

EVOLVING TOGETHER

BANFF & LAKE LOUISE TOURISM – 2020 BUSINESS PLAN



LETTER FROM THE CEO AND THE BOARD CHAIR

We are big believers in the power of community, working together to inspire the world to visit Banff and Lake Louise. There is a shared belief, with our member businesses and key stakeholders, that we can achieve more together than we can on our own. As we enter the final year of our five-year strategic plan, our destination continues to create industry leading ways to entice travellers to experience Banff and Lake Louise. With more than 100 leaders supporting our board, advisory groups and committees, our membership is deeply engaged in our business plan. We are all part of our success building awareness of the destination, stimulating year-round visitation, encouraging visitors to spend more and inspiring them to share their moments of indelible awe.

Where we've seen the greatest success is in growing visitation in our shoulder and winter seasons. In 2016, we set out to achieve average annual occupancy of 68 per cent with all of the growth coming from the "off-season." Now going into 2020, our goal is to achieve 71.4 per cent and we are still focused on maintaining our strong summer position while being more attractive to visitors for the winter and shoulder seasons. We continue to monitor Net Promoter Score with visitors year round, and during the summer we see that score the highest by far (80+). We continue to attract visitors who will not only stay here, but will shop, dine and experience everything that we have to share. We have also shifted focus to promoting responsible visitation by encouraging visitors to leave their cars parked as well as to help keep wildlife safe.

Throughout this five-year strategic plan, we have incorporated our learnings and evolved our approaches based on the results we are seeing and the feedback we are receiving. With increased visitation, sustainability is becoming more important. There is a need to balance the economic, environmental and social aspects that exist in our communities. We are committed to protecting the ecological integrity of Banff National Park. We also want to provide meaningful, high-quality experiences for visitors. To do this, it is vital to create an environment where our community members are engaged and feel a strong sense of belonging.

When we built our brand, we consulted with members, residents and key stakeholders. It is clear that it is important to people that Banff National Park is a protected place. We play an important role in that. It is baked into what makes Banff and Lake Louise so special. We must constantly strive to do the right thing—for our visitors, our partners, our environment and our community. To this end, we will expand the transportation shift campaign to have a year-round presence. We are also working to develop a human-wildlife campaign partnership with Jasper National Park, working towards waste reduction in our events, increasing our focus on arts and culture to enhance the visitor experience, and exploring more meaningful ways to engage and build relationships with Indigenous communities.

On behalf of our Board of Directors and the team at Banff & Lake Louise Tourism, we are pleased to present you with our 2020 Business Plan, the final year of our five-year framework.



Leslie Bruce
President & CEO,
Banff & Lake Louise Tourism



Pete Woods
Board Chair,
Banff & Lake Louise Tourism

TABLE OF CONTENTS

4	STRATEGIC FRAMEWORK	18	THE 2020 PLAN	36	MEASURING SUCCESS
5	TEAM VALUES	20	GENERATE YEAR-ROUND DEMAND	37	THE SCORECARD
6	BRAND STRATEGY	21	OBJECTIVE 1: GROW VISITATION IN WINTER AND SHOULDER SEASON	38	BUDGET
7	BRAND STORY	25	OBJECTIVE 2: DEFEND SUMMER REVENUE	39	LEADERSHIP
8	TARGET AUDIENCE	26	LEAD WITH BRAND		
9	WORKING TOGETHER	27	OBJECTIVE 3: BUILD DESTINATION BRAND ALIGNMENT		
10	GEOGRAPHIC MARKETS	29	OBJECTIVE 4: FUEL TRAVELLER ADVOCACY		
11	GLOBAL	30	STRENGTHEN INDUSTRY ALIGNMENT		
12	CANADA/U.S.	31	OBJECTIVE 5: WORK TOGETHER AS A DESTINATION		
13	NICHE MARKETS	32	OPERATE A PERFORMANCE-BASED BUSINESS		
14	ADVENTURE	33	OBJECTIVE 6: PROMOTE EMPLOYEE EFFECTIVENESS		
15	SKIING	34	OBJECTIVE 7: OPTIMIZE INVESTMENTS		
16	MICE	35	OBJECTIVE 8: DELIVER EXEMPLARY FISCAL PROCESSES AND AUDIT OUTCOMES		
17	FOOD, WELLNESS, ARTS AND CULTURE				

STRATEGIC FRAMEWORK

Our strategic framework is at the core of this plan. It outlines our purpose and approach as well as the annual targets we have established, so that our team and our Board know how we are progressing. The foundation of this framework is our purpose, vision, strategy, mandate and most importantly, our brand promise, which is the value proposition that drives us to deliver indelible awe.

OUR PURPOSE

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 the curation of our brand.

OUR STRATEGY

We will grow member revenue to \$10.6 million by 2021, through working with our partners to share the indelible awe of Banff and Lake Louise with high yield travellers in growth markets.

OUR MANDATE

Banff & Lake Louise Tourism (BLLT) focuses on building year-round visitation. To achieve this, we will:

- » Work with our members, Parks Canada, and the communities of Banff and Lake Louise
- » Be governed by an elected Board of Directors
- » Partner with Travel Alberta, Destination Canada and like-minded partners

OUR BRAND PROMISE

Providing moments of indelible awe. The rare experience that hits so hard, it stays with you forever. In Banff National Park, these life-changing moments are born from a seemingly inexhaustible supply. It's a sudden connection between people and the natural world that instantly brings both to life. It's real, overwhelming and unforgettable. And it is the unique point of difference for Banff and Lake Louise.

TEAM VALUES



Photo: Noel Hendrickson

Our strategy defines what we need to do as an organization and our values outline how we will deliver. It is important that our internal culture mirrors our external brand. Our team exemplifies the values of our organization and we use these values to make decisions that help us inspire the world to visit Banff and Lake Louise.

Internally, we focus on making certain BLLT is a place that respects the individual while cultivating a strong team culture. This place is alive. It is a place where you can be yourself; where laughter and professionalism live in harmony; and where we take our roles seriously, yet we don't take ourselves too seriously.

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 toward. We embrace challenges and adversity by pushing forward with optimism, enthusiasm and an unbreakable spirit. Finding flaws may be easier, but finding solutions is how we'll succeed.

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 toward 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.

BRAND STRATEGY



1. TARGET AUDIENCE: FREE SPIRITS, AUTHENTIC EXPERIENCERS, CULTURAL EXPLORERS, GENTLE EXPLORERS.

2. BRAND ESSENCE: CLASSIC AND INSPIRED.
Banff and Lake Louise are timeless, historic, highly regarded and relevant—today and in the future. The wonder of our destination inspires us to be innovative in how we share our brand with the world.

3. BRAND ATTRIBUTES: UPLIFTING, ACCESSIBLE, VIBRANT, JAW DROPPING, PROTECTED, TRULY CANADIAN.
These attributes are how we want to be described by the travellers and were born out of the shared needs of our visitors. We don't have to be all attributes all the time, yet we aim to deliver at least three of these attributes through every BLLT experience.

4. BRAND PROMISE: INDELIBLE AWE.
The rare experience that hits so hard it stays with you forever. It's a sudden connection between people and the natural world that instantly brings both to life. It's real, overwhelming and unforgettable. And, it is the unique point of difference for Banff and Lake Louise.

5. BRAND POSITIONING: BANFF AND LAKE LOUISE ARE ALIVE.
The internal foundation (essence, attributes, promise) support our external message of “alive” to form a unique, credible and sustainable brand benefit in the mind of the traveller.

THE EVOLUTION OF ALIVE

Our brand and brand strategy are resonating with travellers and showing signs of staying power. Moving forward, the next evolution of the brand will be to continue working at how we express the “alive” concept. We are working with One Twenty Three West (123w) to help use the brand positioning—alive—to evoke the feeling of being alive. This new approach will be used in a creative platform that will draw the consumer in and get them to emotionally connect to Banff and Lake Louise.

BRAND STORY

LIFE IS A LIMITED TIME OFFER.

If you have one, use it. Share it.
Don't waste it. There's no warranty. No return policy.

Here is a gift for you, the living: a place to
pursue the moments that give meaning.
The moments of indelible awe.

For life in every form, here was created
Banff and Lake Louise.

This place is alive. Are you?



TARGET AUDIENCE

Over the last number of years, we have continued to work closely with our partners at Destination Canada and Travel Alberta on identifying Explorer Quotient (EQ) profiles best suited for Banff and Lake Louise. EQ goes beyond traditional market research of defining demographics and geographical data. It looks deeper at personal beliefs, social values and views of the world. EQ has been widely adopted by Destination Marketing Organizations and the tourism industry across Canada.

