



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 the link is in the meeting request

Wednesday November 9 2022 @ 10:00am

| | |
|-----------|---|
| | |
| 1 | Call Meeting to Order |
| 2 | Approval of Agenda |
| 3 | Approval of Minutes October 12 2022 |
| 4 | Financial Report Motion: The Board approves the financial report |
| 5. | Town of Drumheller Report |
| 6. | ED report (Attached for info but will not present moving forward if there are questions do ask) |
| 7 | Discussion Items Identification of discussion items for future agendas Board make up discussion- what are the current gaps in members? |
| 8 | Unfinished Business CRM Update Musical Entertainment grants |
| 10 | In Camera |
| 11 | Adjournment |
| 12 | Next meeting December 14 2022 |



Travel Drumheller

**Travel Drumheller Marketing Association
Board Of Directors Meeting
Wednesday October 12,2022**

10.00 am (person or zoom) @ Community Futures Board Room

MINUTES

Present in person: B.J. Janzen S. Newstead C. Sereda R. Johnston C. Vaneracion
D. Schinnour

Present by Zoom: E. Secord

Absent: T. Vyvey B. Steeves R. Semchuk L. Phillips V. Neudorf

Staff: J. Fielding

1. Call to Order

S. Newstead called the meeting to order at 10:10

2. Approval of Agenda

Adjust agenda under Discussion Items – Live music sponsorship.

Motion by B.J. Janzen / C. Sereda that the agenda be approved. Carried

3. Approval of Minutes for September 14th,2022 meeting.

**Motion by B.J Janzen / C. Sereda that the minutes of September 14th, 2022 be approved.
CARRIED**

5. Financial Report by J. Fielding

- Presentation of financial report (see attached financial report)
- Received \$150,000.00 from Travel Alberta.
- Received \$60,000.00 from Canalta.
- J. Fielding applying for \$250,00.00 grant from Travel Alberta for next year.

Motion by D. Schinnour / R. Johnston to approve the financials. CARRIED

5. Town Report by R. Johnston

- Open House on October 13,2022 for Traffic Bylaws - 6 pm – 7:30 pm. Public welcomed
- Discussion on parking bylaws for the downtown area.
- Update on the plaza – the Town is rethinking the plans for the stage.
- 22 films permits have been issued.

6. ED Report by J. Fielding

- See attached report to the board package

7. Discussion Items

- Jody from the Sunny Spot has joined the Destination Drumheller Plan (DDP) committee.
- Live Music Sponsorship:
 - Entertainment Events – we received 2 applications.
 - Pearl and Hart request \$5000.00 for Winterfest.
 - Rails To Trails Xmas Party request \$3000.00
 - J. Fielding / H. Little to set dollar amount and present to board at the next meeting..
 - Social October 13,2022 will be held at the East Coulee School Museum.

8. Unfinished Business

CRM – (Customer Relationship Management) Update

- J. Fielding had a discussion with Banff / Lake Louise. They are not happy with Simpleview.

9. Adjournment: S. Newstead adjourned at 11:14

Motion by R. Johnston to adjourn the meeting at 11:14 am. Carried

Next board meeting: **Wednesday November 9th, 2022**

Signed by:

R. Semchuk

Travel Drumheller Marketing Association

Balance Sheet

As of November 3, 2022

| | TOTAL |
|--|---------------------|
| Assets | |
| Current Assets | |
| Cash and Cash Equivalent | |
| 1060 Chequing Bank Account | 137,816.30 |
| 1065 CCU Common Shares | 6.82 |
| 1070 High Interest Savings Account **4395 | 20,096.73 |
| 1080 High Interest Savings Account **4494 | 103,612.15 |
| 2035 DMF Trust account | 36,691.00 |
| 2040 DMF Trust Common Share Account | 1.00 |
| 1600 Undeposited Funds | 0.00 |
| Total Cash and Cash Equivalent | \$298,224.00 |
| 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 | 1,876.20 |
| Total Current Assets | \$300,100.20 |
| 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 | 1,277.99 |
| 1905 Computer Hardware | 6,743.88 |
| 1906 Accum Amort - Computer | -779.86 |
| Total 1905 Computer Hardware | 5,964.02 |
| Total Property, plant and equipment | \$7,242.01 |
| Total Non Current Assets | \$7,242.01 |
| Total Assets | \$307,342.21 |

