



Travel Drumheller

Travel Drumheller Marketing Association Board of Directors Meeting

In person at Travel Drumheller offices- 181 Railway Ave E, Drumheller, AB T0J 0Y6
Or via Google meet

Wednesday, March 9th, 2022 @ 10:00am

1	Call Meeting to Order
2	Approval of Agenda
3	Approval of Minutes February 9 th 2022
4	Financial Report Motion: The Board approves the financial report
5	Town of Drumheller Report
6	ED Report
7	Unfinished Business Travel Alberta Conference 2022-2025 Strategic Plan 2022 Marketing Plan AGM- presentation Excellence Awards
8	Discussion Items Tourism Relief Grant Board Code of Conduct Document Website redevelopment
10	In Camera
11	Adjournment
12	Next meeting Wednesday April 13 th 2022



Travel Drumheller

Travel Drumheller Marketing Association

Travel Drumheller Marketing Association

Wednesday February 9th ,2022

Digital Meeting

MINUTES

Present: C. Sereda, E. Secord, B. Steeves, R. Semchuk, J. Fielding, D. Deykeyser, R. Johnston, H. Little, S. Newstead

Absent: T. Vyvey, C. Hughes, D. Schinnour, V. Neudorf

1. Call to order

R. Semchuk called the meeting to order at 10:07

2. Approval of Agenda

Motioned by E Secord/ B Steeves that the agenda can be approved.

Carried.

3. Approval of Minutes

Motioned by C Sereda/ B Steeves that the minutes from Jan 12 2022 be approved.

Carried.

4. Financial Report

Presentation of Financial Report by B Steeves

Sayaka still needs to apply for GST refund (still needs to get caught up)

Motioned by D. Deykeyser/ R Johnston that the financial report be approved.

Carried.

5. Town of Drumheller Report

Report presented by R Johnston

Plaza: still going well, continuing into the design phase

Town has taken out advertising in the guide to promote BCF as wedding destination

Housing strategic priorities: draft terms of reference for a housing strategy

Julia and Reg had a call with a bus tour operator (Round the Block tours) – transit in town still an issue, overnight tours a possibility in the future

6. ED Report

Report presented by J Fielding

Lots of activity from Prairie Can over the last few weeks, but no decision yet

Smart Start entrepreneurship program (no capacity to do this until the fall)

Travel Drumheller Guide: virtually sold everything. Michelle has been out 3 times to sell ads. Content and layout will be sorted out this afternoon.

Continue to work with Cindy at Quality Inn to get their campaign underway.

Crowdriff is being organized, lots of work. Initial folders for files need to be constructed so that AI can sort files appropriately.

-LoKnow, harvest will be done as part of the package. Will be doing harvest inside and outside of Drumheller this year.

Website: meeting with Non-Fiction. May have to up the website budget for this year in order to complete updates (see quote attached to meeting package).

7. Unfinished Business

Discussion on 2022 Travel Alberta Conference Sponsorship

To replicate our sponsorship (Alto Awards) from 2019, it will cost \$7500, and includes 1 ticket to the conference. Concerns with the cost and potential lowered event attendance.

ACTION: Board members need to send Julia an email if they would like to attend the conference. Executive committee will decide who Travel Drumheller can sponsor.

8. Discussion Items

2022-2025 Strategic Plan

Julia notes changes: vision statement has changed, mission and value/belief has been tweaked

Board queries on Drumheller regionality, stakeholder/community engagement.
Julia will rework to reflect Board input.

Values and Beliefs: need to add note on marketing

Recognition that these strategic plans are dependent on the Prairie Can funding.
Longer-term planning will depend on building of organizational capacity.
Recognition that this is a 3 year plan.

Destination Marketing section needs to focus on overarching plans, not specific operational pieces (i.e Quality Inn experience campaign)

Note: is there a benefit to adding in a specific point in the Destination Marketing plan to include an acknowledgement of the DMF partners?

ACTION: Julia will rework to reflect Board input.

ACTION: Reg will confirm an April 9th to present the Strategic Plan to Council (Committee of the whole).

2022 Marketing Plan

Priorities similar to last year

Will be working with LoKnow again this year

Feedback can be directed to Julia after the meeting

Reg commented that Julia has done an excellent job collaborating with the Town over the past year.

ACTION: The Chair asks anyone who wants to join the Marketing Sub-committee to get in touch with Julia

AGM

Provisionally booked at BCF for Thurs, April 14th, 2022.

Julia will coordinate a speaker(s) for the meeting, food, annual report.

Aim will be to have the new website completed for the AGM.

Ryan will assist with AGM technology, re: hybrid option.

Nomination committee needs to be formed as we have 5 Board position terms ending this year.

Job Fair

Julia notes capacity and budget is not available for broader/online job fair.

March in-person job fair (BCF) will be moving forward with local partners

Debbie and Julia will be coordinating pop-up job fairs at the local high schools

Julia notes that next year we may have to start charging for the job fair.

Excellence Awards

Scheduled for June 9th, 2022

Partner with Rotary, Town, Chamber and Travel Drumheller

Sponsorship will be \$2000 (centrepieces, etc)

Julia would like to get a trophy designed locally.

We will include the 2020 nominations.

Deadline for awards will be the end of March

Prize will be a trip to 2023 Travel Alberta conference

9. Adjournment

Motioned by R Johnston/ H Little to adjourn meeting at 11:24. Carried.

10. Next meeting

Wednesday March 9th 10am

Signed by:

R. Semchuk

Travel Drumheller Marketing Association

Profit and Loss

January 1 - March 7, 2022

	TOTAL
INCOME	
4030 Vacation Guide Revenue	6,522.38
4100 Partnership Agreement	720.00
Total Income	\$7,242.38
GROSS PROFIT	\$7,242.38
EXPENSES	
5020 Marketing Projects Expense	31,939.40
5025 Travel Expense	465.74
5190 Subcontracts	3,780.00
5440 WCB Expense	200.00
5480 Commissions	1,000.00
5600 Marketing Initiatives	25,575.00
5610 Accounting & Legal	352.50
5615 Advertising & Promotions	700.00
5625 Business Fees & Licenses	29.00
5790 Office Rent	1,200.00
Total Expenses	\$65,241.64
OTHER INCOME	
4440 Interest Revenue	70.12
Total Other Income	\$70.12
PROFIT	\$ -57,929.14

Travel Drumheller Marketing Association

Balance Sheet As of March 7, 2022

	TOTAL
Assets	
Current Assets	
Cash and Cash Equivalent	
1060 Chequing Bank Account	132,918.77
1065 CCU Common Shares	6.82
1070 High Interest Savings Account **4395	10,038.40
1080 High Interest Savings Account **4494	127,241.55
2035 DMF Trust account	0.00
2040 DMF Trust Common Share Account	1.00
1600 Undeposited Funds	0.00
Total Cash and Cash Equivalent	\$270,206.54
Accounts Receivable (A/R)	
1200 Accounts Receivable	0.00
Total Accounts Receivable (A/R)	\$0.00
1220 Employee Cash Advances	0.00
1225 Employee Cash Advance Repayment	0.00
Total 1220 Employee Cash Advances	0.00
1320 Prepaid Expenses	1,813.45
Total Current Assets	\$272,019.99
Non-current Assets	
Property, plant and equipment	
1805 Dinosaur Suits	0.00
1807 Accum Amort - Dinosaur Suits	0.00
Total 1805 Dinosaur Suits	0.00
1820 Office Furniture & Equipment	0.00
1905 Computer Hardware	2,743.95
1906 Accum Amort - Computer	-216.62
Total 1905 Computer Hardware	2,527.33
Total Property, plant and equipment	\$2,527.33
Total Non Current Assets	\$2,527.33
Total Assets	\$274,547.32

