

**2018-19 ANNUAL REPORT**  
DRUMHELLER AND DISTRICT  
CHAMBER OF COMMERCE



ANNUAL GENERAL MEETING  
JULY 15, 2020



## **AGENDA**

Drumheller and District Chamber of Commerce  
Annual General Meeting  
Wednesday, July 15, 2020  
Virtual via Zoom

1. Call to Order
2. Adoption of Agenda
3. Adoption of 2019 AGM Minutes
4. Guest Speaker: Ken Kobly, President & CEO, Alberta Chambers of Commerce
5. Nominations for Board of Directors
6. President's Report
7. 2018-19 Financial Statements
  - a. Drumheller & District Chamber of Commerce
  - b. Drumheller & District Chamber of Commerce – Support Services Division
8. Canada Emergency Business Account
9. Election of Board of Directors
10. Open Forum
11. Closing Remarks
12. Adjournment



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- Drumheller and District Chamber of Commerce as of November 30, 2019
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# DRUMHELLER

OFFICE OF THE MAYOR



March 9, 2020

Marley Henneigh  
Chamber of Commerce  
60 1 Avenue West  
Drumheller, AB T0J 0Y0  
Email: [m.henneigh@drumhellerchamber.com](mailto:m.henneigh@drumhellerchamber.com)

RE: Message from the Mayor

It has been another exciting year here in the Valley. We have many great projects on the go. Flood mitigation, Downtown Revitalization, Community Business Association, 26 SL4 spaces for our Seniors, Branding Committee, Millennial Group, Roger Brooks Committee and more. As well, Council and administration are continually working on reviewing by-laws and policies to advance the Valley.

Once again, we are excited to work together with the Chamber of Commerce, Rotary Club and the Town to honour the superstars in our community at the Celebration of Excellence. Please be sure to nominate those well deserving individuals. I hope you all plan on attending the event on June 11<sup>th</sup> at the Badlands Community Facility.

It is great to have the support of Community Futures who are working hard to help the Economic growth in our valley. Thank you to Heather, Marley and the Chamber of Commerce board for working closely with different organizations to help the community. It is exciting to see we are all getting out of our silos and working together to make the Valley a better place for all.

Our Vision is to be the “Cleanest, friendliest, most sought after community in Alberta” and together we can do this!

Looking forward to another exciting year ahead.

Take care,

Heather Colberg



# MINUTES

Drumheller and District Chamber of Commerce  
Annual General Meeting  
Wednesday, March 27, 2019  
Badlands Community Facility

**Present:**

C. Clark	K. Stojan	S. Rymal	S. Cartwright	R. Porter
D. Jungling	D. Carter	J. Hall	B. Sheddy	S. Gallagher
K. Nijjar	T. Zariski	M. Yavis	B. Fullerton	S. Jacques
R. Clark	V. Page	D. Lines	J. Contenti	L. Monfrinotti
D. Lubinski	B. Lubinski	D. Reid	T. Blocksom	P. Wolf
Z. Wolf	H. Colberg	L Bosch	C. Thompson	D. Thompson
J. Potter	T. Colberg	N. Fleming	D. Dekeyser	K. Suntjens
P. Giffin	J. Hansen	R. Walters	D. Walters	J. Danielsen
A. Petrie	M. Bell	S. Wade	T. Murray	L. Hansen-Zacharuk
G. Morrow	C. Sadler	K. Stark	F. Hadfield	B. Thomas
C. Thomas	L. Fabrick	R. Ram	A. Courtenay	R. Stevenson
A. Neuman	C. Gordon	J. Hilton	S. Wannstrom	J. Girard
T. Bello	C. Sinclair	S. Sinclair	S. Wolchina	S. Wolchina
P. Kolafa	S. Grande	D. Drohomerski		
H. Bitz	K. Little	T. Greene	M. Henneigh	D. Schinnour

**1.0 Call to Order**

Vice President J. Hall called the meeting to order at 7:00 pm.

Written greetings from M.P. Kevin Sorenson were included in the report package.

Mayor H. Colberg brought verbal greetings on behalf of the Town. Written greetings were also included in the report package.

**2.0 Approval of 2018 AGM Minutes**

**Motion by B. Fullerton/C. Clark that the minutes of the DDCC Annual General Meeting of March 22, 2018 be approved as presented.**  
**CARRIED**

**3.0 Executive Director Report**

H. Bitz presented the Executive Director's report, which was also included in the report package.



#### **4.0 Nominations for Board of Directors**

J. Hall appointed S. Rymal as Chairperson for the elections. S. Rymal appointed K. Little and T. Greene as scrutineers. S. Rymal reported that there were four 3-year Director terms and one 1-year term available.

S. Rymal made the first call for nominations from the floor to stand as Director.

**Motion by H. Colberg/T. Blocksom that Shannon Wade be nominated as a Director.**

S. Wade accepted the nomination.

**Motion by R. Stevenson/K. Stojan that Darryl Reid be nominated as a Director.**

D. Reid accepted the nomination.

**Motion by J. Shoff/L. Bosch that Mike Bell be nominated as a Director.**

M. Bell accepted the nomination.

**Motion by J. Hall/B. Fullerton that John Shoff be nominated as a Director.**

J. Shoff accepted the nomination.

**Motion by B. Sheddy/D. Thompson that Jared Potter be nominated as a Director.**

J. Potter accepted the nomination.

S. Rymal made the second call for nominations from the floor to stand as Director.

S. Rymal made the third call for nominations from the floor to stand as Director.

**Motion by B. Fullerton/R. Stevenson that nominations for Directors cease.**

**CARRIED**

With five nominees, S. Rymal declared S. Wade, D. Reid, M. Bell, J. Shoff and J. Potter as Directors for the DDCC.

Mayor H. Colberg swore in the newly elected Board members.

#### **5.0 2017-18 Financial Statements**

J. Hall presented the financial statements for the year ending November 30, 2018.



**Motion by R. Clark/B. Fullerton that the DDCC and DDCC-Support Services financial statements for the year ending November 30, 2018 be accepted as presented.**

**CARRIED**

**Motion by C. Clark/B. Fullerton that Ascend Financial be appointed as the auditors for the fiscal year ending November 30, 2019.**

**CARRIED**

## **6.0 World's Largest Dinosaur Roundtable**

J. Hall presented a brief history of the World's Largest Dinosaur. Roundtable discussions followed regarding the future of the dinosaur. Three questions were presented for discussion purposes: (1) What would the "new" experience be?, (2) Where would it be located with pros and cons for each location and (3) Who would the partners be in this project. Each table was then invited to share a brief summary of their discussions.

## **7.0 Election of Board of Directors**

Not required.

## **8.0 Open Forum**

Z. Wolf questioned the Chamber's decision to step away as organizer of the Canada Day Parade. J. Hall reported on the decision by the Chamber Board of Directors in June 2018 to eliminate candy from the 2019 parade. J. Hall further commented on the Chamber's presentation to Town Council in December 2018, where it was made public that the Chamber was not going to be the organizer of the parade after 2019. C. Clark also commented that in making the decision to remove candy from the parade, the Chamber of Commerce believed it was make a safer parade for all involved.

P. Wolf questioned how the new parade organizing committee would be able to take on the insurance requirements for the parade. J. Hall responded that the revived Festival Society would be carrying the insurance for the parade in 2019.

B. Sheddy asked if the "new" Chamber Board would reconsider the parade decision. J. Hall stated that it could be re-examined.

