



BUILDING FORWARD TOGETHER

BANFF & LAKE LOUISE TOURISM
2022 BUSINESS PLAN

LETTER FROM THE CHAIR AND PRESIDENT & CEO

Over the last two years, our destination has been put to the test—the stress and trauma of the crisis on individuals, organizations, and the entire community has been immeasurable. What we have learned, more than ever before, is that our destination is resilient in the truest sense, and we are so much stronger when we work together. As a result, we remain relevant and desirable to today's travellers.

When we began the work to build our 2022 Business Plan—gathering research and insights, consulting with members and key stakeholders, and asking ourselves the important questions—it became very apparent what our members and our destination need from us now. First and foremost, we need recovery from this trying time and a solid plan to rebuild the demand for Banff and Lake Louise. At the same time, we must set ourselves up for success in the future, building a foundation that our community, our members, and our destination can stand upon to thrive.

That's why over the coming months, after work started in 2021, we will be looking long and hard at ourselves, our destination, and our stakeholders to define what we collectively view as the future of this place. We will do this together, through developing the Tourism Master Plan for Banff National Park.

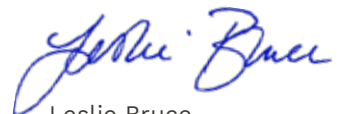
This 2022 Business Plan ensures we have goals that indicate recovery, and one that enables us to remain nimble and adaptable to the changing market conditions and global landscape for travel. It also looks beyond any immediate barriers to secure our sustainable future.

Reading and understanding this Business Plan is just the first step. We commit to working hand-in-hand with you over the year to accomplish the goals set out together. To tackle strategies collectively and report on success. We know that by working together, we will achieve great things.

With that, we have three objectives for 2022:

1. Rebuild year-round demand for Banff and Lake Louise
2. Create the foundation for BLLT's digital transformation
3. Develop the Tourism Master Plan for Banff National Park

Through these pages you will see these objectives outlined, along with our priority audiences, geographic markets, and key strategies to ensure we meet our goals. This Business Plan is more than just an outline of our marketing and communications approach, products, and services. It's a guide to building back demand for our sole industry to make sure our communities of Banff and Lake Louise thrive into the future. On behalf of our Board of Directors and the Banff & Lake Louise Tourism (BLLT) team, we are pleased to present you with our 2022 Business Plan.



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



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

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WHO WE ARE

BLLT is the destination marketing 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.

MISSION

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

VISION

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

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

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.

VALUES

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

BE THOUGHTFUL. BE ALIVE.

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

BE UNITED. BE ALIVE.

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

BE OPTIMISTIC. BE ALIVE.

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

BE INNOVATIVE. BE ALIVE.

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



Photo: Paul Zizka

LEADERSHIP

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

BOARD OF DIRECTORS

Parks Canada: Dave McDonough

Town of Banff: Corrie DiManno

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

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

Lodging: Gregor Resch, *Fairmont Hotels and Resorts*; Shawn Birch, *Banff Caribou Properties*; Brooke Christianson, *Canalta Hotels*

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

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

Transportation, attractions, entertainment: Jonathan Welsh, *Discover Banff Tours*

Service: Mark Hendrikse, *Pursuit Collection (Board Chair)*

Ski: Francisco Gomez, *SkiBig3*

BLLT MANAGEMENT TEAM

- » Leslie Bruce, *President & CEO*
- » Angela Anderson, *Director, Media & Communications*
- » Courtney Babott, *Director, Marketing*
- » Nancy DaDalt, *Director, Visitor Experience*
- » Mandy Grant, *Director, Finance & Administration*
- » Kira Lu, *Director, Business Events*
- » David Matys, *Director, Events & Animation*
- » Lukas Prochazka, *Senior Manager, Business Development*

For a list of all BLLT staff, visit www.banfflakelouise.com/members/who-we-are

BUILDING THE PLAN

Each year, our members, industry partners and Board of Directors help build our Business Plan. We work with our team across the organization to develop and refine it 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, our member survey, as well as third-

party research. The Board assesses risks and opportunities, and our leadership team uses all these inputs to create this Business Plan.

Working collaboratively with members is integral to developing and delivering on our destination Business Plan. This united approach provides valuable feedback, identifies new risks and opportunities and will continue to be key to meeting our goals.



THE 2022 PLAN

Our Business Plan outlines our objectives and strategic initiatives, as well as the foundational components that thread their way through our plan and day-to-day operations. These objectives keep both the short-term and long-term in mind, from rebuilding demand to rethinking our future. All this will be underpinned by strengthened internal processes, from analytics to administration, and ongoing collaboration with members and industry partners.

This Business Plan, and the insights that led to this approach, will be a powerful tool to inform and empower members on everything from key message development to event animation. On the pages that follow, you'll learn how we plan to bring our objectives and strategic initiatives to life through the various tactics that support them, and how members can be involved in the process.

THREE OBJECTIVES

- 1 | Rebuild year-round demand for Banff and Lake Louise
- 2 | Create the foundation for BLLT's digital transformation
- 3 | Develop the tourism master plan for Banff National Park

FOUR PRINCIPLES

- 1 | We will build demand
- 2 | We will build resilience
- 3 | We will build forward, not back
- 4 | We will do this together

FIVE STRATEGIC INITIATIVES

-  Summer
-  Winter
-  Regional
-  Stakeholder Alignment
-  Operational Excellence

OBJECTIVE 1

REBUILD YEAR-ROUND DEMAND FOR BANFF AND LAKE LOUISE

The experience of travelling will remain challenging throughout 2022. Regional and domestic visitors will continue to represent a very important market for Banff and Lake Louise due to their proximity to the destination, vaccination rates, and for longer haul Canadians, air access to the Calgary International Airport as domestic flights return sooner than international.

With ongoing uncertainty around restrictions and COVID-19 testing, as well as limited air travel, we have an opportunity to attract Canadians looking for domestic travel as they plan their next vacation. Looking to 2023, international markets are anticipated to return to more normal travel patterns for resort destinations, and it is important they know we are open for business and ready to welcome them. Business travel will be slower to recover.

