



BANFF & LAKE LOUISE TOURISM 2023 BUSINESS PLAN

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LAND ACKNOWLEDGEMENT

Banff & Lake Louise Tourism is now walking on a path of understanding, truth, and reconciliation alongside Indigenous Peoples. We are committed to continuing to learn how to be better relatives and allies. As part of this commitment, we hope to create space to listen, consider, and humbly contribute to a future rooted in the principles of equity, dignity, and belonging.

Today, Banff & Lake Louise Tourism is stewarded within the ancestral territories of the Îyârhe Nakoda bands of Chiniki, Bears paw, and Good Stoney; the Blackfoot Confederacy of Siksika, Kainai, and Piikani; the Dené of Tsuut'ina Nation; and Métis Nation Region 3. We acknowledge the Ktunaxa and Secwépemc First Nations, the Peoples and Nations of Treaty 6, 7, and 8; and Inuit and Métis now living here, all who have stories and relationships with this sacred land.

Banff National Park was established in 1885, a few short years after the signings of Treaties 6 and 7. Treaty 8 was signed in 1899. These lands and mountains have much deeper and older names than many of us know, but the People of these territories have not forgotten. They continue to remember those names and carry those stories, as their ancestors did before them. We humbly thank them for their work and their roles in their communities and families.

These acknowledgements are some of the starting steps on a journey of several lifetimes. We ask for patience and guidance as we learn and grow together.

LETTER FROM THE CHAIR AND PRESIDENT & CEO

The past few years have shown how connected and resilient the communities of Banff and Lake Louise are. As a Destination Organization, we have made significant progress in helping tourism, our sole industry, recover from the pandemic; honouring our commitment to rebuild year-round demand.

People are travelling again, and we are emerging into a new normal. But challenges and uncertainty remain. Inflation, interest rates and an anticipated recession are among the factors creating consumer anxiety and potentially affecting traveller decisions over the coming year. They are also causing supply issues for the destination, particularly in relation to attracting and retaining the people we need to work here.

Responding to this, we will help future-proof the destination to weather this uncertainty and set ourselves up for long-term resilience. We know that we can offer what travellers are looking for: a destination like no other—one focused on self-care, adventurous pursuits, some of the world's most stunning lakes and vistas, and the regenerative power of nature.

Through progressive and adaptable Destination Marketing, we will generate sustainable year-round demand. While ensuring that another strong summer bolsters our recovery, we will position Banff and Lake Louise as a top winter destination, and target growth in off peak times. We will attract valued guests who share our values—who stay longer, do more and have a higher propensity to return. Our marketing acumen and insights will help inform our members and set them up for success.

To further improve and enhance the experiences visitors have when they are here, we will take a more strategic approach to Destination Development. This will bring together a compelling events program to attract visitation from our regional audience and beyond, as well as the outstanding in-person expertise of our visitor services team. We will support our members as they continue to develop great visitor experiences,

and work towards elevating authentic Indigenous cultural tourism. Having built the foundation for our digital transformation in 2022, we will take the next steps towards developing a more integrated and informative digital ecosystem for our destination.

Our work will be informed by to be launched at the beginning of 2023, in partnership with the Town of Banff and Parks Canada. Envisaging a future for tourism that is sustainable for economy, environment and community, it will be a guiding document for our destination.

All this will be underpinned by organizational excellence in our approach to people and culture, finance and administration. We want to be an employer of choice, creating a culture which attracts and retains the right people for the job. We will diversify and optimize funding, while maintaining responsible financial management and mitigating risk.

Building forward towards a sustainable future is a team sport. We will support our members, community and partners as we work together towards a better tomorrow. By helping to ensure that this is a great place to live, work and play; that tourism here is environmentally sustainable; that Indigenous tourism experiences are elevated; and that Banff and Lake Louise remain relevant, attractive and inspiring to visitors long into the future.

On behalf of our Board of Directors and the team at BLLT, thank you to our dedicated members for your ongoing passion and commitment. It is with great pride that we present you with our 2023 Business Plan.



Leslie Bruce
President and CEO, BLLT



Jonathan Welsh
Board Chair, BLLT

OUR ROLE

BLLT is the destination organization for the town of Banff, the hamlet of Lake Louise, and Banff National Park. Our role is to inspire visitors to choose Banff National Park as their preferred travel destination.

OUR MISSION

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

OUR VISION

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

OUR MANDATE

BLLT focuses on promoting sustainable, year-round visitation. We achieve this through two key functions:

Through **Destination Marketing**, we generate demand to bring valued guests here year-round, and encourage them to stay longer, do more and spend more. This includes encouraging purposeful travel opportunities, driving greater engagement with local communities and the Park as a whole, with the goal of leaving this place even better than it is now.

Our role in **Destination Development** is to enable the conditions to ensure that Banff and Lake Louise offer the experiences that visitors want. We catalyze and support the creation of tourism experiences that delight our guests, while remaining sustainable for the community, environment and economy. This helps us to remain resilient and relevant as a place to visit for generations.

