



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 October 12 2022 @ 10:00am

| | |
|-----------|---|
| | |
| 1 | Call Meeting to Order |
| 2 | Approval of Agenda |
| 3 | Approval of Minutes September 14 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 Board discussion items for future agendas |
| 8 | Unfinished Business CRM Update |
| 10 | In Camera |
| 11 | Adjournment |
| 12 | Next meeting November 9 th 2022 |



Travel Drumheller

Travel Drumheller Marketing Association
Board of Directors Meeting

Wednesday September 14th
10:00 am (person or zoom) @ Community Futures Board Room

MINUTES

Present: R. Semchuk D. Schinnour T. Vyvey S. Newstead R. Johnston C. Sereda
B. Steeves V. Neudorf L. Phillips C. Vaneracion B. Janzen

Zoom: E. Secord

Staff: J. Fielding

Guest: Andi Dzilums -Travel Alberta (Manager, Destination Development)

1. Call to Order

R. Semchuk called the meeting to order at 10:04 am

2. Approval of Agenda

Adjust agenda to add Doug Griffiths under discussion items.

Motion by T Vyvey / B. Steeves that the agenda be approved. CARRIED

3. Approval of Minutes

Motion by V. Neudorf / L. Phillips that the minutes of August 10, 2022 be approval. CARRIED.

4. Financial I Report

- Presentation of financial report by B. Steeves

See attached financial report.

A grant of \$200,000.00 has been received from Travel Alberta.

The approved payment from the DMF funds has been moved the operations account.

Invoice to Prairie Can- should have by the end of October.

J. Fielding/ B Steeves meet with Ascend and voiced the concerns of the board and our new bookkeeper is Amanda Swain.

Motion by B.J. Janzen / T. Vyvey to approve the financials. CARRIED

5. Town of Drumheller Report

- Presented by R. Johnston

Plaza update,

film productions,
tax survey,
plaza taking shape,
ribbon cuttings.

6. ED Report.

See attached to board package.

New website will launch soon.

7. Discussion Items

I Love Drumheller Program – presented by J. Fielding and C. Sereda
(see attached sheet for info)

Live Music Sponsorship – Discussion was held on the process and the application.

CRM – (Customer Relationship Management) See attached sheet for Simpleview.

Destination Drumheller Plan (DDP) steering committee members -

S. Newstead, R. Semchuk, A. Dzilum, J. Fielding, Tyler, R. Johnston.

J.Fielding has asked one of our partners to join (Jody from Sunny Spot)

Doug Griffiths Sponsorship- discussion on the sponsorship

**Motion by B.J Janzen / S. Newstead to sponsor Doug Griffiths (Chamber of Commerce)
for \$500.00.**

CARRIED.

9. Adjournment -R.Semchuk adjourned at 11:54 am

Signed by:

R. Semchuk

Travel Drumheller Marketing Association

Balance Sheet

As of September 30, 2022

| | TOTAL |
|--|---------------------|
| Assets | |
| Current Assets | |
| Cash and Cash Equivalent | |
| 1060 Chequing Bank Account | 140,922.23 |
| 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 | 0.00 |
| 2040 DMF Trust Common Share Account | 1.00 |
| 1600 Undeposited Funds | 0.00 |
| Total Cash and Cash Equivalent | \$264,638.93 |
| Accounts Receivable (A/R) | |
| 1200 Accounts Receivable | 0.00 |
| Total Accounts Receivable (A/R) | \$0.00 |
| 1220 Employee Cash Advances | |
| 1225 Employee Cash Advance Repayment | 0.00 |
| Total 1220 Employee Cash Advances | 0.00 |
| 1320 Prepaid Expenses | 1,876.20 |
| Total Current Assets | \$266,515.13 |
| 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 | \$273,757.14 |

Travel Drumheller Marketing Association

Balance Sheet

As of September 30, 2022

| | TOTAL |
|---|---------------------|
| Liabilities and Equity | |
| Liabilities | |
| Current Liabilities | |
| Accounts Payable (A/P) | |
| 2100 Accounts Payable | -7,350.00 |
| Total Accounts Payable (A/P) | \$ -7,350.00 |
| Credit Card | |
| 2150 Visa Card-Collabria | -2,500.00 |
| Total Credit Card | \$ -2,500.00 |
| 2110 Accrued Professional Fees | 1,800.00 |
| 2180 EI Payable | 205.39 |
| 2185 CPP Payable | 584.26 |
| 2190 Federal Income Tax Payable | -3,887.08 |
| 2310 GST/HST Charged on Sales | 0.00 |
| 2315 GST/HST Paid on Purchases | 0.00 |
| 2335 GST/HST Payable | -11,579.85 |
| 2336 GST Difference | 0.00 |
| 2337 GST/HST Suspense | 0.00 |
| 2340 Payroll Liabilities | |
| 2345 Federal Taxes | 4,858.85 |
| Total 2340 Payroll Liabilities | 4,858.85 |
| 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 | 58,935.00 |
| 2441 DMF -Econolodge | 0.00 |
| 2442 DMF-QUALITY INN | 35,272.29 |
| 2443 DMF -Travelodge | 0.00 |
| Total 2440 Deferred Income | 94,207.29 |
| Total Current Liabilities | \$76,528.86 |
| Total Liabilities | \$76,528.86 |
| Equity | |
| Retained Earnings | 251,712.47 |
| Profit for the year | -54,484.19 |
| Total Equity | \$197,228.28 |
| Total Liabilities and Equity | \$273,757.14 |