Banff and Lake Louise is well positioned to continue to capitalize on Canadian travellers' quest for wild and open spaces, pursuit of health and wellbeing, and interest in responsible and sustainable travel experiences¹. Fortunately, U.S. and international audiences have expressed the same desires. This is core to our creative

positioning and the channels where we will continue to market. Through our content, advertising strategies, and paid, earned, shared, and owned channels, we will seek to capitalize on our key assets and how they meet travellers' needs and wants. We see opportunities to improve other areas of consumer demand as well. Specifically, we will work to raise the profile of our Indigenous tourism partners and their products through promotion and development. These are core to our authentic destination story, and Canadian and International visitors alike have expressed desire for these true-to-place experiences²

Being listed as fifth Best Ski Town in North America by *USA Today* in 2021, has reinforced the importance of the ski experience in attracting visitors to the destination. Additionally, throughout the pandemic, people have discovered life outdoors in ways that we haven't seen for decades. This has opened an opportunity for the destination to invest more in the winter experience to be attractive to more people; we can help visitors see the huge range of ways they can connect with nature and with the people they care about. We will help people see that there is truly something to help everyone feel alive here.

The regional audience has been an essential part of the survival of our member organizations during the pandemic and we want to ensure they feel valued, return again and again, and seek more in our destination than day trips and weekends. They are integral for our future

success. This audience isn't the icing on the cake or the visitor that "fills in the cracks"—they are the foundation. We will ensure that we foster loyalty and increase spend for this important group of visitors year-round.

To accomplish this objective, we are focusing on three strategic initiatives: Summer, Winter and Regional. If we can win on these three areas, we believe we'll see recovery for our destination. To accomplish our Business Plan objectives, and ultimately support our members by rebuilding demand after the devastating pandemic, we must work hand-in-hand with our key stakeholders in Banff and Lake Louise.

BANFF AND LAKE LOUISE IS WELL POSITIONED TO CONTINUE TO CAPITALIZE ON CANADIAN TRAVELLERS' QUEST FOR WILD AND OPEN SPACES, PURSUIT OF HEALTH AND WELLBEING, AND INTEREST IN RESPONSIBLE AND SUSTAINABLE TRAVEL EXPERIENCES.

¹ Source: BLT NPS Winter Visitor Satisfaction Survey, Guest Research, 2018-2020.

² Source: Indigenous Tourism Association of Canada.

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; we remarket 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 (SEM), 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

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 entry passes for visitors to explore the Park

BOOKING A TRIP

- » Utilizing tools including Expedia and continuing to deliver leads to members
- » Travel agents, particularly outside North America, are important relationships to move people to booking

EXPLORING BANFF & LAKE LOUISE:

- » Visitor services support

ADVOCACY

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

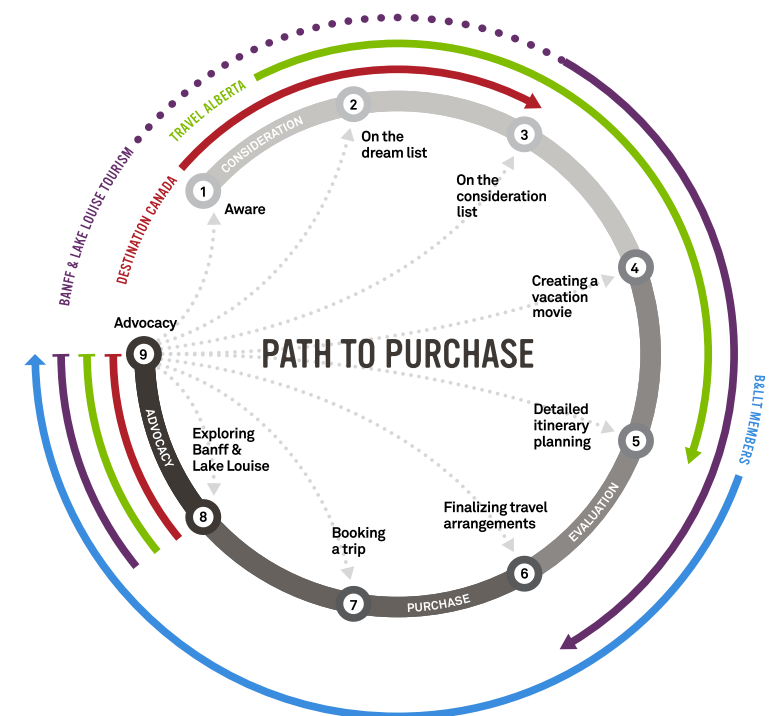




Photo: Devaan Inghram

PRIORITY MARKETS

The COVID-19 pandemic has given us the opportunity to critically re-examine the potential of various geographic markets. In 2022, we will adjust our efforts to focus on audiences that will be of high value to the destination. We will continue prioritizing the domestic market to offset the loss of international tourists by attracting travel enthusiasts looking to explore destinations in Canada. Similarly, the regional market will remain important, as uncertainty around international travel prompts Albertans to explore their own backyard. We will continue our push into the Québec market, an approach we tested last year that showed positive results with longer stays and increased spend.

As international travel restrictions continue to ease, the U.S. leisure travel market will offer the biggest potential for the destination. We will also work closely with Travel Alberta and Destination Canada to leverage their efforts in the U.K., Australia, and Germany primarily, and with others as opportunities become available. We will also work with Destination Canada's Business Events team to target incentive, corporate and association planners.

We will continue to build a closer relationship with our local community and residents, particularly through engagement on our Tourism Master Plan, and on ensuring residents feel value from our owned events, such as Christmas and SnowDays.

CANADA

● REGIONAL:

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

● DOMESTIC:

- » Ontario
- » Québec

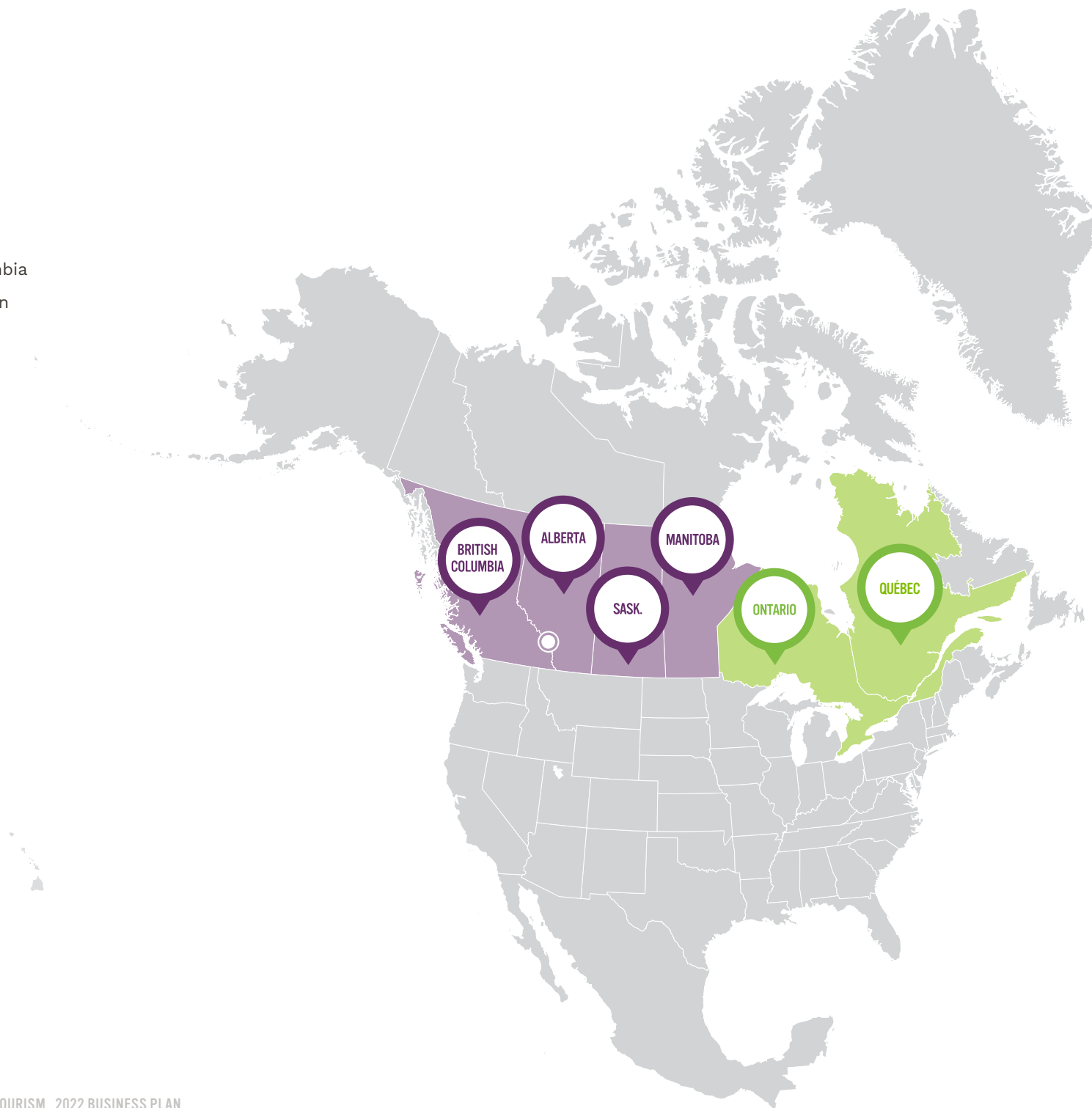




Photo: Paul Zizka

DOMESTIC: Ontario continues to be the destination's third largest source of travellers by province/state, while Québec has risen in importance from eighth spot pre-pandemic to fifth in 2021. The metro regions of Toronto and Montreal are both top sources of visitors to Banff National Park. While trying local food and drink is the preferred activity on vacation for travellers from Ontario, Québec prefers hiking or walking in nature. Natural attractions are the top trip anchor for all Canadian travellers.

REGIONAL: Albertans have consistently been the most bullish on travel of any Canadian province during the pandemic. Alberta—as expected—has the highest repeat visitation. While they have shorter stays on average and are the most price sensitive, they seem to participate in more of what Banff and Lake Louise have to offer.

After Alberta, British Columbia is the destination's second largest source market, before the pandemic and since. When combined with Saskatchewan, the region accounted for 40-45 per cent of visits pre-pandemic, rising to over 80 per cent of visits since the pandemic began. They are willing to travel inter-provincially; however, British Columbia has been cautious through the pandemic with consistently the lowest intent to travel outside the Atlantic provinces. Natural attractions are also a top trip anchor for the regional visitor, with trying local food and drink, and hiking or walking in nature as the top vacation activities.

INTERNATIONAL

● IN-MARKET REPRESENTATION:

- » U.S.
- » U.K.
- » Australia
- » Germany

● LED BY DESTINATION CANADA:

- » France
- » Netherlands
- » Mexico

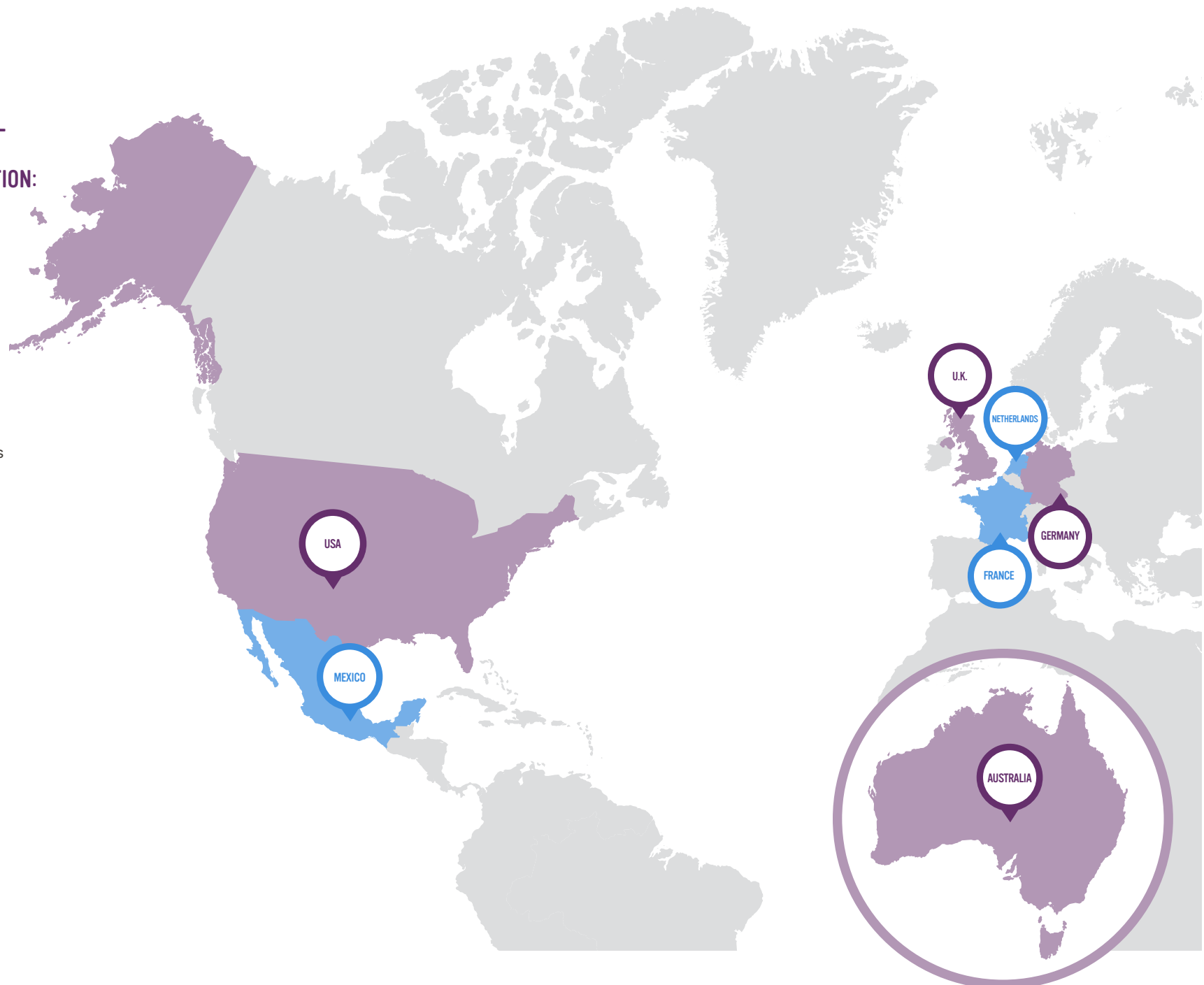




Photo: Noel Hendrickson

U.S.: Americans are high-value travelers who immerse themselves in local culture. They typically have a higher household income and a positive perception of safety and ease of travel to Canada. They are more likely to assume most Canadians are vaccinated and the majority of COVID restrictions are lifted. That said, there is confusion as to whether the border is open and a belief that there are barriers impacting travel.

Four of the top five activities U.S. leisure travellers want to experience on vacation are nature-based, including seeing natural attractions, hiking or walking visiting nature parks and viewing wildlife. American tourists are most likely to travel to Canada in July and August, but also report higher interest in visiting in the spring and fall seasons. The top five cities travelling here include New York City, San Francisco and area, Seattle, Los Angeles and Houston.

INTERNATIONAL: Our highest priority for international travellers is the U.K., Germany and Australia. Pre-pandemic, the U.K. was Canada's largest long-haul market with almost 800,000 arrivals in 2018—a five-year high—and was Alberta's second largest international market in terms of expenditures. Tourists from the U.K. on average spend close to \$1,500 per trip and stay for around 12 nights. U.K. leisure travellers enjoy trying local food and drink, experiencing nature-based experiences, seeing historical or world heritage sites and exploring Indigenous culture.

Australia was Alberta's fourth largest market in terms of expenditures before the pandemic hit. Australian tourists spend roughly just over \$2,400 per trip, staying for an estimated 18 nights on average. Top activities for Australian leisure travellers include sampling local food and drink, immersing themselves in nature, seeing sites of historical significance and visiting city-based attractions such as city green spaces, art galleries and museums.

Annual arrivals from Germany reached 406,000 in 2018, making it the best year for German arrivals to Canada since 1996. With an average spend of over \$1,700 per trip, German travellers spend more than any of our other European markets. They typically stay an estimated 15 days in Canada. Top experiences for German leisure travellers include sampling local food and drink, summer and fall outdoor experiences, exploring Indigenous culture, city tours and exploring places other tourists won't go. We recognize restrictions and travel ability will likely change through the year and we will adjust our priorities accordingly.



Photo: Noel Hendrickson

STRATEGIC INITIATIVE 1: SUMMER

For summer to be a success, we must champion efforts to manage congestion. We will support the evolution of how people move in our destination by encouraging the uptake of mass transit and the use of intercept parking lots. This will include helping to educate people while they are planning their trip, and when they are in destination. In 2022, we will work with our partners to evolve the Transportation Shift Campaign—a partnership between Parks Canada, Town of Banff and BLLT—to ensure it is integrated into our core operations.

With over 80 per cent of people arriving in destination without complete plans, we have a captive audience and we will work hard to connect them with our membership. First and foremost, we will seek to understand their needs and wants to personalize their experience. Additionally, we will work to help them experience more and have them fuel consumer advocacy.

Building overnight visitation and focusing on high-value visitors who engage with multiple member businesses and services across a myriad of sectors is essential for the economic viability of our destination through the summer months. These customers may come direct to us, or may come through tour operators. It is also important for us to consider that the business incentive market may want to travel at this time, and we will continue to evaluate our members' appetite to provide for customers from this market before embarking on any proactive approach.

WITH OVER 80 PER CENT OF PEOPLE ARRIVING IN DESTINATION WITHOUT COMPLETE PLANS, WE HAVE A CAPTIVE AUDIENCE AND WE WILL WORK HARD TO CONNECT THEM WITH OUR MEMBERSHIP.

A woman with dark hair, wearing a bright red jacket, blue pants, and a white climbing helmet with a 'VIA FERRATA' label, is climbing a grey rock face. She is smiling and looking towards the camera. She is wearing a harness and has a rope attached to her. The background is a blurred view of a mountain landscape with some green vegetation.

SUMMER POSITION: SPACE TO DISCOVER

Banff and Lake Louise gives you the space to find out who you really are. It's not just the 6,600 km² of untouched land—it's the fresh air, the transformative views and the shift in perspective you get when you're immersed in such vast nature or experiencing something for the first time.

We have the space for everyone to find what they're looking for—whether you're a local or visiting for the first time, experiencing this park can help you uncover things about yourself you didn't know. Maybe you discovered you're a fantastic paddler, a proficient meditator or just really good at choosing from a menu—you can discover more than you came for in Banff and Lake Louise.

