



2019 YEAR IN REVIEW



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On balance, 2019 will be reflected upon as a year of tremendous economic and political uncertainty and change. BLLHA raised the bar to support member needs on all accounts. The following report is an overview of our accomplishments and a growing list of benefits that were provided to our hospitality members in Banff National Park.

DESTINATION REPUTATION & SUSTAINABILITY

Through diverse and rich visitor experiences and a comprehensive policy decision-making framework that integrates environmental, economic and social factors, we envision Banff National Park as a place that opens its doors to a world of wonder that touches the heart and opens the minds of Canadians to places of discovery.

In 2019, BLLHA took a leadership role with industry and government to instigate a new discussion about what sustainability should include for our destination. In support of continued international leadership in areas of conservation and visitor experience leadership, we are well positioned to lead discussions about the future sustainability of Banff National Park by building on the successes already demonstrated by our industry.

2019 KEY ACCOMPLISHMENTS

- Coordinated first ever “Let’s Start With Single Use Items” destination workshop for Banff National Park in partnership with the Town of Banff. The workshop included inspirational industry speakers such as Greg Klassen, principal of Twenty31 Consulting, and more than 40 people in attendance representing all destination sector segments and levels of government. Produced report outlining best practices, short and medium-term goals and recommendations to help guide the destination forward with efforts to eliminate single use items.
- Held a leadership meeting with the key organizations in Banff National Park to ensure that shared sustainability goals are embedded in upcoming business plans of local governments and destination marketing partners.
- Continued to meet with key departmental decision makers and used tools such as access to information requests to gain insights on issues that impact BLLHA members.
- Shared BLLHA members’ sustainability achievements across digital channels to celebrate the best practices that already exist in Banff National Park.
- Forged relationships with various recreational organizations to better understand their issues, the opportunities affecting mountain culture experiences and the level of access within Banff National Park in advance of the 2020 Parks Canada Planning Forum.
- Continued discussions with deputy ministers, chiefs of staff, senior policy advisors, Parks Canada executive, MPs, MLAs and parliamentary secretaries to share BLLHA’s strategic tourism goals and advance the Banff National Park communities in support of the federal government’s aims to grow tourism revenue by 25 per cent — to \$128 billion — by 2025.



RESEARCH & ADVOCACY

Your association has made a concerted effort to aggregate and disseminate fact-based information on tourism topics relevant to all levels of government. Our advocacy efforts responded to important issues such as: ecological integrity, strengthening the destination's workforce, managing visitor volumes and enhanced visitor experience in support of a sustainable tourism economy.

MUNICIPAL

- Welcomed the approval of the Town of Banff's Environmental Master Plan, and collaborated on initiatives to evolve a productive vision on climate change by supporting municipal initiatives such as single use items reduction, the Zero Waste Trail campaign, eco-transportation and commercial organic diversion.
- Continued meetings with Town of Banff and Improvement District 9 (ID9) councillors, mayor and members of administration in support of the visitor economy in Banff and Lake Louise.
- Participation in regional traffic management discussions pertaining to the state of Lake Louise and Banff's transportation challenges and opportunities, including: mass transit feasibility study, Eco Transit Hub unveiling, expansion of Roam Regional Transit services and attendance at traffic management planning meetings.
- Met with new Town Manager, administration and elected officials to ensure an understanding of BLLHA's vision and priorities for the future sustainability of the Banff National Park tourism community.

PROVINCIAL

- Hosted all-candidate provincial election forum in partnership with the Rocky Mountain Outlook.
- Supported member insights on provincial election issues by sharing a key messages document with BLLHA policy recommendations.
- In coordination with BLLT, released a joint policy paper called Alberta's Visitor Economy: A New Path Forward in advance of the provincial election to introduce the concept of a whole-of-government approach to tourism in Alberta to strengthen tourism planning province-wide.
- BLLHA was appointed to Red Tape Industry Panel to provide mountain park resort insights. Gathered feedback from membership and board, issuing a comprehensive submission on internal policy and administrative system improvements, and how the Government of Alberta could best support the tourism sector on the path to building a \$20 billion industry.
- Represented members' interests at numerous meetings with the Minister for Economic Development, Trade and Tourism, Red Tape Panel Chair MLA Jackie Lovely and Associate Minister of Red Tape Reduction Grant Hunter.
- Continued to advocate for member interests on files such as youth employment laws, Alberta employment standards, joint work safety committee requirements, occupational health and safety, liquor server differential for food and beverage workers, and lodging and meals deductions. Outlined recommendations in direct conversations with the Minister of Labour and Immigration, and other key staff.
- Advocated for a clear provincial policy planning framework for tourism that supports capital investment in the industry (i.e. success was achieved through the government announcement to provide up to 60 year leases on public lands).
- Met with various ministers to advocate development of a micro economic region for the mountain parks that is responsive to labour market challenges faced by tourism operators.
- Collaborated with Y2Y for the Bow Valley Gap wildlife overpass to be built. Resulted in the Government of Alberta setting aside \$20 million in the upcoming four-year budget for the project.

