

Travel Drumheller Strategic Plan 2022- 2025



Our Vision

The Drumheller Region is an iconic Canadian Destination

Our Mission

To promote Drumheller and region as a premier year round destination

VALUES AND BELIEFS

Travel Drumheller believes in:

- Delivering quality marketing
- Value-based stakeholder engagement
- Collaboration
- A well informed tourism industry



Strategic Plan process

Stakeholder Engagement

In November 2021 Travel Drumheller held a focus group with stakeholders, developed and distributed an online survey and held a planning session with Travel Drumheller Board members. This plan is a realization of the ideas and strategies which came out of those sessions.

Provisional Findings

- For most operators, 2021 was a difficult season on par with 2020 but much more challenging than 2019. A robust summer was the saviour for the destination.
- Travel Drumheller is a young DMO and effective in its work.
- The community is aware that it has a strong visitor appeal but may not have accepted/embraced that it is a tourism community, and the value tourism brings to quality of life.



Change is needed!

Drumheller needs to:

- Increase off season visitation
- Extend the stays of visitors
- Create a more stable workforce
- Have a reputation as a great place to be
- Have local pride clearly on display



Travel Drumheller priorities

(These priorities run through everything we do)

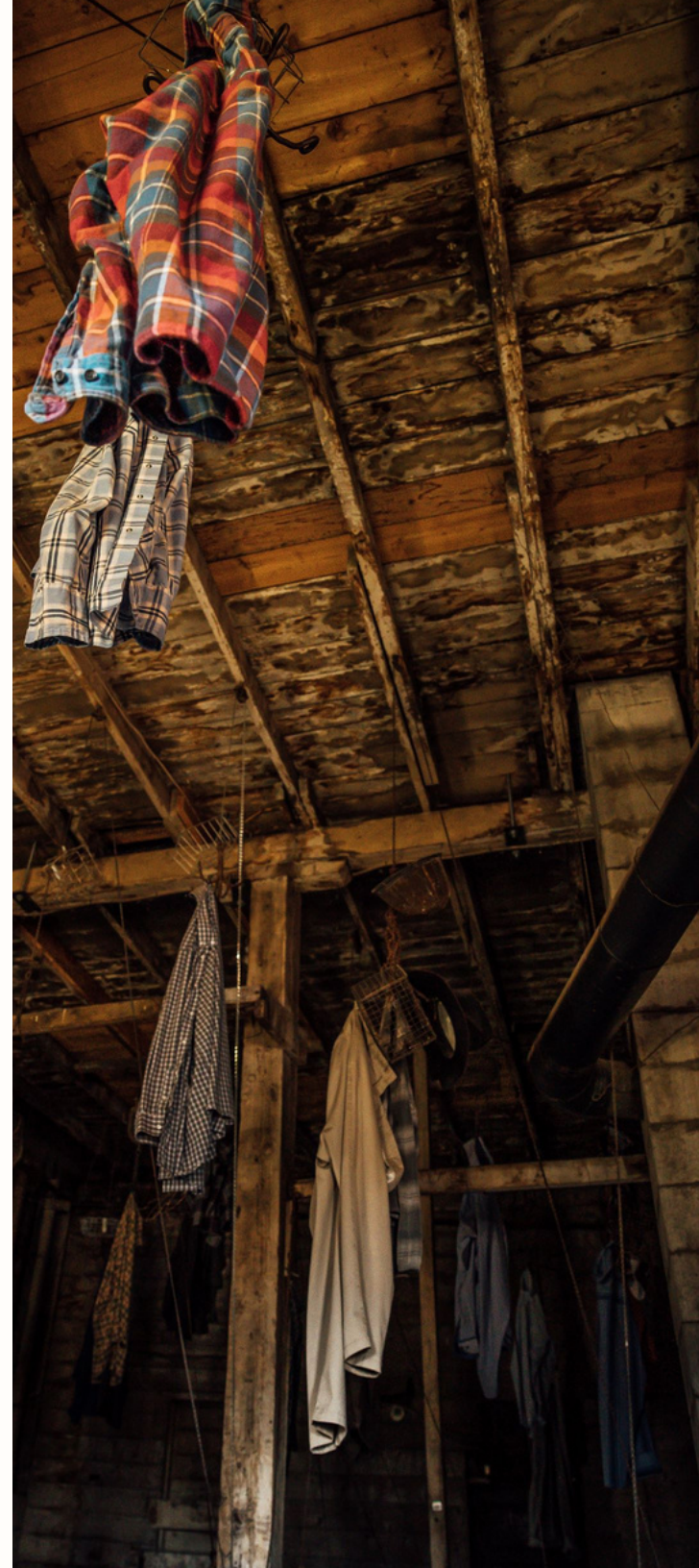
Promote Drumheller as a year-round tourism destination for leisure travel, group tours, conventions and community events.

Work in collaboration with tourism organizations, businesses, and community groups to increase Drumheller's tourism profile.

Offer opportunities and increase access to training and networking opportunities for tourism partners in Drumheller.

Offer support to organisations involved in the tourism industry.

Advocate and create education opportunities, as well as creating connections to other organizations that support tourism.



