

Town of Drumheller



VISION:

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

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

Councillor Andrew Berdahl

Councillor Karen Ann Bertamini

Councillor Sharel Shoff

Administrative Resources to the Committee

Ray Romanetz, CAO Town of Drumheller

Paul Salvatore, Director Community Services

Michael Roy, Corporate Services Director

Allan Kendrick, Infrastructure Services Director

Town of Drumheller Council:

Mayor Bruce Nimmo

Councillor Andrew Berdahl

Councillor Karen Ann Bertamini

Councillor Don Guidolin

Councillor Blaine McDonald

Councillor Sharel Shoff

Councillor Terry Yemen

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



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***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, 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).



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.

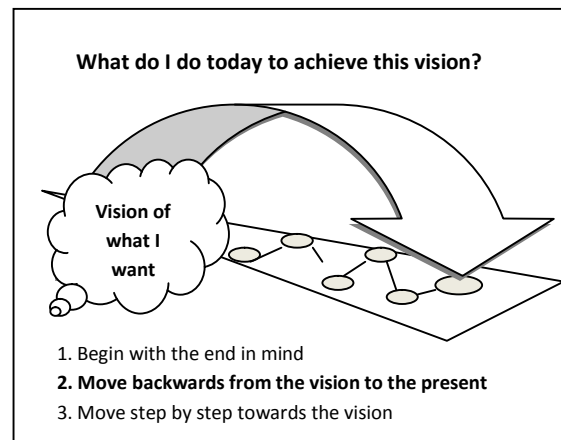
Understanding Sustainability

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>



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.*



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:



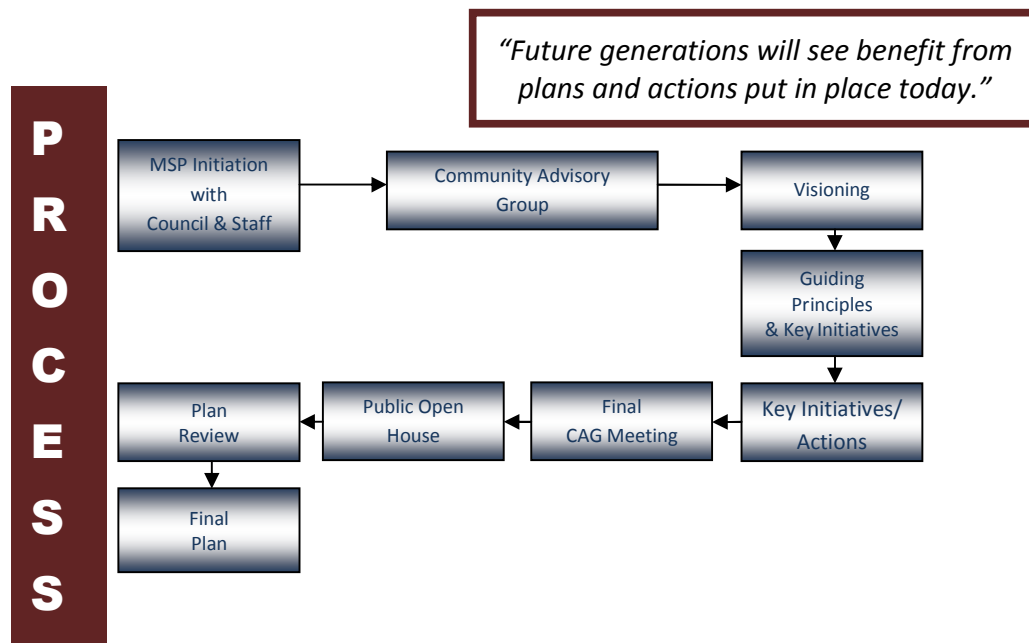
The Five Dimensions of the Sustainable Community

- **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.



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>



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.



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 of 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?



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)



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



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.



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.