Travel Alberta is taking this work further and is updating audience research to find the “ultimate traveller” to Alberta. In 2020, we will explore how we best use this information to continue to attract the right visitors to Banff and Lake Louise, including the new creative approach to be developed with 123w.

At BLLT, we have developed a clear understanding of travellers most likely to be dreaming, considering or planning a visit to Banff and Lake Louise. By evaluating the potential of these EQ types to the destination, and the appeal of the destination to them, we are able to objectively determine which segment provides the best opportunity to help us deliver on our strategy.

We target four EQ profiles to attract to Banff and Lake Louise:

1. Free Spirits
2. Cultural Explorers
3. Authentic Experiencers
4. Gentle Explorers

Our members can use this rich, social values-based research to enhance marketing efforts, customer targeting and product development to make their business more appealing to these audiences that we are attracting. To learn more, visit destinationcanada.com/en/tools.

WORKING TOGETHER

Being a tourism-based community means we have a significant competitive advantage. We don't just profit from tourism as a sector of our economy; everyone in Banff and Lake Louise contributes to its growth and vitality. We thrive because we have a common vision, a common story and a common brand to offer. This deep-seeded purpose and our culture of collaboration allows us to create and deliver indelible awe at an industry-leading level.

We understand the power of working with partners and members to help bring Banff and Lake Louise to life. BLLT's strategy is grounded in understanding the best ways to connect and provide information to visitors. However, using data and knowledge of how travellers discover, learn, purchase and experience

our destination allows us to align our efforts with Destination Canada, Travel Alberta and our members to determine where and when it is best for each organization to connect with visitors.

The path to purchase allows for a focused and effective approach that plays to the respective strengths of each partner organization. The diagram below illustrates the customer journey and how we are working collaboratively to achieve our goals. It is important to notice that while roles overlap, we all have a distinct place on the path. Additionally, we believe building strong visitor advocacy creates an opportunity to influence people at all stages of their path. This optimizes BLLT resources and helps us work together effectively as a destination.



GEOGRAPHIC MARKETS

When we identify our target markets, we consider:

- » Growth potential
- » Economic and employment outlooks
- » Travel interests
- » Current and predicted distribution of visits to key domestic and international regions
- » Airline route accessibility to reach a large geographic audience
- » Geographic markets targeted by Destination Canada and Travel Alberta

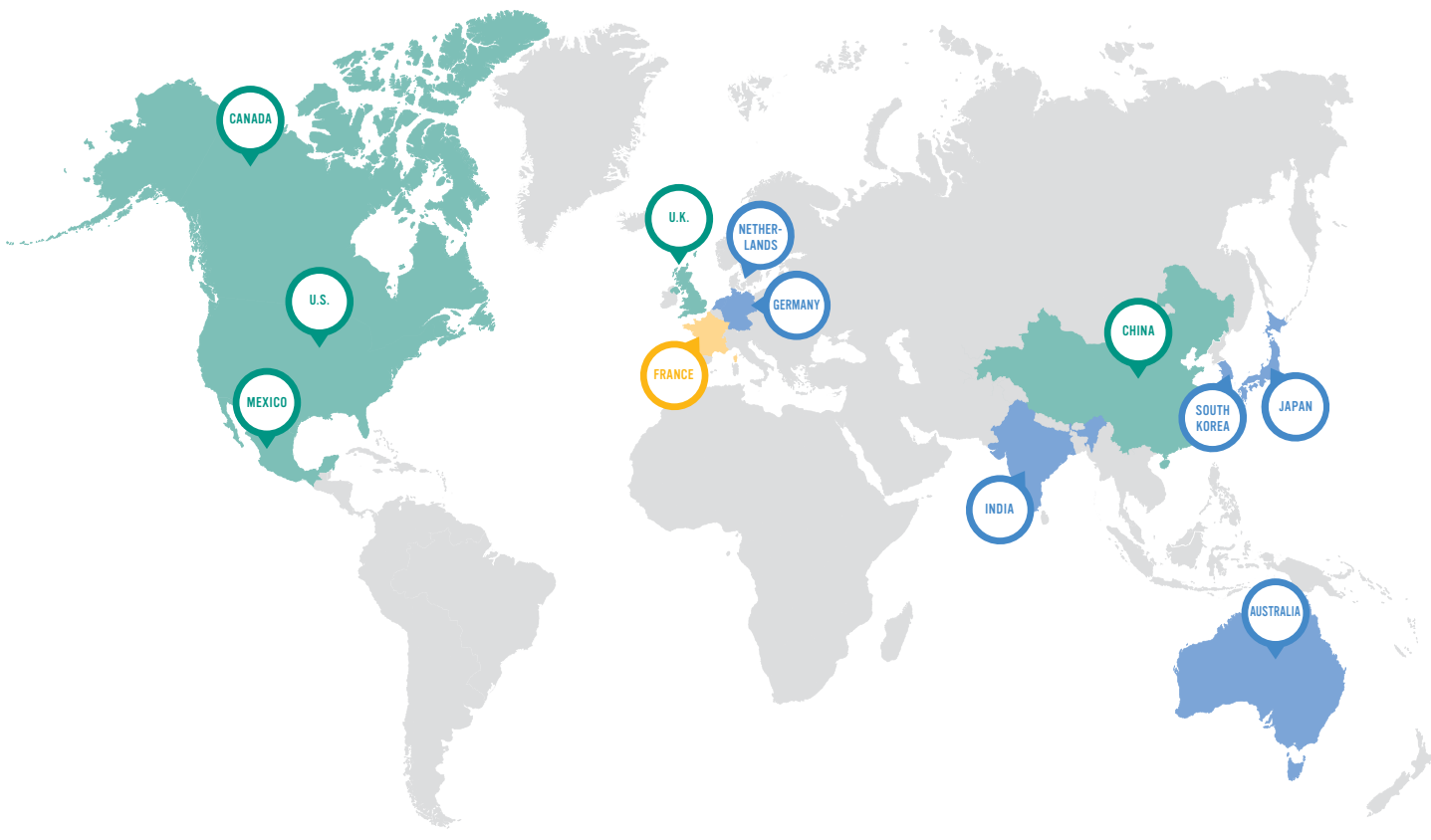
We also make sure our offering aligns with the unique interests of travellers already considering a visit to Banff and Lake Louise. Destination Canada and Travel Alberta track current visitation to Canada and Alberta from target markets and capture valuable data, including point of arrival, average trip spend, currency considerations, travel motivators, travel agent and tour operator usage and more.

This data informs how we prioritize our geographic markets globally and across North America.

Markets we've identified as "grow" markets are those from where we see the highest potential to increase travel. "Grow" markets are where we will be putting in the most effort to reach, attract, and increase visitors. Markets identified as "maintain" are those that the data shows are still strong. The potential from these markets is steady, and we will strive to maintain visitation at our current levels. And those we've identified as "be ready" are those we are watching as we see future potential, yet conditions are not aligned to warrant proactive activity.

GLOBAL

- GROW
- MAINTAIN
- BE READY



MARKET SNAPSHOT: MEXICO

In 2018, Canada experienced a five per cent year-over-year increase in travel from Mexico—with over 400,000 travellers. The top drivers for travel include:

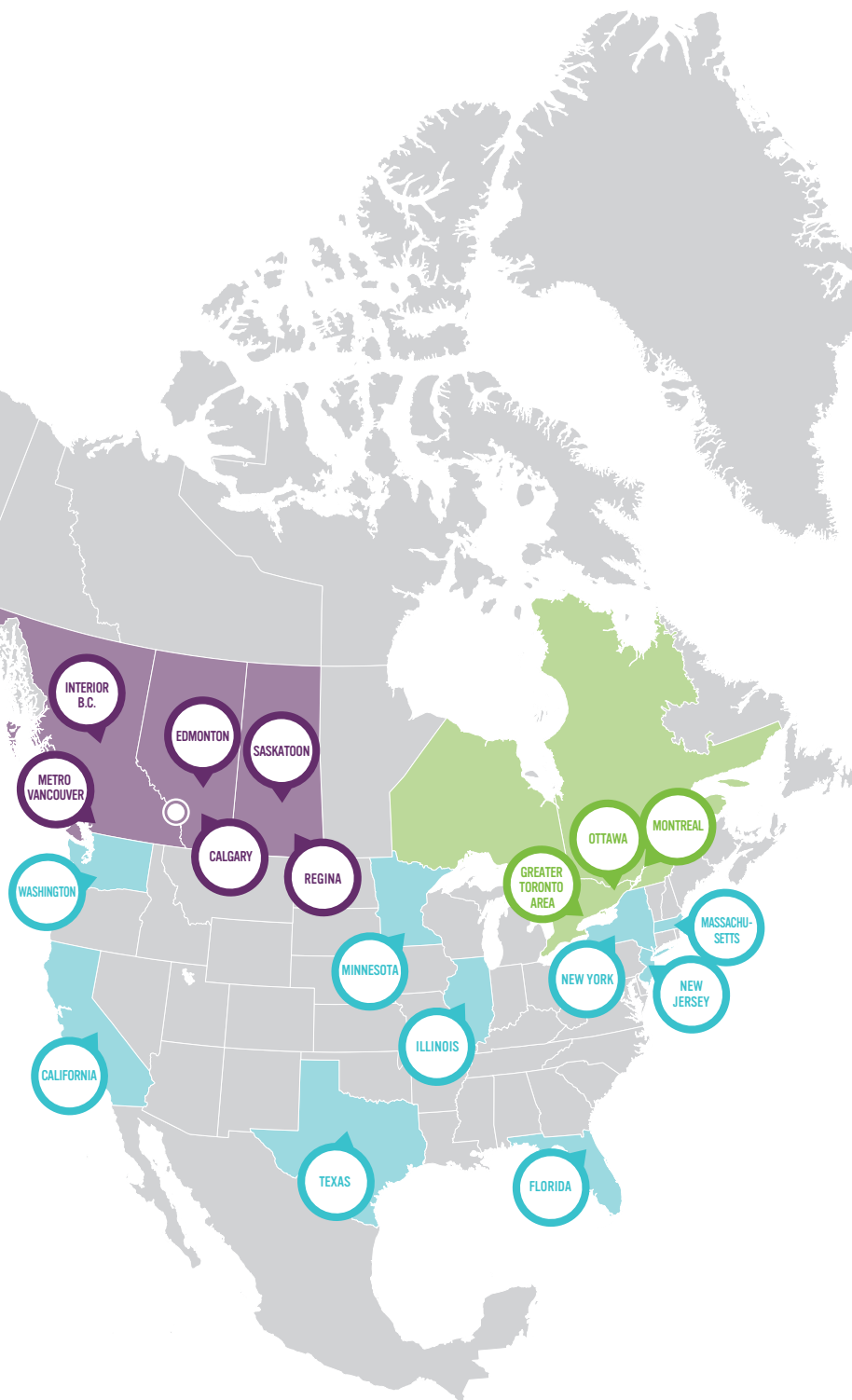
- » Trying local food and drink
- » Seeing nature parks and natural attractions
- » Northern lights
- » Fine dining
- » Places of historical and cultural significance
- » Cross-country skiing

Research shows 1.5 million Mexican long-haul leisure travellers intend to visit Canada in the next two years.

** Statistics courtesy Destination Canada*

CANADA/U.S.

- REGIONAL
- LONG HAUL CANADA
- U.S.



MARKET SNAPSHOT: U.S.

In 2018, almost 15 million Americans travelled to Canada. This is a three per cent year-over-year increase. The top drivers for travel are nature-based, including:

- » Seeing natural attractions
- » Hiking or walking in nature
- » Visiting nature parks
- » Viewing wildlife

Over 44 million U.S. leisure travellers intend to visit Canada in the next two years.

** Research courtesy Destination Canada.*

NICHE MARKETS

Banff and Lake Louise is well situated to deliver on specific key wants and needs of travellers. We've identified opportunities to focus on the primary drivers of Ski, Adventure and MICE. And we are building attractiveness in the areas of Food, Wellness and Arts & Culture, which are secondary drivers and things that enhance visitors' experience while here. Further, we continue to build relationships with Indigenous groups and leaders to support the delivery of their cultural offerings.

ADVENTURE

Banff and Lake Louise have easy access to endless outdoor adventures: hiking, nature, wildlife, ice skating, cross-country and downhill skiing, biking and more. We know that adventure means different things to different people. Soft adventure, which includes lower risk activities that require no past experience, is where the destination is seeing its best opportunities to capture this growing travel niche. Accessibility to a range of adventure-based activities and attractions in Banff National Park is one of our most unique qualities, and these experience-based holidays attract a high-value customer. Further, we know adventure travellers are seeking more sustainable means of travelling the world, which includes understanding what destinations are doing to be sustainable places for them to visit and what they can do to enhance a destination when they visit.

WHY IT'S A FOCUS:

Adventure travellers are a growing share of the global travel industry. The international adventure tourism market is anticipated to grow more than 46 per cent by 2020, according to the United Nations World Tourism Organization (UNWTO). It has become a \$263 billion (USD) global market. Adventure tourists average a \$448 (USD) spend per day with a typical trip length of eight days.

SKI



Photo: Reuben Krabbe / SkiBig3

Skiing is a very important part of our destination. With three world-class resorts, Banff and Lake Louise is a must-visit location for local, regional and international skiers looking for the full winter experience. There are three types of skiers, yet we focus on those who travel to a destination for skiing, and also seek out additional experiences. Inspiring skiers to weave other activities into their holiday—Christmas festivities, ice carving events, ice skating, snowshoeing, cross-country skiing—helps create a full winter experience.

WHY IT'S A FOCUS:

Our industry partner SkiBig3 is part of the Mountain Collective and IKON Pass. This partnership gives us access to hundreds of thousands of skiers in North America that historically may not have thought of Banff and Lake Louise for a winter trip. These passholders are now driving 33 per cent of skier visits, which reinforces the importance of continuing to provide compelling reasons for these skiers to come for the comprehensive winter experience.

Ski-based visitors from key geographic markets, including Canada, the U.S., U.K. and the Netherlands, have increased their length of stay year-over-year. And those from Mexico and China have increased their length of stay substantially (3.2 days to 6 days; 1.3 days to 7.6 days, respectively). This allows for more opportunity to increase their spend in the destination.

Visitation data from in-destination surveys show skiers do more and invest more in the destination than non-skiers, averaging \$115.98 more per trip than their non-ski counterparts. This is driven by a 307 per cent higher spend on lodging.

MICE



Photo: Devaan Inghram

Banff and Lake Louise is the ideal backdrop to hold meetings in an inspiring and nature-based setting—including corporate meetings, incentive travel groups and association gatherings. The global Meetings, Incentives, Conferences and Exhibitions (MICE) industry is experiencing continued growth and represents a strong opportunity to increase visitation to Banff and Lake Louise in the winter and shoulder seasons. These business-based meetings also produce high-yield visitors; larger groups staying in the destination and taking part in multiple activities.

Banff and Lake Louise is regarded as a destination for incentive travel, and we are well positioned for corporate gatherings. Within Canada, we see strong opportunity from the association sector—historically, this is where we've seen the most Requests for Proposals (RFPs). And in the U.S., we see incentive and corporate meetings as our best opportunity. Banff and Lake Louise can host up to 1,050 participants in a group, and we are actively marketing to such groups. While we are not ideal for large-scale conventions, in 2020 we will work with neighbouring cities to collectively offer an urban setting for conventions, with pre- and post-activities taking place in the mountains.

Finally, meeting planners of all types are looking to integrate corporate social responsibility (CSR) initiatives. While not a decision making factor, this can be an influencing factor.

WHY IT'S A FOCUS:

According to Allied Market Research, global MICE business is projected to reach \$1.25 billion by 2023; this is a 7.5 per cent increase from 2017. Canada is becoming a go-to destination for MICE travel, generating over one million travellers and over \$1 billion in tourism spending annually, according to Destination Canada. Historically, we have seen over 92 per cent of MICE inquiries come from the U.S. and Canada, which is why these continue to be our primary geographic market sources and the largest focus from us in effort.



FOOD, WELLNESS, ARTS AND CULTURE

SECONDARY DRIVERS

Food, wellness, arts and culture aren't primary motivators for travelling to our destination, but they are something travellers seek while here to enhance their experiences. These are differentiators that can push Banff and Lake Louise ahead of other destinations when a traveller is making that final decision before booking.