For reference, the summer is defined as starting on the May long weekend and goes to Canadian Thanksgiving. *May 20 – October 10, 2022*

AUDIENCE

- » Regional (Alberta, British Columbia, Saskatchewan, Manitoba)
- » Domestic (Ontario, Québec)
- » U.S.
- » International with in-market representation (U.K., Australia, Germany)
- » Business Events (Incentive Market)
- » International with Destination Canada (France, Netherlands, Mexico)

OBJECTIVES

1. Generate demand for overnight visitation
2. Increase yield/visitor
3. Improve the visitor experience

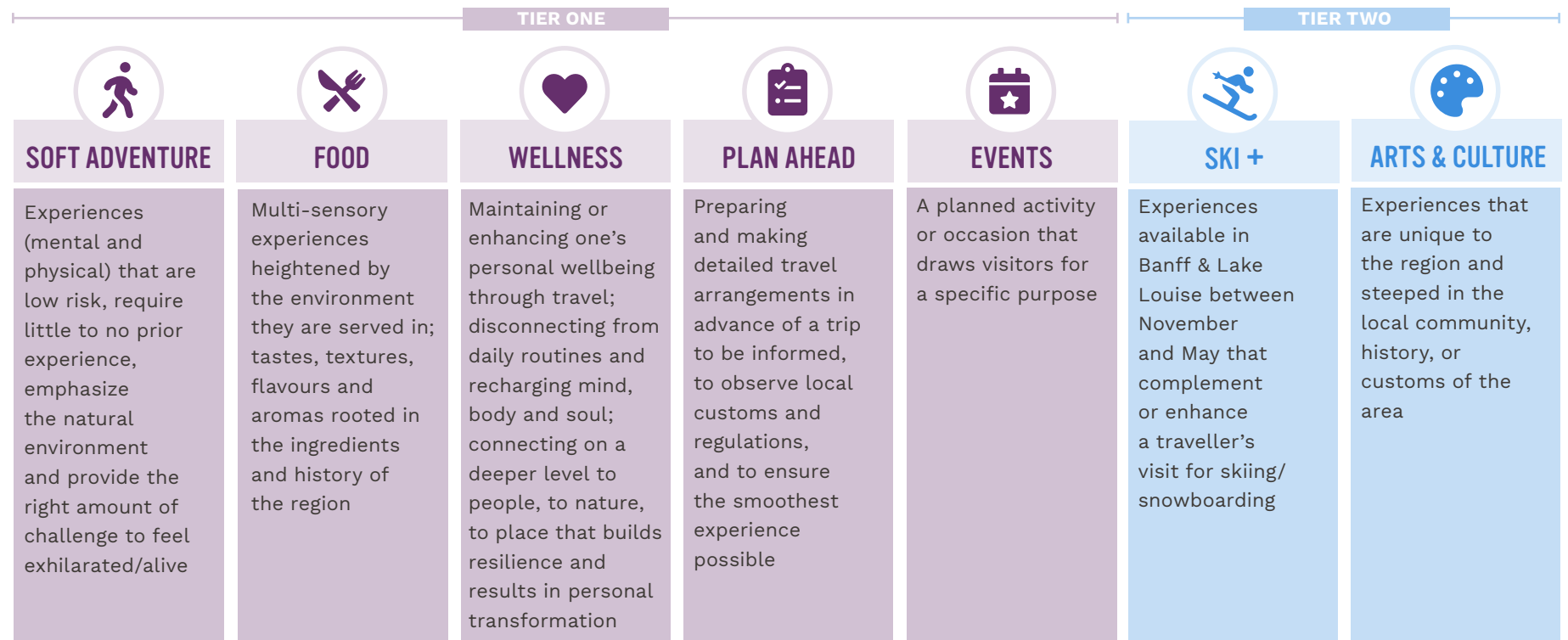
STRATEGIES

- » Encourage longer stays
- » Increase visitor spend
- » Create reasons to move throughout the destination without a car
- » Encourage people to plan ahead and make the most of their visit

HIGH PRIORITY CONTENT PILLARS

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 soft adventure, food, wellness,

plan ahead, events, ski, arts and culture. These content pillars guide our storytelling through the year.





EVOLVING WHAT'S WORKING

- » Mobile Visitor Services
- » Advocating for and promoting unique ways to experience Banff and Lake Louise, including cycling enhancements and pedestrian zones
- » Continuous and engaging year-round media pitching

WHAT'S NEW

- » Increased spend in paid media, boosting overnight visitation, promoting longer stays, and in-destination targeting
- » Promoting car-free trip itineraries and shuttles, bicycling, tours and guided experiences, Art trail to disperse visitors
- » Amplifying online tool, Trip Planner (soft launched in 2021), so visitors can book accommodation, learn how to get around, browse things to do, and learn more about the destination
- » Advancing the destination cycling strategy



STRATEGIC INITIATIVE 2: WINTER

There are some unique characteristics to the visitor mix in winter. Day visitors to the ski hill may never stop in either Banff or Lake Louise, limiting opportunities to engage these consumers with our members. Canadians and the regional audience make up a greater proportion of our overall visitors, while international guests come here almost exclusively to ski. We are unique in that we have three ski hills in our destination, none with the “ski in, ski out” experience that is classic to many destinations. It is important to help people see the importance of our two beautiful communities and the uniqueness and wilderness that is the winter experience in Banff National Park.

While ski has been a primary motivator for trips to Banff and Lake Louise in the winter, it is not the only driver. Our work with “cozy cabins,” food experiences and other activities has proven that people are looking for indelible awe in more places. It is important we continue to build our brand as a great ski destination and our focus

will remain on visitors who want more than just ski. That said, we have a strong opportunity with people that want to get out of urban centres and immerse themselves in the destination and all it has to offer during the winter months. Health and wellness, food, the great outdoors and responsible travel will remain top criteria for travellers in 2022.

We will continue to seek out recognition for the quality of our ski hills, the length of our season, the vibe of our communities and the multitude of other activities available for “off days.” By partnering with SkiBig3, IKON Pass, Mountain Collective, Destination Canada, Travel Alberta and SkiCan, we will leverage our approach to creating awareness for the destination as a premier place for a ski vacation, while building a conversion pipeline to encourage overnight stays that generate revenue for all members and lift ticket sales.



WINTER POSITION: WHERE WINTER MEANS MORE

The magic of winter in Banff and Lake Louise starts with the setting. The soaring, white-capped peaks, evergreens heavy with snow, and streets filled with twinkling lights will draw you outside to connect with yourself, with loved ones and with the pure beauty of our vast nature. The crisp, fresh, mountain air will energize you, whether you're skiing the slopes, reveling in a sleigh ride or exploring exquisite snow and ice carvings. Winter here will captivate you with its unique harmonies—the joy of the outdoors is perfectly paired with the warm comforts of roaring fireplaces, steaming mugs of cocoa, soothing hot pools and cozy meals. We have the space for you to discover the warmth of winter in Banff National Park.

