



BANFF & LAKE LOUISE TOURISM 2021 BUSINESS PLAN OVERVIEW

As we look to 2021 and beyond, we know we have many struggles ahead and we are working hard to find ways to support our destination and to help manage the many uncertainties the future brings. Our promise is to continue to be nimble and innovative, keeping both the short-term and long-term in mind. We will keep working to foster alignment with our stakeholders and community to chart our path to a more sustainable and secure future.

While 2021 was meant to be the launch of our next multi-year strategic plan, we put those plans aside. Being able to quickly adjust our priorities is more crucial now than ever. This one-year business plan outlines how we will increase or decrease our activities related to evolving market conditions, while making sure members have all they need to understand how we are attracting people to Banff and Lake Louise in the coming year—safely and sustainably. This more focused plan builds on our learnings over the last five years and from the COVID-19 crisis response to date.

Our 2021 plan has been informed in consultation with members, key stakeholders, industry research and more. We have planned with optimism and will operate with acute focus to ensure fiscal responsibility. Banff and Lake Louise are fortunate to have what the world wants right now; access to natural spaces that are easy to connect with. We are excited to share this overview of our Business Plan and how we will continue to connect to and attract visitors in a safe and sustainable manner.

KEY ASSUMPTIONS

Integral to our approach this year is a set of assumptions we have developed to help frame our planning process and make educated decisions on strategies in a time of great uncertainty. Our assumptions are derived from credible third-party research, our own visitor surveying, and monitoring our own channels closely for insight. These assumptions are monitored regularly and will be updated as our situation evolves.

- » The Canada brand will remain strong.
- » Safety will still be a key consideration before choosing to travel.
- » Alberta will not step back to Stage 1 and Stage 3 will not arrive until June 2021.
- » Physical distancing requirements will remain in place until the end of 2021.
- » Travel will remain restricted (i.e. borders closed, quarantine required) until June 2021.
- » BLLT will begin marketing before travel is unrestricted.
- » Canadians will not convert all outbound travel to domestic travel.
- » Travellers will continue to make last minute decisions about travel.
- » People will continue to seek experiences outdoors and outside of urban centres.
- » There will be continued increase in uptake in digital marketing and visitor services.
- » People will return to the same places but will be looking for new reasons to visit.
- » The supply of tourism product will be able to meet the demand.
- » Drive recovers faster than short-haul flights which are faster than long-haul flights.
- » Private vehicles will still be favoured in 2021 for arriving and moving in destination.

THE 2021 SCORECARD

OBJECTIVES

KPIs

KEY STRATEGIES

PROTECT THE DESTINATION'S REPUTATION



2.89 MILLION
SOCIAL MEDIA
ENGAGEMENTS

- » Ensure visitors have the tools and information to plan ahead and understand health guidelines.
- » Build the sustainable tourism narrative for Banff and Lake Louise with a focus on the environment, economy and community.
- » Promote the use of transit and responsible travel within the park.
- » Communicate the value of tourism to stakeholders.
- » Enable the organization to move forward with key issues for tourism.
- » Develop a crisis communication plan that aligns with the community and supports members and visitors.
- » Ensure events enhance the resident experience.
- » Be a trusted source on how to best experience Banff National Park.
- » Reinforce safe and responsible behaviour while living, working and visiting in Banff National Park.

REBUILD DEMAND FOR THE DESTINATION



REVENUE
PER AVAILABLE ROOM

- » Promote longer stays.
- » Increase visitation by destination skiers.
- » Partner on Joint Marketing Agreements with active, high-performing tour operators.
- » Market events and programming as a reason to visit and stay overnight.
- » Increase earned media coverage.
- » Use BLLT event properties (Christmas, SnowDays) to build future demand.
- » Make it easy for meeting planners to choose Banff and Lake Louise.
- » Grow an engaged audience that will promote, support and recommend the destination.
- » Generate leads to members.
- » Support the development of new offers and experiences to attract the regional audience.

ENCOURAGE PEOPLE TO SPEND IN DESTINATION



1.65 MILLION
LEADS TO MEMBERS

- » Target visitors in destination with ideas on what to do, where to eat and where to shop.
- » Optimize existing visitor communication channels (live chat, email, phone, social media direct messages).
- » Showcase breadth of member experiences on owned and earned communication channels.

SUPPORT DESTINATION ALIGNMENT AROUND ECONOMIC RECOVERY



**NET PROMOTER
SCORE: 66**

- » Improve the destination's digital footprint.
- » Increase scale of BLLT events and programming through member participation.
- » Support the growth of member and third-party events.
- » Continue to build opportunities for community involvement in BLLT events.
- » Engage stakeholders in building and delivering the annual business plan.

ENSURE LONG-TERM FINANCIAL VIABILITY OF THE ORGANIZATION



\$8 MILLION
TOTAL REVENUE



\$7.2 MILLION
MEMBER REVENUE



MARKETING COSTS
≥85% OF TOTAL EXPENDITURE

- » Seek additional resources for BLLT activities through Destination Canada and Travel Alberta.
- » Assess additional revenue and funding opportunities for events.
- » Support efforts to diversify and maximize funding.
- » Mitigate and manage risk.
- » Ensure compliance with best practices and legal requirements.
- » Support employee effectiveness in the new reality.