Travel Drumheller Marketing Association

Balance Sheet

As of November 3, 2022

| | TOTAL |
|---|---------------------|
| Liabilities and Equity | |
| Liabilities | |
| Current Liabilities | |
| Accounts Payable (A/P) | |
| 2100 Accounts Payable | 1,761.42 |
| Total Accounts Payable (A/P) | \$1,761.42 |
| Credit Card | |
| 2150 Visa Card-Collabria | 1,459.78 |
| Total Credit Card | \$1,459.78 |
| 2110 Accrued Professional Fees | 1,800.00 |
| 2180 EI Payable | 0.00 |
| 2185 CPP Payable | 0.00 |
| 2190 Federal Income Tax Payable | -5,830.62 |
| 2310 GST/HST Charged on Sales | 0.00 |
| 2315 GST/HST Paid on Purchases | 0.00 |
| 2335 GST/HST Payable | -12,243.01 |
| 2336 GST Difference | 0.00 |
| 2337 GST/HST Suspense | 0.00 |
| 2340 Payroll Liabilities | |
| 2345 Federal Taxes | 5,830.62 |
| Total 2340 Payroll Liabilities | 5,830.62 |
| 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 | 94,207.29 |
| Total Current Liabilities | \$87,175.48 |
| Total Liabilities | \$87,175.48 |
| Equity | |
| Retained Earnings | 251,712.47 |
| Profit for the year | -31,545.74 |
| Total Equity | \$220,166.73 |
| Total Liabilities and Equity | \$307,342.21 |