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:

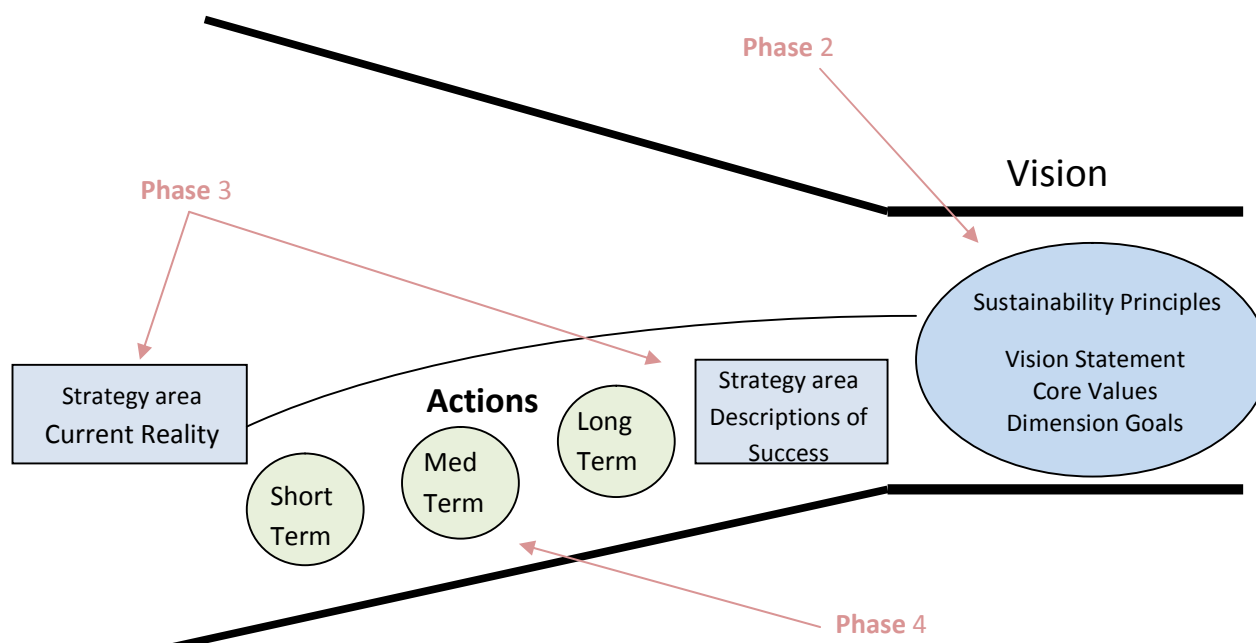
Phase 1 Structuring the Planning Process

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





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

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



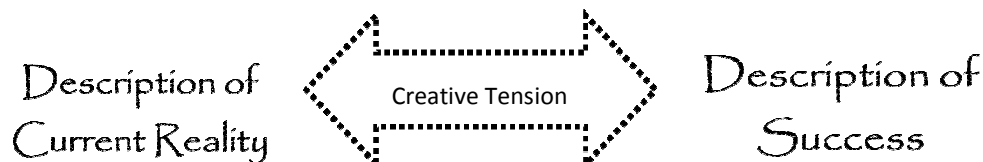
Current Reality – Phase 3

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?



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."



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.



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"> There are gaps in service related to cable, internet and cellular coverage, particularly in Wayne, East Coulee and Nacmine. There is a need for increased coverage and competition in our community's telecommunications offerings. The Alberta SuperNet is not being used to its fullest potential.
Sustainable Actions
Ongoing Initiatives
<ul style="list-style-type: none"> Lobby service providers to Increase high speed internet, cable/ satellite and cellular coverage. Implement strategies for increasing the community's use of the Alberta SuperNet.



