



## 2018 YEAR IN REVIEW



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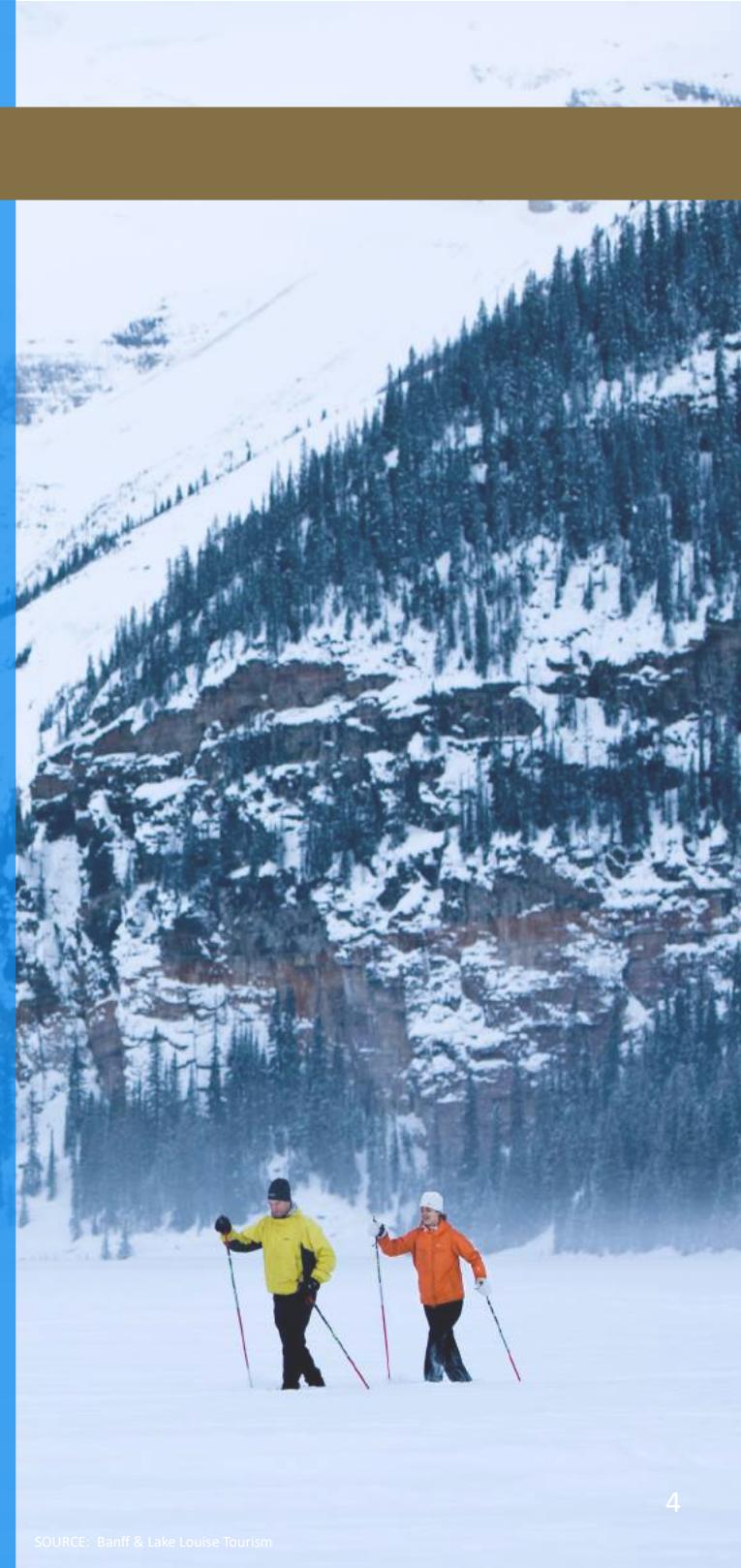
*2018 saw a number of significant changes in policy at both the provincial and federal levels. BLLHA was there actively representing your concerns on the issues that mattered! The following pages provide an overview of the key files, achievements and benefits delivered by BLLHA in 2018.*

## DESTINATION REPUTATION & SUSTAINABILITY

In light of growing visitation levels, an increased understanding of the interconnectedness of social, economic and environmental systems in support of tourism, and, the upcoming Banff Management Plan Review in 2020, BLLHA's mandate includes issues connected to destination reputation and sustainability. Throughout 2018, your association met with government and industry partners to advance key messages about our national parks' economy and to celebrate conservation achievements that the public may not know about.