R. Ram commented that other than the Canada Day Parade, the Chamber is invisible in the community and asked what the Chamber would do to be more visible. C. Clark stated that unfortunately much of what the Chamber does is invisible, as we are not good at blowing our own horn. D. Reid also noted the



Chamber would have a booth at the upcoming Spring Expo to enhance awareness of the Chamber.

J. Shoff inquired whether the Chamber Board has considered recording board meetings and posting on YouTube. J. Hall responded that it could be considered by the Board at a future meeting.

### **9.0 Closing Remarks**

J. Hall recognized B. Harrington for his contribution to the Board for the past five years.

C. Sinclair was recognized for his three years served on the Board.

J. Hall also recognized J. Palmquist for his two years served on the Board, as well as V. Page for her one-year of service on the Board.

DDCC staff member, T. Greene was recognized for her 10 years of service.

J. Hall thanked Mayor H. Colberg, S. Rymal, and the Badlands Community Facility staff, as well as the DDCC Board of Directors and staff.

### **10.0 Adjournment**

**Motion by R. Ram/B. Fullerton that the 2019 DDCC AGM be adjourned.  
CARRIED**

Meeting adjourned at 8:45 pm.

Signed by: \_\_\_\_\_

J. Hall, Vice President



## **President's Report**

As I sit here trying to write this report, or more appropriately update this report from the end of January, it is astonishing how the worlds' economy has changed in 60 days or less. As 2019 drew to a close, we reflected back on a year that continued to have a number of challenges and uncertainty. The economy continued to experience headwinds on numerous fronts; the most significant from the standpoint of our local economy being the lack of progress on pipeline development, which ultimately impacts our local oil and gas sector as well as local municipalities; and issues with various importing nations with respect to grain exports, which impacts the agricultural sector.

Alberta had a change in our provincial government, with the spring election of Jason Kenney and the UCP. During the ensuing months, they have implemented a number of business-friendly changes which will ultimately benefit our Chamber members going forward, and reversed almost all of the NDP policies implemented over the previous four years, even if some of them were positive in nature. Hopefully 2020 will bring some civility to the legislature and both parties will work together for the betterment of Albertans.

October 2019 brought upon us the federal election, which saw the re-election of the Trudeau Liberals, albeit with a minority government. We have yet to see any significant changes as a result of the election, but rest assured 2020 will bring some changes for small businesses as the minority government brings forward a budget that will need to appeal to the NDP or Green Party for support.

Our Town budget had to consider the impact of some funding changes from the other levels of government. Hopefully all three levels of government realize that there is only one taxpayer, and although the collective "we" as Drumheller, Alberta and Canadian citizens always want more for our various projects and special interests, the role of government is to provide those services that are necessary by redistributing our own funds collected through taxes, levies and fees. They must all strive to limit the increases that are passed on to us, the taxpayer.

And then came the Coronavirus, or COVID-19. What started as reports beginning to filter out about what was happening in Wuhan, China late last year, has now become the most discussed issue of our time. You can't turn on the TV, go on the internet or pick up a paper without noticing the impact, whether that be news reports, cancelations of sporting events, U.S Presidential campaigns, cruises, air travel and business in general. The uncertainty this pandemic has added to everybody's life is unprecedented and will likely continue for an unknown period of time. Life as we knew it pre-COVID will never return to the old normal it used to be. Even when the health crisis subsides, which it currently has in most of Canada, people the world over will be paying for the decisions that have been made by each level of government over the past 100 days for a long, long time. Hindsight has shown that some of the decisions were right, some were wrong, and there will be many more that will need to be answered for over the next couple of years.



What is fact, will be the debt and the negative economic consequences that will be impacting us for generations to come.

As your Chamber President, I have enjoyed seeing many of you at our various events over the past year and appreciate your support. I wish to thank my fellow directors for their assistance and support throughout the year, as well as all our staff and especially our Executive Director, Heather Bitz for her leadership and exemplary work over this past year.

All the best as we continue into uncharted territory in 2020.

Respectfully Submitted,

Jeff Hall  
President



## **Executive Director's Report**

2019 marked the end of a decade and another year in the history books for the Drumheller and District Chamber of Commerce (DDCC). Your Chamber of Commerce in its current state has been in operation for 51 years, but our records show activity as the Drumheller and District Board of Trade dating back 100 years to 1919. That's definitely worth celebrating!

We were pleased to conclude 2019 with 242 members, including 16 new members. We continue to work diligently on relationship building with our members. We actively communicate with our members on a number of fronts – personal face-to-face visits, telephone, social media (Facebook, Twitter and Instagram), our monthly newsletter and direct email. We also added a new feature in 2019, our Monday Minute videos, to push timely information to our members. We believe our continued focus on building win-win relationships and our value-added program offerings have helped to maintain consistent membership levels over the years. For a complete list of our members, please visit our directory online at [www.drumhellerchamber.com](http://www.drumhellerchamber.com).

Throughout the year, we held several educational and networking events, including our AGM, the Jurassic Classic golf tournament, Women in Business mixer and four Lunch & Learns to name a few. We also were heavily involved in the organization and implementation of two significant community events – Celebration of Excellence and Festival of Lights.

2019 was the year of elections and we were kept busy observing developments with the provincial and federal elections. The DDCC hosted a provincial election forum in the spring for candidates running in the Drumheller-Stettler constituency and then a federal election forum in the fall for candidates running in the Battle River-Crowfoot constituency. Both forums were well attended by candidates and the public.

Our Business Advocacy Committee, chaired by Cindy Clark, spent time monitoring issues of importance to the business community. Most notably in 2019, we focused our attention on electrical distribution fees. We collaborated with the Grande Prairie and Cold Lake Chambers to draft a policy resolution on this subject and we will take the resolution forward to the Alberta Chambers of Commerce in September 2020. This policy is similar to the policy the Town of Drumheller took forward to the AUMA in the fall of 2019. As always, all members are invited to attend our monthly Business Advocacy meetings on the 1<sup>st</sup> Wednesday of each month at noon in the Chamber Board Room.

With our Chamber being a member of our provincial and federal networks, the Alberta Chambers of Commerce (ACC) and Canadian Chamber of Commerce (CCC) respectively, we continue to track their advocacy efforts on behalf of the local business community. This year through the ACC, we reached out to encourage our local businesses to participate in two surveys conducted by the ACC – the Alberta Business Perspectives surveys. The surveys were looking to obtain feedback from businesses on barriers to



business growth and the types of supports that would be helpful to business. I am happy to report for our Chamber, we ranked 3<sup>rd</sup> in responses from across Alberta. Thanks to all businesses who participated in the survey and shared their feedback.

In closing, I would like to express my thanks to our Chamber members, Board of Directors and staff who have contributed to the achievements of the DDCC in 2019! It is a pleasure working with you all.

Respectfully Submitted,

Heather Bitz  
Executive Director



## **Business Advocacy Committee Report**

Back in 2014, the Drumheller & District Chamber of Commerce recognized the need to form a Business Advocacy Committee. This committee is comprised of some of the DDCC board members along with other members at large from our community. We believe that the success of small business is a critical component of Alberta's economic wellbeing, and in order to ensure a fair and level playing field, small business must have a powerful and united advocacy voice at the local, provincial and federal level.

Our purpose is to listen to existing businesses and new start-up businesses in our area and assist with any issues that are barriers to business. We believe that through cooperative networking, idea sharing and education we can establish mutually beneficial relationships with other groups and accomplish the common objective of building a successful business community.