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"> • There are a limited number of transportation options – other than personal transportation. • Travel in Drumheller is relatively safe, provided one has access to a personal vehicle. • 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. • The current Recreation Master Plan is in place and requires regular updating.
Sustainable Actions
<u>Ongoing Initiative</u> <ul style="list-style-type: none"> • The Recreation Master Plan is implemented, reviewed and regularly updated.
<u>1 - 2 Year Actions</u> <ul style="list-style-type: none"> • To develop and introduce new standards for shared roads, including bike lanes and pedestrian traffic. • To expand the network of trails in the community in consultation with trail users.
<u>2 – 5 Year Actions</u> <ul style="list-style-type: none"> • Ongoing review of needs, identification of opportunities for integration with existing and development. • Implementation of the recommended actions as identified in the Recreation Master Plan.

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"> • There are perceived gaps in services, especially to do with advanced medical procedures. • 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. • 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. • Regional residents have access to specialized medical equipment and services. This reduces the amount of travel that may otherwise be necessary in some cases. • Patients have access to some mental health and individual / family counseling services. • Some surgical procedures can be performed at the Drumheller Regional Health Centre. • 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.



Town of Drumheller Municipal Sustainability Plan

Sustainable Actions
<u>Ongoing Initiatives</u> <ul style="list-style-type: none"> Community members and organizations should continue to promote healthy lifestyles and family living strategies.
<u>1 – 2 Year Actions</u> <ul style="list-style-type: none"> Work with the regional health council to advocate an increase in the number of actively used hospital beds. Monitor the supply / demand for a range of health services from the public and private sectors. Facilitate opportunities that will create enhanced health services.
<u>2 - 5 Year Actions</u> <ul style="list-style-type: none"> 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.

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"> There are a growing number of groups working together on common interests. The community is relatively clean and most residents make an effort to make their property(s) appear attractive. Residents have access to a variety of social media in addition to traditional networking options (social groups and activities). The community has identified issues with the level of transparency of communication and the information associated with public matters. Some improvements could be made for welcoming new residents and informing current residents about community activities and programs.
Sustainable Actions
<u>Ongoing Initiatives</u> <ul style="list-style-type: none"> There is a need to encourage & promote community events & wide range of activities to the public.
<u>1 – 2 Year Actions</u> <ul style="list-style-type: none"> Community stakeholders emphasize and promote partnerships through a range of collaborative efforts.
<u>2 – 5 Year Actions</u> <ul style="list-style-type: none"> Drumheller is recognized as a major regional / provincial hub for festivals & other events. Significant energy to be invested in the development of comprehensive Community Involvement Strategy.



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"> There is currently limited access to a small number of locally based post secondary opportunities. Drumheller has one K-6 School, one 7-12 School (public) and 1 K – 12 School (separate) and an Outreach School (7-12). St. Anthony's school and DCHS will re-open in their newly renovated / constructed locations with state of the art facilities. Residents have access to programs through Drumheller Further Education, or Campus Alberta. Max Campus (Media Accelerator) and Hope Health Initiative are posed to provide long term private education programs. English as a Second Language and Adult / Family literacy programs are over-subscribed. The province announced a new post-secondary model naming Drumheller as a regional centre in collaboration with Red Deer College and Olds College.
Sustainable Actions
<u>Ongoing Initiative</u> <ul style="list-style-type: none"> 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. 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.
<u>1 - 2 Year Actions</u> <ul style="list-style-type: none"> Advocates for the "Hope Health Initiative" will continue to refine the business feasibility of establishing health training facilities in the old Drumheller hospital site. 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. Identify opportunities to build on adult literacy and English as a Second Language (ESL) training.
<u>2 - 5 Year Actions</u> <ul style="list-style-type: none"> Review and refine a Community Post Secondary Education Strategy. Continue to assess and identify future provincial and / or private sector educational opportunities. Connect to and develop college outreach programs in collaboration with key community partners. Advocate future renewal of all educational spaces & facilities within the region.



