

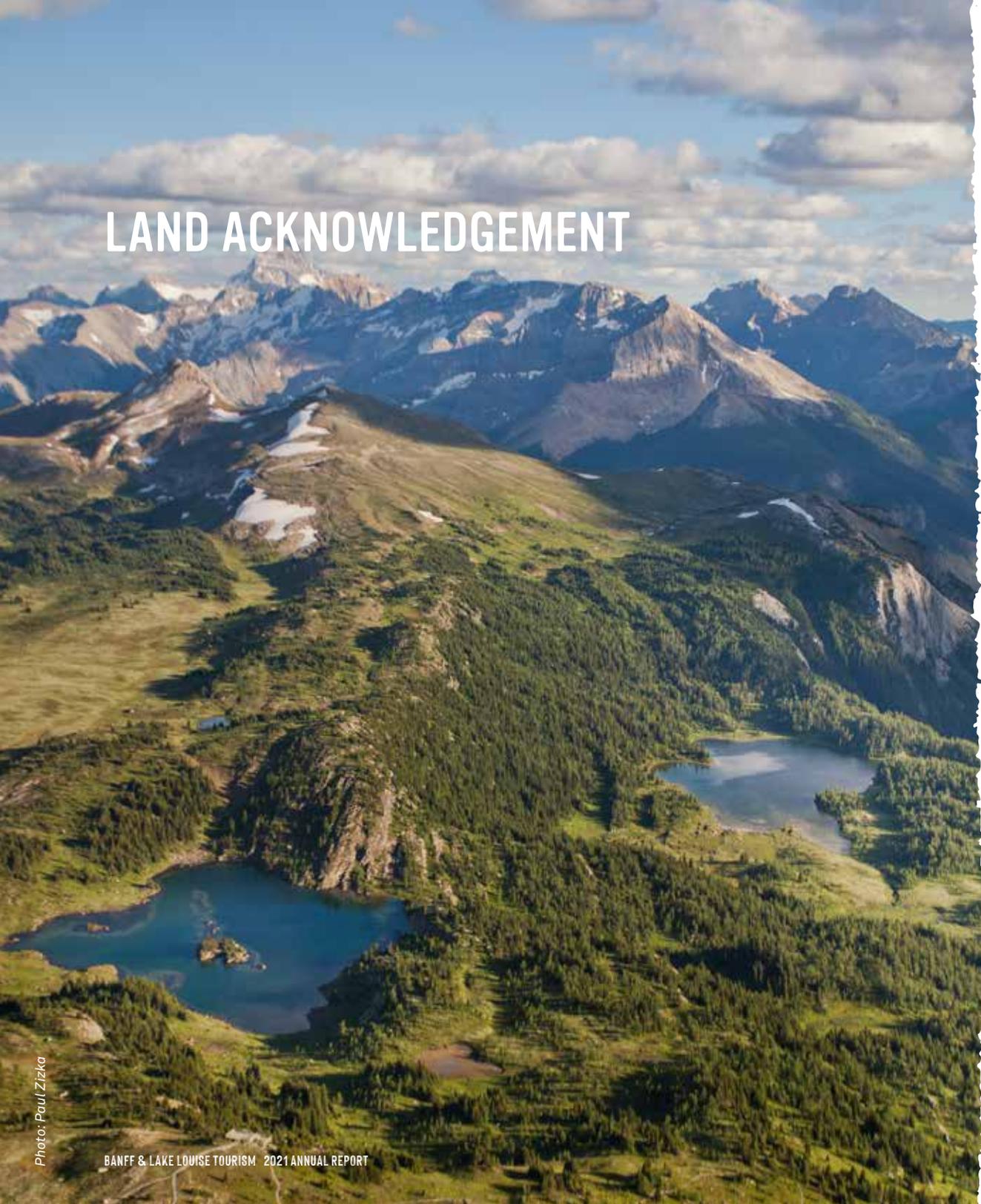


RESPONSIVE TO EVOLVING INDUSTRY AND MARKET NEEDS

BANFF & LAKE LOUISE TOURISM
2021 ANNUAL REPORT

TABLE OF CONTENTS

3	LAND ACKNOWLEDGEMENT
4	LETTER FROM THE CEO AND BOARD CHAIR
5	WHO WE ARE
7	OBJECTIVE 1: PROTECT THE DESTINATION'S REPUTATION
12	OBJECTIVE 2: REBUILD DEMAND FOR THE DESTINATION
22	OBJECTIVE 3: ENCOURAGE PEOPLE TO SPEND IN DESTINATION
25	OBJECTIVE 4: SUPPORT DESTINATION ALIGNMENT AROUND ECONOMIC RECOVERY
29	OBJECTIVE 5: ENSURE LONG-TERM FINANCIAL VIABILITY OF THE DESTINATION
30	FINANCIALS
31	LEADERSHIP



LAND ACKNOWLEDGEMENT

We acknowledge that Banff National Park is within the present-day territories of Treaty 6, 7 and 8, as well as the Métis Homeland. The lands and waters of Banff National Park have been used for millennia by Indigenous Peoples for sustenance, ceremony, trade and travel. We thank them for their continuous stewardship and for sharing the land with us.

LETTER FROM THE BOARD CHAIR AND CEO

As we reflect on 2021, it is difficult to adequately convey the extent of our gratitude to our members for their continued support. As well, we thank the entire team at Banff & Lake Louise Tourism (BLLT) for their commitment and ongoing dedication to everything we have done this past year as an organization. Together we have accomplished amazing things.

We began January in the second wave of the COVID-19 pandemic and would see two waves before year's end. Public health restrictions came and went, along with numerous rounds of vaccinations, the Restrictions Exemption Program, fluctuating border measures, testing requirements and travel advisories.

Despite the challenges, we started to make gains. We thoughtfully adjusted our course to face the ever-changing tides. Informed by industry research and input from members and stakeholders, we developed our 2021 plan and focused on five core objectives:

1. Protect the destination's reputation
2. Rebuild demand for the destination
3. Encourage people to spend in the destination
4. Support destination alignment around economic recovery
5. Ensure long-term financial viability of the organization

BLLT met this unpredictable situation with agility and responsiveness. We recognised that a "one big campaign" approach, while effective in the past, would not give our members the best return on their investment. We identified opportunities and capitalized on them, switched target markets, changed messages and reassigned resources. When floods cut off highways and roads between Banff and Vancouver, we adjusted our marketing buys. When international markets shifted, so did we.

For 2021, we anticipated lower member revenues, so we sought alternative sources, securing \$3.8 million in grants and other funding. We made careful choices about how to use our financial resources, ensuring long-term viability as well as readiness for post-pandemic recovery. This fiscal prudence will increase our capacity to invest and capitalize on returns when the market gets back to normal.

To address long-term sustainability, we began the process of co-developing a comprehensive and thoughtful Tourism Masterplan for our destination. This will be a 10-year lookahead at the needs of the communities we live in, our culture, environment and economy. We are excited to continue to work with you on a vision for a sustainable and secure future for tourism in Banff National Park.

We look forward to 2022 to build back year-round demand, continue to improve our organization's financial stability, and prepare for the return of international travel. Our experiences over the past two years have equipped us with the strength and resilience needed to meet any challenge and embrace opportunities as the world reopens.

In a profoundly challenging time, our team's achievements are a testament to their professionalism, compassion and commitment to our members. We are hugely grateful for their efforts and for the support of our community. On behalf of our team, and our Board of Directors, we thank each and every one of you, and are pleased to share our 2021 Annual Report.



*Leslie Bruce, President & CEO
Banff & Lake Louise Tourism*



*Mark Hendrikse, Board Chair
Banff & Lake Louise Tourism*

WHO WE ARE

Banff & Lake Louise Tourism (BLLT) is the destination marketing organization for the Town of Banff, the Hamlet of Lake Louise and Banff National Park. Our goal is to inspire visitors to choose Banff National Park, one of the most beautiful places on earth, as their preferred travel destination.

MISSION

Inspire the world to experience the indelible awe of Banff and Lake Louise.

VISION

A bold and disciplined marketing organization committed to the growth of our tourism economy and curation of our brand.