The Business Advocacy Committee has continued to look into the question of shopping local. There are a considerable number of small, home-based businesses in the community. Are there businesses working in our community with no ties to licensing, or the town tax base? It has been brought to our attention that perhaps there are, so we have been looking into this matter. Our process so far has involved looking into current database of licensed businesses within Drumheller. Our intention is to work with the Town to update and help make the information more easily accessible to our citizens. When the database is more functional, our intention is then to begin a community educational program.

In 2019, the Business Advocacy Committee moved forward with developing a policy to advocate for fair rural electricity transmission and distribution rates within Alberta. To do so, we joined forces with two other Chambers, Grande Prairie and Cold Lake, who are faced with similar challenges. We have utilized the help of these Chambers and their experienced policy writers to draft and submit a policy to the Alberta Chambers of Commerce (ACC). The policy resolution will be presented for consideration at the ACC AGM later this year. If approved by members of the Alberta Chambers, the policy will be entered into the policy book that gets presented to the Government of Alberta. It is exciting that we have been the lead in bringing this policy forward. I believe the timing is good, as Alberta business will need all the support they can get in the upcoming year to help get back on track.

If you are a Chamber member in good standing please consider joining our committee. Your voice will be heard and change can be made. Meetings are held every first Wednesday of the month at noon in the Chamber boardroom. Please contact the Chamber office if you are interested and we will be sure to send out an invite for meeting dates, when we are able to resume meeting face-to-face.

Life has been challenging to say the least for everyone since the start of COVID-19 in late winter. Business does not function the same as we were used to, and our Advocacy



Committee has taken a backseat to all the other things we have been dealing with. Having businesses being closed was not easy. Staying open during a time when everyone was scared of what was to come, was also not easy. Re-opening and continuing to run businesses with ever-changing rules is also not easy. We are all in this chaos together. Please remember we are on your side, and should you need any help with an issue, we will still look into it for you and with you.

As Chair of this Committee, I would like to thank all of the fellow Chamber Board members and businesses that have been actively involved throughout this past year. Even though it seems sometimes that we will never be “back to normal”, I know we will! I look forward to renewed energy and participation in the not too distant future.

Respectfully Submitted,

Cindy Clark  
Chairperson



## World's Largest Dinosaur (WLD) & Visitor Information Centre (VIC) Report

The World's Largest Dinosaur continues to be one of the top attractions for visitors experiencing the Drumheller Valley. In 2019, we welcomed 130,647 visitors who climbed the World's Largest Dinosaur, which is an increase of 1.7% from 2018. Compared to the five-year average, we are showing an increase of 6.7%. Since the grand opening of the dinosaur in October of 2000, we had our best August on record with 39,763 people climbing the WLD during the month.

In 2019, we were fortunate to have a couple of media visits. In June, Heather Bitz did an interview with CBC Arts called "Big Things, Small Towns". We also had CBC Kids here to film in July. Debbie Schinnour also had a fun interview with Phoenix in Canada, who toured around Drumheller on his motorbike.

During the summer, the World's Largest Dinosaur Giftshop teamed up with the Drumheller Fire Department to sell their 100<sup>th</sup> anniversary t-shirts, which were very popular.

In the fall, a guardrail was added around the foot of the dinosaur, as suggested by the structural assessment done by Williams Engineering. Thank you to the Town of Drumheller for installing our new guardrails.

Looking forward in 2020 we are planning to paint the exterior of the WLD and as well as the interior stairs. On October 13, 2020 the World's Largest Dinosaur will reach her 20<sup>th</sup> year standing high above the Drumheller Valley.

Some 2019 testimonials from Google:

- *"A real landmark in Drumheller" from Our BC British Columbia*
- *"Fun place to take the children when they were in school, now our grandchildren!" from Darleen Allsop*

In 2019, the Drumheller Visitor Information Centre counseled just over 60,000 visitors in person and via telephone and email. Over 51,000 local brochures featuring attractions, accommodations, retail and restaurants were distributed this year to visitors.

Since 2009, the Visitor Information Centre has maintained its accreditation status through the Alberta Visitor Information Providers program (AVIP). The accreditation criteria relate to service levels, hours of operation, tourism information provided, wheelchair access, public washrooms, internet access and staff training.

On May 29 and 30, 2019 we hosted a two-day familiarization (FAM) tour for our staff and the business community. Twenty-six people from the community joined our staff on



a very action-packed day. Fred Orsoz kept everyone well informed and entertained us with his stories and knowledge of the valley. We appreciate the business community and our local attractions for their ongoing support of the FAM tour. The FAM tour is very beneficial to our VIC staff, as well as front-line staff in the business community.

VIC staff continue to help the many conferences coming to Drumheller with brochures, FAM tour planning and referrals for bussing, accommodations, shopping, and catering. Our Visitor Information Centre staff also had the opportunity to work with and train the Travel Drumheller ambassador.

The Drumheller and District Chamber of Commerce would like to acknowledge the Town of Drumheller for their continued financial support of the Drumheller Visitor Information Centre. The visitor services we are providing are of great value to our local community and the tourism industry in general. The Town's continued support to the Chamber of Commerce for operation of the Visitor Information Centre is vital to ensuring we can continue to provide high quality service.

Respectfully submitted,

Debbie Schinnour  
Tourism Services Manager



## **Drumheller DinoArts Association Report**

2019 was another fantastic year for the DinoArts Association, as we continue to maintain and develop new dinosaur-themed art pieces for the Drumheller Valley. There were many proud accomplishments for the group and we are looking forward to many more to come. The organization and dinosaurs were put into the spotlight once again due to tragedies and successes.

This past year with the success of the mural on the side of the Napier Theatre, we noticed the mural on the side of the Aagaard Upholstery building was looking in disrepair and needed a refresh. In our opinion, it is a key mural for our community as the travelers that visit the valley are traveling towards the Royal Tyrrell Museum. Hopefully it entices more families to check out the murals and dinosaurs downtown.

This last year we were able to add to our dinosaur collection. With the help of our community through our fundraising, as well as the support of the Drumheller and District Chamber of Commerce, we were able to work with Dinosaur Valley Studios to produce three new sculptures. One was located at the Post Office corner, replacing one destroyed by a vehicle accident. One is celebrating the 100 Year Anniversary of the Drumheller Fire Department, and one replaced a deteriorating statue at Centre Street and Railway Avenue. These three dinosaurs were made similar to our older dinosaurs, but with new materials to hopefully help them stand the test of time.

In 2019, we also moved one of our dinosaurs, the Miner Dino, to the Atlas Coal Mine National Historic Site. It made sense for a dinosaur focused on mining to be at the coal mine. It is also the first dinosaur we have in the East Coulee area of the valley. It shows that we are looking to share the success of DinoArts throughout the Drumheller Valley.

For 2020, we have a few projects on the go with the potential development of a new larger dinosaur placed in the valley at a location to be determined. We are also looking at creative ways to develop sustainable fundraising for the organization to supplement our large fundraisers we do each year.

I am very proud of our association this past year, as we have a great vision for the future of DinoArts to remain and continue to be relevant in our tourist community. It has been my pleasure serving as the chair for the past year and cannot wait to see where we go from here!

Thank you for being part of such a positive organization.