THE CRISP, FRESH, MOUNTAIN AIR WILL ENERGIZE YOU, WHETHER YOU'RE SKIING THE SLOPES, REVELING IN A SLEIGH RIDE OR EXPLORING EXQUISITE SNOW AND ICE CARVINGS.

AUDIENCE

- » Regional (Alberta, British Columbia, Saskatchewan, Manitoba)
- » Domestic (Ontario, Québec)
- » U.S.
- » International with in-market representation (U.K., Australia, Germany)
- » Business Events
- » International with Destination Canada (France, Netherlands, Mexico)

OBJECTIVES

1. Generate demand for overnight visitation
2. Increase yield/visitor
3. Enhance the visitor experience
4. Adapt marketing timelines to leverage the winter position across international markets

STRATEGIES

- » Promote Banff and Lake Louise as the top ski destination in North America
- » Increase awareness and accessibility of the winter experience
- » Encourage spending in destination
- » Promote new products, packages and events
- » Augment the destination's collective marketing impact



Photo: Shannon Martin

EVOLVING WHAT'S WORKING

- » Evolving Winter campaign with SkiBig3
- » Expanding SnowDays programming
- » Amplifying Christmas promotion
- » Refining trade show approach for travel trade, business events and media
- » Enhancing Ambassador Program to connect front-line staff to destination brand

WHAT'S NEW

- » Exploring in-market representation in key markets, both travel trade and media



STRATEGIC INITIATIVE 3: REGIONAL

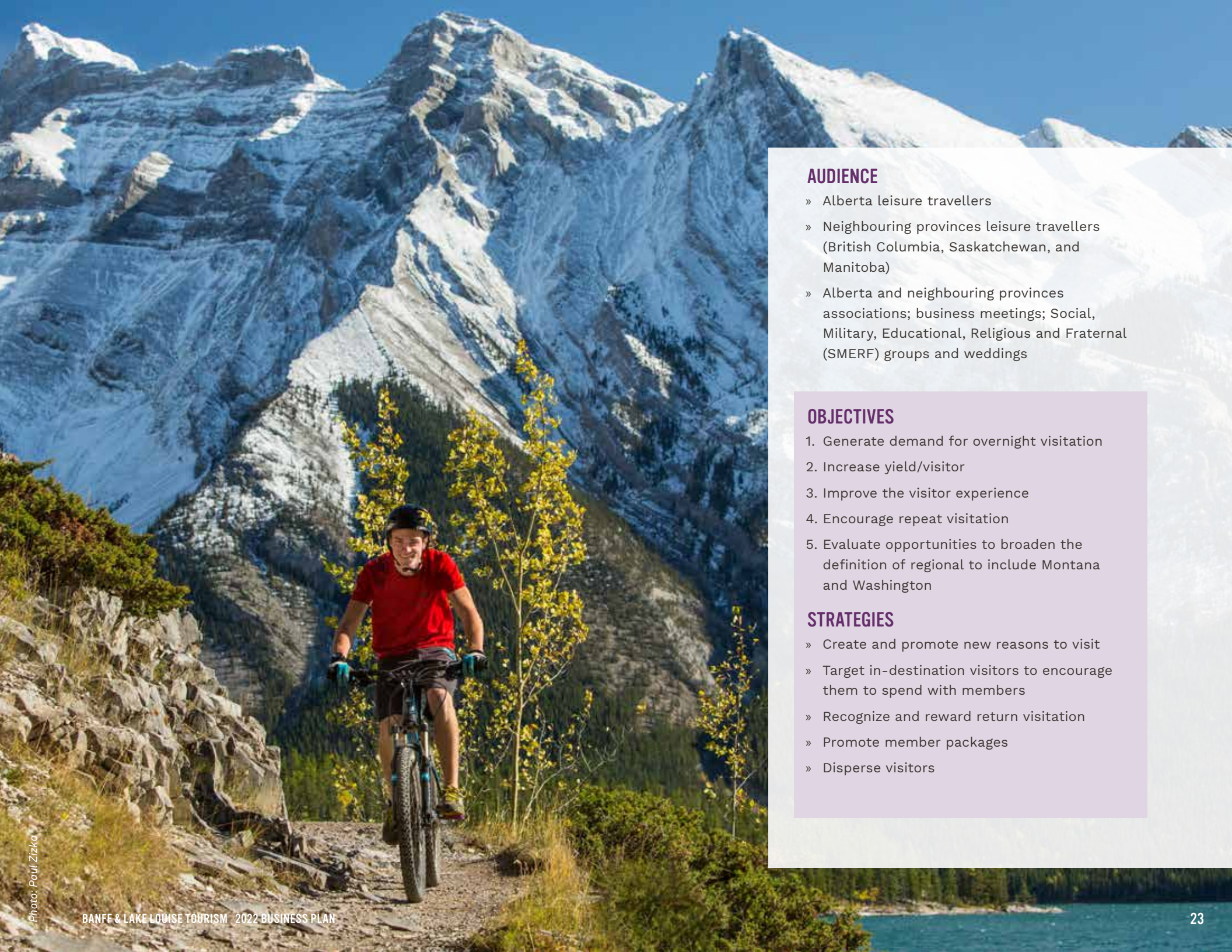
Banff and Lake Louise is well positioned to foster critical relationships with our regional audience because of our proximity for ease of travel, endless natural and open spaces, and health and wellbeing offerings. We are refining our approach to identify the right channels to reach this market and deliver the creative messages they engage with most. We've learned a lot in the last year about our regional audience and we will continue to share learnings with members to make sure we are all working to attract and benefit this key target market. This Strategic Initiative outlines BLLT's approach to driving demand and encouraging spend in destination year-round by focusing on our closest visitors.

The regional audience is geographically segmented and is made up of visitors from Alberta and its neighbouring provinces, including British Columbia, Saskatchewan, and Manitoba. As borders open, and U.S. visitation increases, we will consider whether to include the states of Montana and Washington in our targeting.

With this core audience, often dependent on personal vehicles, we will aim to influence travel patterns by encouraging them to stay in destination and move throughout on transit. The "Plan Ahead" message and education on how to help reduce congestion is an important aspect to shaping our relationship with this audience.