Travel Drumheller Marketing Association

Budget vs. Actuals: 2022 Budget - FY22 P&L

January - October, 2022

| | TOTAL | | | |
|---|---------------------|---------------------|-----------------------|----------------|
| | ACTUAL | BUDGET | OVER BUDGET | % OF BUDGET |
| Income | | | | |
| 4023 Grants | 245,463.00 | 266,666.70 | -21,203.70 | 92.05 % |
| 4030 Vacation Guide Revenue | 18,410.00 | 23,333.30 | -4,923.30 | 78.90 % |
| 4100 Partnership Agreement | 3,478.75 | 3,333.30 | 145.45 | 104.36 % |
| 4200 Revenue | 36,663.00 | 100,000.00 | -63,337.00 | 36.66 % |
| 4210 Deferred Grant Revenue | | 41,666.70 | -41,666.70 | |
| 4220 Workshop Revenue | 317.65 | | 317.65 | |
| 4230 Merchandise Revenue | 338.10 | | 338.10 | |
| 4300 Destination Marketing Fees | 71,414.15 | 45,833.30 | 25,580.85 | 155.81 % |
| Uncategorized Income | | 58,333.30 | -58,333.30 | |
| Total Income | \$376,084.65 | \$539,166.60 | \$ -163,081.95 | 69.75 % |
| GROSS PROFIT | \$376,084.65 | \$539,166.60 | \$ -163,081.95 | 69.75 % |
| Expenses | | | | |
| 5010 Vacation Guide Expenses | 22,658.39 | 20,833.30 | 1,825.09 | 108.76 % |
| 5020 Marketing Projects Expense | 201,830.68 | 191,666.70 | 10,163.98 | 105.30 % |
| 5025 Travel Expense | 6,362.42 | 4,166.70 | 2,195.72 | 152.70 % |
| 5033 Reserves | | 8,333.30 | -8,333.30 | |
| 5034 Job Fair Expenses | 270.62 | 2,500.00 | -2,229.38 | 10.82 % |
| 5190 Subcontracts | 68,632.75 | 89,166.70 | -20,533.95 | 76.97 % |
| 5250 Consulting Fees-Business License Model | | 83,333.30 | -83,333.30 | |
| 5410 Wages & Salaries | 32,500.02 | 41,666.70 | -9,166.68 | 78.00 % |
| 5420 EI Expense | 718.86 | 1,000.00 | -281.14 | 71.89 % |
| 5430 CPP Expense | 1,752.78 | 1,000.00 | 752.78 | 175.28 % |
| 5440 WCB Expense | 200.00 | 500.00 | -300.00 | 40.00 % |
| 5470 Employee Benefits | | 833.30 | -833.30 | |
| 5480 Commissions | 1,000.00 | | 1,000.00 | |
| 5610 Accounting & Legal | 4,225.25 | 4,166.70 | 58.55 | 101.41 % |
| 5615 Advertising & Promotions | 5,967.64 | 20,833.30 | -14,865.66 | 28.64 % |
| 5617 Sponsorship | 21,775.72 | | 21,775.72 | |
| 5625 Business Fees & Licenses | 145.00 | 166.70 | -21.70 | 86.98 % |
| 5630 Website Design | 12,500.00 | 20,833.30 | -8,333.30 | 60.00 % |
| 5635 Socials | 661.62 | 1,250.00 | -588.38 | 52.93 % |
| 5640 Courier & Postage | 884.34 | 1,250.00 | -365.66 | 70.75 % |
| 5645 Credit Card Charges | 157.11 | | 157.11 | |
| 5670 Fees and Dues | 2,723.86 | 2,500.00 | 223.86 | 108.95 % |
| 5685 Insurance | 2,738.00 | 2,500.00 | 238.00 | 109.52 % |
| 5690 Interest & Bank Charges | 90.68 | 45.80 | 44.88 | 197.99 % |
| 5700 Office Supplies | 4,442.69 | 26,250.00 | -21,807.31 | 16.92 % |
| 5710 Training/Education | 8,306.69 | 5,000.00 | 3,306.69 | 166.13 % |
| 5740 Meeting Cost | 2,403.55 | 833.30 | 1,570.25 | 288.44 % |
| 5780 Telephone | 1,054.20 | 1,250.00 | -195.80 | 84.34 % |
| 5790 Office Rent | 4,162.38 | 4,000.00 | 162.38 | 104.06 % |
| 5795 Web Expense | | 833.30 | -833.30 | |
| 5895 Meals | 170.42 | 416.70 | -246.28 | 40.90 % |
| Eventbrite fees | 19.40 | | 19.40 | |
| Total Expenses | \$408,355.07 | \$537,129.10 | \$ -128,774.03 | 76.03 % |

Travel Drumheller Marketing Association

Budget vs. Actuals: 2022 Budget - FY22 P&L

January - October, 2022

| | TOTAL | | | |
|---------------------------------------|-------------------|-----------------|-----------------|-----------------|
| | ACTUAL | BUDGET | OVER BUDGET | % OF BUDGET |
| NET OPERATING INCOME | \$ -32,270.42 | \$2,037.50 | \$ -34,307.92 | -1,583.82 % |
| Other Income | | | | |
| 4022 Contra-Marketing Project Expense | 589.90 | | 589.90 | |
| 4440 Interest Revenue | 534.78 | 416.70 | 118.08 | 128.34 % |
| Total Other Income | \$1,124.68 | \$416.70 | \$707.98 | 269.90 % |
| NET OTHER INCOME | \$1,124.68 | \$416.70 | \$707.98 | 269.90 % |
| NET INCOME | \$ -31,145.74 | \$2,454.20 | \$ -33,599.94 | -1,269.08 % |



Our Vision

The Drumheller region is an iconic Canadian Destination

Our Mission

To promote Drumheller and Region as a premier year round destination

Travel Drumheller believes in:

Delivering Quality Marketing

Value based stakeholder engagement

A well informed tourism industry

Collaboration

Executive Director Monthly Update

November 2022

Strategic Plan Updates

| 1. Improved Audience Understanding | |
|---|---|
| 1.1 Develop a data based understanding of tourism in Drumheller | |
| Create mechanisms to identify and collect relevant data | Travel Alberta will be collecting and analyzing cell phone data to increase knowledge and understanding of the current visitor. |

| | |
|---|---|
| Build a data marketing plan for the destination with an integrated story telling foundation | |
| Work with key stakeholders to identify, collect and share data | |
| 1.2 Improve skills of business owners in data Collection | |
| Teach data marketing skills to industry and provide ongoing sharing of lessons learnt and best practices | We have held 2 in person courses with the third on Nov 9 th . |
| Support and mentor businesses in developing and collecting data sets | |
| 2. Support Destination Development | |
| 2.1 Establish a Destination Development Plan (DDP) | |
| Secure Funding for the DDP | |
| Engage Partners to create the DDP | <p>The steering group took part in a discussion session on 1 Nov as part of the DDP.</p> <p>There were 2 tourism industry sessions 1 and 2 Nov and an online session on 9th Nov. There is also an online survey.</p> <p>We will be interviewing council on 7th Nov, regional partners on 8th Nov and then a series of one on one interviews in the next two.</p> |
| Identify experience gaps particularly in shoulder season | This question is being asked in the engagement sessions |
| Implement the Extension of the tourism season strategy with the town of Drumheller | |

| | |
|--|--|
| 2.2 Enhanced Community Pride of Place | |
| Implement I love Drumheller Valley Campaign | I Love Drumheller day took place Oct 13, we had around 25 attended. I presented to Council about the campaign on Oct 17. One video has been shared and the photo contest had around 50 entries. |
| Expand the Drum Discovery Program | |
| Destination Marketing | |
| 3.1 Maintain the summer as the anchor season | |
| Continue to market the summer season in these markets Calgary Edmonton Saskatchewan BC Northern Alberta Ontario | Worked with Influencers Must Do Canada - Email list of 70,000 on Sept 15,000 had opened the email Video launched Sept 25 has had 2,500 views and positive engagement. Black Shutter We will have a report shortly The Christmas Loknow campaign will launch Nov 9 |
| Implement Customer Care training | |
| Develop marketing partnerships with source markets such as Calgary and Edmonton | Have two free ads with CurioCity Calgary Nov 2 Festival of Lights, and Christmas in the coulee. |
| Increase length of stay by moving people around the destination | |
| Design and implement marketing campaigns for DMF partners | |
| 3.2 Build Shoulder Season visitation | |

| | |
|--|--|
| Create marketing campaign to promote shoulder season camping | |
| Deliver Fall wonder Campaign | Fall campaign went live Sept 8 th |
| Organization Sustainability | |
| 4.1 Develop and maintain a sustainable funding model | |
| Develop and expand the DMF program | |
| Build contributions from campgrounds | |
| 4.2 Ensure stability in the organization | |
| Determine a permanent staffing model for the organization | |
| 4.3 Build support and awareness of the organization in the community | |
| Build strong relationships within the Community both political and individual | Travel Drumheller will have a firepit at Festival of Lights, we have helped design the artwork for the event and promoted it through CurioCity and more. |
| Build the partnership program | We now have 50 partners. The CRM program will really help build the relationships with our partners. |
| Carry out a resident sentiment survey | |

| Governance | |
|---|--|
| Create a progressive well governed organization | |
| Create policies to ensure Travel Drumheller is a diverse equitable accessible and inclusive employer. | |
| Create a series of employee values which will be included in our job descriptions | |
| Ensure all board members feel equipped for their roles | |
| Develop a program for reviewing bylaws and policies | |

Other Updates:

Staffing Keri has started working with Travel Drumheller and has made an amazing start already.

Next social and the last of the year will be at the Rosebud Country Inn on November 17 here is the link to book your spot <https://www.eventbrite.ca/myevent?eid=428166977957> .

New Website We are still working on the new website. Heather has been going through all the current content to ensure it is accurate before we send it over to Non Fiction. We will be holding off launching the site as we will have the Destination Development Plan Survey on the current site and so need to keep that site live until end of November.