Respectfully Submitted,

Jason Blanke  
Chairperson



## 2019-20 Board of Directors

- President:** Jeff Hall (MNP)
- Vice President:** Cindy Clark (Canalta Hotels – Jurassic Inn)
- Secretary-Treasurer:** Nathan Fleming (RBC Royal Bank)
- Directors:** Mike Bell (Western GM Drumheller)
- Mayor Heather Colberg (Town of Drumheller)
- Joanne Contenti (Scotiabank)
- Barry Fullerton
- Joanne Hodgson (Fountain Tire)
- Jared Potter (Centre Street Insurance)
- Darryl Reid (Pro-Active Building Maintenance)
- John Shoff (Reality Bytes)
- Roger Stevenson (ProPlan Financial/The Co-operators)
- Shannon Wade (Hi-Way 9 Express)

## Board of Director Terms

<u>Name</u>	<u>Position</u>	<u>Term</u>	<u>Expiry</u>	
<b>VACANT</b>	<b>Director</b>	<b>1 year</b>	<b>2021</b>	<b>BOLD = Nominee Required</b>
<b>VACANT</b>	<b>Director</b>	<b>1 year</b>	<b>2021</b>	
<b>VACANT</b>	<b>Director</b>	<b>2 year</b>	<b>2022</b>	
<b>VACANT</b>	<b>Director</b>	<b>3 year</b>	<b>2023</b>	
<b>VACANT</b>	<b>Director</b>	<b>3 year</b>	<b>2023</b>	
<b>VACANT</b>	<b>Director</b>	<b>3 year</b>	<b>2023</b>	
<b>VACANT</b>	<b>Director</b>	<b>3 year</b>	<b>2023</b>	
J. Contenti	Director	3 year	2021	
R. Stevenson	Director	3 year	2021	
J. Potter	Director	3 year	2022	
J. Shoff	Director	3 year	2022	
S. Wade	Director	3 year	2022	
Mayor H. Colberg	Appointed	Annual	2020	

**DRUMHELLER AND DISTRICT CHAMBER  
OF COMMERCE**

FINANCIAL STATEMENTS

November 30, 2019

# DRUMHELLER AND DISTRICT CHAMBER OF COMMERCE

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November 30, 2019

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## INDEPENDENT AUDITOR'S REPORT

To the Members of  
**Drumheller And District Chamber of Commerce**

### *Opinion*

We have audited the general purpose financial statements of Drumheller And District Chamber of Commerce, which comprise the statement of financial position as at November 30, 2019, and the statements of operations, changes in net assets and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the organization as at November 30, 2019, and its results of operations and its cash flows for the year then ended in accordance with Accounting for Not-For-Profit Organizations (ASNPO).

### *Basis for Opinion*

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the organization in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### *Emphasis of Matter*

Without qualifying our conclusion, we draw attention to Note 13 to the financial statements, which indicates that Support Services (a division of Drumheller And District Chamber of Commerce) is economically dependent on revenue received from government funding without which the division may not be able to discharge its liabilities. These conditions, along with other matters as set forth in Note 13, indicate the existence of a material uncertainty.

### *Other Matter*

Support Services (a division of Drumheller And District Chamber of Commerce) has prepared a separate set of financial statements for the year ended November 30, 2019 in accordance with Canadian accounting standards for not-for-profit organizations on which we issued separate auditor's report to the members of Drumheller And District of Commerce (Support Service division) dated March 10, 2020.

### *Responsibilities of Management and Those Charged with Governance for the Financial Statements*

Management is responsible for the preparation and fair presentation of the financial statements in accordance with ASNPO, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

## INDEPENDENT AUDITOR'S REPORT, continued

In preparing the financial statements, management is responsible for assessing the organization's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the organization or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the organization's financial reporting process.

### *Auditor's Responsibilities for the Audit of the Financial Statements*

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements. As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- ♦ Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- ♦ Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the organization's internal control.
- ♦ Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- ♦ Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the organization's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the organization to cease to continue as a going concern.

**INDEPENDENT AUDITOR'S REPORT, continued**

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

*Ascend*

**Ascend LLP**  
**Chartered Professional Accountants**  
**Independent Member Firm of**  
**PORTER HÉTU INTERNATIONAL**  
Drumheller, Alberta  
March 10, 2020

**DRUMHELLER AND DISTRICT CHAMBER OF COMMERCE**  
**STATEMENT OF OPERATIONS**  
**Year ended November 30, 2019**

	2019	2018
<b>Revenues</b>		
Chamber of Commerce, Schedule 1	\$ 484,346	\$ 479,161
Tourist Information Centre, Schedule 2	57,500	46,896
World's Largest Dinosaur, Schedule 3	456,468	447,793
Support Services, Schedule 4	2,369,889	2,232,935
	3,368,203	3,206,785
<b>Cost of sales, Schedule 3</b>	162,768	161,224
<b>Gross margin</b>	3,205,435	3,045,561
<b>Expenditures</b>		
Chamber of Commerce, Schedule 1	344,323	314,497
Tourist Information Centre, Schedule 2	142,742	126,479
World's Largest Dinosaur, Schedule 3	197,313	192,332
Support Services, Schedule 4	2,369,889	2,232,935
	3,054,267	2,866,243
<b>Other income (expense)</b>		
World's Largest Dinosaur - grants	4,251	11,045
Write down of investments - note 5	(25,815)	(5,957)
Gain on disposal of tangible capital assets	-	1,349
Amortization	(51,727)	(62,770)
	(73,291)	(56,333)
<b>Excess of revenues over expenditures</b>	<b>\$ 77,877</b>	<b>\$ 122,985</b>

The accompanying notes are an integral part of these financial statements

**DRUMHELLER AND DISTRICT CHAMBER OF COMMERCE**  
**STATEMENT OF CHANGES IN NET ASSETS**  
Year ended November 30, 2019

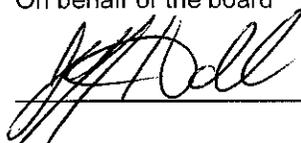
<b>2019</b>				
	<b>Total</b>	<b>Restricted Funds</b>	<b>Capital Fund</b>	<b>Unrestricted</b>
<b>Balance, beginning of year</b>	\$ 1,475,260	\$ 773,324	\$ 464,735	\$ 237,201
Excess (deficiency) of revenues over expenditures	77,877	-	(51,727)	129,604
Net investment in tangible capital assets	-	-	12,118	(12,118)
Internally imposed restrictions	-	176,602	-	(176,602)
<b>Balance, end of year</b>	<b>\$ 1,553,137</b>	<b>\$ 949,926</b>	<b>\$ 425,126</b>	<b>\$ 178,085</b>
<b>2018</b>				
	<b>Total</b>	<b>Restricted Funds</b>	<b>Capital Fund</b>	<b>Unrestricted</b>
<b>Balance, beginning of year</b>	\$ 1,352,275	\$ 595,887	\$ 506,855	\$ 249,533
Excess (deficiency) of revenues over expenditures	122,985	-	(62,770)	185,755
Net investment in tangible capital assets	-	-	20,650	(20,650)
Internally imposed restrictions	-	177,437	-	(177,437)
<b>Balance, end of year</b>	<b>\$ 1,475,260</b>	<b>\$ 773,324</b>	<b>\$ 464,735</b>	<b>\$ 237,201</b>

The accompanying notes are an integral part of these financial statements

**DRUMHELLER AND DISTRICT CHAMBER OF COMMERCE**  
**STATEMENT OF FINANCIAL POSITION**  
**November 30, 2019**

	2019	2018
<b>ASSETS</b>		
<b>Current</b>		
Cash		
Operating	\$ 36,665	\$ 68,318
Legacy fund - note 4	353,285	262,973
Short-term investments	596,641	510,351
Accounts receivable - note 3	114,555	103,166
Inventories	49,455	42,126
Prepaid expenses	4,576	17,525
	1,155,177	1,004,459
Investments - note 5	10	25,825
Tangible capital assets - note 6	425,126	464,735
	<b>\$ 1,580,313</b>	<b>\$ 1,495,019</b>
<b>LIABILITIES AND FUND BALANCES</b>		
<b>Current</b>		
Accounts payable and accrued liabilities	\$ 25,962	\$ 13,908
Deferred revenue - note 7	1,214	5,851
	27,176	19,759
<b>Net assets</b>	1,553,137	1,475,260
	<b>\$ 1,580,313</b>	<b>\$ 1,495,019</b>