We will influence the regional leisure traveller to stay overnight. While we know there is a large group that will continue to use the destination for day trips, we will continue to create compelling reasons to stay, to derive a greater economic contribution from day visitors as well as overnight guests.

**THIS STRATEGIC INITIATIVE OUTLINES
BLLT'S APPROACH TO DRIVING
DEMAND AND ENCOURAGING SPEND
IN DESTINATION YEAR-ROUND BY
FOCUSING ON OUR CLOSEST VISITORS.**



AUDIENCE

- » Alberta leisure travellers
- » Neighbouring provinces leisure travellers (British Columbia, Saskatchewan, and Manitoba)
- » Alberta and neighbouring provinces associations; business meetings; Social, Military, Educational, Religious and Fraternal (SMERF) groups and weddings

OBJECTIVES

1. Generate demand for overnight visitation
2. Increase yield/visitor
3. Improve the visitor experience
4. Encourage repeat visitation
5. Evaluate opportunities to broaden the definition of regional to include Montana and Washington

STRATEGIES

- » Create and promote new reasons to visit
- » Target in-destination visitors to encourage them to spend with members
- » Recognize and reward return visitation
- » Promote member packages
- » Disperse visitors



EVOLVING WHAT'S WORKING

- » Focusing events on regional audience
- » Cultivating regional media relationships and approach

WHAT'S NEW

- » Gaining greater understanding of Alberta, and neighbouring markets needs and wants
- » Curating member packages and adapting experiences with regional audiences in mind

EVENTS CALENDAR

Events are designed to appeal to all our target audiences, but most specifically we have the regional audience in mind for our Business Plan. Events 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. They are also a significant priority for many destinations as they attract both domestic and international visitors in addition to local attendance. *Note: event listings are tentative.*



SUMMER EVENTS

Event	2022
Banff Wellness Festival	May
Banff Marathon	June
Art in Nature Trail	July/August
Melissa's Road Race	September
Banff Pride	October



WINTER EVENTS

Event	2022
SnowDays	January
Banff Centre Mountain Film and Book Festival	October/November
Taste for Adventure	October/November
Banff Craft Beer Week and Festival	December
FIS World Cup	November/December
Christmas	November – January
New Year's Eve Celebrations	December



Photo: Devaan Inghram

STRATEGIC INITIATIVE 4: STAKEHOLDER ALIGNMENT

We want to ensure that our work is relevant, timely and effective and that we are working with members and stakeholders to build, adapt and deliver on our Business Plan.

It is imperative that we not only help our community and stakeholders understand what our plans are, and how they are evolving and changing, but that they are engaged and working with us to build and deliver it. One of our major objectives, developing a Tourism Master Plan for Banff National Park, depends on trust and engagement from our community.

During the pandemic, we have been more focused on advocating on behalf of our destination and members. This work will and must continue; and we need to engage our stakeholders to help us have the strongest voice possible.

OBJECTIVES

1. Engage our stakeholders in our plans
2. Be known as the expert in tourism in our region
3. Lead on issues that benefit or impact our members and industry
4. Strengthen our corporate voice

STRATEGIES

- » Equip members with the tools to enhance their business and help deliver on the Business Plan
- » Strengthen relationship with key influencers and leaders in the community
- » Delegate and support advocacy efforts
- » Establish a consistent corporate voice to speak to all stakeholders



SUPPORTING INDIGENOUS TOURISM EXPERIENCES

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

In 2022, BLLT's staff and Board will undertake Indigenous cultural training to build skills, knowledge and values that foster positive and productive relationships with Indigenous Peoples. We'll hold member workshops, so that we as a destination, have a common understanding.

Finally, we will work closely with Indigenous Tourism Alberta to grow and promote authentic and Indigenous tourism experiences.



EVOLVING WHAT'S WORKING

- » Holding fulsome member workshops that help build member businesses and align with our plans
- » Enhancing stakeholder communication channels, launching LinkedIn strategy
- » Continuing to fund Banff & Louise Hospitality Association (BLLHA) AND Association of Mountain Parks Protection and Enjoyment (AMPPE) for advocacy

WHAT'S NEW

- » Taking an active role in advocacy at all three levels of government
- » Holding strategy launches and provide toolkits for members
- » Establishing our corporate voice

AMBASSADOR PROGRAM: TELLING THE DESTINATION'S STORY

The Banff & Lake Louise Ambassador Program is designed to provide new locals 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. The program will continue telling the destination's story to frontline staff, leaders and influencers. It will be utilized to both promote new reasons to visit and encourage visitors to do more by equipping frontline workers to engage more meaningfully with our visitors.

In 2022, we will:

- » Refresh the welcome orientation
- » Update the Ambassador webpage regularly with relevant go-to information
- » Plan to launch a microsite and newsletter in 2023.



STRATEGIC INITIATIVE 5: OPERATIONAL EXCELLENCE

Forecasting, reserve, and cash-flow planning will continue to be critical as we navigate the years ahead. Alternative revenue sources will be sought to diversify funding and strengthen the resiliency of the organization. There will also be a focus on attracting and retaining employees.

A key component of this will be maintaining a safe, welcoming and flexible work environment where employees are engaged and enabled to make decisions that add value to our members. Further developing our culture, reinforced through our team values, will lead to even higher performance and greater outcomes for the destination. This work includes managing the employee lifecycle by gathering insights from employees at every stage of their BLLT career.

We will continue to evaluate existing tools, processes and systems and implement new ones, all the while ensuring that risk is mitigated.

OBJECTIVES

1. Diversify and maximize funding
2. Mitigate and manage risk
3. Build culture and the employee experience
4. Support operational effectiveness

STRATEGIES

- » Research and optimize alternative revenue sources
- » Support employee retention
- » Optimize the adoption of technologies
- » Frequent forecasting



Photo: Noel Hendrickson

OBJECTIVE 2

CREATE THE FOUNDATION FOR BLLT'S DIGITAL TRANSFORMATION

Digital technology changes on a rapid and constant basis. Creating the foundation for our digital transformation marks an opportunity to rethink how we use technology, people and processes to pursue new business models and revenue streams driven by changes in customer expectations around products and services.

In 2022, we will design a future for the destination through technology and tools to deliver value to our visitors and member businesses in Banff National Park.

Why now? Banfflakelouise.com was built in 2015 on a content management system (CMS) which is set to be retired in November 2022. The first horizon of our digital transformation is to rebuild our website on modern technology. It will be designed for fast-changing consumers and travel behaviours and will become more adaptable to shifts and patterns.

