" license fees to ensure they are following the Implementation Guidelines and Best Practices. The DMF Implementation Guidelines developed by Travel Drumheller address issues related to process, governance, calculation of fees, disclosure and a variety of other issues.

The 3rd party agent is available to support any business in the interpretation of the DMF Implementation Guidelines, or to provide assistance with interpreting relevant legislation, setting up internal control systems or performing the calculations necessary to determine its 3-year average occupancy and ADR.

Confidentiality & Aggregation of Data

Individual occupancy & ADR data will be held in strict confidence by the 3rd party agent. The 3rd party will aggregate all historical sector data to assist Travel Drumheller and the Town of Drumheller with making more informed long-range marketing and economic development decisions for the destination.

Statement of Principles

If a business required to collect Schedule "B" fees decides to implement the 2% DMF, it is expected that 100% of the fees collected will be allocated toward paying Schedule "B" fees. Each business that implements the DMF will be asked to generate an internal 'statement of principles' that communicates

to staff - and to any interested guest - the reasons why they charge the 2% DMF. Good governance, transparency and accountability are the foundation on which a successful, performance-driven destination marketing program must be built.

What About Private/Corporate DMF Funds That Are Already in Existence?

Any funds held by private/corporate DMFs are considered to be the exclusive domain of the contributing businesses. If these businesses see value in their continued collection of a private DMF in addition to paying required Schedule "B" fees, this is their prerogative; it is a commercial business decision.

Travel Drumheller may choose to approach the private/corporate DMFs with a proposal(s) to access some portion of their accumulated DMF funds to accomplish the destination plan - either on a one-time-basis, or as part of annual funding commitment. The private/corporate DMF is in no way obligated to support such proposal(s).

Non-Resident Businesses May Opt-In

Businesses residing outside the town boundary may be eligible to participate in destination tourism marketing efforts if they agree to remit Schedule "B" fees. In such instances, the business would be required to remit Schedule "A" fees directly to the Town in accordance with the business bylaw, whereas Schedule "B" fees would be payable directly to Travel Drumheller under a contractual agreement.

What About Contributions from Other Tourism-Oriented Businesses?

The 'proposed' amended Business Bylaw contemplates the possibility of other business sectors - specifically, those that benefit from tourism spending - contributing Schedule "B" license fees to support tourism marketing and infrastructure priorities as early as 2016. As of today's date, the only sectors that have been canvassed for their initial thoughts include Food & Beverage and Retail.

The destination's accommodation sector and RV resort and campground sector businesses are committed to efforts that will grow the town's tourism economy. Travel Drumheller is the vehicle to do this.

BUSINESS SECTORS BELIEVED TO DIRECTLY BENEFIT FROM TOURISM SPENDING

- Accommodation
- RV Resorts & Campgrounds
- Food & Beverage
- Retail
- Attractions & Entertainment
- Financial Institutions
- Industrial & Manufacturing

How Will Travel Drumheller Engage other Sectors?

As Travel Drumheller builds organizational capacity in early 2015 and begins to collect/analyze economic data that demonstrates the impact of tourism spending in all areas of the Drumheller economy, a case will be made to other sectors as to why they should contribute to tourism marketing and infrastructure-related investments so the overall economy can be expanded - and additional investment attracted to the community.

...

Agenda Item # 8.4.1

APPENDIX



November 14, 2014

Dear Reader:

Travel Drumheller has worked with the tourism operators within the Drumheller Valley for over a year now. All of us in the tourism sector are all proud of the tourism assets we have in our area, and the dedicated people involved in our industry. At the same time there is a general consensus that much work needs to be done to make our area the tourism destination it can be, for Drumheller to reach its potential.

There is also a general recognition that everyone in the industry and those businesses that benefit from tourism needs to take part in funding the efforts to market Drumheller and make us an even more inviting place to visit.

To that end, Travel Drumheller has discussed the idea of the business license model with many stakeholders and stakeholder groups. In particular, since the first year is focused on accommodations, our efforts at discussions have been directed at fixed roof and RV parks & campgrounds. In doing this we have an overwhelming majority of the sector in agreement with the need for sustainable funding for Travel Drumheller in order for it to take the lead in tourism. It is also felt that it is all or none – that a mandatory model is needed.

There are still some issues to resolve in the understanding of the mechanics of the model, ensuring that the monies collected go to the purposes proposed. This will be addressed in coming week in meetings with stakeholders.

Sincerely,

A handwritten signature in dark ink, appearing to read "Chris Curtis".

