

2019 EDMONTON TOURISM BUSINESS PLAN



**EXPLORE
EDMONTON**

CONTENTS

Who we are	5
2019 Priorities	8
2019 Key Initiatives	14
Travel Media	16
Travel Trade	17
Consumer Marketing	18
Edmonton Experience	19
Tourism Development	20
Stakeholder Relations	21
Meetings & Conventions	22
Edmonton Events	23
Global Markets	24
Funding	26
Budget	27

MESSAGE FROM THE VICE PRESIDENT

Dear stakeholders,

2018 was an excellent year: our team achieved international recognition for our marketing efforts and in-destination experiences, receiving a number of tourism industry awards. That said, we must continue the momentum. With refined measures, established targets and a clear vision we will strive to produce an even stronger 2019.

This year we will focus on five key priorities: improve stakeholder communications, evolve how we engage the potential visitor, strengthen tourism experiences, improve major event growth and attraction, and improve our evidence-based decision making. These priorities guide our planning and help our team to stay on track. Our focus will continue to improve value to our stakeholders and increase our contribution to Edmonton's economic impact.

In 2019, we will continue to tell the Edmonton story through captivating imagery and meaningful content, that will spark the imagination and inspire travel. We will work tirelessly to position Edmonton as the gateway to the Northern Rockies and Northern Canada and to increase overnight stays in Edmonton. Our work will cover both the regional and international markets, through the development of market-ready experiences, hosting world-class events, engaging face-to-face with visitors, connecting with journalists around the globe, and publishing visually compelling content on our website and social channels.

Cultivating partnerships and engaging stakeholders and potential visitors will remain a top priority in 2019, with many success stories to build on. We will continue to do this through the work of our business units; Consumer Marketing, Edmonton Events, Meetings and Conventions and International Market Development, which consists of Travel Media, Travel Trade, Tourism Development, Edmonton Experience and Stakeholder Relations.

I would like to thank our stakeholders and partners for their continued support, trust and insights in helping us grow demand for Edmonton as a destination. You create the unforgettable memories that make visitors come back, and we look forward to working together in 2019 towards our collective goal to drive sustainable year-round visitation.

Sincerely,

MAGGIE DAVISON



EDMONTON'S

DESTINATION MANAGEMENT/ MARKETING ORGANIZATION



MISSION

Edmonton Tourism is the trusted expert and resource for the sales and the marketing of our city. We want visitors to have more than enough reasons to visit, explore and stay longer in Edmonton.

OUR GOAL

Drive sustainable year-round visitation through programs and initiatives that positively impact Edmonton's image and awareness in regional and international markets.

VALUES

Our values are at the core of what we do, how we interact with each other and with our stakeholders, and how we make decisions.

- Public Stewardship
- Leading the Way
- Selfless Approach
- Making an Impact
- Caring for One Another

PILLARS OF EXCELLENCE

Our four pillars describe what we must do extremely well to achieve our goal. They continually remind us of what is most important to our stakeholders. They are:

- Stakeholder relationships
- Sales and marketing excellence
- Visitor experience
- Employee development

ECONOMIC DEVELOPMENT

Economic development is a team sport. The divisions within Edmonton Economic Development Corporation (EEDC), of which we are a division, share one playbook. We're focused on building a prosperous and resilient Edmonton economy by best positioning our city to drive key elements of economic success. We give the world more Edmonton!

The EEDC divisions are:

- Edmonton Tourism
- Edmonton Convention Centre
- Edmonton EXPO Centre
- Enterprise Edmonton
- Innovate Edmonton
- Corporate Services







2019 PRIORITIES

Our strategy is driven by core priorities that influence the work that we do and why we do it.





**IN 2019,
OUR WORK
WILL CENTRE
AROUND FIVE
PRIORITIES.**

IMPROVE STAKEHOLDER COMMUNICATIONS

We are strengthening our relationship with stakeholders by improving existing communication and collaboration processes and finding new ways to engage tourism businesses. Enhancing the consistency and quality of our interactions provides a foundation for increased understanding and enables more effective and constructive partnerships. Together with our stakeholders, we are planning to identify shared priorities that we can work on and achieve collectively.

Results we want to achieve:

- Stakeholders and shareholders value Edmonton Tourism.
- Stakeholders receive a high rate of return from investments in Edmonton Tourism's sales and marketing programs.