In 2022, we will scope additional steps, focusing on data and connectivity. We want to nurture and connect our digital ecosystem. We will take a unified, goal-driven approach to the project that allows for quicker adaptation to market changes, audience feedback, technology advances and business growth.

WEBSITE PHASES

1. DISCOVER	2. DEFINE	3. DESIGN	4. IMPLEMENT
<p>TACTICS:</p> <ul style="list-style-type: none"> » Conduct interviews and host workshops with BLLT staff on wants and needs » Analyze travel behaviours and digital trend » Assess current digital tools including member website, Explorethepark.ca, and more » Identify best-in-class examples of online user experiences for all audience groups 	<p>TACTICS:</p> <ul style="list-style-type: none"> » Outline high-level digital strategy and future vision » Identify top user groups to design for, test and measure against » Scope technology needs » Review content and determine what to keep, create, replace and retire » Ideate on content and our destination story » Develop e-commerce approach (e.g., Park Pass and ticketing) » Prioritize member requirements 	<p>TACTICS:</p> <ul style="list-style-type: none"> » Create wireframes to test website user journeys and story maps against » Test information architecture in wireframes and navigation taxonomy » Refine wireframes » Test with member groups and user groups » Map conversion paths (e.g., tracking mechanisms, channel integrations, leads to members, Park Pass purchases, etc.) » Finalize wireframes, design and content 	<p>TACTICS:</p> <ul style="list-style-type: none"> » Migrate content to new website » Conduct final phase of user testing » Launch website and do consistent testing and optimization » Ongoing performances measurement

OBJECTIVE 3

DEVELOP THE TOURISM MASTER PLAN FOR BANFF NATIONAL PARK

As communities whose economies are reliant on tourism, Banff and Lake Louise have been hit hard by the global pandemic. We are committed to building back stronger. Banff National Park is an iconic destination and an important contributor to Canada's tourism economy. It is imperative that we co-develop the Tourism Master Plan for Banff National Park to ensure sustainable success.

The time is now to rebuild our industry with a shared vision and commitment to working together to ensure long-term resilience and viability of the economy, community, and environment. It is our desire to welcome the world back to Banff National Park in a way that will support thriving businesses, vibrant communities and will demonstrate leadership in environmental responsibility.

We kicked off engagement on this Tourism Master Plan in 2021, selecting a consultant, holding our first Steering Committee meeting, and a series of individual meetings with community leaders, tourism industry leaders, and key stakeholders. We will continue this engagement and conversation in 2022.

The Tourism Master Plan will become the guidepost for us all as we continue to develop tourism in the destination.

It will be an essential tool in furthering collaboration with all stakeholders to ensure future resiliency of the tourism industry and communities in the park. It is intended to complement the Banff National Park Management Plan and the Parks Canada People-Moving Framework, as well as the Town of Banff Community and Environmental Master Plans.











Through this process, BLLT will also clarify its identity and purpose. We will examine the organization's future scope, framing how we will work with stakeholders to deliver responsible future growth of the visitor economy. We look forward to this big conversation that will take place in the first half of 2022, with community leaders, industry, residents, visitors, and key stakeholders.

The outputs of the Tourism Master Plan will include:

- » Refreshed and clearly articulated Mission, Vision, and Key Performance Indicators
- » Defined future scope as either a Destination Marketing Organization, Destination Management Organization, or a Destination Organization
- » Recommended organizational structure and key roles

- » World-leading best practice framework for a Tourism Master Plan/Destination Development Plan
- » Assessed brand strategy relative to the Tourism Master Plan
- » Reviewed funding model and potential for improving financial stability
- » Articulated role of environmental sustainability and social responsibility.

MEASURING SUCCESS

OBJECTIVE	MEASURES AND GOALS		
REBUILD YEAR-ROUND DEMAND FOR BANFF AND LAKE LOUISE	 2.9 MILLION LEADS TO MEMBERS	 AVERAGE OCCUPANCY RATE 59%	 \$10.4 MILLION TOTAL REVENUE
	 SOCIAL ENGAGEMENT RATE: 4.15%	 10% FOOD AND BEVERAGE REVENUE GROWTH	 > 85% MARKETING AS % OF SPEND
	 \$170 REVENUE PER AVAILABLE ROOM	 NET PROMOTER SCORE: 78	
CREATE THE FOUNDATION FOR BLT'S DIGITAL TRANSFORMATION	 WEBSITE AND TECH STACK LAUNCHED NOVEMBER 2022		
DEVELOP THE TOURISM MASTER PLAN FOR BANFF NATIONAL PARK	 TOURISM MASTERPLAN APPROVED NOVEMBER 2022		

BUDGET

2022 BUDGET

REVENUE

Financial Contributions	8,077,723
Other Revenue	1,915,000
Total Revenue	9,992,723

EXPENDITURES

Marketing	7,709,332
Visitor Experience	3,487,373
Finance and Administration	1,375,929
Total Expenditures	12,572,634

Deficiency of Revenues over Expenditures before other items	(2,579,911)
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Other Items	415,378
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Deficiency of Revenues over Expenditures	(2,164,533)
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Marketing Expenditures as a % of Total Expenditures	89%
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NOTE

The 2022 budget plans for an intentional, short-term deficit of \$2 million. Industry reports tell us that the destination of Banff and Lake Louise is on track for accelerated recovery compared with the nation as a whole. The increased expenditures over revenue are the result of our proactive efforts to take advantage of early demand and compete in the crowded marketplace.

THANK YOU

We understand the pressures—personal and professional—you’ve been going through since COVID hit. We’ve felt it too.

Despite it all, our communities of Banff and Lake Louise have done extraordinary work and demonstrated immense kindness and compassion throughout the pandemic—and we’ve done it together. The more we continue collaborating and sharing, the better we will continue to cope as we rebuild demand for the destination and set our course for the future. This is meaningful work and we are grateful for your dedication.

While the world remains in flux, and it’s impossible for us to control the many circumstances that can affect our daily lives, we must seize this moment and build back smarter. This means respecting and balancing community, environmental and economic considerations.

Banff and Lake Louise is one of the world’s most awe-inspiring mountain destinations. It’s stewarded by amazing people. We appreciate you and we are optimistic about how our plan will chart a more sustainable and secure future.

BANFFLAKELOUISE.COM