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"> The public feels that law enforcement (ie. RCMP) is not as visible to the public as it should be. Access to fire, ambulance and police services is considered somewhat limited. Various regions within the community (Wayne, East Coulee, Rosedale, etc) have different needs in terms of safety. There is a perception that crime rates are higher than they should be. 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).
Sustainable Actions
<u>Ongoing Initiatives</u> <ul style="list-style-type: none"> There is established support for a long list of community groups focused on public safety. Community policing strategies help to build strong links between individual neighbours and enforcement agencies. Implement strategies for the sharing of information with groups and increasing the visibility of public safety aligned organizations.
<u>1 – 2 Year Actions</u> <ul style="list-style-type: none"> Evaluate – review policing needs through the Drumheller Policing Committee. Promote more protective service demonstrations at school to improve public relations with youth – DARE (Drugs Abusive Resistance Education) Program. Review the feasibility of a Neighborhood Watch program in the community.
<u>2 - 5 Year Actions</u> <ul style="list-style-type: none"> Advocate local needs for ambulance services of Alberta Health Services. Participate future communication system integrations (Emergency Services).



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





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"> Many of our current volunteers are over-committed, which poses a risk to burn-out and long-term viability of some volunteer organizations. Many long-term volunteers are difficult to replace, there is a need for organizations to consider succession planning early and often. Many of the key volunteers are active with several groups – “same faces all the time.” There is a need to involve more “new” volunteers. 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.
Sustainable Actions
<u>Ongoing Initiatives</u> <ul style="list-style-type: none"> Support additional volunteer appreciation and recognition events. Encourage new volunteers through the establishment of an online volunteer registry (Go Volunteer – through FCSS - finalize/implement).
<u>1 – 2 Year Actions</u> <ul style="list-style-type: none"> Develop a community volunteer management strategy – focusing on recruitment and retention issues. <ul style="list-style-type: none"> Continue to work with youth organizations and schools to promote the benefits of volunteering. Get “new blood” in to continue activities. Develop recognition incentives/rewards.





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"> Drumheller has over 50 attractions within 50km. 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.). Drumheller has unique geographical and geological features that are directly connected to paleontology and coal mining history. 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). Many artists and artisans choose Drumheller as their homes (Art Galleries, Dance Studios and creative groups seem to thrive here). Drumheller has applied to the province for funding that would enable the completion of a heritage inventory in 2010/2011. 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.
Sustainable Actions
Ongoing Initiatives
<ul style="list-style-type: none"> Identify opportunities to work with community groups on community events that are focused on culture, food, music, history and religious celebrations. Continue to encourage and promote cultural events and activities that bring the community together.
1 – 2 Year Actions
<ul style="list-style-type: none"> Identify strategies and partnerships for promoting links to First Nations history. Develop and capitalize on the promotion of our Coal Mining Heritage. Identify and implement an annual Ethnic Celebration Program – connected to Heritage Day (August). Promote participation in the MHPP (Municipal Heritage Partnership Program). Identify options for the future protection of and enhancement of the hoodoos recreation area. Adopt a policy for expanding the number of opportunities to display private art collections in public spaces. 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.
2 - 5 Year Actions
<ul style="list-style-type: none"> 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.



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"> Continue to emphasize a cooperative approach to litter pickup, street sweeping and building maintenance. Signage is inconsistent (no established theme); there is evidence of signage that is outdated, or inaccurate. The Town has access to a municipal tree farm (a partnership with Corrections Canada) Communities in Bloom actively promotes community horticultural and landscaping projects that increase the overall level of community beautification. 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.
Sustainable Actions
<u>Ongoing Initiatives</u> <ul style="list-style-type: none"> The development of a community standards bylaw which will reinforce acceptable standards of cleanliness and maintenance of properties in Drumheller. Cooperation with Communities in Bloom and Corrections Canada related to local gardening projects. The adoption and application of landscaping requirements through the Land Use Bylaw.
<u>1 – 2 Year Actions</u> <ul style="list-style-type: none"> Identify and implement a Cleanliness Campaign, which includes public awareness and recognition of property owners who show pride in their properties. Determine community standards of cleanliness based on a "neighbourhood benchmark". Build/expand partnerships with Communities in Bloom.