Travel Drumheller Marketing Association

Balance Sheet As of March 7, 2022

	TOTAL
Liabilities and Equity	
Liabilities	
Current Liabilities	
Accounts Payable (A/P)	
2100 Accounts Payable	6,825.00
Total Accounts Payable (A/P)	\$6,825.00
Credit Card	
2150 Visa Card-Collabria	-332.84
Total Credit Card	\$ -332.84
2110 Accrued Professional Fees	1,800.00
2180 EI Payable	0.00
2185 CPP Payable	0.00
2190 Federal Income Tax Payable	0.00
2310 GST/HST Charged on Sales	0.00
2315 GST/HST Paid on Purchases	0.00
2335 GST/HST Payable	-11,657.20
2336 GST Difference	0.00
2337 GST/HST Suspense	0.00
2340 Payroll Liabilities	
2345 Federal Taxes	0.00
Total 2340 Payroll Liabilities	0.00
2350 Prepaid Sales/Deposits	190.00
2400 Short term loan - Town of Drumheller	0.00
2420 Short term loan-Canalta	0.00
2440 Deferred Income	69,483.00
2441 DMF -Econolodge	0.00
2442 DMF-QUALITY INN	24,503.54
2443 DMF -Travelodge	0.00
Total 2440 Deferred Income	93,986.54
Total Current Liabilities	\$90,811.50
Total Liabilities	\$90,811.50
Equity	
Retained Earnings	241,664.96
Profit for the year	-57,929.14
Total Equity	\$183,735.82
Total Liabilities and Equity	\$274,547.32



Travel Drumheller
Executive Director Progress Report
March 2022

Key Performance Indicators	January to March
Expanding Travel Drumheller's funding diversity and amounts by 30+%	Prairies Can Funding successful Travel Alberta Operating support received
2022 Guide is produced on budget + time and has sold 100% of ad space	Guide content is almost completed and ads have all been received. Meeting with Kim re design in next week.
Improving stakeholder relations within Drumheller, the Drumheller region and with other organizations such as Travel Alberta	<p>Had discussions with Cameron Spence and Andi Dziliams of Travel Alberta about how they can successfully support us.</p> <p>Will be hosting the Travel Alberta Town Hall in May.</p> <p>Over 80 businesses have completed the business survey. Hope to have reached 100 in the next two weeks</p> <p>Nominations for tourism excellence award is out. We have received 1 new nomination this year and had 4 from 2020.</p> <p>10 businesses have booked stands at the Job Fair</p> <p>Drum Discovery This will now happen May 24 and 25. Flier completed will start promotion in April.</p> <p>Have started discussions with Kneehill County and Community Communities Wild Rose to hold the Tourism Talks sessions again this year</p> <p>Have had an initial meeting with Starland County about their campgrounds and working with them.</p>

Investigating other sources of income in addition to the DMF	
Building relationships with the campgrounds in the region	Need to revisit the campground program to have the design ready for the Travel Alberta Coop funding.
Offering marketing support to partners and other tourism businesses	Will be advertising the marketing post shortly and Crowdriff will go live by April.
Managing the Ambassador program	Applied for Canada Summer Jobs. Will advertise for the Ambassador shortly

Other Updates:

Quality Inn funds- A Curiosity Campaign will be taking place in April and May. They will be in Drumheller on March 26 and 27 for a photo shoot as part of the campaign.

Crowdriff This is progressing, we have set up # to follow, messages for collecting User Generated Content and have created a number of folders.

Loknow The spring campaign launched last week, The focus is accommodation and planning your summer vacation, It includes the RTM content as well as travel deals. I have 4 businesses offering deals as part of the digital campaign and have created a travel deals web page. 4 businesses are on the page however two others are creating content.

Strategic Plan An updated version was distributed and KPIS will be discussed at the Board meeting

Marketing Plan Please see updated Marketing Plan which I hope can be approved at the Board meeting

Website There are two quotes for updates and overhaul of the website. These are attached to the meeting package

Travel Drumheller Strategic Plan 2022- 2025

VISION STATEMENT

The Drumheller region is an iconic Canadian destination

MISSION STATEMENT

To market 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.

Travel Drumheller Strategic Plan 2022- 2025

Current tourism climate

Many tourism businesses are still reeling from the COVID 19 pandemic, international travel is slowly returning but will not fully return for a significant time.

Travel Alberta has moved from a predominantly marketing organisation to a destination development agency as well. The Alberta government announced its target of doubling tourism revenue in Alberta by 2030.

Competition

Most tourism competition is west of Calgary. While this leaves east of Calgary competitor free, it also means there is not a cluster of experiences to help attract visitors. There also isn't a significant enough number of experiences in Drumheller to compel visitation from afar (like there would be in Tofino or Banff).

Drumheller is the eastern-most point of the Lake Louise – Calgary – Badlands corridor.

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 Strategic Plan 2022- 2025

Travel Drumheller Overarching Priorities

- *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*

Strategic Priorities

1. Improved Audience Understanding	Who	Key Performance Indicator	Target Date
1.1 Develop a data-based understanding of tourism in Drumheller			
Create mechanisms to identify and collect relevant data	JF/Town of Drumheller		
Build a data-marketing plan for the destination-with an integrated storytelling foundation. Not all about numbers and targeting	JF		
Work with key stakeholders to identify, collect and share data	JF/Chamber of Commerce, Municipal Partners		
1.2 Improve skills of business owners in data collection			
Teach data marketing skills to industry and provide ongoing sharing of lessons learned and best practices	?		
Support and mentor businesses in developing and collecting data sets	JF		

Travel Drumheller Strategic Plan 2022- 2025

2.Support Destination Development	Who	Key Performance Indicator	Target Date
2.1 Establish a Destination Development Plan (DDP)			
Secure funding for the DPP	JF		
Engage partners to create the DPP	JF		
Identify experience gaps particularly in shoulder season	JF/TOD		
Work with the Town of Drumheller on implementing their Extension of the Tourism Season Strategy	JF/TOD		
2.2 Enhanced Community Pride of Place			
Implement tourist in your own backyard campaigns	JF/MS		
Expand the Drum Discovery program	JF and Drum Discovery partners		

Travel Drumheller Strategic Plan 2022- 2025

3.Destination Marketing	Who	Key Performance Indicator	Target Date
3.1 Maintain the summer as the anchor season			
Continue to market the summer season in these markets Calgary Edmonton British Columbia Northern Alberta Saskatchewan Ontario	JF		
Implement customer care training	JF		
Develop marketing partnerships with source markets such as Calgary and Edmonton	JF/MS		
Increase length of stay by moving people around the destination	JF		
Design and implement marketing campaigns for DMF partners	JF/MS		
3.2 Build shoulder season visitation			
Create marketing campaign to promote shoulder season camping	JF/MS		
Deliver Winter Wonder Campaign	JF		

Travel Drumheller Strategic Plan 2022- 2025

4. Organization Sustainability	Who	Key Performance Indicator	Target Date
4.1 Develop and maintain a sustainable funding model			
Develop and expand the DMF program	JF/Board		
Build contributions from the campgrounds	JF		
4.2 Ensure stability in the organization			
Determine a permanent staffing model for the organisation	JF/Board		
4.3 Build support and awareness of the organisation in the community			
Build strong relationships within the community both political and individual	JF/Board		
Build the partnership program	JF		
5. Governance	Who	Key Performance Indicator	Target Date
5.1 Create a progressive well governed organisation			
Create policies to ensure Travel Drumheller is diverse, equitable, accessible, and inclusive	JF/Board		
Ensure all board members feel equipped for their roles	JF/Board		
Develop a program for reviewing bylaws and policies.	JF/Board		

2022 Marketing Plan

Photo Credit: Badlands Photography

Vision

The Drumheller region is an iconic Canadian destination.

Mission

To promote Drumheller and region as a premier year-round destination

Values

Passion, authenticity and knowledge

Plan Objectives

- To present and promote Drumheller as a premier tourism destination.
- Convey the rich local experiences to inspire visitors to the Valley.
- To move visitors around the valley and region
- To increase visibility locally raising awareness of Travel Drumheller within the Valley.
- Increase the number of partnerships within the local and regional tourism industry
- Increase Community Pride.