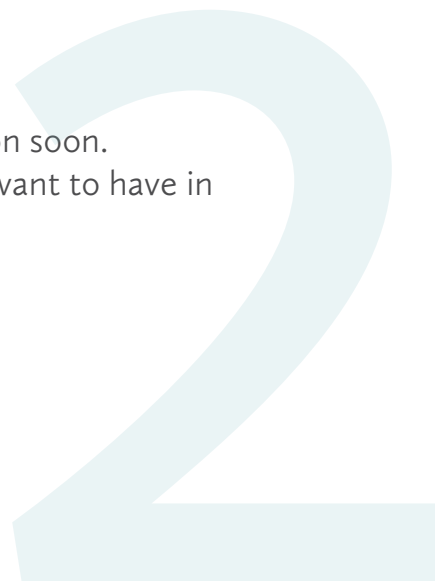


EVOLVE HOW WE ENGAGE OUR POTENTIAL VISITORS

We understand our target audience so that we market directly to consumers where we can have the greatest impact. We partner with tourism businesses and organizations to share content that is emotionally engaging and stimulates our audience to take the next step in the path to purchase.

Results we want to achieve:

- Content reaches more potential visitors.
- Potential visitors consider coming to Edmonton soon.
- Potential visitors easily find experiences they want to have in Edmonton.





STRENGTHEN TOURISM EXPERIENCES

We work in partnership with stakeholders to enhance existing Edmonton experiences and develop new products to meet the demand of regional, national and global visitors.

Results we want to achieve:

- Edmonton has experiences to market year-round.

IMPROVE MAJOR EVENT GROWTH & ATTRACTION

We are increasing Edmonton's competitiveness in the events and MICE sales channels by acting as "one Edmonton team" to secure the opportunities that best match our destination's strengths. We are improving how we collectively research, target, and prioritize our sales channel activity. Our roles are clearly defined, and messages are unified across all stakeholders and partners to best meet the needs of MICE customers and sporting/cultural event rights holders.

Results we want to achieve:

- More visitors come to Edmonton all year long.
- Edmonton has experiences to market year-round.
- More referrals to stakeholders are generated from fewer resource inputs.





IMPROVE EVIDENCE-BASED DECISION MAKING

Knowing our stakeholders' business preferences and products as well as knowing our target consumers' travel preferences and motivators drives our marketing excellence. To improve our understanding, we must improve our systems for collecting, storing, updating and sharing this information.

Results we want to achieve:

- We have evidence we trust to make decisions.
- Edmonton Tourism information is easy to use.

2019 KEY ACTIONS



TRAVEL MEDIA



Travel Media helps to build our city’s image and awareness by pitching and securing coverage to generate buzz for Edmonton as a year-round travel destination. It is our job to help travel writers, editors, bloggers, social influencers, photographers – travel content producers – generate the information they need to tell Edmonton’s story.

TARGETS

- Media coverage reach: 74,300,000
- Quality score of articles from media visits (out of 10): 8.5

PRIORITY	KEY ACTION
Evolve how we engage our potential visitors	<ul style="list-style-type: none"> • Build and implement a marketplace and media visit plan that aligns with our global markets, direct air access and regional goals. • Develop and implement individual primary and emerging market content plans through determining specific story angles and pitches.
Improve evidence-based decision making	<ul style="list-style-type: none"> • Utilize a social influencer management database to ensure we are working with top-tier media. • Assess and adapt our quality score measures.

TRAVEL TRADE



Travel Trade works to sell Edmonton and its experiences to global receptive tour operators in Canada, China, Germany, the Netherlands, the United Kingdom, the United States and emerging markets. We also support local experience providers, attractions and hotels in Edmonton. Travel Trade coordinates and leads familiarization tours and attend international sales missions and marketplaces. As the gateway to the northern Rockies and Canada’s north, our team also works with Edmonton International Airport to support direct air access.

TARGETS

- Economic Impact: \$4,962,148
- Reported room nights: 20,035
- New itineraries being created and sold in market: 142

PRIORITY	KEY ACTION
Evolve how we engage our potential visitors	<ul style="list-style-type: none"> • Build and implement marketplace, sales mission and familiarization tour plans that align with our global markets, direct air access and regional goals. • Develop primary and emerging markets by promoting Edmonton in winter and shoulder season. • Implement a receptive tour operator strategy.