FOOD

Great food is a differentiator for destinations and Banff and Lake Louise provides an authentic local experience. Across the destination, chefs are committed to the sustainable sourcing of regional ingredients from Alberta and B.C. This approach, paired with the breathtaking views found in modern bistros, elegant dining rooms and cozy backcountry lodges, makes our food offering unique.

WHY IT'S A FOCUS

Research from the World Food Travel Association shows that 95 per cent of American travellers are interested in unique food experiences.

WELLNESS

Travellers want to maintain their healthy lifestyle, even when they go on vacation. And in some cases, it's even being recommended. Doctors around the world are prescribing nature to patients as a treatment for a range of afflictions, including high blood pressure, anxiety and depression. Visitors to Banff and Lake Louise can easily connect with awe-inspiring landscape and take advantage of forest bathing exercises, post-hike holistic therapies, mindfulness practices, soothing hot springs, satisfying spa treatments, and healthy dining choices and more.

WHY IT'S A FOCUS

Wellness tourism increased 6.5 per cent, year-over-year from 2015 to 2017, accounting for \$639 billion (USD) of the wellness industry.

ARTS & CULTURE

The availability and vibrancy of arts and culture is also an important enhancer to vacation experiences. Banff and Lake Louise have a number of museums, galleries, historic sites, live performances, Indigenous experiences and other cultural attractions; on top of the world renowned Banff Centre for Arts and Creativity. Cultural tourism doesn't just benefit the visitors, it enriches the community as a whole.

WHY IT'S A FOCUS

According to the UNWTO's Report on Tourism and Culture Synergies, 40 per cent of international travellers participate in a cultural activity as part of their stay.

THE 2020 PLAN



Photo: Jesse Tamayo / Mt. Norquay

“WORKING COLLABORATIVELY WITH MEMBERS IS INTEGRAL TO DEVELOPING AND DELIVERING ON OUR DESTINATION BUSINESS PLAN. THIS UNITED APPROACH PROVIDES VALUABLE INSIGHTS, IDENTIFIES NEW RISKS AND OPPORTUNITIES AND WILL CONTINUE TO BE KEY TO MEETING OUR GOALS.”

Our annual Business Plan outlines the objectives, strategies and key tactics for our destination. Each year, our members, industry partners and Board of Directors help build our plan. We work with our team across the organization to develop and refine this plan each year based on stakeholder insights and results from our corporate scorecard and key performance indicators.

The planning process involves a thorough review of our own research and data, business results, as well third-party research and stakeholder insights. The Board and Advisory Groups assess risks and opportunities and our leadership team uses all these inputs to create this plan. On the pages that follow, you’ll learn how we plan to bring our four pillars to life through eight objectives, and the key strategies and tactics that support them.

PILLARS

A key phase of our planning process is setting our strategic direction with our management team and Board. This involves a focus on re-assessing organization and destination risks, growth opportunities. This process includes input from our Advisory Groups and reports from ongoing implementation of the plan. It also includes alignment with the strategic priorities of our four pillars, developed in our five-year strategic plan we began in 2016. These include:

1. Generate year-round demand:

- » Grow visitation in winter and shoulder seasons
- » Defend summer revenue

2. Lead with brand:

- » Build destination brand alignment
- » Fuel traveller advocacy

3. Strengthen industry alignment:

- » Work together as a destination

4. Operate a performance-based business:

- » Promote employee effectiveness
- » Optimize investments
- » Deliver exemplary fiscal processes and outcomes

ADVISORY GROUPS

Working collaboratively with members is integral to developing and delivering on our destination business plan. This united approach provides valuable insights, identifies new risks and opportunities and will continue to be key to meeting our goals. Please visit our member website for more information on these Advisory Groups. We annually look for strategic, experienced, informed, positive and enthusiastic members or stakeholders to participate in key areas of focus, including:

- » **Destination Communications:** BLLT, stakeholders and members align on destination key-messaging; transit and parking, weather and smoke, park stewardship and responsible visitation
- » **Travel Trade:** BLLT and members share insights on international market trends and best practices to support growth opportunities for the destination
- » **MICE:** Participants provide and discuss industry insight, strategic guidance and feedback to support lead generation
- » **Consumer Marketing:** Contributors share marketing insights and best practices to support content to tell the destination story in innovative ways
- » **Lake Louise:** BLLT and members discuss knowledge and insights of business trends, business development opportunities and summer traffic communication planning

Sharing our Business Plan, and the insights that led to our 2020 approach, will be a powerful tool to create member alignment on everything from key message development to event animation.

GENERATE YEAR-ROUND DEMAND

GOALS:



INCREASE AVERAGE ANNUAL OCCUPANCY TO 71.4%



2.1 MILLION LEADS TO MEMBERS



12,000^{ROOM} NIGHTS' GROWTH EXCLUDING JUNE TO SEPTEMBER

Banff and Lake Louise welcomes visitors every month of the year. With high visitation from June to September, and an opportunity to attract travellers throughout the rest of the year, we will continue to focus on building awareness and inspiring travellers to visit Banff and Lake Louise year-round.

We continue to take a proactive approach to marketing the winter and shoulder seasons. Occupancy levels continue to show opportunity in May and October, and an even greater need in January, April, November and early December. Several of our geographic markets present an opportunity to increase visitation during these times.

While we continue to promote these need periods, it is important to support our popular summer season. Educational outreach and in-destination support is important to make sure visitors have realistic expectations prior to and during their visit. We also

“OUR VISITOR CENTRE STAFF MEET VISITORS WHERE THEY ARE, ENSURING TRAVELLERS HAVE A GREAT EXPERIENCE AND MAKE THE MOST OF THEIR VISIT.”

help visitors have the best experience possible by showcasing the array of experiences during the summer and providing leads to our members.

Our visitor centre staff meet visitors where they are, ensuring travellers have a great experience and make the most of their visit. We also encourage responsible behaviour in Banff National Park by asking travellers to choose alternate modes of transportation and sharing information on how to respect wildlife in a national park.

GENERATE YEAR-ROUND DEMAND

OBJECTIVE 1

GROW VISITATION IN WINTER AND SHOULDER SEASON

“WE WILL CONTINUE TO BUILD ON THE BRAND EQUITY AND REPUTATION OF SNOWDAYS TO MAKE IT A GLOBALLY-RECOGNIZED WINTER FESTIVAL AND TO ATTRACT REGIONAL, LONG-HAUL AND INTERNATIONAL VISITATION.”

KEY STRATEGY: Continue to scale priority events in January, November and early December

Events provide motivating and enticing reasons to visit Banff and Lake Louise during shoulder and winter seasons. They are designed to appeal to our target audiences, bring our brand to life through visual presentation, celebrate the uniqueness of our destination, support our niche markets and encourage visitors to share their moments and experiences with like-minded travellers.

Events are also a significant priority for many destinations as they attract both domestic and international visitors in addition to local attendance.

Focus in 2020 will be on implementing growth strategy and plans developed in 2019; emphasizing our key annual events such as the Banff Centre Mountain Film and Book Festival for nine days starting in October, Christmas celebrations running from November through December and SnowDays in January.

Notably, we will continue to build on the brand equity and reputation of SnowDays to make it a globally-recognized winter festival and to attract regional, long-haul and international visitation. In addition to the snow sculpture competition in Banff, the annual ice carving competition at Lake Louise and Tribute Craft Cocktail Celebration will continue to be key pillars of the festival. We will also increase community involvement by holding community novelty races, for example.

KEY TACTICS:

- » Create SnowDays Hub
- » Introduce skijoring and novelty community races on Banff Avenue
- » Expand footprint and increase tenting for Tribute to Craft outdoor cocktail event
- » Maintain SnowDays snow sculpture display and competition
- » Maintain Ice Magic at a level consistent to 2019
- » Develop April festival concept for 2021 launch
- » Expand and enhance Banff Avenue Block Party kicking off the Banff Centre Mountain Film and Book Festival to engage the local community in celebration of the festival
- » Explore alternative locations to develop a Seasonal Lighting Trail
- » Enhance the Santa Claus Parade

KEY STRATEGY: Support and leverage third-party events that align with our objectives

In 2020, we will continue to provide marketing, animation and sponsorship support to member events that align with our destination strategy year-round, including:

- » Banff Marathon
- » Banff Craft Beer Festival
- » Lake Louise Audi FIS Ski World Cup
- » Banff Iniskim Powwow
- » Banff PRIDE
- » Banff Whisky Experience
- » Melissa's Road Race

GENERATE YEAR-ROUND DEMAND

KEY TACTICS:

- » Continue to support select third-party events from a sponsorship and/or marketing perspective
- » Explore opportunities to attract new, brand-aligned, third-party events to the destination
- » Work with Town of Banff and Parks Canada to establish third-party event criteria and improve event assessment and application process
- » Create a target list of desirable third-party events to attract to the destination and secure proposals

KEY STRATEGY: Increase visitation by destination skiers

For the fifth straight year, BLLT will team up with SkiBig3 to partner with Destination Canada on the digital marketing campaign focused on winter. The Winter Campaign will focus on the full story of the destination—highlighting food, wellness and adventure in winter. The campaign, which includes 45 member businesses, targets skiers who want to include other activities into their ski holiday: ice skating, dogsledding, cross country skiing, snowshoeing, sleigh rides, dining, retail and more. The digital campaign will consist of paid social, search and display advertising. Work will also continue alongside SkiBig3 to better understand and target Mountain Collective and IKON pass holders.