Travel Drumheller Marketing Association

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

January - September, 2022

| | TOTAL | | | |
|---|----------------------|---------------------|-----------------------|--------------------|
| | ACTUAL | BUDGET | OVER BUDGET | % OF BUDGET |
| Income | | | | |
| 4023 Grants | 245,463.00 | 240,000.03 | 5,462.97 | 102.28 % |
| 4030 Vacation Guide Revenue | 18,410.00 | 20,999.97 | -2,589.97 | 87.67 % |
| 4100 Partnership Agreement | 3,359.05 | 2,999.97 | 359.08 | 111.97 % |
| 4200 Revenue | 36,423.00 | 90,000.00 | -53,577.00 | 40.47 % |
| 4210 Deferred Grant Revenue | | 37,500.03 | -37,500.03 | |
| 4220 Workshop Revenue | 232.15 | | 232.15 | |
| 4300 Destination Marketing Fees | 21,537.50 | 41,249.97 | -19,712.47 | 52.21 % |
| Uncategorized Income | | 52,499.97 | -52,499.97 | |
| Total Income | \$325,424.70 | \$485,249.94 | \$ -159,825.24 | 67.06 % |
| GROSS PROFIT | \$325,424.70 | \$485,249.94 | \$ -159,825.24 | 67.06 % |
| Expenses | | | | |
| 5010 Vacation Guide Expenses | 22,658.39 | 18,749.97 | 3,908.42 | 120.84 % |
| 5020 Marketing Projects Expense | 187,826.24 | 172,500.03 | 15,326.21 | 108.88 % |
| 5025 Travel Expense | 6,027.64 | 3,750.03 | 2,277.61 | 160.74 % |
| 5033 Reserves | | 7,499.97 | -7,499.97 | |
| 5034 Job Fair Expenses | 270.62 | 2,250.00 | -1,979.38 | 12.03 % |
| 5190 Subcontracts | 66,532.75 | 80,250.03 | -13,717.28 | 82.91 % |
| 5250 Consulting Fees-Business License Model | | 74,999.97 | -74,999.97 | |
| 5410 Wages & Salaries | 27,083.35 | 37,500.03 | -10,416.68 | 72.22 % |
| 5420 EI Expense | 599.05 | 900.00 | -300.95 | 66.56 % |
| 5430 CPP Expense | 1,460.65 | 900.00 | 560.65 | 162.29 % |
| 5440 WCB Expense | 200.00 | 450.00 | -250.00 | 44.44 % |
| 5470 Employee Benefits | | 749.97 | -749.97 | |
| 5480 Commissions | 1,000.00 | | 1,000.00 | |
| 5610 Accounting & Legal | 4,225.25 | 3,750.03 | 475.22 | 112.67 % |
| 5615 Advertising & Promotions | 5,967.64 | 18,749.97 | -12,782.33 | 31.83 % |
| 5617 Sponsorship | 21,275.72 | | 21,275.72 | |
| 5625 Business Fees & Licenses | 130.50 | 150.03 | -19.53 | 86.98 % |
| 5630 Website Design | 12,500.00 | 18,749.97 | -6,249.97 | 66.67 % |
| 5635 Socials | 566.38 | 1,125.00 | -558.62 | 50.34 % |
| 5640 Courier & Postage | 884.34 | 1,125.00 | -240.66 | 78.61 % |
| 5645 Credit Card Charges | 157.11 | | 157.11 | |
| 5670 Fees and Dues | 2,328.86 | 2,250.00 | 78.86 | 103.50 % |
| 5685 Insurance | 2,738.00 | 2,250.00 | 488.00 | 121.69 % |
| 5690 Interest & Bank Charges | 10.00 | 41.22 | -31.22 | 24.26 % |
| 5700 Office Supplies | 4,154.66 | 23,625.00 | -19,470.34 | 17.59 % |
| 5710 Training/Education | 5,079.39 | 4,500.00 | 579.39 | 112.88 % |
| 5740 Meeting Cost | 2,403.55 | 749.97 | 1,653.58 | 320.49 % |
| 5780 Telephone | 1,054.20 | 1,125.00 | -70.80 | 93.71 % |
| 5790 Office Rent | 3,762.38 | 3,600.00 | 162.38 | 104.51 % |
| 5795 Web Expense | | 749.97 | -749.97 | |
| 5895 Meals | 136.90 | 375.03 | -238.13 | 36.50 % |
| Total Expenses | \$381,033.57 | \$483,416.19 | \$ -102,382.62 | 78.82 % |
| NET OPERATING INCOME | \$ -55,608.87 | \$1,833.75 | \$ -57,442.62 | -3,032.52 % |
| Other Income | | | | |