VALUES

Our values help guide the ways in which we will achieve our Mission:

BE THOUGHTFUL. BE ALIVE.

We constantly strive to do the right thing – for our visitors, our partners, our environment and ourselves. We stay true to ourselves and this place by taking the time to assess and understand situations before making decisions. Our motivations and actions are genuine.

BE UNITED. BE ALIVE.

We value each other. We succeed as a team, each playing an important role in bringing this place to life. We support one another in working toward common goals and celebrate those accomplishments together. All based on a shared belief that we can achieve much more as a group than we can on our own.

BE OPTIMISTIC. BE ALIVE.

We believe in each other and the goals we're working towards. We embrace challenges and adversity by pushing forward with optimism, enthusiasm and an unbreakable spirit.

BE INNOVATIVE. BE ALIVE.

We don't believe in standing still or simply waiting for great things to happen to us. We're motivated and inspired to make them happen. We work towards our goals every day, pushing forward and making headway. We may stop along the way to make sure that our path is correct, but make no mistake, we strive for the summit.

AT-A-GLANCE

OBJECTIVE	GOAL	RESULTS
PROTECT THE DESTINATION'S REPUTATION	 SOCIAL MEDIA: 2.89 MILLION ENGAGEMENTS	1.9 MILLION
REBUILD DEMAND FOR THE DESTINATION	 \$130 REVENUE PER AVAILABLE ROOM	\$109.92
ENCOURAGE PEOPLE TO SPEND IN DESTINATION	 1.65 MILLION LEADS TO MEMBERS	1.97 MILLION
SUPPORT DESTINATION ALIGNMENT AROUND ECONOMIC RECOVERY	 NET PROMOTER SCORE: 66	78
ENSURE LONG-TERM FINANCIAL VIABILITY OF THE ORGANIZATION	 \$7.2 MILLION MEMBER REVENUE	\$5.3 MILLION
	 \$11 MILLION TOTAL REVENUE	\$10.2 MILLION
	 > 85% MARKETING AS A % OF TOTAL EXPENDITURES	89%

Photo: Noel Hendrickson

OBJECTIVE 1: PROTECT THE DESTINATION'S REPUTATION

It has always been important to protect our destination's brand and COVID-related travel restrictions amplified this. Without a strong and trustworthy reputation as a safe place to live and visit, we would risk losing our social license to operate, the support of our partners, and ultimately the visitors we seek to attract. With an unprecedented level of attention focused on health and safety, the global pandemic made this more resonant than ever before. In 2021, we focused on key strategies that included promoting Banff and Lake Louise as a safe destination, advocating for members and industry partners, expounding the benefits of a more pedestrian-friendly Banff Avenue and adamantly supporting an innovative and popular cycling initiative on the Bow Valley Parkway.

SAFETY FIRST THROUGH CLEAR COMMUNICATION

In June 2021, BLLT created a plan to align with the Government of Alberta re-opening roadmap that included:

- » Communicating clearly that the destination is open for business and that safety is the main priority
- » Generating demand for member businesses
- » Welcoming visitors back
- » Expressing gratitude for our visitors' ongoing support
- » Speaking as a unified destination.

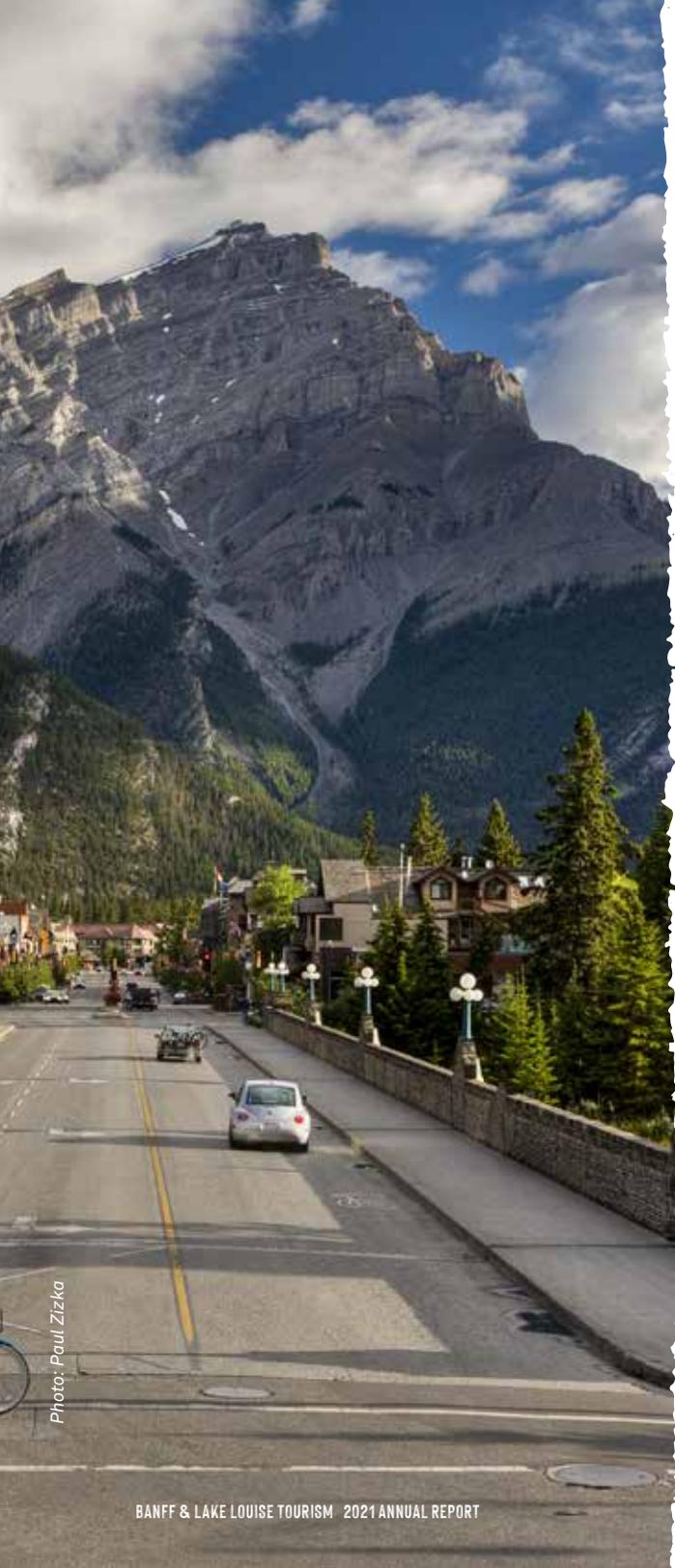


Photo: Paul Zizka

Working closely with destination partners, the plan emphasized clear communication and focused on protecting the destination's reputation, supporting members and promoting a safe visitor experience.

THE PLAN INCLUDED:

- » Distributed destination key messages via the Issues Group that includes the Town of Banff, Parks Canada and Banff & Lake Louise Hospitality Association (BLLHA)
- » Shared the key message toolkit with members, front line staff and the Ambassador program
- » Media outreach featuring interviews with CEO Leslie Bruce and Mayor Karen Sorenson that included CBC, Global TV, 660 News, Citytv, CTV, Jack FM and more
- » Launched a promotional destination video called "Meet you in the mountains" that reached more than 250,000 people and was viewed nearly 90,000 times
- » Restart of travel media visits throughout the summer months.

ADVOCATING FOR FINANCIAL SUPPORT FROM THE FEDERAL GOVERNMENT IN RESPONSE TO COVID-19

Throughout the year, we acted as a voice for our industry, addressing stakeholders and governmental partners on the state of tourism and advocating for issues that matter most to our members. Different industries have been impacted in various ways by COVID. At the beginning of the pandemic, travel and tourism ground to a halt. To respond, we joined the Coalition for Hardest Hit Businesses—an industry-driven advocacy group that represents hundreds of businesses in tourism, travel, arts and culture, events and festivals, motor coach, accommodations, hospitality and Indigenous tourism—to push for continued government support.

BLLT provided financial and advocacy support for the Coalition's efforts, helping to extend the Canadian Emergency Wage Subsidy and the Canadian Emergency Rent Subsidy into October 2021.