We will be successful by

Building Market Readiness of tourism businesses and communicating this with Travel Alberta, RTO's and other tourism partners

Building Brand Awareness to increase awareness of Travel Drumheller to local residents and businesses. To increase of visitors how we can support their visit in the Valley and widen the experience

Improving Audience Knowledge of Drumheller visitors, current and potential to inform future marketing plans.

Market Readiness



Photo Credit: Badlands Photography

TACTIC	BUDGET	AUDIENCE	KPIs
DrumDiscovery	\$9,000 (from 2021 CF grant)	Newcomers	40 participants
		Drumheller region young adults	
		Customer facing staff	
		Summer workers	
Information sharing Monthly newsletters	\$2,000	Stakeholders	12 stakeholder newsletters distributed 10 % increase in subscribers with open rate of 45%
Attend meetings such as CBA,		Local businesses	6 meetings attended
Travel Alberta Town Hall AGM		Municipalities, stakeholders, local businesses, board members,	100 attendees 40 attendees
Job Fairs	\$3,000	Tourism Businesses, potential employees High School students Higher education	75 attendees 20 businesses
Promotional Pitch This is in partnership with Economic Development at the Town of Drumheller.		Tour companies RTOs Pursuit Round the Block Tours Travel Alberta	One presentation given One tour company expresses interest in developing a new product in the region
“Get Ready for Summer” campaign Radio Campaign	\$3,500	Residents of Drumheller Region	

Lunch and Learn on TD support available		Businesses Partners	20 attendees
Social Media campaign		Residents of Drumheller	10,000 impressions
Tourism Talks Training programs (in partnership with Kneehill County, community Futures Wildrose and Big Country)		Businesses in Drumheller, Wheatland and Kneehill Counties	4 webinars 50 attendees

Market Readiness Continued



Photo Credit: Badlands Photography

Industry Nights/Socials	\$2,000	Partners, potential partners	Five events take place 100 attendees 10 new attendees
Drum It? A community pride campaign Radio, Social media campaign/contest	\$3,000	Local residents Surrounding communities Potential residents visitors	2,000 impressions 100 contestants to the contest

Brand Awareness

Photo Credit: Badlands Photography

TACTIC	Cost	AUDIENCE	KPIs
Raise brand awareness with stakeholders, residents, and regional tourism partners	\$5,000	Partners	
Tourist in your Own Town radio and social		Residents of Drumheller region	8 partners take part in radio and social contest 200 entries to the contest
Business Survey		Provincial organizations	100 businesses surveyed
Increase visibility at local, regional and provincial events		Regional Businesses	Attend 4 events
Celebration of Excellence Award		Chamber of Commerce Members Rotary Members Business Community	Five businesses nominated
Improve communication to businesses and public about Travel Drumheller's role, its impact, and its funding.	\$2,000		
Information campaign on value of Tourism in Drumheller & campaign on DMFs		Residents of Drumheller Business Community Stakeholders	2,000 impressions 3 on air radio slots

Develop website Industry Hub		Stakeholders and TD partners	10% increase in page views
AGM		Stakeholders and TD partners	40 attendees to the AGM
Annual Report		Residents of Drumheller Business Community	100 Annual reports distributed
Build Brand Awareness Develop brand guidelines/standards and a colour palette Develop Media Kit Create branded items such as stickers, tote bags.	\$3,000	Partners Board Visitors Partners Media Potential Influencers	Brand guidelines/standards completed Colour palette created Media Kit completed Branded items available

Regional Awareness of Destination

Photo Credit: Badlands Photography

TACTIC	Cost	AUDIENCE	KPIs
Exploration Guide	\$25,000		
		Potential visitors in Western Canada,	5,000 Guides distributed
		visitor information centres in Alberta, British Columbia and Saskatchewan	25,000 online guide views
Drumheller Uncovered (Quality Inn campaign)	\$50,000		Hotel occupancy rate of 40% May and June and September and October
Calgary Zoo Activation		Calgary Families at the Calgary Zoo	
Influencer promotions for spring and fall		Influencer audience of families with young families across Canada	200,00 impressions
Curiocity spring and fall Campaigns Social Content		Curiocity campaign Calgary and Edmonton 30-45 year old's	
Website Redevelopment Include more Blog/story content	\$15,000 Redevelopment \$30,000 new site	Canadians 25-50 International visitors 25-60 Families	Increased visitation from users accessibility issues
Increase the seasonality of the site			New website live September 2022

Incorporate Crowdriff to increase the level of imagery			20 new stories on the website
Increase accessibility			15% increased visitation
Visitor Newsletters	\$1,500	Potential Visitors Canada	Increase subscriptions by 10% Open rate of 40% 5 promotions from partners included
Send out ¼ ly		International visitors	
Build the audience through promotions and increase content from partners		Families	
Crowdriff User generated content is collected and available to be used by TD and partners and displayed on screens at the VIC	\$16,000		Installed on website by end of April 2022
		Website users	Available to partners by May 2022
		Instagram followers	
		TD Partners	Imagery up on VIC screens by June 2022
		Influencers	
		Content Creators	
Social Media TD created content Themes include: Travelling with pets Being a good visitor User Generated Content #promotion #beagoodvisitor #DrumIt			
		Facebook and Instagram Followers	20% increase in followers
		TD Partners	20% increase in accounts reached
Uncover Wonder Spring/Summer Campaign Digital Campaign hyper, search and social Video Launch	\$50,000	Day Trips Bucket This will target areas and points of interest in Calgary & areas surrounding Drumheller that would contain individuals who	20 million impressions

		are interested in taking a daytrip to the Drumheller area.	
		Activities bucket Targeting areas and points of interest in Drumheller that would contain individuals who are interested in activities and local attractions in Drumheller once they are actually in the destination.	300,000 visits to website
		Overnight stay bucket - City targeting This will target areas and points of interest in Edmonton and northern Alberta that would contain individuals who are interested in staying overnight in the Drumheller area.	Hotel Occupancy of 80% June, July, August
Uncover Wonder Fall Campaign Digital Campaign hyper, search and social	\$10,000	Day Trips Bucket This will target areas and points of interest in Calgary & areas surrounding Drumheller that would contain individuals who are interested in taking a daytrip to the Drumheller area.	8 million Impressions
		Overnight stay bucket - City targeting This will target areas and points of interest in Edmonton and northern Alberta that would contain individuals who are interested in staying overnight in the Drumheller area.	Conversion rate of 20%
Winter Wonder Campaign Digital Campaign hyper, search and social Brand all activities together under one umbrella of Winter Wonder	\$15,000	Day Trips Bucket This will target areas and points of interest in Calgary & areas surrounding Drumheller that would contain individuals who are interested in taking a daytrip to the Drumheller area.	10 million Impressions Conversion rate of 15%

		Overnight stay bucket - City targeting This will target areas and points of interest in Edmonton and northern Alberta that would contain individuals who are interested in staying overnight in the Drumheller area. once they are in the Valley.	20, 000 visits to website
Curiocity Campaign .	\$3,000	Calgary and Edmonton areas 30-45 year old's	10,000 Impressions
Camping Capital of Alberta Create a campaign celebrating the range of camping and Rving available in the area particularly in the shoulder seasons. Must Do Canada Campaign August 2022	\$15,000	Overnight stay bucket - City targeting This will target areas and points of interest in Edmonton and northern Alberta that would contain individuals who are interested in staying overnight in the Drumheller area. once they are in the Valley.	4 campgrounds take part
		50-60 year olds western Canada campers and RVers	1,000 views 5,000 impressions Campground occupancy of 40% September and October
Jurassic World Marketing campaign linked with the release of Jurassic World movie in June	\$10,000	Movie goers in Alberta	400,000 annual visitors to the Royal Tyrrell Museum
		Albertan, SK and BC Families	Hotel occupancy rate of 65% and campground occupancy rate of 65% July and August
Calgary Zoo Sponsorship 2 displays 1 activation at Easter with a prize package for the Drumheller area. Linked with the Drumheller Uncovered campaign with the Quality Inn	\$20,000	Zoo visitors Families in Calgary	200 contestants 500 interactions at the booth 30,000 views from the QR codes on zoo signage