Chris Curtis
Executive Director

Schedule "B" Calculations (Estimated) - Fixed Roof Accommodation Sector

ALBERTA SOUTH - HISTORIC & FORECAST PERFORMANCE (2011-2015)

				FORECASTED		Period Averages	
	2011	2012	2013	2014	2015	3-Year Historical Avg	5-Year Hist/Forecast Avg
OCC	56%	58%	60%	62%	63%	58%	60%
ADR	\$113.00	\$117.00	\$122.00	\$128.00	\$133.00	\$117.33	\$122.60
RevPAR	\$63.00	\$68.00	\$74.00	\$81.00	\$87.00	\$68.33	\$74.60

* 2011-13 Data, 2014 Alberta Accommodation Outlook, Historic Performance for Alberta South (2011-2013), PKF Consulting

** 2014 & 2015 forecast based on limited data available to 2thePOINT. Forecast tied to past 3-years market performance, local economic indicators, CPI and provincial GDP estimates

*** PKF data includes properties in communities located south of HWY 16 and does not include: Calgary, Edmonton, Red Deer, Lethbridge or Alberta Resorts

FIXED ROOF ACCOMMODATIONS

2015 Forecast (Based on 3-Year Historical Performance Data - 2011-2013)

Estimated DTMF Generated by OCC %	
OCC	2%
58.0%	\$ 278,194.12

Business Registry Fee Scenarios - Per Door	
OCC	2%
58.0%	\$ 496.78

Calculations based on 560 rooms using a 3-Year Historical Average for OCC & ADR (58% x \$117.33)

Schedule "B" Calculations (Estimated) - RV Resorts & Campgrounds

Estimated DTMF Generated by OCC %	
OCC	2%
51.0%	\$ 98,907.36

Business Registry Fee Scenarios - Per Site	
OCC	2%
51.0%	\$ 63.81

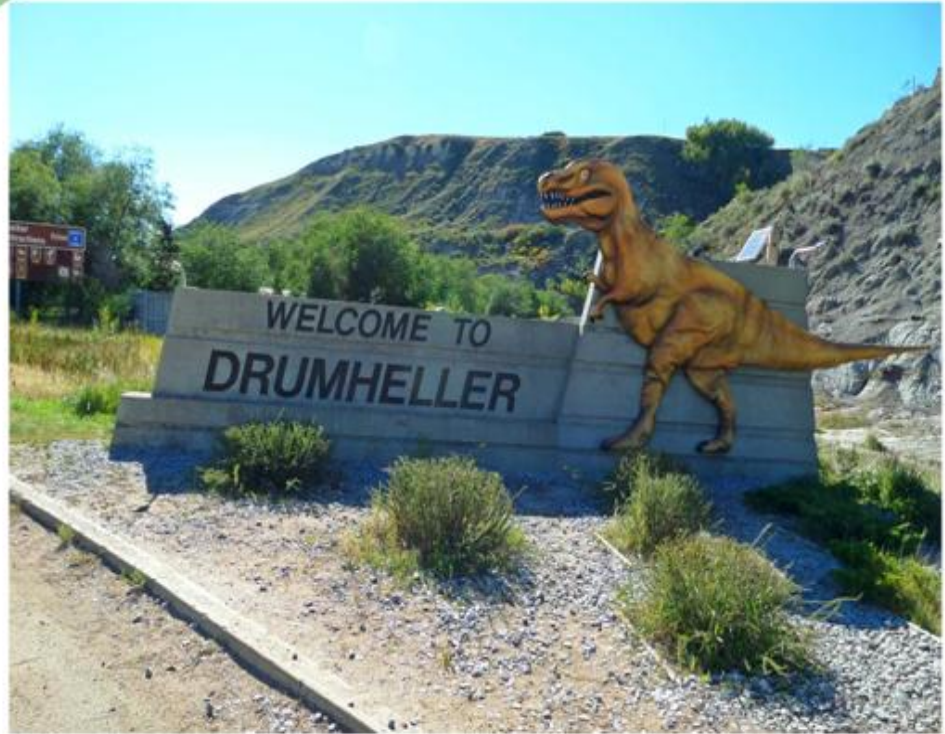
Calculations based on 1550 sites generating an average of \$34.00/day at average occupancy of 51% (all site types) from May 1 - Oct 31

AMENDMENTS TO DRUMHELLER BUSINESS BYLAW & SCHEDULE "B"

TRAVEL
DRUMHELLER

Box 1357
Drumheller, AB
T0J 0Y0
P 403.823.9552

www.traveldrumheller.com



Drumheller Economic Development Strategic Plan 2014

By: The Drumheller Economic
Development Task Force

2014 Economic Development Strategic Plan Priorities

The Drumheller Economic Development Task Force members as well as the Economic Development Officer take great pride in serving Drumheller and its residents. Our members are committed to seeing Drumheller grow and to make our community be all it can be.

Our **vision** is a community that values a safe and healthy environment, support controlled, sustainable economic growth and allows individual lifestyles to flourish.

Our **mission** is to promote economic development through open communication, community participation, and to implement and manage the recommendations put forth in this plan.



Task Force:

The Drumheller Economic Development Task Force is a very important organization to have in the community. They add value to the community through their desire to make Drumheller be all it can be. Members will now take a more pro-active approach in projects and become more hands on than in the past.

- **Members** of the Economic Development Task Force **are ambassadors of Drumheller** and recognize the need to **share our vision and mission** with the community and investors.
- The Task Force will **become more actively** involved in projects and will work together more cohesively to build a positive economic future for Drumheller.