Five Strategic priorities

1. Improved Audience Understanding
2. Support Destination Development
3. Destination Marketing
4. Organization Sustainability
5. Governance



1. Improved Audience Understanding

1.1 Develop a data-based understanding of tourism in Drumheller

ACTION ITEM	KPI	DATE
Create mechanisms to identify and collect relevant data	A data collection mechanism developed	March 2023
Build a data marketing plan for the destination with an integrated storytelling foundation	A data marketing plan created and launched	December 2023
Work with key stakeholders to identify, collect and share data	Key stakeholders identified	December 2023



1. Improved Audience Understanding

1.2 Improve skills of business owners in data collection

ACTION ITEM	KPI	DATE
Teach data marketing skills to industry and provide ongoing sharing of lessons learned and best practices	5 businesses receive marketing mentorship	March 2023
Support and mentor businesses in developing and collecting data sets	5 businesses create data sets to be shared with Travel Drumheller	December 2024



2. Support Destination Development

2.1 Establish a Destination Development Plan (DDP)

ACTION ITEM	KPI	DATE
Secure funding for the DDP	Funding supplied	March 2022
Engage partners to create the DDP	8 partners form the steering committee of the DDP	September 2022
Identify experience gaps particularly in shoulder season	Shoulder season gaps identified in DDP	March 2023
Implement the Extension of the Tourism Season Strategy with the Town of Drumheller	2 actions of the extend the season implemented	December 2023



2. Support Destination Development

2.2 Enhanced Community Pride of Place

ACTION ITEM	KPI	DATE
Implement I love Drumheller campaign	4 Campaigns delivered: Fall 2022-25	December 2025
Expand the Drum Discovery program	200 participants from 25 businesses take part in the program 3 level two courses added to the program	November 2025



3. Destination Marketing

3.1 Maintain the summer as the anchor season

ACTION ITEM	KPI	DATE
Continue to market the summer season in these markets Calgary Edmonton British Columbia Northern Alberta Saskatchewan Ontario	4 Campaigns delivered - one every year with an average of 20,000 conversions	December 2025
Implement customer care training	8 Drum Discovery courses delivered	November 2025
Develop marketing partnerships with source markets such as Calgary and Edmonton	4 partnership campaigns with agencies in Edmonton and Calgary delivered with an average of 120,000 impressions	December 2025



3. Destination Marketing

3.1 Maintain the summer as the anchor season part 2

ACTION ITEM	KPI	DATE
Increase length of stay by moving people around the destination	15% increase in stays of over 2 nights	December 2025
Design and implement marketing campaigns for DMF partners	One campaign per DMF partner per year	November 2025



3. Destination Marketing

3.2 Build Shoulder Season visitation

ACTION ITEM	KPI	DATE
Create marketing campaign to promote shoulder season camping	Occupancy rate of 40% in September and October 5 campgrounds take part 5,000 impressions	December 2024
Deliver fall wonder campaign	Three campaigns implemented Increase of 20% in hotel occupancy 10 million Impressions Conversion rate of 15%	November 2025



4. Organization Sustainability

4.1 Develop and maintain a sustainable funding model

ACTION ITEM	KPI	DATE
Develop and expand the DMF program	The DMF fund increases by 10% annually	December 2025
Build contributions from the campgrounds	Two campgrounds contribute to Travel Drumheller	December 2025



4. Organization Sustainability

4.2 Ensure Stability in the organization

ACTION ITEM	KPI	DATE
Determine a permanent staffing model for the organisation	A staffing model is created and approved for the organization	March 2023

4.3 Build support and awareness of the organization in the community

ACTION ITEM	KPI	DATE
Build strong relationships within the community both political and individual	All surrounding municipalities contribute in some way to Travel Drumheller Town of Drumheller continues to contribute to Travel Drumheller	December 2025



4. Organization Sustainability

4.3 Build support and awareness of the organization in the community

Build the partnership program	Number of partnerships increase by 10% year on year	December 2025
Carry out a resident sentiment survey	70 % of residents surveyed feel tourism a benefit to the region	November 2022
	80% of residents surveyed feel tourism a benefit to the region	November 2024



5. Governance

5.1 Create a progressive well governed organization

ACTION ITEM	KPI's	DATE
Create policies to ensure Travel Drumheller is a diverse, equitable, accessible and inclusive employer	A staff values/policies working group created Following policies created Harassment Policy Expenses Policy Vacation Policy Diversity Policy Inclusion Policy	December 2022 March 2023
Create a series of employee values which will be included in our job descriptions	Applications to posted jobs increases by 20%	March 24



5. Governance

5.1 Create a progressive well governed organization

ACTION ITEM	KPI's	DATE
Ensure all board members feel equipped for their roles Carry out Board survey	One board training session organised Board members report they feel equipped for their role	September 2023 December 2023
Develop a program for reviewing bylaws and policies	Bylaw review schedule approved	June 2023





Thanks to Stormy Lake Consulting for their support in creating this plan.

Also the board wish to thank all of those stakeholders who took part in focus group discussions to inform this plan.

If you have any questions about this plan or other work of Travel Drumheller do not hesitate to contact us

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