We are also focused on building itineraries and creating Joint Marketing Agreements (JMAs) with ski tour operators, and working with media interested in ski and winter activities, furthering the awareness of our ski offerings.

KEY TACTICS:

- » Collaborate with SkiBig3 and Travel Alberta on producing annual campaign content that promotes the full winter experience for destination skiers
- » Create JMAs targeting destination skiers through key snow specialty tour operators
- » Enhance winter product diversity for destination skiers through Receptive Tour Operators (RTO)
- » Showcase the destination at key snow industry events
- » Grow awareness through non-traditional partnerships (ski resorts, etc.)
- » Continue to invest in the Canada Ski Council campaign in the U.S. to build awareness of Canada as a must-visit ski destination
- » Continue to provide event marketing and content development support to Lake Louise World Cup

2020 EVENTS CALENDAR*

SNOWDAYS, TRIBUTE TO CRAFT SPIRITS FESTIVAL & ICE MAGIC
January 15–26

THE GATHERING
February 19–21

BANFF MARATHON
June 21

MELISSA'S ROAD RACE
September 26

BANFF CENTRE MOUNTAIN FILM & BOOK FESTIVAL
October 31–November 8

CHRISTMAS CELEBRATIONS
November 21–December 31

SANTA CLAUS PARADE
November 21

BANFF CHRISTMAS MARKET
November 27–29

BANFF CRAFT BEER FESTIVAL
November 26–28

LAKE LOUISE WORLD CUP
November 28–29
(Men's Weekend)

LAKE LOUISE WORLD CUP
December 5–6
(Women's Weekend)

**subject to change*

GENERATE YEAR-ROUND DEMAND

“TO INCREASE THE IMPACT OF AND ATTRACT MORE MICE BUSINESS, WE WILL BE WORKING TO ENCOURAGE MORE MEMBERS TO BID ON AND BE INVOLVED IN MEETING PROGRAMMING.”

KEY STRATEGY: Promote Banff and Lake Louise as a place to convene

Banff and Lake Louise is an ideal destination for incentive, association and corporate business travel. Working together with Destination Canada’s business events team, Travel Alberta, neighbouring Destination Marketing Organization partners and our members, puts us in a strong position to grow MICE business. In 2020, we will:

- » Better align our efforts with strategic partners
- » Increase our digital marketing to meeting planners
- » Place a heavier emphasis on hosting key influencers in our MICE segments based on target geographic markets

Our MICE Incentive Program was created in 2016 to allow us to directly compete with other destinations with incentive programs. We’ve convinced meeting organizers to choose Banff and Lake Louise, driving room night growth from October through April. In 2020, we will continue to put the destination top of mind for meeting planners.

KEY TACTICS:

- » Prospect high-value meeting planners and preschedule meetings at key industry conferences and events to promote the destination
- » Deliver in-market activities to reach high potential meeting planners (e.g., sales missions, client events, etc.) with a focus on associations in Canada
- » Leverage the destination brand through MICE digital channels, including Cvent and LinkedIn
- » Enhance in-destination activities to showcase the facilities and activities for business events (e.g., site visits, Business Development Trips [BDTs])
- » Join Destination Canada on three sales missions geared toward incentive and corporate groups in the U.S.
- » Invest with Destination Canada programs with a focus on incentive, corporate and association groups (e.g., Incentive Canada, IMEX America)

KEY STRATEGY: Encourage the involvement of more members in meeting programming and promote the concept of Bleisure to increase the impact of MICE business

To increase the impact of and attract more MICE business, we will be working to encourage more members to bid on and be involved in meeting programming. Members can work together to support larger MICE business that involves more than one venue.

Another way we will increase the impact of MICE business is to promote the concept of Bleisure—mixing business and leisure travel. We will focus on promoting pre- and post- stays for meetings happening within Banff National Park. And, we are looking to neighbouring cities to see how we can enhance the experience of their convention attendees by offering mountain experiences along with their urban-focused trips.

KEY TACTICS:

- » Involve members at the conference bidding stage to align and maximize the destination’s efforts.
- » Utilize MICE Incentive Program to influence the programming by including more members and/or to promote the pre and post stay
- » Work with meeting organizers to promote pre and post itineraries to capitalize on the Bleisure Traveller
- » Evaluate options for calculating MICE economic impact

KEY STRATEGY: Increase the number and quality of leads to members

Leads to members is an important goal for generating year-round demand. Where possible, we use pixels embedded in our members’ e-commerce websites to track sales that come through our website, social media and sponsored content. By connecting with our members’ websites in this way, we gain a better understanding of the leads we are providing, the source of the sale, geographic markets, booking data and in some cases, visitor

GENERATE YEAR-ROUND DEMAND

arrival dates. This helps BLLT target higher quality leads.

In 2020, we will work with members to improve their member profiles create or update their listings on Google My Business, and improve their digital presence on their own websites and social media channels.

This knowledge of how travellers use our website and digital platforms will also help as we plan to rebuild banfflakelouise.com in 2021. In 2020, we will analyze data, understand requirements from members and set a roadmap for completing the project. Efforts will continue in search, social, display, native and dynamic advertising to better reach and acquire new audiences and share our destination's stories.

The personalization of our products and services is more important than ever. By finding more ways to connect with visitors, we continue to build our network of people promoting Banff and Lake Louise on our behalf.

Further personalization and automation will include:

- » Conducting additional website tagging to understand how visitors move through our site
- » Optimizing and promoting opportunities for member listings with Google My Business

KEY TACTICS:

- » Examine attribution source, sector and geographies that are creating the best sales conversion rates and optimize these channels and audiences
- » Implement machine learning, a method of automated data analysis, for ad campaigns
- » Continue to onboard members that have e-commerce (50 in 2020 and 50 in 2021)
- » Develop a work plan based on digital web and social audit learnings
- » Provide member training and tools based on learnings
- » Working with members to identify how they can improve their digital presence, including a review of members' websites, social media channels and presence on traveller review websites

KEY STRATEGY: Host key tour operators to showcase the destination

In addition to in-market activities with key tour operators, we lead and attend Familiarization (FAM) tours. These FAM tours allow key influencers the chance to experience Banff and Lake Louise in person. These efforts are managed strategically, in partnership with Destination Canada, Travel Alberta and other industry partners.

In 2020, we will seek out sponsorship opportunities and Joint Marketing Agreements (JMA) that target destination skiers through key snow-specific tour operators, enhance the diversity of our winter products through Receptive Tour Operators (RTO) and showcase the destination at key snow industry events.

“FAM TOURS ALLOW KEY INFLUENCERS THE CHANCE TO EXPERIENCE BANFF AND LAKE LOUISE IN PERSON. THESE EFFORTS ARE MANAGED STRATEGICALLY, IN PARTNERSHIP WITH DESTINATION CANADA, TRAVEL ALBERTA AND OTHER INDUSTRY PARTNERS.”

GENERATE YEAR-ROUND DEMAND

OBJECTIVE 2 | DEFEND SUMMER REVENUE

KEY STRATEGY: Get people to do more when they visit Banff National Park

In-destination digital marketing in the summer is an important tactic, allowing us to target visitors while they are here with itineraries, events, attractions, retail opportunities and more. As part of this approach, we track conversion rates for in-destination users and build out audience lists to retarget.

We know travellers are looking for things to do in Banff and Lake Louise year-round. Our targeted, data-driven digital marketing campaigns will continue to build awareness, drive engagement and quality leads to members throughout the calendar year. In 2020, we will incorporate event marketing into our year-round marketing, rather than exclusively promoting events through time-bound campaigns. We will also explore opportunities to use machine learning and improve our retargeting efforts in the paid search and Facebook components of our campaigns.