CONSUMER MARKETING



Our multi-award-winning marketing team inspires travellers to explore Edmonton through out-of-the-box content, stunning visuals and compelling stories. As part of our year-round marketing strategy, we work in partnership with industry leaders to promote attractions, experiences, festivals, major events, and one of the country’s hottest culinary scenes. We shine a spotlight on Edmonton through digital and social marketing, as well as experiential campaigns, connecting visitors to the best authentic Edmonton experiences.

TARGETS

- Achieve a 15% increase in digital campaign-generated web traffic over 2018’s result (496,948)
- Increase usage of #ExploreEdmonton hashtag on Instagram by 15% from 110,000 to 126,000
- Baseline established for attributable campaign value with Adara

PRIORITY	KEY ACTION
Evolve how we engage our potential visitors	<ul style="list-style-type: none"> • Create a comprehensive asset development plan for Edmonton Tourism. • Execute a year-round campaign that inspires visitors to travel to Edmonton, spend more and stay longer. • Continue to support direct air access routes in key markets with co-operative campaign work.
Improve evidence-based decision making	<ul style="list-style-type: none"> • Implement a data analysis plan to help guide our marketing decisions and capture attributable visitor spend based on campaign activity.

EDMONTON EXPERIENCE



Edmonton Experience engages with visitors, wherever they are, to provide visitor information about our destination. When visitors arrive, we help them make the most of their time in Edmonton by interacting with them at events and festivals around the city. We encourage them to explore the city and consider extending their stay. We provide YEG Expert destination training to frontline staff in the hospitality industry to help them share their Edmonton favourites with visitors.

TARGETS

- Engage directly with 16,000 people
- Deliver 10 YEG Expert training sessions
- Set baseline for number of YEG Experts trained

PRIORITY	KEY ACTION
Evolve how we engage our potential visitors	<ul style="list-style-type: none"> • Develop an activation plan for regional opportunities to support the city’s festivals and events. • Identify ways to improve the visitor experience in locations where face-to-face visitor interactions occur. • Improve the YEG Expert program through a passport incentive.

TOURISM DEVELOPMENT



Tourism Development works closely with local ground operators, attractions, experience providers and festivals to help them develop products and experiences that are unique to Edmonton. We help experience providers to grow their businesses into an export-ready product that is ready to sell internationally within our priority markets.

TARGETS

- Number of qualified experiences: 35
- Build relationships with potential Indigenous experience providers

PRIORITY	KEY ACTION
Improve stakeholder communications	<ul style="list-style-type: none"> • Provide expanded workshop offerings for stakeholders.
Strengthen tourism experiences	<ul style="list-style-type: none"> • Identify potential stakeholders to develop Indigenous tourism experiences.

STAKEHOLDER RELATIONS



Stakeholder Relations develops content, reports, and stories about our business to share with our stakeholders. We also work closely with other members of the Edmonton Tourism team to develop and execute comprehensive content strategies to support divisional initiatives.

TARGETS

- Stakeholder satisfaction: 75%
- Net promoter score: 25%

PRIORITY	KEY ACTION
Improve stakeholder communications	<ul style="list-style-type: none"> • Improve communications of Edmonton Tourism’s strategy and report on results with stakeholders. • Increase stakeholders’ awareness of Edmonton Tourism’s services and programs. • Improve the way we engage with the tourism industry by enhancing service levels towards stakeholders.

MEETINGS & CONVENTIONS



The Meetings and Conventions team drives room night opportunities and qualified leads for Edmonton Destination Marketing Hotels (EDMH) and the city’s premier venues: Edmonton Convention Centre and Edmonton EXPO Centre. We research, prospect and bid on meetings and conferences that fit within our designated economic sectors, and bring prospective and confirmed clients to Edmonton for site tours. Our Conference Services team then helps event planners with pre- and post-planning, introduces them to the city’s best vendors, finds unique offsite venues, and connects them with Edmontonians that can take their conference to a whole new level.