On behalf of the board

  
 \_\_\_\_\_ Member

  
 \_\_\_\_\_ Member

**DRUMHELLER AND DISTRICT CHAMBER OF COMMERCE**  
**STATEMENT OF CASH FLOWS**  
Year ended November 30, 2019

	2019	2018
<b>Operating activities</b>		
Excess of revenues over expenditures	\$ 77,877	\$ 122,985
Adjustments for		
Amortization	51,727	62,770
Gain on disposal of tangible capital assets	-	(1,349)
Write down on investments	25,816	5,957
	155,420	190,363
Change in non-cash working capital items		
Accounts receivable	(11,389)	(2,365)
Inventories	(7,329)	(4,071)
Prepaid expenses	12,949	1,980
Accounts payable and accrued liabilities	12,053	200
Deferred revenue	(4,637)	(21,749)
	157,067	164,358
<b>Investing activities</b>		
Increase in short-term investments	(86,290)	(75,222)
Purchase of tangible capital assets	(12,118)	(21,208)
Proceeds on disposal of tangible capital assets	-	1,904
	(98,408)	(94,526)
<b>Increase in cash</b>	58,659	69,832
<b>Cash, beginning of year</b>	331,291	261,459
<b>Cash, end of year</b>	<b>\$ 389,950</b>	<b>\$ 331,291</b>
<b>Cash consists of:</b>		
Cash and bank accounts, DDCC	\$ 144,724	\$ 158,866
Legacy fund	353,285	262,973
Bank indebtedness, Support Services	(108,059)	(90,548)
	<b>\$ 389,950</b>	<b>\$ 331,291</b>

The accompanying notes are an integral part of these financial statements

**DRUMHELLER AND DISTRICT CHAMBER OF COMMERCE**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**November 30, 2019**

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**1. NATURE OF OPERATIONS**

Drumheller And District Chamber of Commerce (the "organization") is an organization formed to serve local businesses, the economy and community and act as a Chamber of Commerce for the region. As a registered not-for-profit the organization is exempt from the payment of income tax under Section 149(1) of the Income Tax Act.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES**

The financial statements were prepared in accordance with Canadian accounting standards for not-for-profit (ASNPO).

**Measurement uncertainty**

The preparation of financial statements in accordance with Canadian Accounting Standards for not-for-profit organizations requires management to make estimates and assumptions that affect the reported amount of assets and liabilities, and disclosure of contingent assets and liabilities at the date of the financial statements, and the reported amount of revenues and expenses during the reporting period. These estimates are reviewed periodically, and as adjustments become necessary they are reported in income in the period in which they become known. The effect of changes in such estimates on the financial statements in future periods could be significant.

**Cash and cash equivalents**

Cash and cash equivalents include cash and investments which are readily convertible into a known amount of cash, and are subject to an insignificant risk to changes in their fair value.

**Short-term investments**

Short-term investments are represented by term deposits held for the purpose of capital repairs that may be needed to the dinosaur (Note 4) in future periods.

**Inventories**

Inventories are made up of the various goods offered for sale in the gift shop and are valued at the lower of cost and net realizable value with the cost being determined on the weighted average method. Any damaged or obsolete items are reviewed and written down accordingly.

**DRUMHELLER AND DISTRICT CHAMBER OF COMMERCE**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**November 30, 2019**

---

**2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES, continued**

**Revenue recognition**

**(i) Contributions**

The Drumheller And District Chamber of Commerce follows the deferral method of accounting for contributions. Restricted contributions are recognized as revenue in the year in which the related expenses are incurred. Unrestricted contributions are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured. Endowment contributions are recognized as direct increases in net assets if applicable.

**(ii) Investment Income**

Investment income is recognized as revenue when earned.

**(iii) Gift Shop and Admissions**

Revenue from the World's Largest Dinosaur gift shop and admission to the dinosaur are recognized as income at the time the goods or services are provided.

**(iv) Membership fees**

Chamber members are invoiced annually and the revenue from those fees are recognized as income in the period to which they apply.

**Contributed materials and services**

Volunteers contribute their services during the year to assist the Drumheller And District Chamber of Commerce as board members. Because of the difficulty of determining their fair value, contributed services and materials are not recognized in the financial statements.

**Fund accounting**

The financial statements of the Drumheller And District Chamber of Commerce have been prepared on the accrual basis. The significant policies followed are described below.

The accounts the organization maintains are in accordance with the principles of fund accounting. The resources for various purposes are classified for accounting and reporting purposes into the fund established according to their various nature and purpose. The company records its activities in the following funds.

**(i) Operating fund**

The operation fund accounts for all resources over which the Board of Directors has discretionary control to use in carrying on day-to-day operation of the company.

**(ii) Capital fund**

The capital fund accounts for all items of a capital nature and the debt associated with their purchase. Uses of operating funds for acquisition of capital assets and principal debt service payments are accounted for as allocation to the capital fund.

**(iii) Restricted fund**

The restricted fund represents resources whose use has been set aside and restricted for specific uses.

**DRUMHELLER AND DISTRICT CHAMBER OF COMMERCE**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**November 30, 2019**

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**2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES, continued**

**Tangible capital assets**

Capital assets are capitalized upon meeting the requirement for recognition as capital assets and are recorded at cost. Capital assets held for use are measured and amortized as described in applicable accounting policies.

The Chamber performs impairment testing on capital assets held for use whenever events or circumstances indicate that the carrying value of an asset, or group of assets, may not be recoverable. Impairment is measured as the amount by which the assets' carrying value exceeds its' fair value. Any impairment is included in earnings for the period. An impairment loss is not reversed if the fair value of the capital asset subsequently increases. Prices for similar items are used to measure fair value of capital assets.

Dinosaur	30 years Straight-line
Dinosaur interior	30 years Straight-line
Leasehold improvements	10 years Straight-line
Computer hardware	55% Declining balance
Furniture and fixtures	20% Declining balance
Computer software	33% Declining balance

**Allocated expenses**

The organization incurs various general support and administrative expenditures that are common to the operation of the organization and each of its' functions. Certain amounts of these expenditures have been allocated to the World's Largest Dinosaur gift shop and the Tourist Information Centre based on an approximate applicable percentage of usage of each expense.

**Financial instruments**

Financial instruments are recorded at fair value when acquired or issued. In subsequent periods, financial assets with actively traded markets are reported at fair market value, with any unrealized gains and losses reported in income. All other financial instruments are reported at amortized cost, and tested for impairment at each reporting date. Transaction costs on the acquired, sale, or issue of financial instruments are expensed when incurred.

**3. ACCOUNTS RECEIVABLE**

	<b>2019</b>	<b>2018</b>
Government of Alberta - Support Services	\$ 108,493	\$ 96,843
Trades receivable	6,062	6,323
	<b>\$ 114,555</b>	<b>\$ 103,166</b>

**DRUMHELLER AND DISTRICT CHAMBER OF COMMERCE**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**November 30, 2019**

**4. INTERNALLY RESTRICTED FUNDS**

Legacy fund

The legacy fund was established for the specific purpose of providing resources for community not-for-profit organizations and has a balance of \$353,285 (2018 - \$262,973).