### 2018 KEY ACCOMPLISHMENTS

- Numerous federal access to information requests combined with a 28 question environmental petition directed to the Commissioner for Environment & Sustainable Development yielded considerable insights on Parks Canada achievements in the areas of ecological integrity, new science projects, resource conservation initiatives and visitor experience measures.
- Policy submission to the UNESCO World Heritage and the International Union for Conservation of Nature to defend Banff National Park's reputation in light of inaccurate reporting about the park's conservation efforts and experiences with managing visitors.
- With climate change identified as one of the top future ecological integrity concerns for Banff National Park, BLLHA is looking to undertake research that could position the Park as the most carbon neutral, high-visited national park in the world.
- Various meetings/discussions with chiefs of staff, deputy ministers, policy advisors, Parks Canada executive, MPs and parliamentary secretaries in support of BLLHA strategic tourism objectives.
- Policy submission to Finance Minister emphasizing the need for ongoing investment in national parks' infrastructure highlighting the fact that national parks contribute approximately \$6 of economic return for every dollar invested.
- Actively monitored issues connected to the \$1.3B allocation of funding to support Canada's new conservation vision to ensure Parks Canada is appropriately funded.
- Advocacy efforts to drive greater alignment between the ministries of Environment and Climate Change and Tourism, Official Languages and La Francophonie in support of tourism economies connected to national parks.
- Development of fact sheets in response to issues not accurately reported by the media, or special interest groups.
- Ongoing support for the advancement of the Parks Canada project to construct the Icefields Trail between the Icefields Centre and Jasper.



SOURCE: Banff & Lake Louise Tourism

# RESEARCH & ADVOCACY



BLLHA's *fact-based* research and advocacy efforts span all levels of government on important issues such as: tourism sustainability, ecological integrity, workforce development and the visitor experience. Your association is committed to ensuring the government and the public is presented with a balanced understanding of how tourism contributes to our national identity and economic, environmental and social well-being.

## MUNICIPAL

- Worked with the Town of Banff to create clarity around where cannabis can be consumed once legal and in-market; particularly for those people visiting the destination.
- Continued efforts to explore housing shortage solutions.
- Various meetings with mayor, councillors, and members of administration in support of Banff and Lake Louise's visitor economy.
- Community sustainability issues from waste diversion/reduction and climate change to more effective tools to measure economic impact.
- Worked constructively with the Town of Banff and ID9 to tackle issues such as: traffic and parking management, transit services, visitor experience, economic sustainability, relationships with other levels of government, etc.

## PROVINCIAL

- Provided recommendations to the government's Youth Employment Rules review regarding hours of work and working without adult supervision.
- Presented a policy submission on Proposed Occupational Health & Safety regulations; themes addressed included: timing of review, training of joint worksite health and safety committee members, harassment and violence in the workplace and additional measures to ensure a safe work environment.
- Submitted a list of recommendations on the Alberta Workers' Compensation Board policy covering the topics of: code of rights & conduct, obligation to return injured workers to work, accommodation and undue hardship, estimated earning capacity and interim relief.
- Support local conservation efforts to build a Bow Valley Gap overpass on the TransCanada Highway to improve safety for humans and wildlife.
- Continued efforts to build relationships with local MLA, deputy ministers and MLAs concerned with the value of Alberta's tourism economy.
- Facilitated a provincial tourism industry reception for Government Caucus aimed at building awareness about the size and breadth of Alberta's tourism industry.