OUR VALUES

Our team values help guide the way we work:

BE THOUGHTFUL.

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.

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.

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.

We don't believe in standing still, or simply waiting for great things to 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 are striving for the summit.

BUILDING THE 2023 PLAN

Our Objectives are the foundation for our 2023 Business Plan - they ensure it is clear what we set out to accomplish. The plan guides the day-to-day operations of BLLT and helps to inform our members and community about our strategies.

It reflects our commitment to longer-term plans, while retaining the flexibility to respond to changes in our operating landscape, market and economic conditions. We will create a Business Plan annually and develop a Board-approved budget for each fiscal year.

At the operational level, the planning process considers our own research and data, business results, member views and third-party research. The Board assesses risks and opportunities, and our Leadership Team uses these inputs to create the Business Plan. The goal of sharing the plan is to educate and engage members, remain accountable and transparent, and illustrate how we define, measure, and achieve success for the destination.

Our three functional areas:

1. Destination Marketing
2. Destination Development
3. Organizational Excellence

Our three objectives for 2023:

1. Sustain year-round demand.
2. Advance the tourism industry's commitments to the 10-Year Vision For Tourism.
3. Continuously improve our employee experience and organizational effectiveness.

OBJECTIVES

1

SUSTAIN YEAR-ROUND DEMAND

Having made a vital contribution to rebuilding demand in 2021 and 2022, we will work to attract tourism that is sustainable for our community, environment and economy. We will drive awareness of our destination with leisure travellers and business event planners. We will target growth in our off-peak times. We will attract guests who reflect our values and generate value for the destination—visitors who stay longer, do more and have a higher propensity to return. We will leverage our acumen to address challenges in our community by helping to attract job seekers and to encourage more people to travel by transit and active modes.

2

ADVANCE THE TOURISM INDUSTRY'S COMMITMENTS TO LEAD TOURISM FOR GOOD—10-YEAR VISION FOR TOURISM IN BANFF AND LAKE LOUISE

We will support the advancement of true-to-place, world-class visitor experiences that will encourage people to enjoy the destination now and for generations to come. We will catalyze, enable and advocate to improve outcomes for visitors, businesses, residents and environment. We will highlight the tourism industry's contributions to our community, conservation and climate action. We will work to elevate meaningful, authentic Indigenous tourism experiences. We will demonstrate digital leadership as we work towards integrating platforms to ensure that our hosting economy has the data insights to remain competitive.

3

CONTINUOUSLY IMPROVE OUR EMPLOYEE EXPERIENCE AND ORGANIZATIONAL EFFECTIVENESS

Organizational excellence is fundamental to everything we do. We will strive to ensure that BLLT is a great place to work - attracting, training and retaining the best possible talent. We will ensure our team and our members have the right tools for the job, working to sound processes and procedures. We will diversify and optimize funding, and maintain responsible financial management. We will continue to mitigate and manage risk for the organization and the destination.

OBJECTIVE 1

SUSTAIN YEAR-ROUND DEMAND

Our aim is to sustain year-round demand for our members by driving awareness of our destination with leisure travellers around the world and business event planners. We will be responsive to changing market conditions and shifts in global travel. It is imperative Banff and Lake Louise remain attractive to our target audiences as economic pressures increase and the competitive landscape is dialed up once again. Travellers' consideration lists will be the most competitive arena.

We will promote the destination at the right time in the leisure travellers' planning lifecycle. To ensure they choose Banff National Park for their next vacation, and so we are building a funnel for future visitation, we will continue to invest driving demand through paid advertising, earned media, influencers, social channels, booking sites and more.

Our value proposition remains strong as we continue to see Canadian and international travellers looking for wild and natural spaces and destinations that help to replenish a sense of health and wellbeing. The sense of magic that visitors feel is reflected in our creative position 'Yes, this is a real place!'

Our approach is to attract guests who stay longer, do, eat and shop more, as well as remarketing to past guests who have a higher propensity to return. We will encourage leisure travellers to book in advance to capture peak season revenues and grow demand for winter and shoulder seasons.

By encouraging early booking and planning we can deliver the right messages to the right traveller at the right time. Influencing the way people choose to explore the park can help to improve their experience, which reflects in strong Net Promoter Scores and likelihood to recommend Banff to friends and family.

We will capitalize on the benefits that business events and incentive travel can bring to our members, leading town-wide bids. We aim to position Banff and Lake Louise as the leading incentive destination in Canada. Leveraging partnerships, will also enable members to capture association markets. Our corridor strategy with Tourism Calgary will advance our mutual interests.

Collaborating with partners, BLLT will apply our insights and expertise in demand generation to help tackle challenges faced by our members and community. We will help attract job seekers to the destination through a robust, data-informed labour attraction campaign. Building on our success to date, we will encourage more people to travel by transit and active modes.