During and following the federal election, BLLT and BLLHA pressed politicians to commit to the Tourism and Hospitality Recovery Program to continue vital wage and rent support. In December 2021, Parliament passed Bill C-2 to provide critical support for the travel and tourism sector.



Photo: Noe Hendrickson

PITCHING THE BANFF AVENUE PEDESTRIAN ZONE

In 2021, alongside our members, we made the case to the Town of Banff Council for the continuation of the Banff Avenue Pedestrian Zone, focused on ensuring that as many businesses as possible could benefit from the initiative. This position carefully considered two years' of overwhelmingly positive feedback from visitors, majority support from members, and compelling letters of support from residents. Closing the 100 and 200 blocks of Banff Avenue to vehicles addressed COVID-related safety protocols while successfully boosting economic activity and attracting visitors. In 2021, Town Council gave the downtown pedestrian zone the green light for the next two years.



**IN 2021,
43 RESTAURANTS
& 19 RETAIL STORES**
PARTICIPATED IN THE BANFF AVENUE
PEDESTRIAN ZONE INITIATIVE

8.96/10
VISITOR EXPERIENCE
WITH THE BANFF AVENUE
PEDESTRIAN ZONE



SUMMER 2021 NET PROMOTER SCORE RESULTS

Overall experience of the Pedestrian Zone was well received:

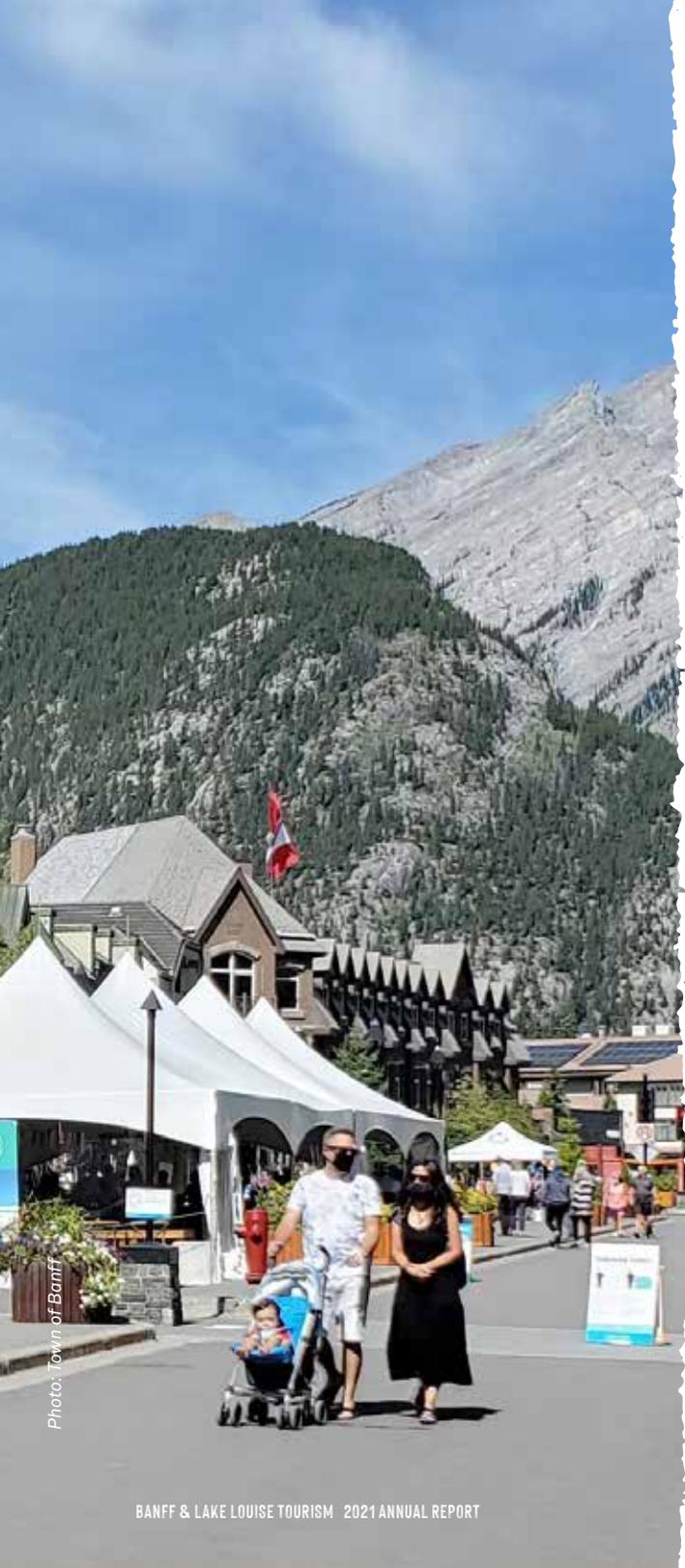


90% OF RESPONDENTS
WHO PARTICIPATED RATED IT 8 OR ABOVE
47% RATED IT 10/10

The COVID-19 related measures were appreciated:

73% RATED THE SAFETY
MEASURES 8 OR ABOVE
35% RATED THEM 10/10





MEMBER SURVEY RESULTS: BANFF AVENUE PEDESTRIAN ZONE



55% OF RESPONDENTS
WOULD SUPPORT BRINGING
THE PEDESTRIAN ZONE BACK
IN SUMMER 2022
49% SAID THEY'D SUPPORT
IT EVERY SUMMER

56% OF RESPONDENTS
PREFERRED THE FORMAT USED IN 2021
(MORE RETAIL SPACE AND NO TENTS)
TO THAT OF 2020



PROMOTING THE USE OF TRANSIT AND RESPONSIBLE TRAVEL WITHIN THE PARK

To enhance the visitor experience and support sustainable mobility initiatives, Parks Canada, the Town of Banff and BLLT once again joined forces on the Transportation Shift campaign from March through to October 2021.

The campaign goals were to:

- » Maintain the health and safety of local workers, residents and visitors
- » Maintain and enhance a positive experience for visitors and residents, especially in relation to parking and transportation
- » Reduce vehicle congestion at certain times and specific locations in Banff National Park and maximize use of the Lake Louise and Moraine Lake shuttle reservation system
- » Increase use of the Town of Banff intercept parking lot and reduce illegal parking throughout Banff National Park.

This program was initiated in 2017 to address traffic congestion in the park and encourage people to take transit. In 2022, we will work with our partners to evolve the Transportation Shift campaign to ensure it is integrated into our core operations.

TOURISM TOGETHER – PLANTING THE SEED OF A MASTERPLAN

The past two years have made it clear that we cannot move forward by staying the same. During 2021, we identified the need and the opportunity to co-develop a Tourism Masterplan for Banff and Lake Louise that will include working closely with members, key stakeholders and our communities to build a vision for our future.

As part of an overarching conversation called “Tourism Together,” the Masterplan is intended to become a guidepost for sustainable tourism in our destination. Drawing on the international expertise of consultants Group NAO, we will address our industry’s responsibility to our community, culture, environment and economy.

The process will also help BLLT to clarify its identity and purpose, define future scope and consider how we can work to deliver responsible future growth of the visitor economy. In 2022, we look forward to beginning to realize a shared vision for tourism in Banff National Park.

“By building closer relationships through ongoing community engagement, the Tourism Master Plan will guide us as we continue to move toward sustainable tourism in Banff National Park”

Leslie Bruce, President & CEO, Banff & Lake Louise Tourism



OBJECTIVE 2: REBUILD DEMAND FOR THE DESTINATION

Regional and domestic visitors continued to represent a very important market for Banff and Lake Louise due to their proximity to the destination, high vaccination rates, ongoing restrictions to international travel and access to the Calgary International Airport. The regional audience has been an essential part of the financial wellness of our member organizations. To ensure these guests continue to feel valued, make return trips and spend more time in destination, we supported expanded services like engaging cycling opportunities, more pedestrian-friendly experiences, and expanded transit options throughout Banff National Park.