KEY TACTICS:

- » Create in-destination visitor pages on our website tailored to specific traveller needs
- » Create new events calendar on our website to make events easier to find

- » Ensure RTOs promote add-on activities aside from their itinerary
- » Enhance the mini-app targeting Chinese visitors to do more while in destination
- » Help support key messages with visitors around the Bear Street construction—businesses will still be open during construction
- » Encourage people on social media to consider additional activities based on their interests and plans

KEY STRATEGY: Support visitor decision making before and during their stay

To help support visitors and generate leads to members, we need to have an engaged, local frontline team. This comes from in-person service at Visitor Centres, including Banff Avenue, Banff Train Station, Lake Louise and Field, as well as mobile sites at popular locations. The team is also focused on creating engagement through online channels and social media, providing accessible information and, listening and responding to visitors in real-time.

Learnings and feedback from 2019 will inform Mobile Visitor Centre scheduling and locations. In collaboration Parks Canada, we will launch revised plans for the Visitor Centre at the Banff Train Station and intercept parking lots.

KEY TACTICS:

- » Refine the visitor satisfaction and loyalty survey program
- » Expand use of live chat on popular and relevant website pages to support visitors

- » Implement campfire stations on Banff Avenue and Lake Louise Visitor Centres in place of traditional counter service, to support larger volumes over peak times
- » Test Google Maps location tracker to support dispersing congested locations
- » Distribute cards encouraging visitors to reach out on social media and through live chat channels
- » Inspire visitors to do more during consideration, evaluation and in destination through appropriate channels

KEY STRATEGY: Support members that are equipped to develop experiences in identified niches

Key to our role is lending support for members to reinvent and re-imagine their own products and services. In 2020, BLLT will continue to collaborate with Travel Alberta to deliver the SHiFT Experience Development training program. We will work closely with alumni from the program to create a task force to look for further opportunities for businesses and the destination to take an idea or existing product and develop or improve it to create a memorable experience.

KEY TACTICS:

- » Form task force with SHiFT program alumni to identify partners to develop and launch unique, local experiences in iconic locations throughout the destination
- » Enable development of niche aligned destination experiences
- » Build renewed interest through new experiences to drive repeat visitation

LEAD WITH BRAND

GOALS:



SOCIAL MEDIA ENGAGEMENTS:
2.4 MILLION

Our role is more than just attracting visitors—it's about delivering indelible awe at every stage of the traveller's journey and encouraging our visitors to share their stories and spread the word. We make certain BLLT's marketing efforts are aligned with a common voice and consistent message in all markets—from our regional day visitor to our visitors from international markets.

In 2020, we will continue to work closely with our creative agency, 123w, to evolve the articulation of our brand to be more impactful with our key audiences. We will develop new creative that will reinterpret the way we express our brand positioning "alive." The intent is to create a stronger emotional connection with our audiences across all communication platforms. The new creative expression will help establish a more compelling brand personality, that will remain rooted in our brand essence, attributes and promise.

"WE MAKE CERTAIN BLLT'S MARKETING EFFORTS ARE ALIGNED WITH A COMMON VOICE AND CONSISTENT MESSAGE IN ALL MARKETS—FROM OUR REGIONAL DAY VISITOR TO OUR VISITORS FROM INTERNATIONAL MARKETS."

Communicating the brand story through our content, events and visitor services inspire people to experience all that Banff and Lake Louise have to offer. These approaches are guided by our brand attributes, the characteristics of Banff and Lake Louise.

- » Uplifting
- » Accessible
- » Vibrant
- » Jaw-dropping
- » Protected
- » Truly Canadian

These attributes continue to frame the narrative of how we tell our story and connect visitors to the feeling of being alive. They inform the stories we tell, the events we host, how we speak with our visitors and more. They allow us to connect with travellers and visitors in relevant and authentic ways.

LEAD WITH BRAND

OBJECTIVE 3 | BUILD DESTINATION BRAND ALIGNMENT

KEY STRATEGY: Inspire travel, lifestyle, news and consumer media to tell our story in Canada, U.S., Mexico, U.K. and Australia markets

We will work with travel, lifestyle, news and consumer media partners from around the world to protect and expand our reputation and help others tell our story through their own voices. This provides unique perspectives for diverse audiences and creates third-party credibility we could not build through our own channels. Our focus on key global markets and their media landscapes help us raise awareness of the destination amongst new audiences, inspiring them to travel to Banff and Lake Louise.

In addition to a range of top-tier media outlets and content creators, we will continue to sponsor and explore partnerships with media focused events, including:

- » Destination Canada's GoMedia
- » TravMedia's International Media Marketplace USA
- » Adventure Travel Trade Association's AdventureELEVATE
- » Society of American Travel Writers annual conference

KEY TACTICS:

- » Increase proactive pitching of media in key markets Canada, U.S., Mexico, U.K., China and Australia
- » Get Banff and Lake Louise on top influential travel lists
- » Host media FAM trips for key events and MICE
- » Host high-profile media and travel shows
- » Have market specific media plans, together with in-market representation

KEY STRATEGY: Bring the brand to life through storytelling

Storytelling is at the heart of all the content produced. It is based on traveller insights, timeliness and experiences. In 2020, we will further develop a destination storytelling strategy to define how our story is being told through all channels and all audiences. The strategy will lead to the development of short form video and written content related to ski, adventure, food, wellness, events, arts and culture and more. It will also optimize earned media coverage and influencer content to bolster our authentic storytelling. Through storytelling we will build greater awareness, understanding and attractiveness of the Banff and Lake Louise brand.

KEY TACTICS:

- » Facilitate brand training sessions with new employees, new partners/stakeholders and members, and through Ambassador Program

- » Curate photography and video assets that represent the various age and diversity of the visitor
- » Bring brand personality and tone to life
- » Conduct semi-annual brand audits
- » Refine Ambassador Program, to bring destination brand to life

KEY STRATEGY: Be a destination steward, balancing tourism, environment, and quality of life

In 2020, we will continue our collaboration with Parks Canada and the Town of Banff on a marketing communications plan to address challenges with increased visitation in Banff National Park and congestion in certain areas over the summer. Through this plan, visitors are encouraged to walk, bike, book a tour or use transit and shuttles, rather than drive their personal vehicles. Ultimately, we see more people taking transit, fewer vehicles in congested areas and people having a better experience because of it. We plan to continue this initiative, expanding it into a full-year activity.

Through a new partnership with Parks Canada and Tourism Jasper, we will develop a Banff-Jasper wildlife responsibility campaign. The campaign will aim to educate visitors on appropriate behaviour related to wildlife in a National Park. We will also work closely with the Town of Banff's Wildlife Protection Campaign and Environmental Master Plan, and support Banff National Park Field Unit to communicate significant area closures.

LEAD WITH BRAND

Beyond the environment and economy, we will work closely with partners—Banff Lake Louise Hospitality Association (BLLHA), the Association for Mountain Parks Protection & Enjoyment (AMPPE) and the Town of Banff—to improve understanding on the importance of tourism to the local economy and the impact increased demands have on the quality of life of residents.

KEY TACTICS:

- » Build a fact base and strategic communications plan as the destination evolves its leadership in balancing tourism, environment and quality of life
- » Ensure BLLT is playing a role in working with stakeholders to communicate wildlife, environment and community well-being messages
- » Encourage visitors to take transit when visiting Banff National Park
- » Communicate any changes to transportation service and infrastructure, ensuring it's easy for people to get around in a sustainable way

KEY STRATEGY: Protect the destination reputation as a desirable place to visit year round

Being prepared in the case of an emergency is mandatory for us. We continuously monitor issues and have an up-to-date crisis communication plan. We also make certain our team is trained to be able to quickly respond to issues and support the destination in business continuity in the event of a crisis. In 2020, we will work more closely with communications professionals from member businesses and key stakeholders to make sure the destination is ready to respond to any future emergency scenarios that may arise.

KEY TACTICS:

- » Maintain and update the fire and smoke mitigation plan
- » Develop an issues management committee with communication leads from across the destination
- » Support key messages with visitors around the Bear Street construction—businesses will still be open during construction

“IN 2020, WE WILL WORK MORE CLOSELY WITH COMMUNICATIONS PROFESSIONALS FROM MEMBER BUSINESSES AND KEY STAKEHOLDERS TO MAKE SURE THE DESTINATION IS READY TO RESPOND TO ANY FUTURE EMERGENCY SCENARIOS THAT MAY ARISE.”