FIVE STRATEGIES TO SUSTAIN YEAR-ROUND DEMAND

- 1 | Attract valued guests who stay longer and do more and have the potential to return.
- 2 | Encourage people to book and plan ahead to make the most of their visit.
- 3 | Focus growth in off-peak times.
- 4 | Build Banff and Lake Louise as the leading incentive travel destination.
- 5 | Strengthen the destination's collective marketing impact.



Photo: Shannon Martin



Photo: Shannon Martin

PATH TO PURCHASE

We use the Path to Purchase framework to evaluate the best way to support the customer journey in choosing, visiting and sharing about Banff and Lake Louise. We consciously understand and adapt to the needs of travellers to meet them where they are and move them through the Path to Purchase.

AWARE

- » Destination Canada and Travel Alberta help build awareness for our destination
- » BLLT remarkets with targeted ad campaigns

ON THE DREAM LIST

- » Expanded social media channels get Banff and Lake Louise on more “dream” lists, specifically through key platforms, Instagram and Pinterest
- » Year-round earned media ensures a constant drum beat of stories appear in key outlets in target markets
- » Travel trade partnerships raise awareness in our key source markets

ON THE CONSIDERATION LIST

Paid social media advertising, Search Engine Marketing, ads, videos and blogs—both our own content and third-party—help people move from dreaming to consideration

CREATING A VACATION MOVIE

Seeing what there is to see and do in Banff National Park—video, website content, blogs—helps people move from consideration to trip planning



Photo: Paul Zizka

DETAILED ITINERARY PLANNING

- » Visitor Services gives travellers the best local tips and recommendations to explore and get around the park
- » Our Trip Planner tool helps visitors build upcoming trips

FINALIZING TRAVEL ARRANGEMENTS

- » Deliver leads to members through our website, ads and online trip planner
- » Sell Park Passes for visitors to explore the Park

BOOKING A TRIP

- » Utilizing tools, including Expedia, to continue to deliver leads to members

- » Leverage travel agents, particularly outside North America, to build important relationships to move people to booking

EXPLORING BANFF & LAKE LOUISE:

- » Support from visitor services team

CREATING BRAND ADVOCATES:

- » Host Ambassador Program to provide new locals with an overview of all there is to do and see
- » Encourage visitors to share content from their trips through social media platforms; influencers are critical for expanding and reaching broader audiences
- » Leverage ratings and reviews to help travellers through every stage of their journey





Photo: Shannon Martin

PRIORITY MARKETS

High priority markets will be targeted domestically in Ontario, Quebec and throughout the United States. We will work across international markets with in-market representatives in the U.K., Australia and Germany.

These priority markets have been determined based on data including market size and potential, air access, as well as information and investment provided by Destination Canada and Travel Alberta.

We will continue to work with secondary markets including France, Netherlands, Mexico, Japan, and Korea. Currently these markets represent a smaller portion of our portfolio but are areas we will continue to monitor for potential future growth.

INTERNATIONAL APPEAL

Our marketing efforts will focus on stimulating early bookings from international and U.S. guests to capture peak season booking revenues as well as growing off-peak visitation. Attracting international visitors is important because they spend, on average, four times what domestic visitors do.

We are adapting to best serve our international travel trade markets. Tour operators have limited capacity due to labour challenges and have called for alternative ways to educate themselves on the destination. We are responding with a greater emphasis on scalable online training, in lieu of in-person familiarization visits. We will develop engaging modules for tour operators to self-serve and learn more about our offering.

LEISURE AUDIENCE TARGET MARKET



TRAVELLER MIX:
FAMILIES AND COUPLES


|  |  |  |  |  |  |  |
|---|--|---|--|--|--|---|
| INTERESTS | POINTS OF MOTIVATION | PLANNING PHILOSOPHIES | FREE INDEPENDENT TRAVELLER BOOKING BEHAVIOURS | TRAVEL TRADE LEISURE TRAVELLER BEHAVIOURS | DESTINATION SELECTION | MEDIA HABITS |
| <p>Enjoy nature and outdoor adventure, self-improvement, food, shopping, fitness and health</p> | <p>Seek discovery, personal growth, endless possibilities, stories and intimate reconnection</p> | <p>Planning is a part of their trip. They plan with flexibility to ensure moments of spontaneity.</p> <p>Planning enables the trip. A tightly planned trip ensures they experience the “must-sees.”</p> | <p>Shops around to get the best deals, flight routes or hotel locations.</p> <p>Highly inspired to travel, always dreaming of their next trip.</p> <p>Needs both inspirational and informational content to make decisions.</p> <p>Destination selection highly influenced by independent source media, social media and friends and family recommendations.</p> | <p>Concerned about logistics, cancellations, itinerary challenges or last-minute barriers.</p> <p>One payment preferred.</p> | <p>Prefers to have a breadth of activities available, a variety of food options in all price points, and the availability of healthcare.</p> | <p>Heavy social media users that also enjoy blogs, podcasts, and are avid steaming users.</p> <p>Leans toward national and global news sources and are strongly influenced by “best things to do” and “must see” content.</p> |



Photo: Noel Hendrickson

OUR LEISURE TRAVELLER STRATEGY

Through our efforts, we will encourage leisure travellers to:

- » Book longer stays
- » Spend more in destination
- » Expand experiences that do not require private vehicles
- » Take winter vacations

Encouraging longer stays in our efforts delivers a consistent message to those we invite to experience Banff National Park. We will continue to work with tour operators and business event planners to find groups with a higher propensity to stay longer, including business travellers who extend their trip to experience the destination personally.