WHILE 35% OF RESPONDENTS TO THE VISITOR EXPERIENCE SURVEY WERE FROM ALBERTA,

29% WERE FROM ONTARIO, UP FROM 16% IN 2020 AND 7% IN 2019. THE SURVEY ALSO INDICATED MORE FIRST-TIME VISITORS IN 2021 AT 39% COMPARED TO 25% IN 2020.

DEFINING REGIONAL AND DOMESTIC MARKETS

CANADA

● REGIONAL:

- » Alberta
- » British Columbia
- » Saskatchewan
- » Manitoba

● DOMESTIC:

- » Ontario
- » Québec

● TARGETED US STATES:

- 1 California
- 2 Colorado
- 3 Idaho
- 4 New York
- 5 Montana
- 6 Oregon
- 7 Texas
- 8 Utah
- 9 Washington

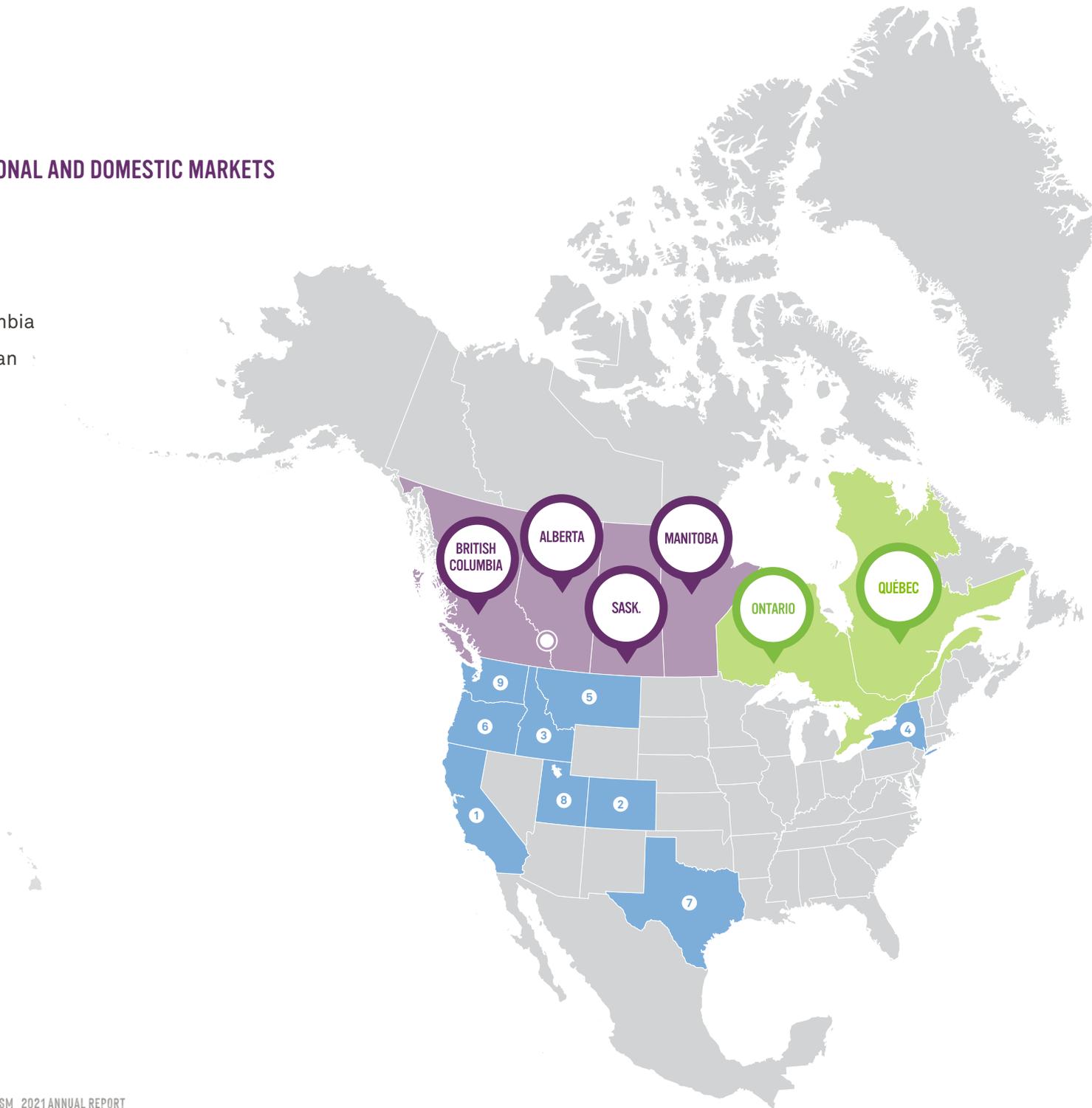




Photo: Devaan Ingraham

DEVELOPING A DOMESTIC MARKETING PLAN

In 2021, we prioritized the domestic market to offset the reduction of international visitors. Our core focus was to develop and strengthen our traveller base creating reasons to return to the destination. This included investing more in the regional market and testing the Quebec market since data showed Quebec travellers were booking longer stays and had an increased spend in the destination.

The regional market was as important as ever, as uncertainty around international travel prompted Alberta and neighbouring provinces to explore their own backyard.

After Alberta, British Columbia is our destination's second largest source market. When combined with Saskatchewan, the region accounted for 40-45 per cent of visits pre-pandemic, rising to over 80 per cent of visits since the pandemic began.

Vancouver remained an important target audience in 2021. When flooding affected travel across the lower mainland and the B.C./Alberta border, we redirected advertising spend to destinations within Alberta to address unexpected challenges in the shifting domestic travel market.

EXTENDING OUR MARKETING REACH

Through our Expedia campaign, we expanded our audience to include B.C., Ontario, and Quebec to stay in front of demand and target high-value travellers. In partnership with Destination Canada, our Expedia campaign offers BLLT the opportunity to leverage translation resources and expand to French-speaking audiences.

Year over year, we have realized a 122 per cent increase in gross booking revenue, 72.5 per cent increase in room nights, and a 29.1 per cent increase in average daily rates from the Expedia campaign. These results are promising, and further confirm that consumer confidence in travel has been high and continues to build outside of our region.

GROWING AN ENGAGED AUDIENCE

In the past, attention was on international and US-based social media influencers. BLLT recognized that regional social media influencers would have a widespread positive impact as their reach was extended to people unable to visit the destination due to COVID-related travel restrictions. To grow our audience, our priority has been to target influencers with an emphasis on lifestyle, adventure and general travel.

INCREASING OUR FOLLOWERS ON KEY SOCIAL CHANNELS

In 2021, our social media plan focused on ensuring that visitors had the tools and information to plan their trips and understand local health guidelines. We also worked to build a sustainable tourism narrative for Banff and Lake Louise with a focus on the environment, economy and community.

Our approach on social media aims to increase loyal advocates for our destination. By focusing on growing the number of engaged and reliable destination advocates, we see many benefits including:

- » Increasing our brand authority and public awareness
- » Influencing consumers as a trusted travel resource
- » Ensuring cost-effectiveness in our marketing channels
- » Increasing visitor satisfaction, trust and brand loyalty.

In collaboration with our Visitor Services team, we started posting tips from locals content on Facebook, Instagram and Twitter every Friday. This content was consistently in our top five posts every week demonstrating its resonance.

In 2021, we missed our target of securing 2.89 million engagements by 34 per cent. We attribute this declining engagement rate to travel restrictions, changing platform algorithms and pausing our social media marketing program in the last five months of 2021 because of internal resourcing gaps. Despite the declining engagement rates, our creative approach to content helped us grow the size of our online social community and increase our followers by seven per cent. This audience continues to be primarily international.

SOCIAL MEDIA AUDIENCE BREAKDOWN

42.5% OVERSEAS
37.5% CANADA
20% UNITED STATES



578,008

TOTAL COMMUNITY SIZE ACROSS FACEBOOK, INSTAGRAM, TWITTER AND PINTEREST



Photo: Noel Hendrickson



Photo: Shannon Martin

THE TRIP PLANNER

As Canada welcomed fully vaccinated international visitors and travel demand increased, BLLT launched a comprehensive Trip Planner tool that allows travellers to plan their trip seamlessly. Available through our website, the tool offers an online trip planning experience. Launched at the end of August, the planner tool saw 400 signups from around the world within its first week. Plans for the next phase of design are underway and new features and functionality roll outs will be ongoing.