Visitors in Destination

Photo Credit: Badlands Photography

TACTIC	Cost	AUDIENCE	KPIs
Exploration Guide Campaign on QR Code link to the online Guide Stickers showcasing the QR code	\$25,000	Visitors in Drumheller,	5,000 Guides distributed
		Potential visitors Drumheller	
		Area New residents	25,000 online views
		Residents	
VIC imagery Crowdriff feed into the VIC		Users of the VIC and World's Largest Dinosaur	Feed live at the VIC
Ambassador Program	\$20,000	Visitors in Destination	Meet with 6,000 visitors
Be A good Visitor Social media Campaign Visitor newsletter Travel Guide Blog on website		Social media followers	20,000 impressions
		Local population	3,000 page visits
		Visitors in Destination	
Uncover Wonder Spring/Summer Campaign Digital Campaign hyper, search and social	\$3,000	Activities bucket Targeting areas and points of interest in Drumheller that would contain individuals who are interested in activities and local	8 million impressions
			Conversion rate of 25%

		attractions in Drumheller once they are in the Valley.	40,000 visits to website
Uncover Wonder Fall Campaign Digital Campaign hyper, search and social	\$3,000	Activities bucket Targeting areas and points of interest in Drumheller that would contain individuals who are interested in activities and local attractions in Drumheller once they are in the Valley.	2 million Impressions Conversion rate of 20% 30, 000 visits to website
Winter Wonder Campaign Brand all activities together under one umbrella of Winter Wonder Run Digital Campaign hyper, search and social	\$3,000	Activities bucket Targeting areas and points of interest in Drumheller that would contain individuals who are interested in activities and local attractions in Drumheller once they are in the Valley.	1 million Impressions Conversion rate of 15% 10,000 visits to website

Improve Audience Knowledge



Photo Credit: Travel Alberta/Katie Goldie

TACTIC	Cost	AUDIENCE	KPIs
Prism Analysis Analyse postcodes collected by Ambassador and LoKnow Harvest		Travel Drumheller Board	Audience analysis of the current visitation
		Stakeholders	
		Travel Alberta	
		TD partners	
Communications Audit Google Analytics Business Survey Information Audit Loknow reports		Travel Drumheller Board	A quarterly communications audit completed and presented to the board
		Travel Alberta	
		Stakeholders	
		TD Partners	
Total Cost	\$292,000	NOTES 1) Includes funds from Grants for Drum Discovery, job Fair, ambassador, Quality Inn DMF, Campgrounds 2) Would be \$307,000 for a brand-new website	



Objects of Travel Drumheller Marketing Association

Travel Drumheller Marketing Association shall have for its principal objects the promotion, development and encouragement of tourism trade and promotion, but without restricting the generality of the foregoing, shall have the following objects:

1. To encourage a spirit of partnership and collaboration amongst stakeholders in promoting Drumheller to the world.
2. To promote the publicizing of the products and the tourist attractions of Drumheller and region in other parts of Canada and elsewhere.
3. To stimulate interest in tourism activities and developments, whereby the industry and its stakeholders collaborate and form partnerships that lead to increased industry participation, promotion and exposure to tourism marketing opportunities.
4. To promote and encourage opportunities and events that will generate positive economic benefits on the part of its stakeholders and the community at large.
5. To advocate on behalf of tourism industry stakeholders to all levels of Government on matters affecting the objectives of Travel Drumheller.
6. To encourage a high standard of integrity among its stakeholders.
7. To make available, where possible - sources of information to its stakeholders respecting general regulations affecting business and industry in Drumheller and region.
8. To exchange information with Destination Marketing Organizations and other organizations with compatible interests and objectives.

Travel Drumheller Marketing Association

BY-LAWS

Approved April 10 2019

ARTICLE ONE - NAME

- 1.00 The name of this society shall be "Travel Drumheller Marketing Association".
- 1.01 The society shall have as its trade name as "Travel Drumheller."

ARTICLE TWO - INTERPRETATION

- 2.00 Wherever the words "Travel Drumheller" occur in these By-Laws, they shall be understood to mean "TRAVEL DRUMHELLER MARKETING ASSOCIATION" as a body.
- 2.01 Wherever the words "The Board" occur in these By-Laws, they shall be understood to mean "THE BOARD OF DIRECTORS OF TRAVEL DRUMHELLER MARKETING ASSOCIATION."
- 2.02 Wherever the word "Region" occurs in these By-Laws, it shall mean that area, within and for which this Travel Drumheller was established, as defined in the Certificate of Registration under the Society's Act (R.S.A., c. XXX, s. X).
- 2.03 Wherever the word "Director" occurs in these By-Laws, it shall mean an individual elected or appointed by the stakeholders to serve on the Board of Directors.
- 2.04 Words imparting the masculine gender shall be interpreted to include the feminine and neutral genders.

ARTICLE THREE – STAKEHOLDER PARTICIPATION

- 3.00 *Eligibility*
 - 3.00.1 Any business, individual, organization or municipality which has financially purchased into Travel Drumheller services or programs during the past fiscal year shall be considered a stakeholder in good standing of the Association.
 - 3.00.2 Stakeholders of Travel Drumheller shall be bound by the By-Laws and regulations of Travel Drumheller.
- 3.01 *Representations*
 - 3.01.1 A stakeholder being a business, individual, organization or municipality shall designate in writing a representative to exercise the rights and

privileges of the stakeholder in Travel Drumheller, and such designation may be changed from time to time in writing, upon request.

- 3.01.2 Every stakeholder shall be entitled to one representative. Each representative so designated shall himself (during the continuance of the designation and while the designating member is in good standing) be deemed to be a stakeholder for all of the purposes of Travel Drumheller.

3.02 *Classification*

The stakeholders of Travel Drumheller may be divided into such classifications as may be determined from time to time by the Board.

3.03 *Withdrawal or Removal of Stakeholder*

- 3.03.1 A stakeholder may be removed upon failure to pay the required fees for programs or services used within 90 days from the date on which payment should be made.

- 3.03.2 Any stakeholder can be removed by a two-thirds vote of the Board for cause deemed by the Board to be in contravention of the Association's by-laws, the Association's code of conduct, objectives or policies. The stakeholder will be provided at least fifteen (15) days written notice by the Chairperson of the intention of the Board to discuss the stakeholder removal and the stakeholder will be extended the opportunity to address the subject at the Board meeting where the matter will be discussed.

ARTICLE FOUR - BOARD OF DIRECTORS

- 4.00 Travel Drumheller will be governed by a maximum of twelve (12) Board of Directors comprised of the following:

- 4.00.1 Five (5) Board of Directors shall be appointed on an annual basis as follows:

One (1) Representative from the Town of Drumheller (the CAO, or designate).

One (1) Representative from the Drumheller and District Chamber of Commerce (the General Manager, or designate).

One (1) Representative from the Royal Tyrrell Museum (the Executive Director, or designate).

One (1) Representative from Destination's West – Destination Marketing Organization (the Chairperson, or designate).

One (1) Representative to be chosen by the Domestic Marketing Fund signatories to represent their collective interests.

4.00.2 Seven (7) Board of Directors shall hold elected positions in accordance with the procedure outlined in Article 9. These positions shall be filled on a rotating basis, with two (2) Directors being elected each year for a three (3) year term. These positions shall be filled by tourism attractions, events or amenities.

4.01 No member shall be *elected* to the Board for more than two (2) consecutive three-year terms. A person is eligible for re-election to the Board after a one (1) year absence from an elected position.