Short-term investments

The short-term investments represent term deposits for the specific purpose of capital replacement and capital repairs with respect to the World's Largest Dinosaur. This balance of \$596,641 (2018 - \$510,351) with the legacy fund balance of \$353,285 (2018 - \$262,973) make up the balance of restricted net assets of \$949,926 (2018 - \$773,324).

**5. INVESTMENTS**

	2019	2018
Dinosaur Trail Golf and Country Club	\$ -	\$ 25,815
Drumheller Co-op	10	10
	<u>\$ 10</u>	<u>\$ 25,825</u>

During the year, it was determined that there was an impairment in relation to the future value of the agreement with the Dinosaur Trail Golf and Country Club and as such the Board of Directors have written-off the balance of the investment.

**6. TANGIBLE CAPITAL ASSETS**

	2019		2018	
	Cost	Accumulated amortization	Net Book Value	Net Book Value
Dinosaur	\$ 980,936	\$ 608,953	\$ 371,983	\$ 404,354
Dinosaur interior	170,427	133,321	37,106	41,518
Leasehold improvements	238,971	231,751	7,220	4,030
Computer hardware	68,754	62,559	6,195	9,442
Furniture and fixtures	237,863	236,057	1,806	2,258
Computer software	23,864	23,048	816	3,133
	<u>\$ 1,720,815</u>	<u>\$ 1,295,689</u>	<u>\$ 425,126</u>	<u>\$ 464,735</u>

**DRUMHELLER AND DISTRICT CHAMBER OF COMMERCE**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**November 30, 2019**

**7. DEFERRED REVENUE**

	<b>2019</b>	<b>2018</b>
Intern grant	\$ 1,214	\$ 5,851

The deferred revenue relates to Natural Resources Canada funding whereby, payments are provided in advance of the related expenses being incurred.

**8. ALLOCATED EXPENSES**

Certain administrative expenses have been allocated to their respective functions as follows:

	<b>DDCC</b>	<b>WLD</b>	<b>TIC</b>
Insurance	\$ 15,808	\$ 7,833	\$ 658
Professional fees	5,170	5,355	300
Telephone	6,709	4,853	4,836
Utilities	4,261	9,060	6,179
Janitorial	1,019	6,049	5,920
	<b>\$ 32,967</b>	<b>\$ 33,150</b>	<b>\$ 17,893</b>

**9. RELATED PARTY TRANSACTIONS**

Some members of the Board of Directors are involved in related party transactions with the organization. These transactions are recorded at the exchange amount, transacted during the normal course of operations, and are not material amounts.

**10. LINE OF CREDIT**

A line of credit of \$350,000 is in place with ATB Financial. This line of credit is necessary as the Alberta Government Support Services contracts requires Drumheller And District Chamber of Commerce to incur expenses before invoices are prepared. Interest on the line of credit is currently 3.70% (2018 - 3.70%). At November 30, 2019 Support Services bank indebtedness amounted to \$108,059 (2018 - \$90,548) and is included in the Drumheller And District Chamber of Commerce balance for cash.

**11. SUBSEQUENT EVENTS**

For the purpose of the accompanying financial statements, subsequent events have been evaluated with management through March 10, 2020 which is the date these financial statements were available to be issued.

There were no subsequent events brought to our attention that would have a material impact on these financial statements.

**DRUMHELLER AND DISTRICT CHAMBER OF COMMERCE**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**November 30, 2019**

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**12. FINANCIAL INSTRUMENT RISKS**

The organization is exposed to various risks through its financial instruments and has a comprehensive risk management framework to monitor, evaluate and manage these risks. The following analysis provides information about the organization's risk exposure and concentration as of November 30, 2019.

(a) Credit risk

The organization is exposed to credit risk in the event of non-performance by counterparties in connection with its accounts receivable. The organization does not obtain collateral or other security to support the accounts receivable subject to credit risk but mitigates this risk by dealing only with what management believes to be financially sound counterparties and, accordingly, does not anticipate significant loss for non-performance. An allowance for doubtful accounts is established, when necessary, based upon factors surrounding the credit risk of specific accounts, historical trends and other information. The organization has a significant number of customers which minimizes concentration risk.

(b) Liquidity risk

Liquidity risk is the risk that the organization may not have cash available to satisfy financial liabilities as they come due. Management oversees liquidity risk to ensure the organization has access to enough readily available funds to cover its financial obligations as they become due. The organization manages liquidity risk by continuously monitoring actual daily cash flows and longer term forecasted cash flows and monitoring the maturity profiles of financial assets and liabilities. The organization is exposed to this risk mainly in respect of its receipt of funds from its customers and other related sources, accounts payable and accrued liabilities.

(c) Interest rate risk

Interest rate risk is the risk that the value of a financial instrument might be adversely affected by a change in the interest rates. In seeking to minimize the risks from interest rate fluctuations, the organization manages exposure through its normal operating and financing activities. The organization is exposed to interest rate risk primarily through its floating interest rate bank indebtedness and credit facilities. Unless otherwise noted, it is management's opinion that the organization is not exposed to significant other price risks arising from these financial instruments.

**13. ECONOMIC DEPENDENCE**

The organization generated 70% of its 2019 (2018 - 70%) revenue from the Alberta Government. A decrease in the grant funding from the Alberta Government could result in the organization being unable to operate the Support Services division. The organization has approval of the contract for April 1, 2019 to March 31, 2020. It is management's opinion that if the Alberta Government ceases its' funding, the organization would have to consider restructuring the division.

**DRUMHELLER AND DISTRICT CHAMBER OF COMMERCE**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**November 30, 2019**

**14. PROGRAMS AND EVENTS**

The organization hosts various programs and events throughout the year. Revenues and expenditures are tracked separately for each event.

2019

	Revenue	Expenditures	Net
Spring Expo	\$ 14,186	\$ 20,013	\$ (5,827)
Group insurance	18,134	-	18,134
Golf tournament	11,052	7,722	3,330
Celebration of excellence	8,746	8,538	208
Other events	2,765	1,676	224
AGM events	1,371	833	538
Networking	1,029	877	152
VAP administration fee	772	-	772
Election Forum	143	865	143
Dino Arts	-	25,000	(25,000)
Canada Day	-	1,218	(1,218)
Little Church	-	1,244	(1,244)
Christmas mixer	-	9	(9)
Small business week	-	200	(200)
	<b>\$ 58,198</b>	<b>\$ 68,195</b>	<b>\$ (9,997)</b>

2018

	Revenue	Expenditures	Net
Spring Expo	\$ 22,697	\$ 22,348	\$ 349
Group insurance	16,221	-	16,221
Golf tournament	12,321	9,338	2,983
Celebration of excellence	11,751	9,806	1,945
Networking	4,275	3,169	1,106
Other events	1,552	-	1,552
Culture Days	1,000	938	62
VAP administration fee	583	-	583
AGM events	520	423	97
Dino Arts	-	15,000	(15,000)
Canada Day	-	1,983	(1,983)
Little Church	-	1,449	(1,449)
Christmas mixer	-	608	(608)
	<b>\$ 70,920</b>	<b>\$ 65,062</b>	<b>\$ 5,858</b>

**DRUMHELLER AND DISTRICT CHAMBER OF COMMERCE**  
**SCHEDULES TO THE FINANCIAL STATEMENTS**  
Year ended November 30, 2019