TRIP PLANNER HIGHLIGHTS

123,623 PAGE VISITS

27,000 INDIVIDUAL SESSIONS

7,417 USER ACCOUNTS CREATED

3,690 UNIQUE TRIPS CREATED

5.2 DAYS AVERAGE TRIP DURATION





Photo: Shannon Martin

ENHANCING THE CYCLING OPPORTUNITY IN BANFF NATIONAL PARK

Travel restrictions meant that people stayed closer to home, took shorter trips and spent more time outdoors. COVID-related closures of sections of the Bow Valley Parkway to vehicular traffic proved massively popular with residents and visitors. Given the popularity of the road closure in 2020, BLLT saw this as an opportunity to capitalize on this growing market and increase spend in destination for 2021.

In collaboration with BLLHA, we lent our complete support for consistent, reliable and predictable cycling opportunities on the Bow Valley Parkway to Parks Canada. We emphasized this would allow businesses and tourism agencies to promote longer cycling stays, expand cycling itineraries, focus on mid-week visitation and provide diverse visitor experiences that celebrate the Canadian Rockies.

We were successful. In early 2022, Parks Canada announced a three-year cycling pilot program. Until at least 2025, each spring and fall, vehicle access will be limited along the eastern 17 kilometres of the Bow Valley Parkway to allow for an enhanced cycling experience.

To further capitalize on cycling demand this past year, we encouraged day trippers who cycle to spend more in the destination, giving them more reasons to stay overnight by sharing multi-day itinerary blog posts and showcasing member offers for visitors. The objectives of our tactical plan were:

- » Promote and support the positive economic impact from cyclists for the destination
- » Develop and incorporate the cycling experience into the destination's story
- » Lay the foundation for a longer-term cycling strategy.



Visitor survey data shows that the Bow Valley Parkway cycling experience attracted riders who planned to stop in Banff from a few hours to overnight, increasing spend in destination.





Photo: ROAM

With more people biking in and around the townsite, BLLT wanted to further improve services for visitors. From June 18 through September 19, 2021, the Visitor Services Team launched and managed a convenient Bike Valet service with the Town of Banff and Parks Canada at the Pedestrian Zone on Banff Avenue. The service provided cyclists with a secure area to store their bikes while they enjoyed the townsite. The Bike Valet program proved to be an effective venture and resulted in engaging, enjoyable and genuine conversations with people who used the service.



4,052 BIKES LOOKED AFTER BY
THE BIKE VALET SERVICE RESULTING IN
7,013 VISITOR ENGAGEMENTS

In November, we hosted an engagement session that involved 28 stakeholders with the plan to lay the foundation for our longer-term strategy. The group came together to explore the opportunities, challenges, barriers and logistical requirements related to implementing an effective cycling strategy.

Feedback from stakeholders and cyclists surveyed in early September support the continued development of a long-term cycling strategy. The next steps include convening stakeholders to share overall feedback regarding Parks Canada's decision and announcement on the cycling offer for 2022.

It was clear. The engagement sessions revealed that the community and our membership supported cycling initiatives that would encourage visitors to connect with nature and spend more in destination.

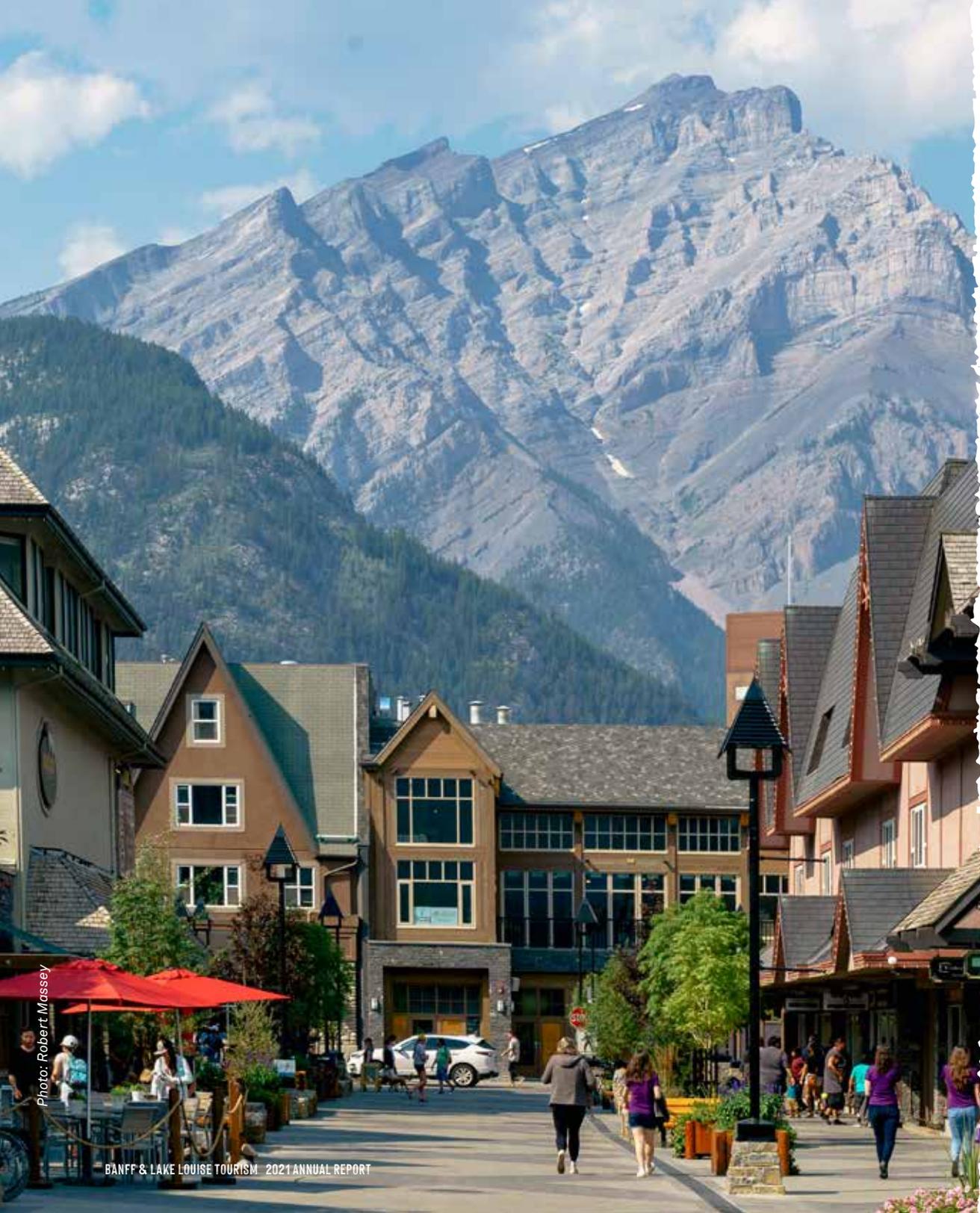


Photo: Robert Massey

BEAR STREET REOPENING

One of the highlights of 2021 for members, visitors and residents was the reopening of Bear Street. We watched the project evolve into one of Banff's must-see destinations.

In order to attract people to the area, BLLT organized and promoted ongoing music performances on the reopened Bear Street throughout July and August. We also collaborated with organizers to relocate the Banff Craft Beer Festival from the Cave and Basin to the Bear Street parking lot.

To further celebrate the reopening of Bear Street, BLLT installed Christmas lights on trees down the entire street, thereby creating a magical holiday atmosphere. We also hosted the Bear Street Holiday Market, resulting in residents and visitors getting into the holiday spirit while mingling with local artisans, retailers and food stall operators. The market's ten rotating market stalls were open over multiple weekends, offering a vibrant experience for visitors and exciting opportunities for vendors. Visitors were treated to ongoing holiday-themed music performances over the six weekends of the Market. The event promoted the refreshed and revitalized street and showcased the numerous businesses in and around the Market.



Photo: ???