Our leisure traveller strategy will consider how direct-to-consumer marketing initiatives can support people booking through travel operators by ensuring we promote the right time of year to the right customer at the right time.

Marketing to past visitors continues to be a cost-effective solution. By utilizing data from our Trip Planner proprietary online tool, we will identify traits of people who previously stayed longer in the destination and use that information to directly market to groups displaying similar behaviours. We will also directly invite people

that have used the Trip Planner for previous summer itineraries to experience the park at a different time of year with personalized content and trip suggestions.

MEDIA AND INFLUENCERS

Aligned with our marketing strategies, we will leverage earned, paid and organic social media, as well as working with influencers to tell our story. Our media approach will build on the success of our 2022 paid partnerships, by connecting with A-list productions and media outlets to share the destination's winter story. This will complement our full funnel approach, attracting valued guests at off-peak times.

Building on our established work with influencers, we will begin to connect with micro-influencers: social content producers with high quality content who have a smaller but highly engaged audience in niche interests. These will align with our content pillars and key markets. Our organic social media approach will amplify this content in our own social channels to increase reach.



Photo: Shannon Martin

OUR SEASONAL APPROACH



SUMMER

Marketing campaigns will encourage early bookings from international guests. We will promote public and commercial transit options and encourage the use of intercept parking. This includes helping travellers understand transportation options across all digital channels. We will support front-line staff to advocate for a positive visitor experience, compelling visitors to recommend Banff National Park to their friends and family and through social media.



WINTER

We position Banff and Lake Louise as a top winter destination, promoting overnight stays in late winter to our regional audience through to the start of summer. While *In Search of Christmas Spirit* is the destination's official kickoff to winter, most winter initiatives run through to Easter. To help ease the minds of travellers who think winter is not accessible or is a difficult time to visit, we promote the warmer side of winter by highlighting cozy cabins, relaxing hot pools, and comfort food. This complements the adventure-focused snowy experiences we offer, supported by our partnership with SkiBig3.



FALL

Banff and Lake Louise now experiences a less-defined shoulder season each fall. The season has become a popular time for visitors, couples and older groups to experience the Park. We will leverage the opportunity to convert repeat visitors and promote seasonal experiences to draw them back for unique reasons to visit. This could include experiencing the changing larch trees or annual events and festivals.



SPRING

Based on 2022 learnings, we are halting the promotion of spring as a distinct season in our marketing. There is an expectation gap between consumer expectations of what Spring should “feel like” and the reality of spring in the mountains. Our approach is to include put Spring months into winter and summer marketing initiatives.



Photo: Reuben Krabbe

HONING OUR BRAND

In a competitive travel landscape, brand is an important asset for a destination. Brand is more than just who we are and who we want to be. Our brand reflects our reputation and how people perceive us, so our storytelling must align with and adapt to ever-shifting consumer behaviours and sentiments towards travel. We will refine our brand and ensure we remain relevant to our target audience. We will begin developing an approach to connecting with travellers on shared values—building trust that fuels deeper engagement and loyalty to the destination.

Our campaigns will frame Banff and Lake Louise as a world class destination based on our ‘Yes, this is a real place’ creative positioning. The concept, informed by visitor research and learnings from last year’s campaign, emphasizes the magic of Banff National Park, sharing the iconic experiences year-round in a lighthearted, playful and welcoming way.



ATTRACTING BUSINESS EVENTS

Incentive and corporate meetings continue to be a priority, while also leveraging strategic partnerships for the association market. We will drive year-round demand from the meetings industry to fuel economic recovery and growth. Aligned with Destination Canada's business events strategy, we will focus on building destination awareness to the corporate and incentive audience, positioning Banff and Lake Louise as the leading incentive destination in Canada.

During 2023, we will focus on building and amplifying Banff and Lake Louise to an incentive audience through segment-focused marketing and key strategic partnerships. Incentives are travel rewards a company offers to individual staff, teams, or partners to recognize performance, boost morale or increase employee loyalty. We will seek out, coordinate and bid on impactful destination host opportunities in a unified approach. We will shift to enabling members at selected trade shows and client events.

OBJECTIVE 2

ADVANCE THE TOURISM INDUSTRY'S COMMITMENT TO LEAD TOURISM FOR GOOD – 10-YEAR VISION FOR TOURISM IN BANFF AND LAKE LOUISE

The beginning of 2023 will see the launch of *Lead Tourism for Good – 10-Year Vision for Tourism in Banff and Lake Louise*. We will reflect the Vision's strong focus on visitor experience by ensuring that we provide world-class Visitor Services, as well as a packed calendar of true-to-place events that will draw and delight our regional audience during the winter and shoulder periods.