Schedule of Chamber of Commerce	Schedule 1	
	2019	2018
<b>Revenue</b>		
Administration fees	\$ 200,262	\$ 189,345
Capital repair contributions	75,095	73,309
Programs and events	58,198	70,920
Community fund contributions	55,014	53,845
Legacy fund contributions	45,058	43,985
Memberships	31,120	30,705
Interest	19,209	13,856
Other	390	3,196
	484,346	479,161
<b>Expenditures</b>		
Wages and benefits	109,044	108,097
Support services administration	76,431	70,428
Programs and events	68,195	65,062
Legacy fund - Town economic development	22,000	-
Insurance	15,808	14,720
Advertising and promotion	14,042	15,974
Telephone	6,709	7,338
Office supplies and postage	6,304	6,064
Professional fees	5,170	9,130
Repairs and maintenance	4,613	2,765
Seminars, workshops and travel	4,584	3,195
Utilities	4,261	3,715
Fees, dues and memberships	3,516	3,342
Bank charges	1,133	1,476
Payroll services fees	1,091	905
Janitorial	1,019	932
Meetings	403	1,020
Travel	-	334
	344,323	314,497
<b>Excess of revenues over expenditures</b>	<b>\$ 140,023</b>	<b>\$ 164,664</b>

**DRUMHELLER AND DISTRICT CHAMBER OF COMMERCE**  
**SCHEDULES TO THE FINANCIAL STATEMENTS**  
Year ended November 30, 2019

Schedule of Tourist Information Centre	Schedule 2	
	2019	2018
<b>Revenue</b>		
Service provision - Town of Drumheller	\$ 57,500	\$ 46,896
<b>Expenditures</b>		
Wages and benefits	120,527	106,440
Utilities	6,179	5,378
Janitorial	5,920	5,337
Telephone	4,836	4,532
Office supplies and postage	1,243	1,061
Training and conferences	1,201	46
Repairs and maintenance	866	1,704
Insurance	658	900
Advertising and promotion	524	248
Travel	488	533
Professional fees	300	300
	142,742	126,479
<b>Deficiency of revenues over expenditures</b>	<b>\$ (85,242)</b>	<b>\$ (79,583)</b>

**DRUMHELLER AND DISTRICT CHAMBER OF COMMERCE**  
**SCHEDULES TO THE FINANCIAL STATEMENTS**  
Year ended November 30, 2019

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**Schedule of World's Largest Dinosaur**

**Schedule 3**

	2019	2018
<b>Revenues</b>		
Sales	\$ 331,251	\$ 325,698
Admissions	300,384	293,234
Less: Capital repair fund	(75,095)	(73,309)
Less: Community fund	(55,014)	(53,845)
Less: Legacy fund	(45,058)	(43,985)
	456,468	447,793
<b>Cost of sales</b>	162,768	161,224
<b>Gross margin</b>	293,700	286,569
<b>Expenditures</b>		
Wages and benefits	141,073	127,085
Utilities	9,060	8,066
Advertising and promotion	8,555	8,538
Insurance	7,833	9,898
Janitorial	6,049	5,513
Bank charges	5,990	5,511
Professional fees	5,355	5,355
Telephone	4,853	4,740
Repairs and maintenance	3,619	7,607
Office supplies and postage	2,209	7,963
Training	1,932	1,325
Workers' Compensation Board	805	633
Seminars, workshops and travel	-	88
Cash (over) short	(20)	10
	197,313	192,332
<b>Excess of revenues over expenditures</b>	<b>\$ 96,387</b>	<b>\$ 94,237</b>

**DRUMHELLER AND DISTRICT CHAMBER OF COMMERCE**  
**SCHEDULES TO THE FINANCIAL STATEMENTS**  
Year ended November 30, 2019

Schedule of Support Services	Schedule 4	
	2019	2018
<b>Revenue</b>		
Contracts	\$ 2,365,252	\$ 2,211,187
Contracts - Intern grant	4,637	21,748
	<u>2,369,889</u>	<u>2,232,935</u>
<b>Expenditures</b>		
Wages - contractual	1,943,523	1,821,842
Administration fees	200,263	189,345
Employee benefits	186,323	169,209
Contract expenses	36,138	49,097
Workers' Compensation Board	3,642	3,442
	<u>2,369,889</u>	<u>2,232,935</u>
<b>Excess of revenues over expenditures</b>	<u>\$ -</u>	<u>\$ -</u>

**DRUMHELLER AND DISTRICT CHAMBER  
OF COMMERCE  
(SUPPORT SERVICES DIVISION)**

FINANCIAL STATEMENTS

November 30, 2019

**DRUMHELLER AND DISTRICT CHAMBER OF COMMERCE**  
**(SUPPORT SERVICES DIVISION)**  
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November 30, 2019

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## INDEPENDENT AUDITOR'S REPORT

To the Members of  
**Drumheller And District Chamber of Commerce**

### *Opinion*

We have audited the special purpose financial statements of Drumheller And District Chamber of Commerce (Support Services division) (the "division"), which comprise the statement of financial position as at November 30, 2019, and the statements of operations, changes in net assets and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the division as at November 30, 2019, and its results of operations and its cash flows for the year then ended in accordance with Accounting Standards for Not-For-Profit Organizations (ASNPO).

### *Basis for Opinion*

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the division in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### *Emphasis of Matter*

Without qualifying our conclusion, we draw attention to Note 6 to the financial statements, which indicates that Support Services (a division of Drumheller And District Chamber of Commerce) is economically dependent on revenue received from government funding without which the division may not be able to discharge its liabilities. These conditions, along with other matters as set forth in Note 6 indicate the existence of a material uncertainty.

### *Other Matter*

Drumheller And District Chamber of Commerce has prepared a separate set of general purpose financial statements for the year ended November 30, 2019 in accordance with Canadian accounting standards for not-for-profit organizations on which we issued a separate auditors' report to the members of Drumheller And District Chamber of Commerce dated February 11, 2020.

### *Responsibilities of Management and Those Charged with Governance for the Financial Statements*

Management is responsible for the preparation and fair presentation of the financial statements in accordance with ASNPO, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.



## INDEPENDENT AUDITOR'S REPORT, continued

In preparing the financial statements, management is responsible for assessing the organization's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the division or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the division's financial reporting process.

### *Auditor's Responsibilities for the Audit of the Financial Statements*

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements. As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- ♦ Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- ♦ Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the organization's internal control.
- ♦ Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- ♦ Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the division's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the division to cease to continue as a going concern.
- ♦ Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

**INDEPENDENT AUDITOR'S REPORT, continued**

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

*Ascend*

**Ascend LLP**  
**Chartered Professional Accountants**  
**Independent Member Firm of**  
**PORTER HÉTU INTERNATIONAL**  
Drumheller, Alberta  
March 10, 2020



**DRUMHELLER AND DISTRICT CHAMBER OF COMMERCE**  
**(SUPPORT SERVICES DIVISION)**  
**STATEMENT OF OPERATIONS**  
Year ended November 30, 2019

	2019	2018
<b>Revenues</b>		
Contracts	\$ 2,365,252	\$ 2,211,187
Contracts - Intern grant	4,637	21,748
	2,369,889	2,232,935
<b>Expenditures</b>		
Wages - contractual	1,943,523	1,821,842
Administration fees	200,263	189,345
Employee benefits	186,323	169,209
Contract expenses	36,138	49,097
Workers' Compensation Board	3,642	3,442
	2,369,889	2,232,935
<b>Excess of revenues over expenditures</b>	<b>\$ -</b>	<b>\$ -</b>

The accompanying notes are an integral part of these financial statements

**DRUMHELLER AND DISTRICT CHAMBER OF COMMERCE**  
**(SUPPORT SERVICES DIVISION)**  
**STATEMENT OF CHANGES IN NET ASSETS**  
Year ended November 30, 2019