THE ART TRAIL

In 2021, we debuted the Art in Nature Trail, which meandered along the Bow River Pathway in the Banff Townsite. The goal of the Trail was to encourage guests seeking safe, outdoor experiences to explore Banff in a whole new way. As a response to COVID fatigue, the theme focused on the healing and restorative power of nature. The installation showcased work by local artists, explored creativity, inspired conversation and offered an engaging perspective for all who revere the Rockies. The exhibit promoted sustainability in and around Banff National Park and was available for viewing from early July until September 6, 2021.

BLLT also promoted restaurants offering takeout and encouraged visitors to order and enjoy a picnic experience at Central Park. With restaurants operating at reduced capacities, the goal was to provide them with additional support in selling takeout options. To further encourage people to participate, our events team offered a wide variety of free picnic games and activities in the park.

INCREASE EARNED MEDIA

In 2021, our media relations work focused on reigniting relationships and helping reporters and travel writers create content without having to come to the destination. Many stories took the form of “when you can travel again.” Despite not being able to host media, coverage was very positive in 2021. Beyond securing feature-length, travel-based coverage, there was a concentrated effort to speak about the travel and tourism sector with news media to keep the profile of Banff and Lake Louise well positioned.



Photo: ROAM Creative

LEADING THE WAY IN THE INCENTIVE TRAVEL MARKET

Positioning Banff and Lake Louise as Canada's leading destination for incentive travel, we successfully hosted the Global Incentive Summit in 2021. Building on Business Events work that includes Incentive, Meetings, and Conferences, this was the first international, in-person industry event in Canada since the pandemic began.

We safely brought more than 110 highly qualified incentive buyers and suppliers to experience the indelible awe of Banff National Park. Mindful of the challenges posed by the pandemic, the agenda was tailored to health and safety and designed around smaller groups taking part in mostly outdoor activities.

Using the opportunity to showcase the destination, participants experienced iconic locations, including Lake Louise, Sulphur Mountain, Johnston Canyon and Fairview Lookout. Unique learning sessions were incorporated into the program with a focus on Indigenous culture and history, wildlife and nature, and wellness and self-care.

With no reported COVID-19 cases, the Summit helped to restore confidence in our industry and won Banff and Lake Louise a SITE ICE Award for Destination Excellence.



100% OF BUYERS
AGREED THAT THEY FELT
"VERY SAFE" AND "HIGHLY
CONFIDENT" IN THE
SAFETY PROTOCOLS.



100% OF BUYERS
SAID THE EVENT EXCEEDED
THEIR EXPECTATIONS.

OBJECTIVE 3: ENCOURAGE PEOPLE TO SPEND IN DESTINATION



Photo: Paul Zizka

In 2021, we encouraged people to spend in destination and our efforts, and those of our members, began to bear fruit. While we saw continued success with large initiatives such as the revitalized cycling experience and the Banff Avenue Pedestrian Zone, events such as Taste for Adventure, the FIS World Cup at Lake Louise, the Banff Craft Beer Festival, the Banff Christmas Market and In Search of Christmas Spirit, encouraged visitors to spend more time in destination while adhering to safety protocols. Our goal remains to provide visitors to Banff National Park an adventurous, interesting and awe-inspired offering, something they will want to experience time and again.

In Search of Christmas Spirit distributed 1,500 tickets within the first hour and the remaining 12,000 tickets were reserved after the first week of launch.

VISITOR SERVICES

During uncertain times, Visitor Services proved to be the jewel in the crown of BLLT. The effort we made to train and enable the team to support and advise visitors online and in person has paid dividends, setting us above the offerings of other destination organizations.

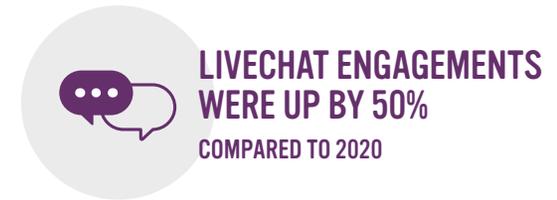
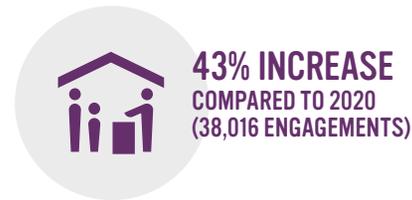
“Phenomenal! answered all questions and gave a bunch of amazing recommendations... we look extremely forward to our visit to Banff!”

Throughout the year, visitors continued to express their appreciation for interacting with real live locals, able to give advice and share insights that bots and scripts simply cannot match. Free for users and with the feel of a bespoke, personal concierge service, it both enhanced the visitor experience in 2021 and served our objectives of rebuilding demand and encouraging people to spend in the destination.

“Incredible. Didn’t expect this level of service/depth of information on a chat feature. Expected this to be more automated! Thank you so much!”

VISITOR SERVICES TEAM

JANUARY 1 – DECEMBER 31	TARGET 2021	ACTUAL 2021
ENGAGEMENTS	82,220	54,385



BANFF & LAKE LOUISE VISITOR CENTRES	TARGET 2021	ACTUAL 2021
GOOGLE	4.4	BANFF – 4.6 LAKE LOUISE – 4.4
TRIP ADVISOR	4.4	BANFF – 4.5 LAKE LOUISE – 4.5
LIVE CHAT	8/10	9.8/10



Photo: Banff & Lake Louise Tourism - ROAM

AMBASSADOR PROGRAM REINSTATED

The Banff & Lake Louise Ambassador Program is designed to welcome new staff and provide them with an overview of all there is to do and see throughout Banff National Park. The program is also intended to help them discover more about our community, the various available support services, and give them tips on how to stay safe while exploring the mountains. Above all, the program aims to give new locals a better understanding about what it means to welcome the world to this unique place that we call home.

We were pleased to reinstate the Ambassador Program in July 2021. We provided an updated webpage that serves as a one-stop resource for participating staff with real-time information for events and other activities in the destination, as well as updates on COVID-specific health and safety measures. A chat function was also added to the website to help staff answer questions and inspire visitors.

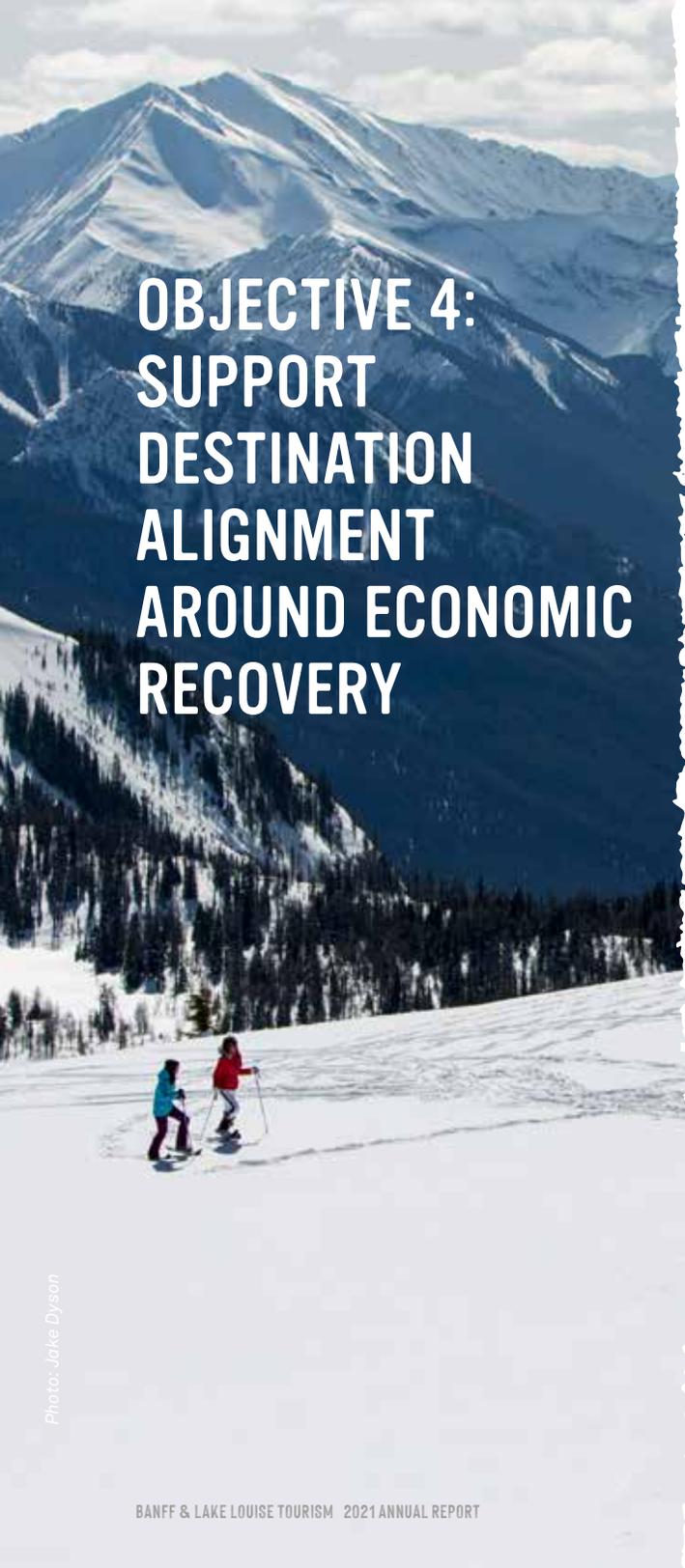
Not surprisingly, with fewer new staff in the destination to draw from, attendance in the program was down from 2019 numbers. To incentivize the program and encourage new staff to experience all Banff has on offer, the value of the Ambassador Pass was increased from approximately \$500 to \$1,400 worth