Boost your business courses The next course is Nov 9th and has 3 people booked on it.

Tourism Development Zone- I am on the steering committee for the Badlands TDZ and we had the steering group discussion session on Nov 2. As Twenty 31 is the consultant also working on this there will be some definite sharing of data.

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)

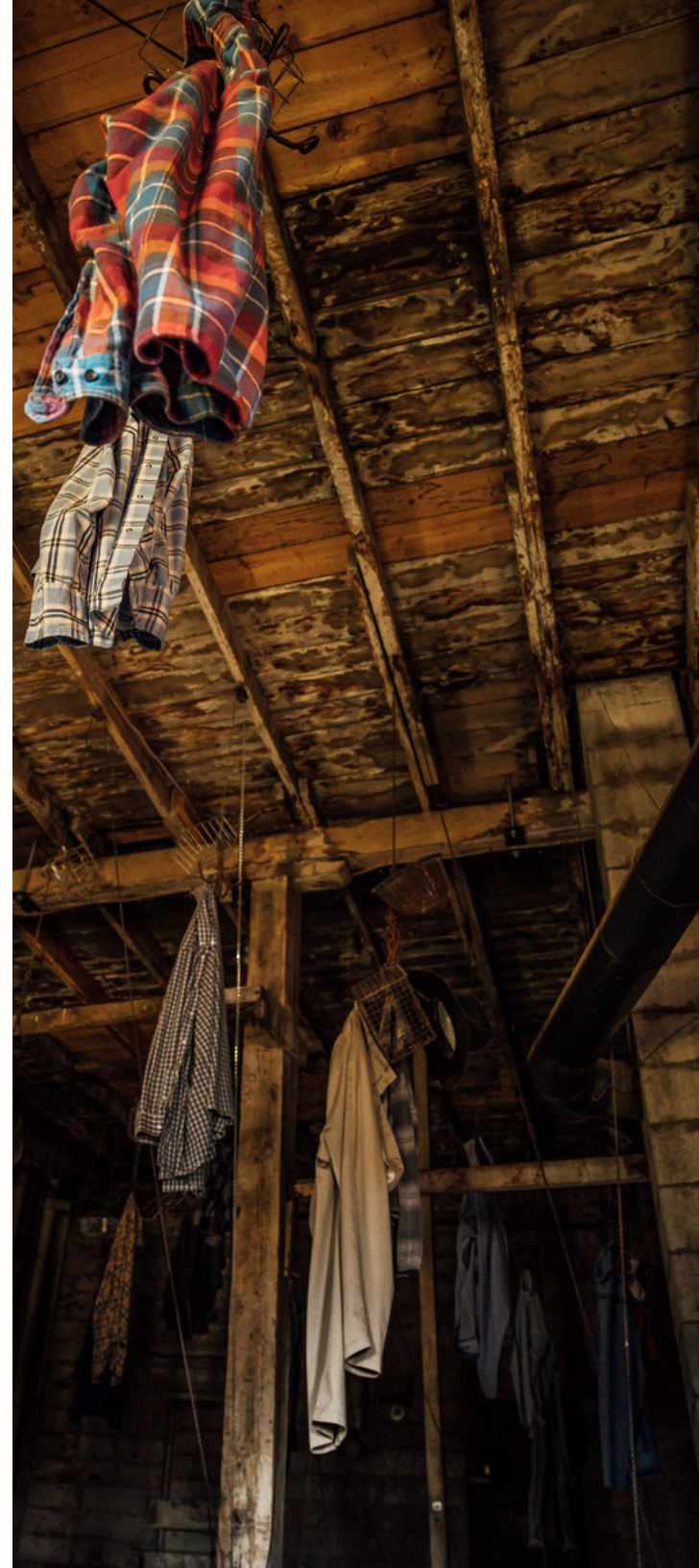
Promote Drumheller as a year-round tourism destination for leisure travel, group tours, conventions and community events.

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 | One board training session organised | September 2023 |
| Carry out Board survey | Board members report they feel equipped for their role | 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

admin@traveldrumheller.com

403 8232242