# RESEARCH & ADVOCACY ...cont'd

## FEDERAL

- Various meetings with deputy ministers, chiefs of staff, policy advisors, parliamentary secretaries and elected officials concerning the current state of national parks, investments in ecological integrity, science and conservation monitoring, visitor services, asset maintenance & reinvestment, etc..
- Actively participated in the “Let’s Talk Parks, Canada” consultation process providing factual information and/or recommendations on issues such as: limits to commercial development, development review process, transportation to national parks, and the importance of policy certainty to support reinvestment in public and private infrastructure.
- Presented to Tourism Parliamentary Caucus on the need for a comprehensive tourism labour strategy that positions the tourism industry for future growth.
- Advocated for balance in representation on the working group charged with reviewing Ecological Integrity and Commemorative Integrity within national parks.
- Advocated for the creation of a Sustainable Gateway Communities Tourism Advisory Committee to grow the potential of the 400+ communities that depend on the economic resilience of Canada’s national parks system.
- Provided input on the Banff Park Museum National Historic Site Draft Management Plan.
- Continued research and development of fact sheets to support tourism sector messaging on issues such as: visitation levels, visitor experience, population and commercial development limits.
- Advocacy to various federal ministries regarding the importance of government reinvestment in core and non-core Parks Canada assets and that this be achieved through government appropriations.
- Actively monitored the Parks Canada Realty Framework Review Process to better understand the issues at stake for national park communities, businesses and residents.
- Provided insights to the ministry of Employment, Workforce Development & Labour’s regarding proposed changes to TFW service standards and fees review.
- Participated in the dialogue around cannabis legalization with the federal government to understand the implications for the Banff and Lake Louise area.
- Continued emphasis on building strong working relationships with national organizations such as: Tourism Industry Association of Canada, Hotel Association of Canada, Tourism HR Canada, Restaurants Canada, provincial and territorial tourism industry associations, etc..

# WORKFORCE DEVELOPMENT

## RECRUITMENT

### BLLHA JOB BOARD

BLLHA introduced a new job posting platform to its website in 2017. To drive traffic to the job board, BLLHA engages in digital advertising; specifically, Google AdWords, Instagram and Facebook, based on a minimum of 35 job postings listed on the association job board. This year, advertising started earlier than previous years; mid-February and ran until the end of September, driving resulting in close to 6,000 job views, 300 applications directly through the job board and 155 clicks to member application sites.

In July, BLLHA began collecting job posting forms from members to forward on to employment partners on their behalf including; CCIS, Stoney Nakoda Nation Job Resource Centre & Band HRD offices, Treaty 7 Community Futures, Siksika Employment Centre and Calgary Youth Employment Centre.

### COLLABORATION WITH CALGARY CATHOLIC IMMIGRATION SOCIETY (CCIS)

BLLHA continues working with CCIS to employ immigrants. Early in 2018, BLLHA presented to a culinary course, which resulted in the class visiting member properties and touring the Town of Banff to determine whether or not relocating to Banff would be a possibility. In addition, BLLHA worked with CCIS for members to participate in a member-specific job fair.



# WORKFORCE DEVELOPMENT ...cont'd

## RECRUITMENT

### POST SECONDARY INSTITUTES

### STRATEGIC PARTNERSHIPS

BLLHA has been building relationships with post-secondary institutes that provide undergraduate studies in tourism and hospitality and/or culinary programs such as: Royal Roads University, Camosun, Vancouver Island University, North Island College, SAIT and more recently, Georgian and Ryerson. BLLHA is also working with community colleges such as Bow Valley College and Norquest College (based in Calgary and Edmonton, respectively), as their focus is more on indigenous peoples and New Canadians from a student standpoint and their courses are geared to front line positions including serving, front desk and bartending. The colleges use EMERIT or the American Hotel & Lodging Association Education modules in their instruction. In addition, BLLHA met with Selkirk College (Nelson), who is offering a post-graduate culinary program specifically targeting international students from India and the Philippines with discussion around a possible field study in Banff.

### CULINARY RECRUITMENT INTERNATIONAL

BLLHA met with and subsequently introduced to the HR Group, Joel Chevalier from Culinary Recruitment International. Retiring from HR at Blackcomb-Whistler, Joel created Culinary Recruitment International with a focus on strategic international recruitment. He specifically, determines key markets based on statistical data of working holiday visas left unused in correlation to the economics of the specific market. Members were invited to partner with Joel whose fee structure is based on payment on successfully placing employees.

### INDIGENOUS

BLLHA continues to work with Stoney Nakoda Nation on work-placements by providing presentations to prospective employees as well as providing work-placements for hospitality and culinary programs. In October BLLHA also met with officials from Siksika Nation to discuss employment opportunities. Siksika has been working with SAIT on culinary programs. At a session hosted by Treaty 7 Community Futures, it was noted that there are 10,000 youth within Treaty 7 communities, representing a large labour pool.

## WORKFORCE DEVELOPMENT ...cont'd



## RETENTION

### BOW VALLEY INCLUSION CHARTER

In October six of our member properties received their Inclusion Champion designation, wrapping up a year of committing to specific initiatives in creating inclusive workplaces. This is a Bow Valley Immigration Partnership initiative that has received provincial and national attention. The 2019 Charter is ready for launch.