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"> Residents are beginning to adopt xeriscaping practices, but are not completely sure about the best techniques. Residents are motivated to consider xeriscaping due to increased water costs and an emphasis on encouraging water conservation. Xeriscaping is growing in popularity amongst homeowners – perceived as looking good with low maintenance advantages.
Sustainable Actions
<u>Ongoing Initiatives</u> <ul style="list-style-type: none"> Revisit Landscaping Policy – within the Land Use Bylaw. Establish and distribute a list of xeriscaping “best practices” for property owners.
<u>1 – 2 Year Actions</u> <ul style="list-style-type: none"> Promote xeriscaping through Communities in Bloom and other environmentally minded community groups. Identify strategies for encouraging an expansion of xeriscaping practices. Identify public education programs and courses that could be offered to residents. Communicate these options using appropriate communications strategies.

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"> Some barriers to full handicap accessibility exist on streets and within various buildings. 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. 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. 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. Property owners (in some cases) struggle to balance the need to present a high quality aesthetic look while also being economically viable.
Sustainable Actions
<u>Ongoing Initiatives</u> <ul style="list-style-type: none"> 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).



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"> The Land Use By law allows provisions for the installation of windmills and solar panels. 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. Major wind farms are planned within the region. (Handhills and Wintering Hills projects)
Sustainable Actions
<u>1 – 2 Year Actions</u> <ul style="list-style-type: none"> Identify energy production projects mentioned within the Municipal Sustainability Plan (MSP) and implement actions. Continue to identify, prioritize and implement energy production strategies through recommendations made by the Green Team.
<u>2 – 5 Year Actions</u> <ul style="list-style-type: none"> Compile and implement a comprehensive list of alternative energy policies and projects. Research funding opportunities through provincial and federal funding sources.

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"> Drumheller Regional Solid Waste and the Town of Drumheller have a strong partnership which includes various recycling streams. The glass market does not provide a viable revenue stream at the present time. The community has not realized its full recycling potential, though there are strong advocates for recycling that would like to promote additional programs. 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. Public composting facilities are being established at this time. Some residents have expressed an interest in a curb-side pick-up option – however the costs associated with this service appear to be prohibitive.



Town of Drumheller Municipal Sustainability Plan

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

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"> 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. 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. Provincial and federal funding for water projects has been affected by challenging economic conditions. The water supply is safe and closely monitored. Provincial and federal regulations are closely. Quality checks & balances are in place.
Sustainable Actions
<p><u>Ongoing Initiatives</u></p> <ul style="list-style-type: none"> Strategic reinvestment in water processing infrastructure upgrades occurs on an annual basis. There is a daily review of water quality and quantities aimed at meeting the projected demand for water services. Regional water management partnership are in place and issues are discussed and dealt with as they arise.
<p><u>1 - 2 Year Actions</u></p> <ul style="list-style-type: none"> A public education process that focuses on water quality awareness should be implemented. Drumheller's wastewater plant upgrades have been completed and long term treatment and capacity demands are met. Review and evaluate additional water conservation programs. Implement new programs where feasible.



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"> 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. 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. 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.
Sustainable Actions
<u>Ongoing Initiatives</u> <ul style="list-style-type: none"> The Town administers the Land Use Bylaw and Municipal Development Plans. Statutory plans are followed through the regular course of business. The municipality is participating in regional land use planning discussions. 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.
<u>2 – 5 Year Actions</u> <ul style="list-style-type: none"> Retain existing natural areas, naturalize and/or restore disturbed natural areas to replace traditional landscaping. Natural Area Protection Focus Strategy. Plans and policies in place preserve and enhance the natural environment.





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"> • It is very costly and time consuming to complete the remediation process. • There is hesitation to act due to exposure to potential liability issues. • There is a significant number of brownfield properties identified in Drumheller. • Brownfield sites create a negative impression about our community.
Sustainable Actions
<u>1 – 2 Year Actions</u> <ul style="list-style-type: none"> • Lobbying for policy changes and funding from the province (through the AUMA – Drumheller Resolution) • Determine a list of strategies and actions that will allow for permissible uses & the remediation of properties in the long term.