FEDERAL

- Presented policy submission and recommendations to the Independent Working Group on Ecological and Commemorative Integrity concerning the future strategic direction of Parks Canada on issues such as: visitor and commercial facilities development, investments in conservation, transportation, interpretive programs and management plan consultations.
- Issued a joint submission to the superintendents of Banff, Kootenay and Yoho National Parks on the Draft Fire Management Plan. Requested that: habitat enhancements from fire management which reduce human-wildlife conflict be acknowledged, amendments be made to the draft which provide clear and measurable criteria to assess the socio-economic or ecological impacts of prescribed fires. The submission requested for the plan's external relations and visitor experience sections to include Park's approach to communicating and engaging external audiences during fire-related incidents.
- Provided feedback on Cave & Basin National Historic Site Draft Management Plan Review, and the Banff Park Museum National Historic Site Draft Management Plan, requesting that enhancements to these important experiences include infrastructure, visitor experience (through industry input) and educational opportunities as part of a cost-recovery strategy to offset the costs associated with running important heritage products like these.
- Provided input into occupation-specific work permits and wage differential review to the departments of Immigration, Refugees and Citizenship Canada (IRCC) and Employment and Social Development Canada (ESDC) after they issued a notice of intent to amend regulations that would allow the issuance of occupation-specific work permits under the Temporary Foreign Worker (TFW) program. BLLHA participated in discussions with provincial and national tourism industry leaders, conducted a member survey and proposed recommendations to both departments.
- Co-hosted a federal election all-candidate forum and prepared a key messages summary document which was shared with all Banff National Park partners in lead up to election day.
- Submitted recommendations regarding the Physical Activities Regulations that stemmed from the Impact Assessment Act (Bill C-69) and which impacted national park partners. Regulation changes resulted in enhanced clarity and addressed many of BLLHA's recommendations.
- Participated as a round-table member of the Banff National Park Annual Planning Forum and related discussions on visitation management.
- Reviewed and responded to the Let's Talk Parks Canada progress report.
- Initiated discussions with senior Parks Canada officials including new CEO Ron Hallman concerning the Parks Canada mandate and BLLHA's support for this whole mandate.
- Participated in meetings and presentations with national organizations such as the Tourism Industry Association of Canada, Hotel Association of Canada, Tourism HR Canada, Restaurants Canada, and provincial and territorial tourism industry associations.

WORKFORCE DEVELOPMENT

RECRUITMENT

BLLHA JOB BOARD

BLLHA JOB BOARD

Members continue to use the BLLHA Smart Job Board which hosted over 180 job postings, had 2,500 job views and assisted with more than 160 applications being submitted to member jobs.

To connect job seekers with these postings, BLLHA made investments to increase the number of followers on Facebook by developing an enhanced content strategy that included growing awareness of the job board. In 2019, the Working in Banff & Lake Louise Facebook page following grew by 45%, expected to surpass 1,000 followers by the New Year.

In order to further engage jobseekers, BLLHA created a LinkedIn page. This allowed your association to take advantage of the unique digital paid advertising benefits offered by this tool to help reach jobseekers. By managing digital advertising recruitment campaigns on Facebook and LinkedIn, and leveraging the strengths of each platform, BLLHA refined its targeting based on career preferences, geography and interests. This resulted in more than 22,500 individual points of engagement, ultimately driving traffic to the Working in Banff and Lake Louise job board.

RECRUITMENT

INDIGENOUS

- Support First Nation employment goals by sharing information on the Indigenous Fall 2019 Job Fair with relevant members and stakeholders.
- Met with Treaty 7 Community Futures concerning the organization's Skills Link program and invited them to participate in HR Committee meetings to help establish linkages with Banff and Lake Louise employers.
- Bi-weekly job postings sent directly to: Morley Job Resource Centre, Chiniki Human Resource Development, Wesley Human Resource Development, Siksika Family Services, Treaty 7 Community Futures, Calgary Catholic Immigrant Society, Calgary Youth Employment.