Travel Drumheller Marketing Association

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

January - September, 2022

| | TOTAL | | | |
|---------------------------------------|----------------------|-------------------|----------------------|--------------------|
| | ACTUAL | BUDGET | OVER BUDGET | % OF BUDGET |
| 4022 Contra-Marketing Project Expense | 589.90 | | 589.90 | |
| 4440 Interest Revenue | 534.78 | 375.03 | 159.75 | 142.60 % |
| Total Other Income | \$1,124.68 | \$375.03 | \$749.65 | 299.89 % |
| NET OTHER INCOME | \$1,124.68 | \$375.03 | \$749.65 | 299.89 % |
| NET INCOME | \$ -54,484.19 | \$2,208.78 | \$ -56,692.97 | -2,466.71 % |

Travel Drumheller Marketing Association

Profit and Loss

January - September, 2022

| | TOTAL |
|---------------------------------------|----------------------|
| INCOME | |
| 4023 Grants | 245,463.00 |
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| 4100 Partnership Agreement | 3,359.05 |
| 4200 Revenue | 36,423.00 |
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| 4300 Destination Marketing Fees | 21,537.50 |
| Total Income | \$325,424.70 |
| GROSS PROFIT | |
| \$325,424.70 | |
| EXPENSES | |
| 5010 Vacation Guide Expenses | 22,658.39 |
| 5020 Marketing Projects Expense | 187,826.24 |
| 5025 Travel Expense | 6,027.64 |
| 5034 Job Fair Expenses | 270.62 |
| 5190 Subcontracts | 66,532.75 |
| 5410 Wages & Salaries | 27,083.35 |
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| 5610 Accounting & Legal | 4,225.25 |
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| 5670 Fees and Dues | 2,328.86 |
| 5685 Insurance | 2,738.00 |
| 5690 Interest & Bank Charges | 10.00 |
| 5700 Office Supplies | 4,154.66 |
| 5710 Training/Education | 5,079.39 |
| 5740 Meeting Cost | 2,403.55 |
| 5780 Telephone | 1,054.20 |
| 5790 Office Rent | 3,762.38 |
| 5895 Meals | 136.90 |
| Total Expenses | \$381,033.57 |
| OTHER INCOME | |
| 4022 Contra-Marketing Project Expense | 589.90 |
| 4440 Interest Revenue | 534.78 |
| Total Other Income | \$1,124.68 |
| PROFIT | \$ -54,484.19 |



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

October 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 | We continue to collect data through our tourism indicators page on our website. Here is the link to the online form https://docs.google.com/forms/d/e/1FAIpQLSdGCKxpaZvqNfLiWo1xpB7_B2HkLquhrBliXAMEDwZxVDHrTw/viewform This will also form an important element of the Destination Development Plan The business survey completed earlier this year will be repeated in 2023/4 |

| | |
|---|--|
| Build a data marketing plan for the destination with an integrated story telling foundation | We continue to work with LoKnow but we will build on this in 2023. |
| 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 | The mentorship has continued and is working well. We will be looking to recruit more in the new year. |
| 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 is set up and includes Jody from the Sunny Spot.</p> <p>Engagement will start at the end of Oct with an online survey. In person engagement will take place early November. This will range from townhalls to individual interviews.</p> <p>We had a meeting to discuss the boundaries of the Travel Drumheller region. The notes and recommendations from that meeting are attached. They are working on creating a map to help us all visualize the area we are talking about.</p> |
| Identify experience gaps particularly in shoulder season | |
| 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 Valley campaign starts 13 th October and runs until 31 st Oct. We have lots of prizes and activities. |
| 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 Fall Loknow campaign launched Sept 8 Will change beginning of November to focus on Festival of Light, Lightfest and Christmas in the Coulee |
| Implement Customer Care training | |
| Develop marketing partnerships with source markets such as Calgary and Edmonton | Have two free ads with CurioCity Calgary Oct 27 Festival of Lights, Nov 3 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 | |
| Build the partnership program | |
| 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 Michelle has not yet received her visa and so is still with us part time looking after the partnership program until she leaves. We now have Keri Looijen working with us on social media part time. She started on Oct 3 and will be working on the Festival of Lights contest, I Love Drumheller Valley day etc

CDME course: I will be heading to Bloomington Minnesota on October 22nd to take my next course.