of member-provided goods and services for participants who attend the one hour in-person welcome and orientation session. Importantly, the goods and services included with the Pass enabled participants to experience local goods and services firsthand, allowing them to share their stories and product knowledge directly with visitors.

In 2022, we will:

- » Refresh the welcome orientation
- » Update the Ambassador webpage regularly with relevant go-to information.

In 2023, we plan to launch a microsite and newsletter.



OBJECTIVE 4: SUPPORT DESTINATION ALIGNMENT AROUND ECONOMIC RECOVERY

BLLT is committed to rebuilding our industry with a shared vision and commitment to working with our members and stakeholders to ensure long-term resilience and viability of the economy, community and environment. As communities with economies reliant on tourism, our members have been hit hard by the global pandemic. In 2021, BLLT focused on being agile and flexible and the team remained responsive to changing travel and social restrictions. When things changed quickly, so did we. While our members faced unprecedented challenges, we remained responsive and focused on finding solutions that worked for our communities and the visitors that chose Banff as their preferred destination.

MEMBER COMMUNICATIONS

Changing travel restrictions required clear and constant communication with our members. Along with regular updates to our website, BLLT published 56 newsletters in 2021. Our newsletter continues to include engaging and relevant industry updates as well as professional development opportunities. Members were invited to attend webinars on social media marketing, media training, and, several workshops including dealing with difficult customers, website UX, SEO

best practices, digital storytelling, content development and information sessions with AHS regarding the Restrictions Exemption Program. In the member survey, respondents said that newsletters, the member website, and direct communications are the most often used resources to learn what is happening with BLLT.

COMMUNICATING BEYOND OUR BORDERS

In August, we launched our paid social and search channels in the United States—our first time targeting the country since the pandemic began. The campaign kicked off with high-level, inspirational, awareness-focused ads using a combination of GIFs and videos to showcase our destination visually to travelers coming from the USA.

Due to travel restrictions, we targeted selected markets, considering historical trends, proximity to Banff, search intent and vaccination rates. These included both fly and drive markets such as California, Texas, New York, Utah, Colorado, Oregon, Washington, Idaho and Montana. Travel restrictions were always a concern and had considerable impacts.

IN 2021 WE SOUGHT MEMBER FEEDBACK TO INFORM OUR 2022 PLANNING. OUR RESULTS INCLUDED:

HIGHLIGHTS:



**122
RESPONSES**

**84% RESPONDENTS REPRESENT A
BUSINESS IN THE TOWN OF BANFF**

- » 3/5 of respondents said they interacted often with BLLT.
- » BLLT scored 4/5 in terms of value and professionalism
- » BLLT scored 3/5 in terms of helping create opportunities and driving leads to members
- » Direct to consumer marketing showed the highest value score of 4.6/5
- » Business events showed the lowest value score with 3.9/5

MEMBER SURVEY RESULTS: TOP 5 LISTS

			
<p>Top 5 activities that provide the most impact to businesses</p>	<p>Top 5 areas BLLT should focus on for the next 2 years</p>	<p>Top 5 indicators important to economic recovery</p>	<p>Top 5 focus points for the 10-year plan</p>
<ul style="list-style-type: none"> » Marketing » Events » Media relations » Visitor services » Website 	<ul style="list-style-type: none"> » Events » International visitation » Transit » Length of stay » Safety 	<ul style="list-style-type: none"> » International visitation » Employee retention » Continued low COVID counts » RevPAR (Revenue Per Available Room) » Confidence in local health and safety measures 	<ul style="list-style-type: none"> » Sustainability » Transportation » Climate » Visitor experience » Over-tourism