4.02 At the first meeting of the Board following the Annual General Meeting, the Board will elect internally, an Executive Committee comprised of a Chairperson, Vice-Chairperson, and Secretary-Treasurer from the twelve (12) Board Representatives only. This will be done by secret ballot and all Board Representatives will be eligible to vote.

4.03 The Board will establish the scope and nature of the activities to be carried out by Travel Drumheller in order to carry out its mandate.

4.04 The Board shall have the authority to determine how available operating funds can most effectively be spent in carrying out the mandate of Travel Drumheller.

4.05 The Board shall have authority to determine signing authority on all accounts, contracts, or documents that are binding on Travel Drumheller.

4.06 The Board shall have the authority to hire the Executive Director and to determine the terms of employment thereof. It shall also have the authority to dismiss its Executive Director for such reasons, as the Board deems necessary in accordance with Employment Standards and practices.

4.07 The Board shall have the authority to appoint both Standing and Ad-Hoc Committees and to determine the terms of reference thereof. Non-Board stakeholders may serve as stakeholders on Committees established by the Board provided however, that the appointee is in good standing and such appointment is approved by the Board.

4.08 If it is necessary for any reason to replace a Board member before the expiration of their term or to fill any other vacant positions on the Board, the Board may appoint such replacements from any current stakeholder.

4.09 Board Representation may be terminated upon a Director:

(a) Being absent for three (3) consecutive regular meetings of the Board unless

the Board concludes there was adequate reasons for such absences;

- (b) Ceasing to remain a stakeholder in good standing;
 - (c) Acting in a manner detrimental to the purpose of Travel Drumheller, as evidenced by a majority vote of the Board;
 - (d) Being found lunatic or of unsound mind;
 - (e) Being convicted of any offence involving imprisonment without the option of a fine; or
 - (f) Violating the Board's Conflict of Interest guidelines.
4. 10 A Director may retire from the Board upon giving one (1) month's notice in writing, and such resignation shall take effect upon the expiration of such notice or earlier acceptance.
- 4.11 The term of office for elected and appointed Directors shall commence at the first meeting of the Board following the Annual General Meeting and, upon the completion of their term, shall expire immediately prior to the first meeting of the Board following the Annual General Meeting.
- 4.12 Directors shall not receive compensation for their services. Expenses incurred while acting in the official capacity of Travel Drumheller may be reimbursed, by approval of the Board.
- 4.13 Resolutions, except where otherwise stated in the Constitution and By-Laws, shall require a simple majority of votes by those Directors present for approval. All Directors, including the Chairperson, shall have one vote. Voting by proxy will not be accepted. In the event of a tie vote, the resolution shall be considered lost and defeated.
- 4.14 Minutes shall be recorded for all meetings of the Board, and upon their subsequent approval by the Board as being true and a complete record of the business transacted, shall be maintained at the office of Travel Drumheller.
- 4.15 The Annual General Meeting of Travel Drumheller shall be held within 120 days of Travel Drumheller's year-end.
- 4.16 The Executive Committee of the Board shall comprise the following:
- a) Chairperson
 - c) Vice-Chairperson
 - d) Secretary/Treasurer

4.17 In the event of a vacancy amongst the Executive Committee, the Chairperson shall be empowered to appoint a replacement Executive Committee Member from the Board of Directors, but it shall be necessary for the Board to ratify such appointment at the next meeting of the Board.

4.18 The Chairperson:

- a) Shall be the Chief Executive Officer of Travel Drumheller;
- b) Shall endeavor to attend all meetings of Travel Drumheller and its executives and shall preside over the proceedings of their meetings;
- c) Shall be an ex-officio member of every Committee;
- d) Shall be the official spokesman for Travel Drumheller but may delegate such power in regard to public pronouncements to such representative(s) or Executive Director of Travel Drumheller as he may decide;
- e) Shall act at all times in accordance with the lawful directives of Travel Drumheller;
- f) Shall cause to be brought to the attention of Travel Drumheller stakeholders all matters affecting the well being of Travel Drumheller and its operations;
- g) May, from time to time, with the concurrence of Travel Drumheller stakeholders approve the formation of Committees and prescribe their functions and limitations and appoint persons to serve therein; however, that each appointment to stakeholdership on each Committee shall cease and determine on the day prior to the next Annual General Meeting.

4.19 The Vice-Chairperson:

- a) Shall do all things reasonably as required by the Chairperson for the better functioning of Travel Drumheller. In the absence of the Chairperson he shall assume his role.

4.20 The Secretary/Treasurer shall endeavor to:

- a) Maintain minutes of all meetings of Travel Drumheller and its stakeholders and in that capacity shall be clerk thereof. He may utilize the services of a stenographer and in the absence of contrary direction from the Chairperson, such stenographer may attend with the Secretary at the aforementioned meetings;
- b) Be responsible for the accurate maintenance of the records of stakeholders and their addresses;

- c) Be responsible for the maintenance of all required books of account and financial records;
 - d) Establish and maintain adequate systems for the control of expenditures;
 - e) Prepare, or have prepared under his direction the proposed budget and its presentation by him to the Board of Directors for approval or amendment;
 - f) Maintain Travel Drumheller within the expenditures of the accepted budget;
 - g) Establish and maintain adequate systems to ensure that the funds of Travel Drumheller are properly deposited and accounted for in accordance with normal accounting procedures;
 - h) Ensure that all necessary appointments of signing officers for banking and other financial documentation are made from time to time by the Board of Directors.
 - i) Assist the Chairperson in such other areas of financial control as the Chairperson may require;
 - j) Perform such other duties as the Chairperson may, from time to time, direct.
- 4.21 At any meeting of the Board, 50% of the Directors plus one shall form a quorum for the transaction of business.
- 4.22 The Board shall, in addition to the powers hereby expressly conferred on it, have such powers as are assigned to it by any By-Law of Travel Drumheller provided, however, that such powers are not inconsistent with the provisions of the Society's Act.
- 4.23 The Board shall frame such By-Laws, rules and regulation best adopted to promote the welfare of Travel Drumheller, and shall submit them for adoption, at a General Meeting of Travel Drumheller, called for that purpose.

ARTICLE FIVE - INDEMNITY OF BOARD STAKEHOLDERS

- 5.00 Travel Drumheller shall indemnify all Directors and Officers of Travel Drumheller and any other person, their heirs, executors and administrators from and against all costs, charges, expenses and damages sustained as a result of an undertaking authorized by Travel Drumheller.
- 5.01 Travel Drumheller shall indemnify every Director or Officer of Travel Drumheller from all costs, charges, expenses and damages to which the Director or Officer of Travel Drumheller may be put as a result of a bona fide execution of the duties of

his office or position.

ARTICLE SIX - MEETINGS

- 6.00 The Annual General Meeting of Travel Drumheller shall be held within one hundred and twenty (120) days after the fiscal year end at a time and place determined by the Board. At least twenty one (21) days' notice of the Annual General Meeting shall be given.
- 6.01 General Meetings of Travel Drumheller may be held at a time and place designated by the Board. At least seven (7) days' notice of such meetings shall be given.
- 6.02 Special Meetings of Travel Drumheller may be held at any time when summoned by the Chairperson, or requested in writing by any two (2) Directors of the Board. At least seven (7) days' notice of such meetings shall be given.
- 6.03 The Board shall meet from time to time and not less than four (4) times a year to carry on the business of Travel Drumheller.
- 6.04 Notice of all meetings, naming the time and place of assembly, shall be given by the Chairperson as directed by the Board.
- 6.05 At any Annual or General Meeting, six (6) stakeholders shall be a quorum and, unless otherwise specifically provided, a majority of stakeholders present shall be competent to do and perform all acts which are or shall be directed to be done at any such meeting.
- 6.06 Minutes of the proceedings of all General and Board meetings shall be entered in books to be kept for that purpose, by a person designated by the Board from time to time.
- 6.07 The entry of such minutes shall be signed by the Chairperson who presides at the meeting at which they are adopted. Copies of the minutes of each meeting will be provided to board members at least 2 days prior to the next scheduled meeting.
- 6.08 The books of account shall be kept at the registered office or such place or places as designated by the Directors. No person other than a Director, Auditor, Stakeholder, Executive Director, Officer, Accountant, or person authorized by the Board shall have any right to inspect any account, book or document of Travel Drumheller.
- 6.09 Requests by general stakeholders to view Travel Drumheller's books of account must be made to the Chairperson with at least five (5) working days prior notice.