Through informed, in-person interactions, supported by smart technology, our outstanding Visitor Services team connects visitors with the right member experiences. Our Ambassador Program gives back to community members, while keeping them informed and helping them to help our visitors.

The Vision's emphasis on the importance of smart tourism connects to the work we are undertaking to advance the digital ecosystem of Banff and Lake Louise, with the aim of becoming

a more data-driven destination. Having built the foundation for our digital transformation in 2022, we will take the next steps: integrating, improving, and introducing new tools to better understand our customers. This will ensure we remain informed and competitive as a destination.

We want our member businesses to excel at generating demand for their own offerings, and for the wider destination. We will inform and enable our members, providing the insights they need to market effectively and develop the tourism experiences that travellers are seeking. We know there is demand for more authentic Indigenous experiences, and we will look at how we can help overcome barriers for Indigenous Peoples to engage in tourism business here.

We will support the destination as it responds to market demand for sustainable travel and experiences. We will develop a comprehensive understanding of environment and climate initiatives across the destination; as well as working to better articulate the benefits that tourism brings to our community. We will share best practice, and help tell Banff and Lake Louise's sustainability story to visitors and residents.

Our work will create the enabling conditions for our members to thrive, to strengthen the quality of our offering, and ensure the destination remains competitive, relevant and resilient, long into the future.

FIVE STRATEGIES TO ADVANCE THE TOURISM INDUSTRY'S COMMITMENT TO THE 10-YEAR VISION

- 1 | Support enhancements to the visitor experience.
- 2 | Advance the destination's digital footprint.
- 3 | Enable members with insights and information.
- 4 | Partner to support Indigenous Tourism development.
- 5 | Highlight the tourism industry's contribution to community wellbeing and environmental sustainability.





Photo: Paul Zizka

PERSONALIZING THE VISITOR EXPERIENCE

As a trusted source on how best to experience the destination, our visitor services team inspires travellers to make the most of their time here. They are experts at connecting people with experiences that meet their needs, using multiple channels throughout the path to purchase to enhance visitors' experiences, increase their length of stay and drive leads to members.

We promote meaningful in-person interactions that travellers love, supported by Artificial Intelligence, and call back options are available 24/7 to support audiences across multiple time zones. Supporting our members, we keep frontline staff and locals informed of in-destination events and activities – this supports the best visitor experience while positively influencing the destination's Net Promoter Score.

The visitor services team shares visitor insights, local knowledge of member offers, and supports engagement through BLLT's social media channels. The detailed intelligence and feedback they gather every day informs our work in Destination Development, helping our members and partners to identify and address issues and opportunities as they arise.

For 2023, we will add a destination expert responsible for building itineraries and experiences that compel guests to become champions of the experiences in Banff National Park. This role will influence the influencers, supporting the smooth development and execution of site visits, familiarization tours, as well as media and other hosted visits.

THE AMBASSADOR PROGRAM

Our award-winning Banff & Lake Louise Ambassador Program is designed to provide new locals and frontline staff with an overview of all there is to do and see, help them discover more about our community and get tips to stay safe while exploring. In collaboration with member businesses, we offer attendees an Ambassador Pass with experiences valued at over \$1,400.

Because they engage with visitors on a daily basis, frontline staff are ideally positioned to tell the destination's story, improve visitor experience, encourage them to do and see more, and promote member opportunities.



Photo: Robert Massey



Photo: Kelly MacDonald

EVENTS

Events bring our brand to life and act as an important demand generator attracting repeat visitation from our regional audience in winter and shoulder seasons. As visual, multi-media representations, events celebrate the uniqueness of the destination, support niche and evolving markets, and they encourage visitors to share their experiences with like-minded travellers and the world.

With a compelling calendar for 2023, we are continuing to support existing sponsored events to maximize returns and encourage regional audiences to return to the destination. We will maintain BLLT-owned events while maximizing impact for members.

BLLT will leverage and integrate member and stakeholder events into our overall marketing, media and event plans to support overall destination enhancement and drive year-round demand.