LEAD WITH BRAND

OBJECTIVE 4 | FUEL TRAVELLER ADVOCACY

“WE WILL INTRODUCE THE DESTINATION TO NEW AUDIENCES THROUGH INTEREST AND GEO-MARKET TARGETING, BUILD TRUST WITH THEM THROUGH AUTHENTIC STORYTELLING AND BRAND ALIGNED CUSTOMER SERVICE, AND ENCOURAGE VISITORS TO SHARE THEIR OWN STORIES OF INDELIBLE AWE.”

KEY STRATEGY: Grow an engaged audience that will promote, support and recommend the destination

Social media, mobile apps and smart technology continue to create new opportunities to build relationships with travellers. They are using this technology to help craft their own unique and authentic experience. In 2020, we will continue to ensure we connect on social media channels through each stage of a visitor journey—from awareness to advocacy. We will introduce the destination to new audiences through interest and geo-market targeting, build trust with them through authentic storytelling and brand aligned customer service, and encourage visitors to share their own stories of indelible awe about Banff and Lake Louise to their networks.

We'll focus our efforts on:

- » Instagram: the fastest growing network with the highest engagement rate
- » Facebook: used significantly for travel related video and photo content and niche interest groups, such as events
- » Pinterest: an effective platform for destination marketing

In 2020, we will introduce more segmentation and marketing automation for our social media, website, and consumer e-newsletter to provide a truly customized message to our various traveller audiences based on their geography and interests.

To encourage repeat visitation, we will also create highly targeted ads for travellers who:

- » Purchased Park Passes
- » Clicked on our in-destination campaign ads
- » Made a purchase with one of our members
- » Purchased event tickets
- » Used our hashtags

KEY TACTICS:

- » Implement the full funnel social media strategy (developed in 2019) to optimize current channels, reach new audiences, increase engagement
- » Use tour operator social media channels to deliver BLLT generated ski, soft-adventure, food, wellness, and arts and culture content

STRENGTHEN INDUSTRY ALIGNMENT

GOALS:



\$10,631,318
MEMBER REVENUE



NET PROMOTER
SCORE: >76

Workshops, training programs and increased two-way communication builds collective knowledge. An increasingly engaged and connected membership allows for industry alignment, brings the destination brand to life and increases marketing effectiveness.

We have an engaged membership, with more than 100 leaders serving on our advisory groups and committees. We have strong relationships in place with Parks Canada and the Town of Banff to help support visitors, members, Banff National Park and its people. This collaboration with stakeholders is our biggest strength. We rely on these industry experts to bring skill, experience and passion for the destination to our team.

To ensure members see the value in the work Banff & Lake Louise Tourism and its staff experts provide, we are committed to communicating consistently to our existing stakeholders and onboarding new members to familiarize them with our brand and help promote the overall Banff and Lake Louise experience.

STRENGTHEN INDUSTRY ALIGNMENT

OBJECTIVE 5 | WORK TOGETHER AS A DESTINATION

KEY STRATEGY: Engage members with tools and resources to help grow their businesses

In 2020, we will continue to utilize our member website to share goals, outcomes and overall results from marketing campaigns, business development approaches, media activities, important corporate documents, member profiles, team resources and more. It will also serve as a hub to celebrate the achievements and recognize members for their work inspiring indelible awe. Our monthly member newsletter, High Points, will be used to point people toward this information, while also sharing industry trends, upcoming workshops and member events.

We continue to recognize the benefits of workshop and training programs that increase knowledge of industry trends and the destination for our members. In 2020, we will again scope different types of training tools for ongoing learning aligned with workshops.

2020 WORKSHOPS CALENDAR

- » Using Storytelling and Brand to connect with your customers: March 2020
- » Augment your marketing reach with Alberta Tourism Information Service (ATIS) and event listings: March 2020, October 2020
- » Digital Marketing – Up your game: October 2020

KEY TACTICS:

- » Launch quarterly new member onboarding and existing member product knowledge sessions to introduce new, enhanced experiences and services
- » Utilize member site to showcase campaigns, travel trade and MICE events, targeted media and outcomes from work

KEY STRATEGY: Demonstrate value of Ambassador program to members while expanding reach

The Banff & Lake Louise Ambassador Program engages locals and builds support for the brand promise; communicating the important role frontline staff plays with each visitor encounter. There are three parts to the Banff & Lake Louise program:

- » Informal classroom session
- » Interpretive sightseeing tour
- » Ambassador Pass to welcome and encourage participants to explore the destination

In 2020, we will work to refine programming to bring the destination brand to life. This will be based on data acquired through participant feedback.

KEY TACTICS:

- » Incorporate brand personality into Ambassador Program
- » Expand Ambassador Program to create more connections to place
- » Create collateral promoting awareness of the program with member onboarding sessions and other opportunities to expand reach
- » Research and establish social channel as communication tool for Ambassador Program alumni

“IN 2020, WE WILL WORK TO REFINE PROGRAMMING TO BRING THE DESTINATION BRAND TO LIFE.”

OPERATE A PERFORMANCE- BASED BUSINESS

Photo: Dan Evans

GOALS:



**MARKETING
COSTS > 85%**
OF TOTAL EXPENDITURES



CLEAN
AUDIT OUTCOME

To achieve our goals, we need a high performing team that is focused on continuous improvement. This requires an inspiring and supportive environment where employees are engaged and enabled to make decisions that add value to our members.

We will continue to provide a high level of support for the organization through efficient systems and processes and undertake a number of projects to further utilize technology, all the while ensuring that risk is mitigated.

OPERATE A PERFORMANCE-BASED BUSINESS

OBJECTIVE 6 | PROMOTE EMPLOYEE EFFECTIVENESS

“FOR OUR ORGANIZATION TO BE TRULY PERFORMANCE-BASED, WE ARE FOCUSED ON ENSURING EMPLOYEES ARE ENGAGED AND WORKING IN THE MOST EFFECTIVE WAY POSSIBLE.”

KEY STRATEGY: Support employee engagement and enablement

Performance management is a critical element of our success. Further developing our culture, reinforced through our team values, will lead to even higher performance and greater outcomes for our members. For our organization to be truly performance-based, we are focused on ensuring employees are engaged and working in the most effective way possible. This will involve enabling the team to work with new tools, processes and systems, and managing the employee lifecycle by gathering insights from employees at every stage in their BLLT career.

KEY TACTICS:

- » Manage the employee lifecycle
- » Execute employee opinion surveying
- » Lead a Performance Management process
- » Implement Project Management tool
- » Support the Learning & Development plan and budget
- » Facilitate the planning cycle

KEY STRATEGY: Improve processes and achieve efficiencies

We are focused on improving our efficiency. We will do this by further leveraging our new online HR tool. Our ADP system manages payroll, time and attendance, performance management, analytics and reporting. BLLT has been working with ADP

to fine-tune reporting and continually improve processes for staff. This will continue in 2020, with improvements to the employee recruitment and onboarding component, and continued rollout of cloud storage capacities. We will also review our bi-annual employee handbook, research alternative travel and expense management services.

KEY TACTICS:

- » Simplify and improve standard administration
- » Evaluate and enhance the digital platform for the Human Resource function
- » Support the Learning & Development plan and budget
- » Provide ongoing financial training
- » Explore document collaboration tool (Google, OneDrive etc.)
- » Integration of new dashboards into management report
- » Create budget templates and manage budgeting process
- » Evaluate software options for budgeting process
- » Increase consistency of data through improved oversight and direction

OPERATE A PERFORMANCE-BASED BUSINESS

OBJECTIVE 7 | OPTIMIZE INVESTMENTS

“WE WILL CONTINUE TO LEVERAGE OUR RELATIONSHIP WITH DESTINATION CANADA AND TRAVEL ALBERTA AT KEY INDUSTRY TRADESHOWS, CONFERENCES AND EVENTS.”

KEY STRATEGY: Align efforts with Destination Canada, Travel Alberta and other strategic partners

We will continue to leverage our relationship with Destination Canada and Travel Alberta at key industry tradeshow, conferences and events. This helps us amplify our brand through business development approaches, JMAs, strategic partnerships and itineraries with industry partners. Working together, we can strategically invest more into key markets.