ARTICLE SEVEN - MANAGEMENT OF BUSINESS AFFAIRS

7.00 The Executive Director shall be responsible as senior administration, through the Executive, to the Board of Directors:

- a) For all approved plans, results, occurrences and matters of and relating to the operation of Travel Drumheller;
- b) For the general supervision, direction, and control of all employees of Travel Drumheller and to ensure the proper performance of their duties and responsibilities in accordance to approved plans;
- c) For all administrative functions within approved guidelines of Travel Drumheller including budget preparation and control, maintaining the books of account, correspondence, and clerical support.
- d) For the custodianship of all property and records of Travel Drumheller.

7.01 In the event of the absence of an Executive Director, the Board may appoint a clerk (s) to undertake the non-supervisory duties of the Executive Director role.

7.02 At the direction of the Chairperson, the Executive Director shall attend all meetings of the Board of Directors or any other meetings of stakeholders or Committees of Travel Drumheller. The Executive Director shall serve as a resource to all such meetings, without voting privileges.

7.03 The Executive Director shall do all things as may reasonably be required of him by the Chairperson in order to maintain the successful operation of Travel Drumheller and Committees in accordance with approved plans and policies.

7.04 The Board shall adopt a common seal of Travel Drumheller and provide for its safe custody.

7.04 The seal shall not be used except by the authority of the Board and/or the Executive Director in the presence of a member of the Board who shall sign every instrument to which the seal is affixed.

7.05 The seal shall remain in the custody of the Executive Director at his official office.

ARTICLE EIGHT - VOTING RIGHTS

8.00 Every stakeholder in good standing represented at any General Meeting shall be entitled to one (1) vote providing that the vote of a business, individual, organization or municipality shall, in each case be assigned to individuals.

- 8.01 Voting at General Meetings shall normally be by show of hand, or if requested by the Chairperson, by secret ballot. In the alternative, a secret ballot shall be taken if requested by five (5) stakeholders providing such request receives the approval of two-thirds (2/3) of the stakeholders assembled. Voting by proxy will not be accepted.
- 8.02 Motions or amendments shall be carried at General Meetings by a majority vote unless otherwise provided for in these By-Laws.
- 8.03 The Chairperson shall only cast a vote on a motion in the event of a tie.

ARTICLE NINE - ELECTIONS

- 9.00 The Annual Election of the Board shall take place at the Annual General Meeting.
- 9.01 Every stakeholder affiliated with Travel Drumheller and in good standing shall be eligible for election and all retiring stakeholders of the Board in good standing shall be eligible for re-election subject to the provisions of Article 4.01.
- 9.02 The Nomination Committee shall consist of the Chairperson and Vice-Chairperson.
- 9.03 The Nominating Committee shall endeavor to prepare a slate of nominations for election to the Board. No nomination shall be valid without the written or oral consent of the nominee.
 - 9.03.1 The Nominating Committee will consider the following key criteria in seeking Board of Director nominees:
 - 1) The individual's history and contributions within the tourism industry.
 - 2) The organization that the individual represents including the history and contributions that the organization has made within the tourism industry.
 - 3) The extent of participation in marketing activities of Travel Drumheller including, but not limited to advertising, special events and other activities that further the interest of tourism development in the district.
 - 4) That a broad cross section of representation from within the tourism and hospitality industry is maintained.

- 9.04 The Chairperson shall be the Chairperson of the Nominating Committee and shall appoint the Chairperson of the elections.
- 9.05 Voting shall be conducted by secret ballot, unless otherwise agreed by consensus.
- 9.06 At the close of voting, the Chairperson or Chairperson of Elections shall report the results of the election to Travel Drumheller.

ARTICLE TEN - BY-LAWS

- 10.00 These By-Laws, or any of them may be amended, altered or repealed by a majority vote of persons in good standing and present at any General Meeting of Travel Drumheller or at any Special Meeting called for that purpose, provided that written notice of the proposed amendments, alterations or repeals shall be given in the notice for the meeting at which they are to be considered.
- 10.01 The foregoing By-Laws shall come into effect as soon as they have been adopted at a meeting of Travel Drumheller and have been approved by the appropriate Minister of Industry; and thereupon the By-Laws of Travel Drumheller theretofore existing are repealed.

ARTICLE ELEVEN - AFFILIATION

- 11.00 Travel Drumheller, at the discretion of the Board, shall have power to affiliate with Travel Alberta, and any other organizations which may be in the interest of Travel Drumheller.

ARTICLE TWELVE - FISCAL YEAR

- 12.00 The fiscal year of Travel Drumheller shall commence on the first day of January in each year.

ARTICLE THIRTEEN - AUDIT

- 13.00 Once in every year the accounts of Travel Drumheller shall be examined and the correctness of the accounts and balance sheet ascertained by one (1) or more auditor or auditors.
- 13.01 The Board of Directors shall appoint such auditor or auditors to hold office for the ensuing year.
- 13.02 The auditor's report of Travel Drumheller for the past fiscal year shall be made to each Annual General Meeting, and the auditor's report shall be kept at Travel Drumheller office.

ARTICLE FOURTEEN- PROCEDURE

- 14.00 Parliamentary procedure shall be followed at all General and Board Meetings, in accordance with "Roberts Rules of Order Newly Revised."



Travel Drumheller

Board Member's Code of Conduct

The board of directors is committed to teamwork and effective decision-making. Towards this end board members will:

- Endeavour to represent the broader interests of members and/or stakeholders
- Seek to balance their contribution as both an advisor and learner.
- Be honest with others and true to themselves
- Refrain from trying to influence other board members outside of board meetings that might have the effect of creating factions and limiting free and open discussion.
- Be willing to be a dissenting voice, endeavor to build on other director's ideas, offer alternative points of view as options to be considered and invite others to do so too.
- On important issues, be balanced in one's effort to understand other board members and to make oneself understood.
- Once a board decision is made, support the decision even if one's own view is a minority one.
- Not disclose or discuss differences of opinion on the board with those who are not on the board. The board should communicate externally with "one voice".
- Respect the confidentiality of information on sensitive issues, especially in personnel matters.
- Be an advocate for the organization and its mission wherever and whenever the opportunity arises in their own personal and professional networks
- Disclose one's involvement with other organizations, businesses or individuals where such a relationship might be viewed as a conflict of interest (see Conflict of Interest Policy).
- Refrain from giving direction, as an individual board member, to the executive director or any member of staff.
- Refrain from investigating or discussing the executive director's performance with staff members or stakeholders without board authorization

Hi Julia and Ryan,

Thank you for providing access to the site, it was very helpful.

As suspected, the page builder WPBakery is installed, BUT it's NOT actually being used. We are not even really sure why it's activated, because it doesn't seem to be doing anything. This is good news for us in terms of being able to work within the parameters of existing site because it is built with PHP theming, heavily leaning on Advanced Custom Fields Pro. This means that we can actually touch the code, and build specific new features into this site (such as a different navigation) without rewriting anything else.

In terms of budget considerations, and considering pain points that have been brought up so far, it would be best to work within the existing site and achieve better user experience by reorganizing, improving and updating content to make the site more engaging and palatable. As part of these improvements, we would look to address the items that were brought up by Julia:

- revamp the navigation (and even expand it into a super nav per Tourism Jasper example)
- restructure or redesign the homepage to feature a wider variety of content to show the diversity of the destination
- integrate Google Map / directory function
- install accessibility plugin
- connect Crowdriff platform for imagery

Given we are working with existing website, keeping existing look and feel, and not rebuilding from scratch - but rather focusing on the above improvements - our quote for these items would come in at \$13,500, however we are prepared to complete these within the previously mentioned budget of \$10,000.