2023 BLLT EVENT CALENDAR

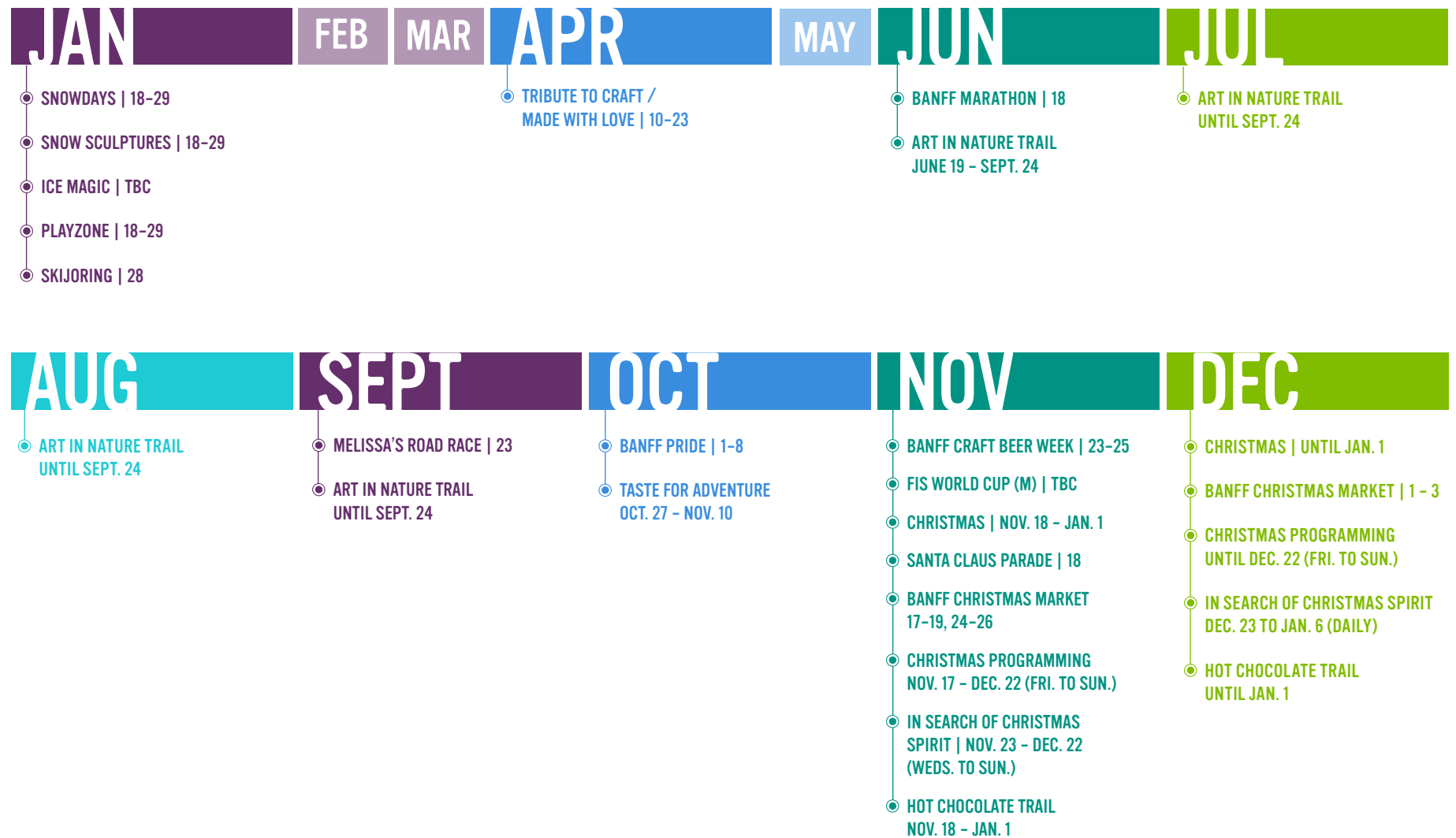




Photo: Don Evans

ADVANCING THE DESTINATION'S DIGITAL ECOSYSTEM

In 2022, we built the foundation for our digital transformation with the launch of a new tech stack and website for BLLT. From here, we will continue to advance our ambitions for smart tourism and demonstrate digital leadership in the destination. We will improve the integration of digital platforms, and elevate data insights for the organization and our members.

Our goal is to build an effective digital platform that supports frictionless real-time data sharing, access to extended data streams, member and partner enablement, and a future open-source ecosystem.

We will enable data-driven and customer-centric decision making. Understanding our customers is critical in developing tourism experiences, informing marketing and accurately forecasting revenues. Our Trip Planner data helps to identify the right audiences with our marketing. We will improve and introduce new tools to aid BLLT and our members to better understand our customers. A new member portal will help to realize this.

To secure a sustainable future, we must remain competitive by investing in digital technology and building our suite of solutions-focused technologies. BLLT will demonstrate operational efficiency to our members, and share valuable learnings from internal practices around security, data privacy and tool integrations.

We will invest in upskilling our people, establish advanced cyber security practices and robust processes, to make adding new tools and technology seamless.

ADVOCACY AND PARTNERSHIPS

Working with our members, partners and community, we will coordinate efforts to champion the interests of the tourism industry and to enhance and improve the visitor experience. We will build on our success in taking a greater role in advocacy at all levels of government.

We will do this as an active member of tourism organizations at federal, provincial and local levels, including the Tourism Industry Association of Canada and the Tourism Industry Association of Alberta. We will continue to support and collaborate with Banff Lake Louise Hospitality Association and the Association for Mountain Parks Protection & Enjoyment. Where our interests align, we will connect with other destination organizations.