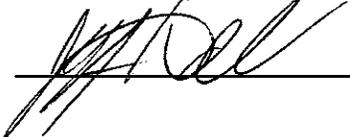
	2019	2018
Balance, beginning of year	\$ -	\$ -
Excess of revenues over expenditures	-	-
<b>Balance, end of year</b>	<b>\$ -</b>	<b>\$ -</b>

The accompanying notes are an integral part of these financial statements

**DRUMHELLER AND DISTRICT CHAMBER OF COMMERCE**  
**(SUPPORT SERVICES DIVISION)**  
**STATEMENT OF FINANCIAL POSITION**  
**November 30, 2019**

	2019	2018
<b>ASSETS</b>		
<b>Current</b>		
Accounts receivable - note 3	\$ 108,493	\$ 96,843
Due from Drumheller And District Chamber of Commerce	780	-
	<b>\$ 109,273</b>	<b>\$ 96,843</b>
<b>LIABILITIES AND FUND BALANCES</b>		
<b>Current</b>		
Bank indebtedness - note 4	\$ 108,059	\$ 90,548
Deferred revenue - note 5	1,214	5,851
Due to Drumheller And District Chamber of Commerce	-	444
	<b>\$ 109,273</b>	<b>\$ 96,843</b>

On behalf of the board

 Member

 Member

**DRUMHELLER AND DISTRICT CHAMBER OF COMMERCE**  
**(SUPPORT SERVICES DIVISION)**  
**STATEMENT OF CASH FLOWS**  
Year ended November 30, 2019

	2019	2018
<b>Operating activities</b>		
Excess of revenues over expenditures	\$ -	\$ -
Change in non-cash working capital items		
Accounts receivable	(11,650)	447
Deferred revenue	(4,637)	(21,749)
	(16,287)	(21,302)
<b>Financing activity</b>		
(Advances to) repayments from Drumheller And District Chamber of Commerce	(1,224)	444
<b>Increase in bank indebtedness</b>	(17,511)	(20,858)
<b>Bank indebtedness, beginning of year</b>	(90,548)	(69,690)
<b>Bank indebtedness, end of year</b>	<b>\$ (108,059)</b>	<b>\$ (90,548)</b>

The accompanying notes are an integral part of these financial statements

**DRUMHELLER AND DISTRICT CHAMBER OF COMMERCE**  
**(SUPPORT SERVICES DIVISION)**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**November 30, 2019**

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**1. NATURE OF OPERATIONS**

Drumheller And District Chamber of Commerce (DDCC), Support Services division (the "division"), was formed to act as the contractor between the Alberta Government and the Royal Tyrrell Museum supplying temporary labour. Operations commenced April 1, 2003. DDCC acts as the administrator of the various contracts by providing billing, payroll and other services for an administration fee based upon the total expenses incurred by each contract, excluding that fee. At November 30, 2019 the fee was 9.25% (9.25% in 2018).

**2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES**

The financial statements were prepared in accordance with Canadian standards for not-for-profits (ASPNO).

**Measurement uncertainty**

The preparation of financial statements in conformity with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosures of contingent liabilities at the date of the financial statements and the reported amounts of revenue and expenses during the reported period. These estimates are reviewed periodically, and as adjustments become necessary they are reported in income in the period in which they become known. The effect of changes in such estimates on the financial statements in future periods could be significant.

**Revenue recognition**

Drumheller And District Chamber of Commerce follows the deferral method of accounting for contributions to Support Services. Revenue under contract with the Province of Alberta is invoiced based on expenses incurred in the period and is recognized as revenue in the year in which the related expenses are incurred. For 2019, these invoiced amounts are recorded as accounts receivable when the invoice is issued or expenses incurred.

**Cash and cash equivalents**

Cash and cash equivalents consist of cash and line of credit advances.

**Financial instruments**

Financial instruments are recorded at fair value when acquired or issued. In subsequent periods, financial assets with actively traded markets are reported at fair market value, with any unrealized gains and losses reported in income. All other financial instruments are reported at amortized cost, and tested for impairment at each reporting date. Transaction costs on the acquired, sale, or issue of financial instruments are expensed when incurred.

**DRUMHELLER AND DISTRICT CHAMBER OF COMMERCE**  
**(SUPPORT SERVICES DIVISION)**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**November 30, 2019**

**3. ACCOUNTS RECEIVABLE**

	2019	2018
Government of Alberta	\$ 108,493	\$ 96,843

**4. LINE OF CREDIT**

A line of credit of \$350,000 is in place with ATB Financial. This line of credit is necessary given the negotiation of the Alberta Government Support Services contracts requiring Drumheller And District Chamber of Commerce to incur expenses before invoices are prepared. Interest on the line of credit is currently 3.70% (2018 - 3.70%). At November 30, 2019, Support Services bank indebtedness amounted to \$108,059 (2018 - \$90,548) and is included in cash.

**5. DEFERRED REVENUE**

	2019	2018
Intern grant	\$ 1,214	\$ 5,851

The deferred revenue relates to Natural Resources Canada funding whereby, payments are provided in advance of the related expenses being incurred.

**6. ECONOMIC DEPENDENCE**

The division generated 100% of its 2019 (2018 - 100%) revenue from the Alberta Government. A decrease in the grant funding from the Alberta Government could result in the organization being unable to operate the Support Services division. The organization has approval of the contract for April 1, 2019 to March 31, 2020. It is management's opinion that if the Alberta Government ceases it's funding the organization would have to consider restructuring the division.

**7. FINANCIAL INSTRUMENT RISKS**

The division is exposed to various risks through its financial instruments and has a comprehensive risk management framework to monitor, evaluate and manage these risks. The following analysis provides information about the company's risk exposure and concentration as of November 30, 2019.

(a) Credit risk

The division is exposed to credit risk in the event of non-performance by counterparties in connection with its accounts receivable. The division does not obtain collateral or other security to support the accounts receivable subject to credit risk but mitigates this risk by dealing only with what management believes to be financially sound counterparties and, accordingly, does not anticipate significant loss for non-performance. An allowance for doubtful accounts is established, when necessary, based upon factors surrounding the credit risk of specific accounts, historical trends and other information.

**DRUMHELLER AND DISTRICT CHAMBER OF COMMERCE**  
**(SUPPORT SERVICES DIVISION)**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**November 30, 2019**

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**7. FINANCIAL INSTRUMENT RISKS, continued**

(b) Concentration risk

The division is subject to a concentration of credit risk as all of their funding comes from a government agency (Note 6).

(c) Liquidity risk

Liquidity risk is the risk that the division may not have cash available to satisfy financial liabilities as they come due. Management oversees liquidity risk to ensure the division has access to enough readily available funds to cover its financial obligations as they become due. The division manages liquidity risk by continuously monitoring actual daily cash flows and longer term forecasted cash flows and monitoring the maturity profiles of financial assets and liabilities. The organization is exposed to this risk mainly in respect of its receipt of funds from its customers and other related sources, accounts payable and accrued liabilities.

(d) Interest rate risk

Interest rate risk is the risk that the value of a financial instrument might be adversely affected by a change in the interest rates. In seeking to minimize the risks from interest rate fluctuations, the division manages exposure through its normal operating and financing activities. The division is exposed to interest rate risk primarily through its floating interest rate bank indebtedness and credit facilities. Unless otherwise noted, it is management's opinion that the division is not exposed to significant other price risks arising from these financial instruments.