TARGETS

- Economic impact: \$60,000,000
- Number of delegates: 55,000

PRIORITY	KEY ACTION
Improve major event growth and attraction	<ul style="list-style-type: none"> • Develop and support the Artificial Intelligence and Machine Learning key driver in collaboration with EEDC divisions: Innovate Edmonton, Enterprise Edmonton and local influencers to drive an increase in artificial intelligence-related meetings and conventions. • Expand conference services to maintain service levels that differentiate us from other destinations.
Improve evidence-based decision making	<ul style="list-style-type: none"> • Create a meetings and conventions road map for each Business Development Account Manager that ties in with our economic sectors.

EDMONTON EVENTS



Edmonton Events is a partnership between the City of Edmonton and Edmonton Tourism. We attract, develop and support world-class sport and cultural events in Edmonton. We work closely with event rights holders to bid, enhance, and execute sport and cultural events of all kinds. Our team has a trusted network of partners who all contribute to the success of events. That includes securing political and financial support, working out logistics, and making sure planners connect with the people they need to reach.

TARGETS

- Economic impact: \$50,000,000
- Spectators and participants at events secured by Edmonton Events: 150,000
- Room nights: 50,000

PRIORITY	KEY ACTION
Improve major event growth and attraction	<ul style="list-style-type: none"> • Establish a corporate sponsorship strategy to show the value of investing and being involved in events. • Prepare a business case for the Government of Alberta outlining the costs, expected benefits and rough operational plans for the 2026 FIFA Men’s World Cup. • Bid on and attract over 50 events to Edmonton.

GLOBAL MARKETS

Edmonton Tourism's presence is global. We operate across Canada and the world to put our city on the map. We are aligned with Destination Canada and Travel Alberta, who lead marketing and sales activity in our primary, supportive and emerging markets.