Consulting with members, and guided by engagement, research and data, we will promote initiatives which enhance our position as a preferred year-round mountain destination, Lead Tourism for Good – 10-Year Vision for Tourism in Banff and Lake Louise. This includes promoting investment in the destination and government funding for tourism initiatives; removing barriers to the attraction and retention of labour; improving transportation access to and within Banff and Lake Louise as well as mode shift, cycling enhancements and pedestrian zones; and advancing a future for tourism that is sustainable for our economy, environment, and community.



Photo: Banff & Lake Louise Tourism - ROAM

ENABLING OUR MEMBERS

As a priority, we will continue to equip, empower and enable our members, helping them to develop useful insights, capitalize on our campaigns, and build capability. This will enable us to achieve the greatest collective impact.

We will share data and trends to allow members to meet the needs of today's travellers, helping them to target their marketing activities, and identify opportunities to develop their offerings, refine decision-making and seize opportunities like familiarization visits, media, events, business events, and business development trips.

To build member acumen, we will provide workshops and training on subjects of interest, enhancing digital marketing skills and capability. We will share our work and organizational value. Presentations and materials on our campaigns and content will maximize their value for individual businesses and the destination as a whole. We will highlight member best practices to celebrate leaders in the destination and help others with examples of how to progress.

Our aim is to make it easy for members to work with BLLT. We will achieve this through a refreshed member portal, timely and consistent member communications, including member engagement through annual meetings, regular newsletters, website updates, and situational responses as they arise.

ADVISORY GROUPS AND TASKFORCES

We will further develop our strong program of engaging our members and community through Advisory Groups and Task Forces. Advisory Groups are created to share advice and feedback on business priorities over the long-term. These help both to share and inform BLLT's business planning, strategies and tactics. Task Forces are formed to address shorter term problems and opportunities within a determined amount of time.

We encourage members to join these groups – find out more at www.banfflakelouise.com/members/get-involved.



**Marketing
Advisory Group**



**Travel Trade
Advisory Group**



**Business Events
Advisory Group**



**Events & Animation
Advisory Group**



Photo: Peter Zizka

ENVIRONMENTAL SUSTAINABILITY

We want to collaboratively champion the tourism industry’s accomplishments in this space and help share strong examples of best practice that already exist in the destination. We will gather a comprehensive view of current member and partner initiatives and we will enhance collaboration on environmental sustainability initiatives by supporting the work that the Town of Banff and Parks Canada are doing in this space.

The team will enhance the destination’s reputation with target audiences by building a narrative and communicating what’s happening across the industry and in the park – we will highlight opportunities and celebrate success with our members, visitors, and community.

There is a growing demand for environmental sustainability throughout the market - particularly in the business events space. Our research points to the importance placed on protecting nature by our visitors, businesses, and communities. Travelling is an area of opportunity as we build our reputation as a sustainable tourism destination.

INDIGENOUS TOURISM

Tourism has an important role to play on the path to reconciliation. Tourism can support Indigenous cultures, strengthen prosperity and honour Indigenous communities. It can also be an opportunity for thoughtful storytelling and education.

“INDIGENOUS TOURISM GOES BEYOND ECONOMICS, INDIGENOUS TOURISM HAS THE POWER TO CHANGE PERSPECTIVES AND TO PRESERVE CULTURE, LANGUAGE, AND TRADITIONS.”

– SHAE BIRD, CEO, INDIGENOUS TOURISM ALBERTA

Research through Destination Canada and Indigenous Tourism Alberta demonstrates demand for authentic Indigenous experiences will continue to rise. Currently, one in three travellers from international markets and one in four Canadians are seeking Indigenous tourism products.

We will continue to explore opportunities to elevate meaningful, authentic Indigenous cultural tourism experiences. We will examine how we can address and reduce barriers of entry for Indigenous Peoples to work and engage in tourism business in the destination. We will continue to listen and learn, and let collaboration be persistently informed, as relations with Indigenous Communities and Peoples are nurtured and grow.



Photo: Shannon Martin

COMMUNITY WELLBEING

The wellbeing of our community is a strong indicator of the health of our visitor ecosystem—a great place to live is a great place to visit. We will align with the Town of Banff’s Community Plan, which will undergo a review in 2023.

We will work closely with the Banff & Louise Hospitality Association and other partners, supporting a labour strategy aimed at creating a thriving and vibrant community that is inclusive, accessible and that offers compelling opportunities to build a balanced life and career. Building an engaged workforce will retain employees, improve services and attract other like-minded people interested in building meaningful hospitality-focused careers.

COMMUNITY IMPACT PROGRAM

The Community Impact Program (CIP) encourages Business Events clients to choose Banff and Lake Louise for their meetings and events. Appealing to their values and corporate social responsibility goals, the program enables them to make a positive impact on our community, generating contributions to local charitable organizations and encouraging local spending.

Through the program, meeting planners and their clients can offer a pre-paid card to their attendees and guests. The card can be used to purchase any goods and services in Banff hotels, restaurants, and shops, as well as activities. In collaboration with Banff Canmore Community

Foundation, a portion of funds from each card also go directly to the client’s choice of local charity in Banff National Park.