Should the preference be to redesign and rebuild the site from scratch, then as discussed earlier with Ryan, that quote would come in at \$35,000. We would be prepared to complete the project for \$25,000 and collect this amount in monthly instalments (as opposed to our standards payment schedule of 50% / 25% / 25%) to make this more palatable to your team.

Please let us know what you think and we would be happy to jump on a call to discuss further or answer any questions.

Thank you for thinking of us, and the opportunity to review the site and respond!



lena mitranic
project manager
nonfiction studios
T 403.686.8887 C 587.707.7846

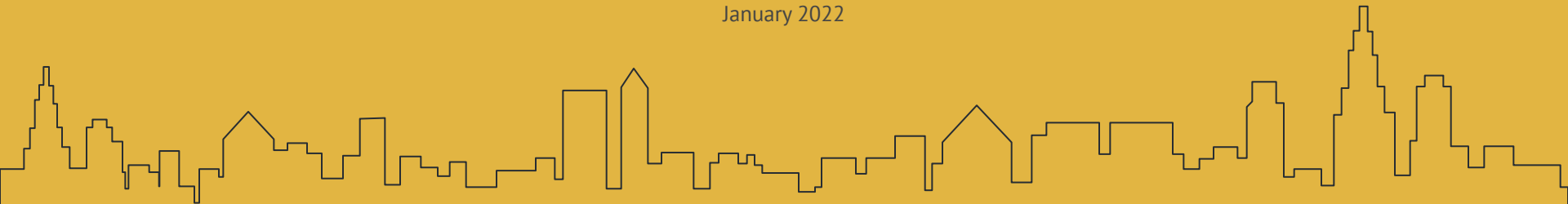


WEBSITE DEVELOPMENT PROPOSAL

Travel Drumheller

Julia Fielding

January 2022



WEBSITE PROPOSAL

Wordpress Development

CONTENT MANAGEMENT SYSTEM

Providing flexibility and customization



We recommend utilizing the [WordPress](#) content management system (CMS) for this website development project.

WordPress is one of the most popular platforms available. With the ability to accommodate all budget sizes, this open-source CMS also provides developers (and website owners) to customize and modify their site to their heart's content with regards to both design and content.

Although the WordPress community offers templates that designers and developers can use, our team prefers to build from the ground up. We take your approved design and build it from a basic backend and then modify it while keeping in mind that you will want the ability to update content on your own (without delay).

WEBSITE HOSTING

Providing security and reliability



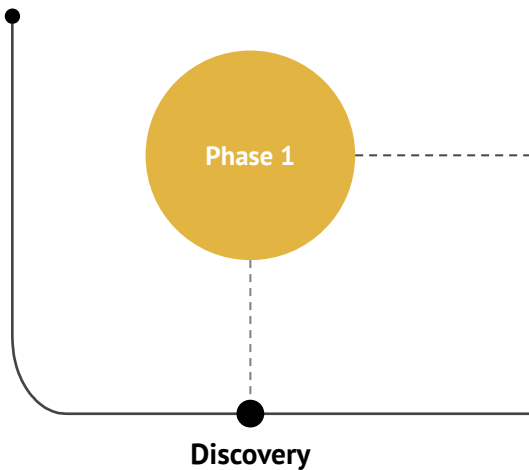
We recommend hosting services provided by [WP Engine](#) because of its security, reliability and performance dedication to WordPress-based websites.

WP Engine offers various plans and price points supported by customer service that is second-to-none. We have been working with WP Engine since 2016 and both our clients and web development team have enjoyed the hosting service for numerous reasons.

This host provider is based out of Austin, Texas but has data centres in Canada (Montreal), USA and seven other countries. WP Engine data centres are housed by Google and Amazon Web Services.

WEBSITE DEVELOPMENT

Our process for building you the best website possible

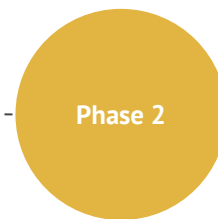


The Discovery Phase will define the objectives and scope of the project. The following areas will be discussed with the client:

- **Objectives** - The objectives of the new website should be defined, including a general strategy and concept of why it should exist.
- **Research, Data & Analytics** - This information will provide a baseline of what your current visitation profiles and characteristics are. We will also take a look into your industry and competitive landscape.
- **Features & Functionality** - The site's features and functionalities will serve your audiences to ultimately engage with and convert them. These will be defined during this phase.
- **Information Architecture** - Following the above considerations, we will start mapping the IA/website navigation structure to your new site.

Following Discovery, we will commence with the new website's navigation and design. This will incorporate the site strategy and concept defined in Discovery and will result in the delivery of some client deliverables:

- **Site Map & Navigation** - Creation of the new site map to illustrate navigation and emphasis on key sections.
- **Branding Application** - If your company has a branding guide, we will utilize its elements to be incorporated into the new design.
- **Design Mockups** - Developing website component models will lead to full structural designs of the new website. This will result in static comps (visual representations) produced for client approval.



Website Design

Following the website design phase, we will proceed with development and coding of the new website:

- **Staging Environment** - Development of the new site will be in a staging/production environment. The client will have secure access to this environment once the majority of the build is complete.
- **Design Application** - The approved website design will be applied and integrated into the new site.
- **Functionality Development** - Any unique features and functionality of the new website will be developed and partially tested during this phase. Final testing will be during the Testing & Launch phase.
- **Plugin Integration** - Plugins will be installed and customized according to website/client needs. Client accounts for plugins will be setup for client takeover (ie. for license renewals).

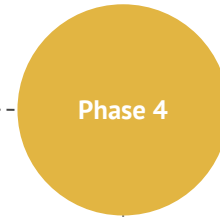


Phase 3

Website Development

Following the website design and development phases, content becomes a focus to ensure the new site is communicating to audiences effectively. The following is required to ensure content is working in tandem with the previous phases:

- **Content Migration** - If an applicable current (or previous) site exists, content provided by the client will be transferred into the new website. We will work to identify any content gaps and make recommendations on how to fulfil them.
- **Content Creation** - If required, we can compose new content based on the new website's strategy. The client may be required to provide new imagery and/or video for the new website. These content needs will be discussed ahead of time.
- **Content Categorization & Formatting** - Content will be placed onto the new site based on its components and design. The new site structure will guide where content will be applied and customized.
- **SEO Work** - Basic search engine optimization will be applied to the new website including title tags, meta tags, image descriptions, etc.



Content Application

The final step to every website development project is the testing, launch and handover phase:

- **Site Testing Process** - User testing will be conducted to ensure all features, plugins and functionality of the new website is in working order - across all screen sizes and browsers.
- **Site Launch Process** - We refer to an internal website launch final checklist that outlines what is required to be done prior to formally launching the new site. This involves over 50 checks and verifications.
- **Site Handover** - This process includes developing user profiles for the new website, training material and review of subscriptions and licenses.
- **Domain & Hosting** - This information is required from the client in order to apply new domain/hosting settings prior to site launch. We will assist with the creation of these services if required.



Testing

Launch

POST-LAUNCH MANAGEMENT

Website Maintenance

WEBSITE MANAGEMENT & SUPPORT

Optional and recommended maintenance (post-launch)

Security Updates & Backups

WordPress is an open-source CMS and is updated on a regular basis for increased functionality and to patch security holes. It is suggested that one to two times per year the WordPress and theme versions are updated and the website/database is backed up.

Strategy Optimization & Design Modifications

We will be available to assist with web strategy development, ongoing website optimization services and website design modifications.

1

2

License, Domain & Hosting Fees

Some WordPress plugins and tools require annual license/subscription fees. Annual domain, hosting and SSL fees are also necessary.