In 2020, we will once again invest in the annual Winter Campaign, working with SkiBig3 and as well as 45 members. Campaign execution will include paid social, search, and display advertising, targeting the U.S., Canada, U.K., Australia and Mexico markets. It will also include a significant retargeting aspect, responding to anyone who engages with campaign webpages or content. Partners will work together throughout the process, from vetting creative components to monitoring performance.

We will also continue with the fourth year of the True North Rockies Campaign. This is a joint partnership with Fairmont, Explore Edmonton, Tourism Jasper, Banff Jasper Pursuit Collection and CMH Heli Ski. The campaign's primary objective is to build awareness and convert potential winter travellers in key U.S. cities with direct access to Calgary and Edmonton.

KEY TACTICS:

- » Leverage the broader presence of Destination Canada, Travel Alberta and other strategic partnerships to maximize marketing effectiveness and alignment
- » Contribute to the three-year DMO working Group to inspire Americans to explore the province and grow Alberta's tourism market share
- » Focus on shared campaigns that provide value: Winter Campaign and True North Rockies Campaign

OPERATE A PERFORMANCE-BASED BUSINESS

OBJECTIVE 8 | DELIVER EXEMPLARY FISCAL PROCESSES AND AUDIT OUTCOMES

“BLLT PRODUCES MONTHLY AND QUARTERLY FINANCIAL REPORTS, WITH COMPARISON TO BUDGET, FORECAST AND PREVIOUS YEAR. IN 2020, WE WILL CONTINUE TO EVALUATE THE EFFECTIVENESS OF THESE REPORTS FOR OUR INTERNAL AND BOARD PURPOSES AND FINE TUNE THE PROCESS AS REQUIRED.”

Return on investment and the responsible management of the funds collected from our members is always a top priority. BLLT produces monthly and quarterly financial reports, with comparison to budget, forecast and previous year. In 2020, we will continue to evaluate the effectiveness of these reports for our internal and Board purposes and fine tune the process as required.

KEY STRATEGY: Improve the timeliness, relevance and usefulness of reporting and ensure regular financial processes are performed

KEY TACTICS:

- » Produce monthly and quarterly financial statements
- » Evaluate internal financial reports, Board financial reports and current reporting tool
- » Complete semi-monthly payroll reconciliation, conduct accounts payable and receivable tasks, perform regular journal entries and reconciliations, and improve member invoicing process
- » Prepare annual financial statements and working papers for audit

KEY STRATEGY: Ensure compliance with best practices and legal requirements

KEY TACTICS:

- » Develop business continuity plan
- » Move to Office 365
- » Create IT systems map
- » Prepare annual financial statements and working papers for audit
- » Evaluate extension of corporate credit card program
- » Manage nominations and election process
- » Support Board orientation and Board committees
- » Plan and execute Annual General Meeting

MEASURING SUCCESS

While we have many key performance indicators, our scorecard focuses on our most telling metrics for success including Net Promotor Score, leads to members, room night growth, average annual occupancy and more. In 2020, we will continue to use sophisticated ways to measure and report on our efforts and how they add value to our members.

THE SCORECARD

GENERATE YEAR-ROUND DEMAND

OBJECTIVES

Grow visitation in winter and shoulder season

Defend summer revenue

GOALS



INCREASE AVERAGE ANNUAL OCCUPANCY TO **71.4%**



12,000 ROOM NIGHTS' GROWTH EXCLUDING JUNE TO SEPTEMBER



2.1 MILLION LEADS TO MEMBERS

STRATEGIES

- » Continue to scale priority events in January, November and early December
- » Support and leverage third party events that align with our objectives
- » Increase visitation by destination skiers
- » Promote Banff and Lake Louise as a place to convene
- » Encourage the involvement of more members in meeting programming and promote the concept of Bleisure to increase the impact of MICE business
- » Increase the number and quality of leads to members
- » Host key tour operators to showcase the destination
- » Get people to do more when they visit Banff National Park
- » Support visitor decision making before and during their stay
- » Support members that are equipped to develop experiences in identified niches

LEAD WITH BRAND

OBJECTIVES

Build destination brand alignment

Fuel traveller advocacy

GOALS



SOCIAL MEDIA ENGAGEMENTS: **2.4 MILLION**

STRATEGIES

- » Inspire travel, lifestyle, news and consumer media to tell our story in Canada, U.S., Mexico, U.K. and Australia markets
- » Bring the brand to life through storytelling
- » Be a destination steward, balancing tourism, environment and quality of life
- » Protect the destination reputation as a desirable place to visit year round
- » Grow an engaged audience that will promote, support and recommend the destination

STRENGTHEN INDUSTRY ALIGNMENT

OBJECTIVE

Work together as a destination

GOALS



\$10.6M MEMBER REVENUE



NET PROMOTER SCORE: **>76**

STRATEGIES

- » Engage members with tools and resources to help grow their businesses
- » Demonstrate value of Ambassador program to members while expanding reach

OPERATE A PERFORMANCE-BASED BUSINESS

OBJECTIVES

Promote employee effectiveness

Optimize investments

Deliver exemplary fiscal processes

GOALS



MARKETING COSTS >85% OF TOTAL EXPENDITURE



CLEAN AUDIT OUTCOME

STRATEGIES

- » Support employee engagement and enablement
- » Improve processes and achieve efficiencies
- » Align efforts with Destination Canada, Travel Alberta and other strategic partners
- » Improve the timeliness, relevance and usefulness of reporting and ensure regular financial processes are performed
- » Ensure compliance with best practices and legal requirements

BUDGET

2020 BUDGET

REVENUE

Financial Contributions	10,631,318
Other Revenue	1,056,169
Total Revenue	11,687,487

EXPENSES

Marketing	6,986,777
Visitor Experience	3,428,586
Finance and Administration	1,258,960
Total Expenses	11,674,323
Excess (Deficiency) of Revenues Over Expenditures	\$13,164
Marketing Expenditures as a % of Total Expenditures	89%

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 of Director members reviews and approves financial reporting and retains an external auditor. Our financial statements are audited annually by Manktelow & Company Chartered Accountants.

LEADERSHIP

We are governed by a Board of Directors. The Board is 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:**
Karen Sorensen
- » **Lake Louise:**
Robin Locke, Lake Louise Ski Resort
- » **Improvement District #9:**
Dave Riley, Sunshine Village
- » **Lodging:**
Gregor Resch, Fairmont Chateau Lake Louise
Howard R. Jang, Banff Centre for Arts and Creativity
Shawn Birch, Banff Caribou Properties
- » **Restaurant:**
Stavros Karlos, Banff Hospitality Collective
Francis Hopkins, Grizzly House Banff
- » **Retail:**
Chelsea Cudmore, Cool As A Moose
Catherine Mackie, Lolë Banff

- » **Transportation, attractions, entertainment:**
Jonathan Welsh, Discover Banff Tours
- » **Service:**
Mark Hendrikse, Pursuit Collection
- » **Ski:**
Pete Woods, 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: Pete Woods
- » Vice Chairperson: Stavros Karlos
- » Treasurer: Mark Hendrikse
- » Secretary: Robin Locke

Governance and Nominations (three members): oversees the nomination procedures for the election of Board members, provide advice on matters of policy related to governance, privacy and conflict of interest.

- » Robin Locke
- » Howard R. Jang
- » Stavros Karlos

Audit and Finance (three members): directs the structure and form of BLLT's financial reporting, review and approve financial statements, and retain the external auditor.

- » Mark Hendrikse
- » Francis Hopkins
- » Shawn Birch

Advocacy (three members): Develop policies and oversee investment for the engagement of partnership organizations as advocates in building and maintaining the reputation of Banff National Park as a desirable place to visit and recreate.

- » David Riley
- » Francis Hopkins
- » Jonathan Welsh

BLLT LEADERSHIP TEAM

- » Leslie Bruce, President & CEO
- » Woodrow Oldford, VP, Global Marketing
- » Kira Lu, Director, Business Development
- » Diane Bures, Director, Consumer Marketing
- » David Matys, Director, Events & Animation
- » Angela Anderson, Director, Media & Communications
- » Nancy DaDalt, Director, Visitor Experience
- » Mandy Grant, Director, Finance & Administration

For a list of all Banff and Lake Louise Tourism staff, visit www.banfflakelouise.com/member-information

THANK YOU

TO OUR DEDICATED MEMBERS
WHO HELP US DELIVER
INDELIBLE AWE.

BANFFLAKELOUISE.COM