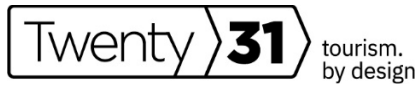
Next social is being held at the East Coulee school Museum on October 13th and the last of the year will be at the Rosebud Country Inn on November 10.

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 second course is on Wednesday 12th and has 5 people booked on it.

I Love Drumheller Valley Day- You are all invited to the little event on 13th we will be handing out cinnamon buns, have some giveaways and more.

Tourism Development Zone- I am on the steering committee for the Badlands TDZ and we had the first meeting on 19th September. As Twenty 31 is the consultant also working on this there will be some definite sharing of data.



Date: September 23, 2022
To: Julia Fielding, CEO, Travel Drumheller
From: Greg Klassen, Partner, Twenty31 Consulting
Subject: Recommendations for Travel Drumheller regional oversight

In support of the deliverables for the Destination Development Plan and Action Strategy for Drumheller, Travel Drumheller requested a recommendation on identifying the region's boundaries for support and oversight of Travel Drumheller.

In developing these recommendations, Greg Klassen, Partner with Twenty31 and the consulting partner of Travel Drumheller, met with the Steering Committee on Tuesday, September 20th to review options for the boundaries.

Options were considered in the context of the work that Travel Alberta has commissioned to develop destination development strategies for 10 Tourism Development Zones across Alberta (TDZ's) over the next 6 months including the "Badlands Region", which was determined to be roughly defined by Drumheller to the north, Rosebud to the west and Brooks and Dinosaur Provincial Park to the south.

This is important because prior to the recognition of the Badlands as a priority TDZ, and since the dissolution of the Canadian Badlands tourism organization, there has been little coordinated tourism oversight for the region beyond Travel Drumheller which, with limited human and financial resources it struggled to support.

Twenty31 presented a methodology to evaluate communities for inclusion within Travel Drumheller's regional oversight which included the committee to assign a weighted score to each characteristic important to considering the region's boundaries. This included evaluating the community or county's proximity to Drumheller, similarity to Drumheller's unique geography, the availability of tourism assets, and the priority the community and county place on developing tourism potential.

The scores were then added up and determined that communities or counties that scored below 25 would not be considered as part of the overall Travel Drumheller region. Those communities and counties highlighted in purple are recommended to form the Travel Drumheller region. These include Drumheller, Rosebud, Horsethief Canyon, Horseshoe Canyon, and Starland County.

Other regions within reasonable proximity to Drumheller were considered but failed to meet the criteria for inclusion in the Travel Drumheller remit. These areas are the non-highlighted portion of the list. It is important to note, that even though they did not meet the test of inclusion into Travel Drumheller these

regions may continue to be important partners with Travel Drumheller. They will also be regions that will be supported under the Travel Alberta Canadian Badlands TDZ evaluation.

| Boundary Area | Proximity and access to Drumheller | Similar geography | Tourism Assets | Community Support for tourism | Score |
|--------------------------------------|---|---|---|--|-------|
| Drumheller | 5 | 5 | 5 | 5 | 40 |
| Rosebud | 4 | 2 | 3 | 4 | 28 |
| Horsethief Canyon | 4 | 5 | 1 | 2 | 25 |
| Horseshoe Canyon | 4 | 5 | 3 | 3 | 30 |
| Starland County | 4 | 3 | 3 | 3 | 28 |
| Kneehill County (Trochu, Threehills) | 3 | 3 | 2 | 1 | 20 |
| Dorothy (Special Areas) | 4 | 5 | 1 | 1 | 24 |
| Rowley | 3 | 1 | 2 | 1 | 18 |
| Hanna | 2 | 1 | 2 | 3 | 16 |
| Wheatland County | 3 | 2 | 2 | 2 | 20 |
| Weighting Description: | 5: close proximity 1: further away Weight = 4.0 | 5: very similar 1: very few shared geographic assets Weight = 1.0 | 5: complementary assets (hotel rooms, tourism experiences) 1: limited tourism assets Weight = 2.0 | 5: high community support and budget for tourism 1: low community support Weight = 1.0 | |

CONCLUSION

The recommendation therefore is to consider that the communities of Drumheller, Rosebud, Horseshoe Canyon and Horsethief Canyon and Starland County be included in Travel Drumheller's oversight region.