3

Ongoing Maintenance & Support

We will be available to handle regular monthly maintenance tasks at an hourly rate. Monthly maintenance tasks could include:

- Performing WordPress CMS, theme and plugin updates
- Troubleshooting website issues as required
- Assisting in content updates when necessary
- Assessing and fixing website vulnerabilities as they arise

4

PROJECT INVESTMENT

Budget, fees and options

BUDGET SUMMARY

Website development and key components

WEBSITE DEVELOPMENT - SERVICE COMPONENT	HOURS	INVESTMENT
Phase 1 - Discovery & Project Management		
- Project Kick-Off, PM, Research/Planning	16	\$2,000.00
Phase 2 - Website Design		
- 2 Design/Layout Concepts	12	\$1,500.00
- Supplemental Design Mockups (One experience hub)	3	\$375.00
Phase 3 - Website Development		
- Development & Coding (Core)	42	\$5,250.00
- Directory Development Considerations & Options	TBD	Separate
Phase 4 - Content Application & SEO		
- Content Migration (from previous site)	20	\$2,500.00
- Includes custom "experience hubs"		
Testing, Launch, Handover & Training	16	\$2,000.00
WEBSITE DEVELOPMENT [NOT INCL. DIRECTORY]	109	\$13,625.00
<i>Contingency 10% (If Required)</i>	11	\$1,362.50

WEBSITE DEVELOPMENT - SERVICE COMPONENT	HOURS
Phase 3 - Website Development - Directory Options	
<ul style="list-style-type: none"> Option A: GeoDirectory Tool Integration <ul style="list-style-type: none"> Installation and Customization Annual License Fee Option B: Custom Directory Build <ul style="list-style-type: none"> Development & Deployment Periodic Maintenance 	~20 \$199 USD/a ~50 As Required

Notes:

- Above estimates are based on current scope and understanding of the project but may change upon further discussion/future direction.
- Three instalment payments over duration of project; plus applicable sales tax to all above items.

BUDGET SUMMARY

Website peripherals and maintenance (optional)

WEBSITE MANAGEMENT - SERVICE COMPONENT	FREQUENCY	ESTIMATE
Domain & Hosting Management		
- Hosting, Domain, Security, Backups, SSL, etc.	Annual	\$400.00-\$600.00 per year
Post-Launch Website Management		
- Website, System, Tools & Plugin Updates	Quarterly	\$125.00 per hour
- Tools/Plugin Subscription & License Fees	Annual	\$250.00-\$500.00 per year
- Design, Technical & Content Updates	Per Client	\$125.00 per hour

Notes:

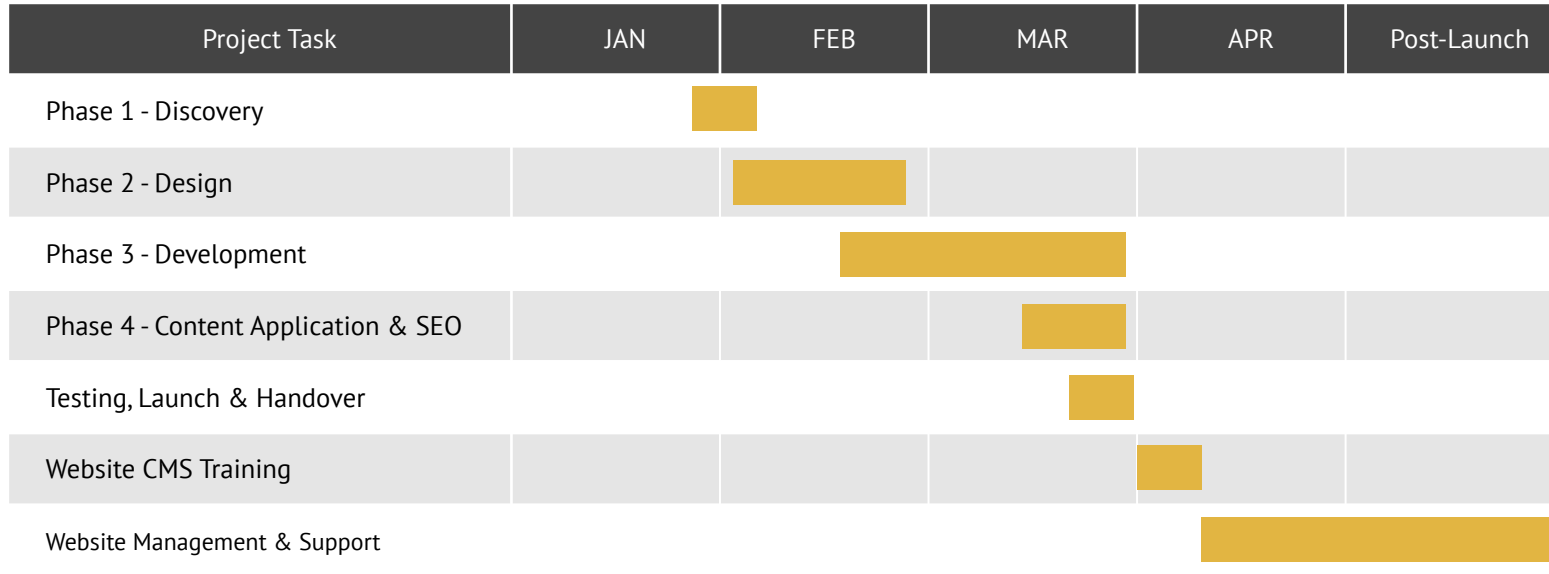
- *Tools/Plugin Subscription & License Fees* are specific to each WordPress-developed website and are dependent upon the plugins integrated for functionality. A review of these fees will be communicated with the client during the project. These subscription and license fees are paid on an annual or one-time basis in which the client is required to pay with their own credit card to maintain full ownership of their site and its properties.

PROJECT SCHEDULE

Project timeline and launch schedule

PROJECT TIMELINE

Schedule of major activities



NEXT STEPS

Items to consider when working with us

Questions

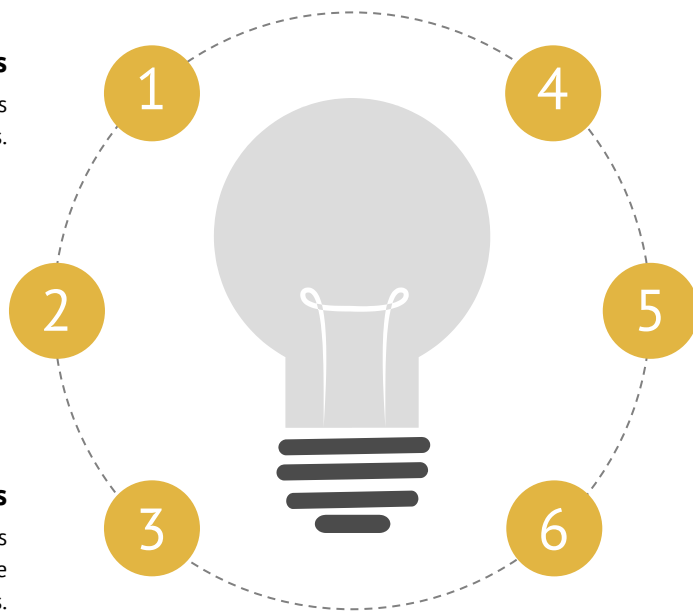
If you have any questions with regards to this quote, please do not hesitate to contact us.

Agreement

A Service Agreement may be created for your review and signature upon approval of this quote.

Access

We may require full access to your digital properties such as website and host/server access, Google properties/profiles, and other account profiles.



Scope

Requests and revisions that result in a scope change will be subject to a change order along with applicable budgeting and scheduling.

Timeliness

Project/task completion times are subject to change depending on receiving information and feedback from the client in a timely manner.

Expiration

This quote is valid up to 30 days.

The logo consists of a black square with a white border. Inside the square, the words "STRONG COFFEE" are written in a bold, white, sans-serif font, stacked vertically. Below them, the word "MARKETING" is written in a smaller, white, sans-serif font.

**STRONG
COFFEE**
MARKETING

Thank you!



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