STRATEGIC PARTNERSHIPS

- BLLHA joined Canada-wide tourism stakeholders at the THRC Labour Market Forum to discuss key labour market issues and strategies that were supportive of the federal election and the tourism industry's broader objectives to create a dynamic, sustainable policy environment in support of the growth of Canada's tourism industry.
- Through the ongoing work of BLLHA's HR Committees in both Banff and Lake Louise, further invested in relationships with Bow Valley Immigration Partnership, Bow Valley Job Resource Centre, BanffLIFE, Bow Valley Settlement Services, Bow Valley Primary Care Network, YWCA, Bow Valley Community Connections, Bow Valley Literacy, Town of Banff Family and Community Support Services, Calgary Catholic Immigrant Society, Calgary Youth Employment, Morley Job Resource Centre, Chiniki Human Resource Development, Wesley Human Resource Development, Siksika Family Services, Treaty 7 Community Futures and others to facilitate strong mutual connections for growing the employee pool and connections for member recruitment.



RETENTION

MOBILITY

- BLLHA increased content on all digital channels to help drive awareness of Banff and Lake Louise’s transit options including Roam Public Transit and OnIt Regional Transit, as a strategy to further mode-shift.

WORKFORCE SUPPORT

- Increased content on BLLHA’s social media channels and shared the benefits that come from working in Banff and Lake Louise, as well as destination-wide appreciation of employees to further connect with staff working in-market.
- Enhanced training and education programs to support member labour retention.

WORKFORCE DEVELOPMENT...cont'd



SOURCE: Banff & Lake Louise Hospitality Association

CELEBRATION OF SUCCESS

HOUSEKEEPING OLYMPICS

The 2019 Housekeeping Olympics (HKO) saw the Banff Park Lodge's Dream Team take gold! At the seventh annual HKO 18 teams were registered and 530 people attended, resulting in this being one of Banff National Park's most important culture building events to date. More than 50 volunteers and a full sponsorship roster ensured that all participants felt appreciated and supported. The 2020 HKO will only build on this incredible momentum and BLLHA encourages all accommodation partners to save the date for May 27, 2020 at the Fenlands Recreation Centre in Banff.

BURSARY PROGRAM

BLHA updated the bursary distribution schedule and provided one dozen \$500 bursaries for education that enhanced skills for successful members' staff who applied to the 2019 program. Over \$5,000 in bursaries were awarded in 2019 for a variety of courses such as mentoring skills, HR essentials certification, payroll accounting principles, professional cooking, and hospitality and tourism management.

MEMBER VALUE EQUATION

TRAINING & DEVELOPMENT

The training and educational opportunities offered by BLLHA are a unique value to members unlike anything available in Banff National Park's hospitality sector. These development sessions help members meet legislated workplace health and safety standards, give the opportunity for members to up-skill and retain employees, and strengthen the quality of the destination's workforce as a whole. Through these, the calibre of safety, productivity and service has grown from end to end of our park. More than 100 people participated in BLLHA training and education sessions in 2019.

A wide-spectrum of training and education sessions were available for all ranges of hospitality staff, including:

- Pool Operator's Course
- Safe Food Handling
- Alberta Hospitality Safety Association training (including Hazard Identification, Risk Assessment and Control, Health and Safety Leadership, OH&S Legislation Awareness, Workplace Inspections and Health and Safety Committee/Representative Training),
- Employment Law
- Revenue Management

SPEAKER SERIES

In 2019, BLLHA brought respected thought leaders in-destination to help Banff National Park's hospitality sector remain current on important evolving topics via its Speaker Series. Speakers included:

- Tourism's Role in the Conservation of the Earth's Most Valued Assets with Megan Epler Wood
- What's in Store for the Alberta Economy by ATB Financial Chief Economist Todd Hirsch
- Delivering Exceptional Guest Experiences with Debbie Paulsen - Vice President of Guest Experience at The Rocky Mountaineer
- Strategic Issues Facing Canada's Foodservice Sector by Shanna Munro from Restaurants Canada, etc.

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)

ASSOCIATE MEMBER PROGRAM

The BLLHA extended a new Associate Member Spotlight in each monthly newsletter to provide value to our tourism community. In addition, a new Associate Member Directory was developed, which included building profile for this directory in each monthly newsletter, alongside promotional messages encouraging full BLLHA members to support associate members as preferred vendors.

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
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Connie MacDonald
YWCA

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Michael Code
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