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"> There is a perception that the downtown lacks a distinct theme / look. 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). A desire to host more weekend and evening events – as organized by community groups. 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. It is recognized as a challenge to "bring people" downtown from other locations (Tyrrell Museum, etc.).
Sustainable Actions
<u>Ongoing Initiatives</u> <ul style="list-style-type: none"> 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. 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. 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. Increasing communication with business owners. Business upgrades – incentives – Review the downtown streetscape. Chamber of Commerce & Community Future involvement.
<u>1 - 2 Year Actions</u> <ul style="list-style-type: none"> Develop strategies and an actions list from recommendations made within the "Tourism Master Plan."



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



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"> Existing strategy in place is under review of Economic Development Committee. There is Low community awareness of economic development in general. 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.
Sustainable Actions
<u>1 – 2 Year Actions</u> <ul style="list-style-type: none"> A recently updated Economic Development Strategy is implemented.
<u>2 - 5 Year Actions</u> <ul style="list-style-type: none"> Continue to identify future Economic Development Projects and Activities.

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"> Perceived gaps in customer service delivery. Community Futures and the Chamber of Commerce offer incentives to encourage quality building maintenance practices.
Sustainable Actions
<u>Ongoing Initiatives</u> <ul style="list-style-type: none"> The Rotary Club's annual citizen of the year and most courteous employee awards. Community partners are in preliminary stages of discussing a customer service program for area businesses. The community has expressed support for programs that are focused on developing a model for business excellence.
<u>1 – 2 Year Actions</u> <ul style="list-style-type: none"> Implement a secret shopper initiative. Review the First Impressions Community Exchange for ideas concerning business improvements. Management / owner education & training programs are in place to encourage the development of positive work environments. Implement the recommendation from The Tourism Master Plan (2011).



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.



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"> The Municipal Sustainability Plan is under development.. Efforts are being made to promote positive public communication processes within the community. There is a focus on improving community involvement in municipal government decisions.
Sustainable Actions
<u>Ongoing Initiatives</u> <ul style="list-style-type: none"> Leaders review and update a list of priorities in Town Council's annual strategic business plan. The public is updated on current council issues via local media, web and social media. The public has opportunities to be heard through council members, committees and task forces. There is an ongoing review of priorities as decisions are made. The Municipal Sustainability Plan is aligned with day-to-day council decisions.
<u>1 – 2 Year Actions</u> <ul style="list-style-type: none"> Review planning systems and link the vision directly to annual strategic business plan. Identify best practices for the awareness, communication, and implementation of planning initiatives.



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"> Residents rely on word of mouth, and other formal and informal sources of information. The public is generally informed of changes to legislation and plans through local media, and the web. Public participation is limited to various task forces, boards and commissions where opportunities exist for formal involvement in municipal government processes. The public has a general understanding of municipal processes and provincial / federal requirements. However, challenges exist when communicating highly technical information. The public would like to see improvements to the process for determining how, when and why information is presented.
Sustainable Actions
<u>1 – 2 Year Actions</u> <ul style="list-style-type: none"> Continue the implementation of a comprehensive community consultation and engagement strategy. 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. 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.



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"> • There is a perception of inconsistent reporting to the public. • The public has a desire for enhanced reporting to the public on key municipal issues. • 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).
Sustainable Actions
<u>2 – 5 Year Actions</u> <ul style="list-style-type: none"> • Well-structured processes have been developed including: <ol style="list-style-type: none"> 1. A scheduled review process. 2. Regular progress reports on the status of priority items. 3. 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. 4. Stakeholders are aware of changes, and various media are used to communicate to the widest possible audience. 5. Council and key staff are able to attend / participate in training and development opportunities that will lead to enhancements to the decision-making process.

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

Economic Pillar	Description of Success	Group Responsible for Implementation
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
Governance Pillar	Description of Success	Group Responsible for Implementation
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