BLLHA is working on various fronts with regards to healthy workplaces. This includes inviting guest speakers to the HR meetings to review resources available for mental and emotional health, participation in the BVIP Healthy Workplace Working Group which is a group led by a local GP with a goal to minimize work related injuries through identifying root causes including cultural understandings and beliefs.

BLLHA is part of a valley-wide working group to address intentional and un-intentional opioid use by residents and visitors. The group, upon receiving a grant from the Government of Alberta, contracted a marketing and communications agency and launched a nine-week campaign over the summer. While final numbers have not been reviewed, anecdotally, first responders in Banff have indicated the number of opioid response incidences have decreased.

## WORKFORCE DEVELOPMENT...cont'd



SOURCE: Banff & Lake Louise Hospitality Association

## CELEBRATION OF SUCCESS

### HOUSEKEEPING OLYMPICS

The 2018 Housekeeping Olympics (HKO) team champion was the Fairmont Banff Springs 'Knights' with the Rimrock 'Oh Sheet' team bringing along the loudest cheering squad! The HKO continues to be one of the best opportunities to build a destination team culture through camaraderie. By the numbers, the 2018 HKO produced 16 teams with an event attendance topping 500 people. It takes over 50 volunteers to support this event. BLLHA encourages all of our accommodation partners to participate in the 2019 HKO, taking place May 23, 2019 at the Fenlands Recreation Centre in Banff.

### BURSARY PROGRAM

In 2016, BLLHA created a bursary program which provides bursaries valued at a maximum of \$500 to employees of regular members to enhance their workplace skills. Since inception, BLLHA is pleased to report that 20 of our destinations' employees have benefitted from this program.

### BLLHA RECOGNIZED FOR NATIONAL LEADERSHIP

As a function of its ongoing commitment to workforce development initiatives and diligent efforts to collect local labour market data, BLLHA was presented with an award from Tourism HR Canada for Outstanding Contribution to Advancing Progressive HR Practices.

# MEMBER VALUE EQUATION

## TRAINING & DEVELOPMENT

BLLHA continues to offer training and education opportunities that support members in meeting their legislated workplace health and safety requirements, and in understanding new, or upcoming, changes to acts and regulations that materially impact their relationship with their employees. BLLHA also provides training programs to assist with the *personal development* of the destination workforce; the aim being to achieve higher levels of workplace productivity and safety. Approximately 170 people participated in training and education sessions offered by BLLHA in 2018.

Examples of training and education sessions that took place in 2018 include: Housekeeping 101, Serving 101, Food Safe Handling, Pool Operators Course, Hospitality Safety Leadership for Managers, Hazard Assessment (Level 2), Incident Reporting & Investigation (Level 3), Emergency Response Planning (Level 3), Food Safe Handling, Pool Operators Course, MLT Legal Session with an emphasis on understanding the changes of the Labour Code and OHS Act,

along with in-depth conversation on the legalization of cannabis in the workplace and employee accommodation. In addition, training opportunities are presented throughout the year at HR meetings including: Victim Services, Community Helpers and Alberta Mental Health and Addiction.

## RESEARCH & STATISTICAL STUDIES

- 120-day destination occupancy forecast (monthly)
- Daily room actuals reporting (monthly)
- Food and beverage historical sales initiative (monthly)
- Labour turnover statistics (monthly)
- Labour shortages forecasts by NOC (monthly)
- Destination-wide compensation study (annually)
- Business outlook survey results (annually)

SOURCE: Banff & Lake Louise Tourism

## 2018/19 BLLHA BOARD OF DIRECTORS

Trevor Long, President  
Rimrock Resort Hotel

Chris Thorburn, Vice President  
Banff Lodging Company

Yannis Karlos, Treasurer  
Banff Hospitality Collective

Frank Denouden  
Banff Park Lodge

Linda Charlton  
Charlton Resorts

Chris Barr  
Banff Aspen Lodge

Ken Campbell  
Banff Alpine Centre

Martin Parkes  
Canadian Rocky Mountain Resorts

Darren VanMackelbergh  
Juniper Hotel

Michael Code  
Banff Centre for Arts and Creativity

Craig Paton  
Elk & Oarsman & St James Gate

Loren Heider  
Fairmont Banff Springs Hotel

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