Agenda Item # 8.4.2

- **Progress reports on projects** will happen regularly. The Task Force will monitor and track success to ensure the priorities identified in this report are being followed.
- The Task Force **will engage council with updates** more often throughout the year and continue to align with, and build cooperation between, various groups in Drumheller. Working together is of utmost importance.



Communication:

Communication is absolutely critical to success. We are developing formal and constructive communication with the Chamber of Commerce and various community organizations so that they are aware of what the Task Force is striving to do for Drumheller's future.

- As stated earlier, the need to **share the vision and mission** of the Task Force is very important. The Economic Development Officer along with the Task Force **will communicate** this vision with community members, the Drumheller and District Chamber of Commerce, and Travel Drumheller. Economic Development overlaps several different sectors and proper communication is key for developing partnerships and cooperation in the community.
- **Listening to the business community** is imperative. What does the business community want to see? How can we aid in expanding their business? This will be achieved by developing a strong partnership with the Drumheller and District Chamber of Commerce.

Agenda Item # 8.4.2

- We will begin **marketing Drumheller's strengths outside of Drumheller** in larger centers through a media campaign involving radio and social media. This marketing plan is designed NOT to be tourist driven, but focused on quality life and economy. Strengths include our great central location, quality of life, impressive health care facilities, and unique geological scenery.
- **A new website** for the Town of Drumheller will be created coupled with a more aggressive use of social media. Facebook and Twitter are currently the most popular to engage with people and each platform provides a different aspect to getting a message across.



Initiatives:

A plan must contain initiatives in order to be successful. What are the real issues that need to be addressed? Often we hear the saying “we’re open for business,” but that statement can be too generic. It begs the question, “how are we open for business?” Having a plan and sticking to it is important. Positive growth begins at home by engaging local businesses. From there we can identify economic gaps that could be filled with an important business or industry from outside the valley. Here are a number of initiatives that will be undertaken by the Economic Development Task Force.

- **Helping retain and maintain existing business** in Drumheller is very important. The Task Force will engage with business owners to get an understanding of how things are going and what help we could provide.

Agenda Item # 8.4.2

- In addition to helping local businesses succeed, we shall gain an understanding of **economic gaps that could be filled**. This will be achieved by identifying and targeting areas that can flourish in Drumheller and by re-engaging the energy industry.
- **Housing challenges** will also be identified moving forward. Two new subdivisions in Drumheller are ready for development with emphasis on high density residential. This will include town houses, condo's, and/or apartments.
- An analysis of **housing diversity** will also be completed to gain a better understanding of the range of options needed. This range includes anything from affordable housing to condominium development. What option would give a developer the most bang for his/her buck while considering the present economic climate of Drumheller.
- In the 2010 report it was identified that the “development and integration of further education into a comprehensive training centre” would be a priority. This has been done with the creation of Hope College as well as Campus Alberta teaming up with Drumheller Further Education. **Continued promotion of these institutions** will occur when meeting with investors as well as in publications.
- Drumheller is situated in one of the sunniest spots in the entire province prompting a full **analysis of solar power initiatives** as well as possible greenhouse development will be completed.
- Identify and fill the **transportation gaps** in Drumheller.



Downtown:

The Downtown is rich in boomtown architecture, history, and unique shops that many comparable size communities don't have. However, the **dynamic of downtowns are beginning to shift** from a primary business district to a residential/tourism attraction mixed with professional services. The Economic Development Task Force will work with downtown representatives to create a downtown of the future involving less vehicle traffic and more foot traffic.

- Develop & implement a **downtown rejuvenation plan**. Strive to re-create downtown to be successful with energy, pride and ownership.
- **Recruit & advocate for a downtown walking mall**, a gathering place for families, seniors, tourists, pedestrian traffic, and festivals which emulates a modern, open, progressive and engaged community.
- Explore **downtown growth development options** to fill the current void with a variety of shops, cafes with outdoor seating, and seasonal businesses. Create an artery draw from the Badlands Community Facility and the World's Largest Dinosaur/Tourist information center into the downtown core.
- To **generate a "Town Centre" icon** within the downtown core was a priority that was set in the Economic Development Objectives council decision item in July of 2010, and continues to be a priority of the Economic Development Task Force.



Sustainable Tourism Promotion/Marketing

Great strides have been made with the formation of Travel Drumheller. The creation of a DMO was a priority in the Sustainability Plan and the Tourism Master plan.

- The Economic Development Task Force is aware that **Tourism is a huge economic driver in Drumheller** and will **work in close partnership with Travel Drumheller as well as Canadian Badlands** to ensure we continue to be one of the top tourist draws for Albertans and Canadians.

Political Perspective comments:

Between engagement of the community and a municipal moral and financial commitment to carry through, the Economic Development Task Force will provide tangible examples of how these objectives can and will directly benefit our community, and fundamentally change our local economy. We will also study the option of a Business Revitalization zone or a Local Improvement Tax, which would both require a change in policy and by-laws.

There is risk in moving forward, yet conversely, greater risk in doing nothing.