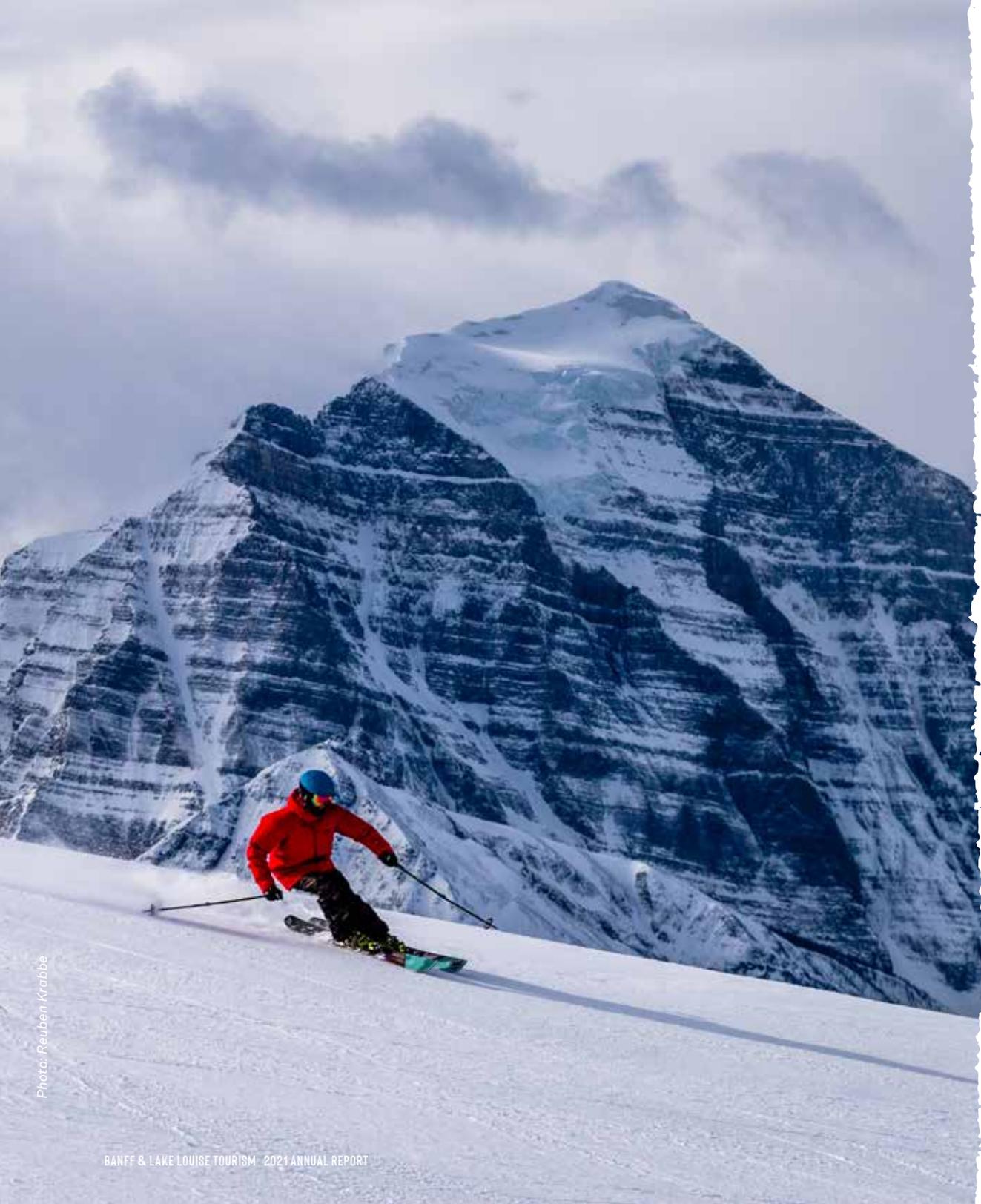


Photo: Reuben Krabbe

NET PROMOTER SCORE RECOVERS TO PRE-PANDEMIC LEVELS

In 2021, we continued to use Net Promoter Score (NPS) as a measure of visitor satisfaction and as the Key Performance Indicator (KPI) of how we support destination alignment around economic recovery. The score reflects the likelihood that respondents will recommend Banff and Lake Louise. Low sample sizes reduced the usefulness of the data for much of the year, but with prize incentives and activation through ski resorts, we saw more survey responses in December. In 2021, we bounced back from the drop in NPS we experienced in 2020, attributed to post-COVID-19 expectations, including value for money, health and safety conditions, and overall convenience of visiting sites.



78 NPS ACHIEVED
12 POINTS ABOVE ANNUAL
TARGET OF 66

NPS SCORES WERE DRIVEN BY THREE FACTORS:

1. SAFETY AND FEELING OF SECURITY
2. VALUE FOR MONEY
3. HOSPITALITY OF LOCAL INHABITANTS





INDIGENOUS LEARNING AND TOURISM

We are committed to expanding sector wide education of Indigenous cultural awareness in our journey to building strong relations and supporting engaging tourism experiences. In 2021, in partnership with Indigenous Tourism Alberta, two senior members of the team attended cultural awareness training to build knowledge and understanding to help foster positive and productive relationships and gain a deeper understanding of the lands and history of Canada's First Nations. BLLT is committed to working closely with Indigenous Tourism Alberta to grow and promote authentic and Indigenous tourism experiences.

“The first steps are sometimes the hardest. That’s why we’re pleased to see Banff Lake Louise Tourism taking its first steps toward true partnership with Indigenous entrepreneurs and communities in its tourism strategy. There’s much work ahead, but these beginnings are a crucial part of building the allyship and trust that is fundamental to reconciliation, and to capitalizing on the amazing potential of Indigenous tourism in building Alberta’s visitor economy.”

Mackenzie Kamâmak Brown- Director of Industry Development, Indigenous Tourism Alberta

OBJECTIVE 5: ENSURE LONG- TERM FINANCIAL VIABILITY OF THE DESTINATION

We purposefully began 2021 cautiously with a leaner team and a considered approach to cost containment. Member revenue did not recover as forecasted, totalling \$5.3 million, but was on par with 2020. This represents roughly half of pre-pandemic member revenue levels and fell short of our target of \$7.2 million. However, we successfully pursued alternative sources of funding from Western Economic Diversification, Travel Alberta and Destination Canada.



**SOURCED \$3.8 MILLION
FROM GRANTS AND SUBSIDIES**

Balancing the challenges of low member revenues and the urgency for economic recovery—and making the most of every dollar—was essential in 2021. By carefully controlling our operating costs, 89 per cent of our annual total expenditures went to marketing, a substantial margin above our target of 85 per cent.

Members have made it clear that they need marketing support now more than ever, and so we began to scale up, get ahead of the competition and make the most of opportunities as they presented themselves. Our prudent approach during these difficult times allowed us to grow and protect a healthy reserve fund. As barriers to travel fall away in 2022, we will invest a significant portion of this in Banff and Lake Louise’s recovery by intelligently, thoughtfully and strategically marketing the destination.

FINANCIALS

Photo: Banff Sunshine Village

STATEMENT OF OPERATIONS FOR THE YEAR ENDED DECEMBER 31, 2021

	2021	2020
REVENUE		
Financial contributions	5,313,496	5,555,908
Other revenue	1,150,335	537,328
Total Revenue	6,463,831	6,093,236
EXPENDITURES		
Marketing	5,625,567	3,987,766
Visitor Experience	2,750,809	2,316,974
Finance and Administration	1,179,410	988,223
Total Expenditures	9,555,786	7,292,963
(Deficiency) Surplus before other items	-3,091,955	-1,199,727
Other Items: COVID-19 Relief Funding	3,896,460	3,050,892
Surplus (Deficiency)	804,505	1,851,165

NOTE:

This statement is abbreviated. For the complete audited statement please contact our Manager, Member & Board Communications, Althea Smith-Hay, at asmithhay@banfflakelouise.com.

ACCOUNTABILITY

We are committed to transparency. Disclosing how funds collected from our members are spent instills confidence that we have the best practices in place. To ensure accountability, an Audit and Finance Committee, consisting of three Board members reviews and approves financial reporting and retains an external auditor. Our financial statements are audited annually.

LEADERSHIP

We are governed by a Board of Directors made up of 14 representatives; 12 are elected and represent the business categories that make up our industry, and two are appointed. Parks Canada is represented by the Banff National Park Superintendent and the Town of Banff by its Mayor.

BOARD OF DIRECTORS

Parks Canada: Dave McDonough

Town of Banff: Corrie DiManno

Lake Louise: Robin Locke, *Lake Louise Ski Resort*

Improvement District #9: Dave Riley, *Sunshine Village*

Lodging: Gregor Resch, *Fairmont Chateau Lake Louise*; Shawn Birch, *Banff Caribou Properties*; Brooke Christianson, *Canalta Lodge*

Restaurant: Francis Hopkins, *Grizzly House Banff*; Stephane Prevost, *Block Kitchen + Bar*

Retail: Chelsea Cudmore, *Cool As A Moose*; Julie Canning, *Banff Trail Rider Store*

Transportation, attractions, entertainment:

Jonathan Welsh, *Discover Banff Tours*

Service: Mark Hendrikse, *Pursuit Collection*

Ski: Francisco Gomez, *SkiBig3*

STANDING COMMITTEES

Executive (four elected members): convenes between Board meetings to consider issues that require immediate attention. They are also responsible for the evaluation of the performance of the CEO on an annual basis.

Chairperson: Mark Hendrikse

Vice Chairperson: Jonathan Welsh

Treasurer: Shawn Birch

Secretary: Robin Locke

GOVERNANCE AND NOMINATIONS

(THREE MEMBERS): oversees the nomination procedures for the election of Board members and provides advice on matters of policy related to governance, privacy and conflict of interest.

» Robin Locke

» Chelsea Cudmore

» Jonathan Welsh

AUDIT AND FINANCE (THREE MEMBERS):

directs the structure and form of BLLT's financial reporting, reviews and approves financial statements, and retains the external auditor.

» Shawn Birch

» Francis Hopkins

» Francisco Gomez

BLLT MANAGEMENT TEAM

» Leslie Bruce, *President & CEO*

» Courtney Babott, *Director, Marketing*

» Nancy DaDalt, *Director, Visitor Experience*

» Mandy Grant, *Director, Finance & Administration*

» Kira Lu, *Director, Business Events*

» David Matys, *Director, Events & Animation*

» Lukas Prochazka, *Senior Manager, Business Development*

» Paul Shaw, *Interim Director, Media & Communications*

For a list of all Banff and Lake Louise Tourism staff, <https://www.banfflakelouise.com/members/home>

THANK YOU

THANK YOU TO OUR DEDICATED MEMBERS
FOR YOUR CONTINUED SUPPORT.

Banff & Lake Louise Tourism is grateful to serve an engaged and thoughtful membership. We look forward to working together as we chart a vibrant future with a focus on continued growth, world-class visitor experience, and globally-recognized sustainability.

BANFFLAKELOUISE.COM