The program will provide insights and valuable data on delegate spending behaviour, and allow us to provide detailed reporting on the very real benefits that business events bring to our destination and community.

OBJECTIVE 3

CONTINUOUSLY IMPROVE OUR EMPLOYEE EXPERIENCE AND ORGANIZATIONAL EFFECTIVENESS

In line with our values—Thoughtful, Innovative, Optimistic, United—we will work to ensure that BLLT is a great place to work and build a meaningful career. Employee well-being and satisfaction is critical for our success as a team and are important contributors to talent attraction and retention. We will continue to work toward common goals, knowing, as a team and as a destination, we can achieve much more as a group than we can on our own.

An exceptional employee experience strategy is critical to attract, develop and retain the best talent – this is essential as the organization evolves. The employee lifecycle is comprised of all the interactions an employee has with the people, systems, policies, and the physical and virtual workspaces of the organization. We will update recruitment, onboarding and exit processes, continue to invest in learning and development initiatives, and create opportunities for team connection and celebration.

We will create safe and welcoming environments that promote employee engagement and effectiveness. Continuing to embed Diversity, Equity and Inclusion in our culture and work environment, we will develop a strategy, and continue to provide training and support to all employees.

To measure our success, we will regularly survey our employees to identify what is working well, what can be done better, and what we need to address. We will be accountable, sharing results with the team, and reporting on our actions in response.

We will ensure that our team has the right tools and processes to realize our vision and purpose, and support our members and community. Robust policies and procedures, along with a mindset of continuous improvement and innovation, will ensure that BLLT is mitigating risks, maximizing efficiency and enabling the entire team to do their best work.

Maintaining financial responsibility and sound accounting practices, we will seek to optimize the use additional revenue opportunities, continuing to explore all potential federal and provincial grants, as well as sponsorships and partnerships. We will share information on potential supports, to maximize the potential benefit to our members.

FIVE STRATEGIES TO CONTINUOUSLY IMPROVE OUR EMPLOYEE EXPERIENCE AND ORGANIZATIONAL EFFECTIVENESS

- 1 | Enhance our reputation as a desirable place to work.
- 2 | Ensure the team has the skills and knowledge to execute the plan.
- 3 | Cultivate a culture that fosters a feeling of belonging, connection, and purpose.
- 4 | Diversify and optimize funding.
- 5 | Mitigate and manage risk.



Photo: Shannon Martin

BUDGET

2023 BUDGET

REVENUE

| | |
|-------------------------|-------------------|
| Financial Contributions | 11,390,148 |
| Other Revenue | 2,745,850 |
| Total Revenue | 14,135,998 |

EXPENDITURES

| | |
|--|--------------------|
| Marketing | 9,428,273 |
| Visitor Experience | 4,840,075 |
| Finance and Administration | 1,687,368 |
| Total Expenditures | 15,955,716 |
| Deficiency of Revenues over Expenditures before other items | (1,819,718) |
| Other Items | 60,110 |
| Deficiency of Revenues over Expenditures | (1,759,608) |

ACCOUNTABILITY

The 2023 budget anticipates financial contributions continuing to increase as the tourism industry recovers. The short-term deficit will be funded by reserves and allow BLLT to augment existing investments, as well as allocate sufficient resources to the first steps of the 10-Year Vision.

LEADERSHIP

We are governed by a Board of Directors made up of 14 representatives; 12 are elected and represent the business categories and communities that make up our industry, along with appointed directors the Town of Banff Mayor and Superintendent of Banff National Park.

BOARD OF DIRECTORS

Parks Canada:

Superintendent of Banff National Park
Salman Rasheed

Superintendent of Lake Louise, Yoho, Kootenay field unit François Masse (Alternate)

Town of Banff:

Mayor Corrie DiManno

Councillor Barb Pelham (Alternate)

Lake Louise:

Kim Locke, Lake Louise Ski Resort

Improvement District #9:

Kendra Scurfield, Banff Sunshine

Lodging:

Gregor Resch, Fairmont Hotels and Resorts;
Shawn Birch, Banff Caribou Properties;

Restaurant:

Stephane Prevost, Block Kitchen + Bar;
Rich Mottram, Banff Hospitality Collective

Retail:

Chelsea Cudmore, Cool As A Moose;
Shawn Eltom, Banff IGA

Transportation, attractions, entertainment:

Jonathan Welsh, Discover Banff Tours
(Board Chair)

Service:

Stuart Back, Pursuit Collection

Ski:

Francisco Gomez, SkiBig3

BLLT LEADERSHIP TEAM

Leslie Bruce, President & CEO

Janet Eger, Vice President, Strategic Initiatives & Brand Engagement

Courtney Babott, Director, Marketing

Mandy Grant, Director, Finance & Administration

Nancy DaDalt, Director, Visitor Experience

Heather Szepecht, Director, Strategy & Brand

Meet the whole BLLT team at:

<https://www.banfflakelouise.com/members/who-we-are>



THANK YOU

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BANFF
& LAKE
LOUISE