PRIMARY

- Canada
- China
- Germany
- The Netherlands
- United Kingdom
- United States

SUPPORTIVE

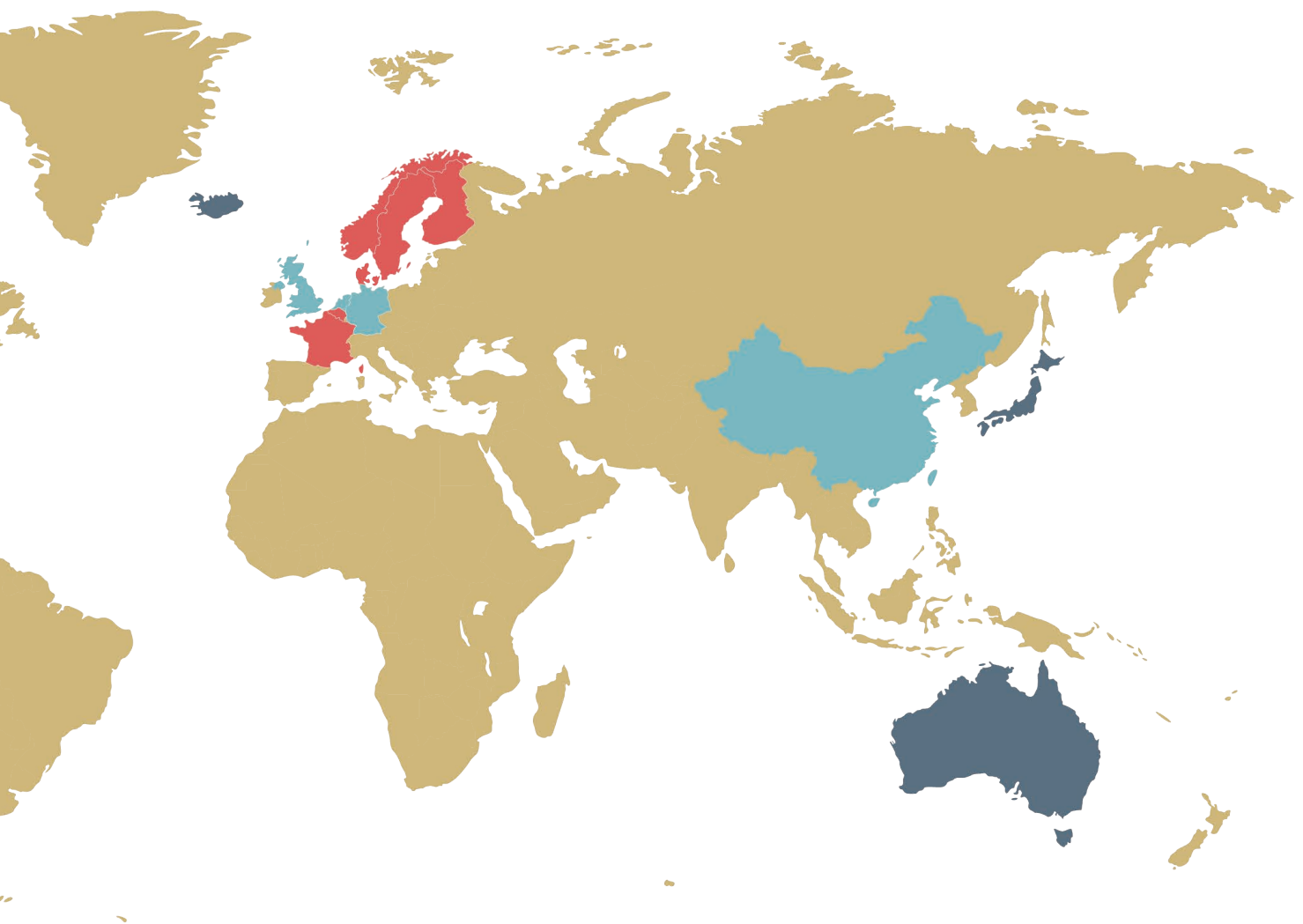
- Australia
- Iceland
- Japan

EMERGING

- Belgium
- France
- Mexico
- Scandinavia (Denmark, Finland, Norway & Sweden)



Our Travel Media, Travel Trade, Consumer Marketing and Meetings & Conventions teams ensure a year-round presence globally.



FUNDING

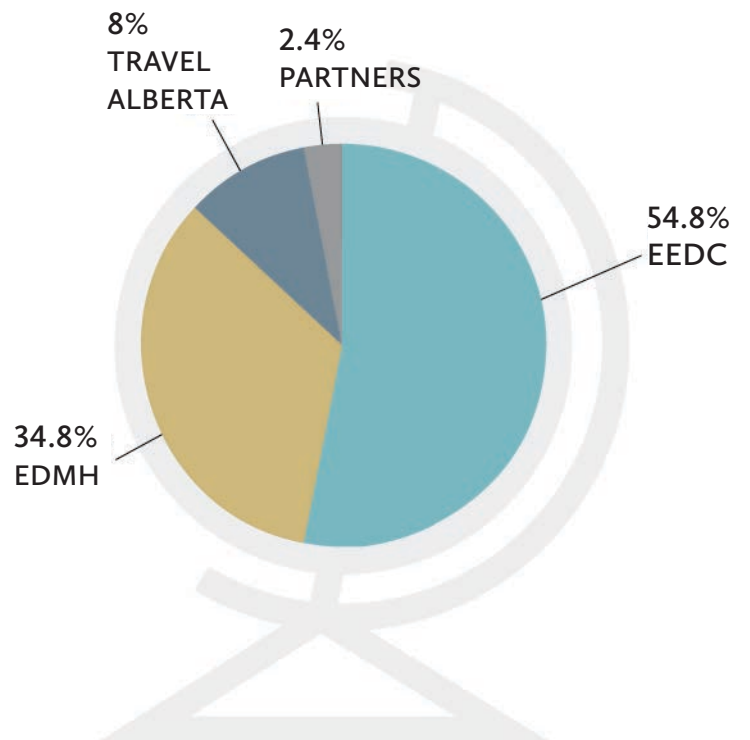
Edmonton Tourism is a not-for-profit and a 'no membership fee' management/marketing organization. Our operations are funded*:

54.8% BY EDMONTON ECONOMIC DEVELOPMENT CORPORATION (EEDC), BY WAY OF TAX LEVY;

34.8% BY EDMONTON DESTINATION MARKETING HOTELS (EDMH);

8% BY TRAVEL ALBERTA;

2.4% BY OUR PARTNERS.



*Last updated April 2019.

BUDGET

EEDC Tax Levy Funding supports operations and some in-destination activities.
EDMH and our partners fund sales and marketing program activities.

	EEDC	EDMH	TRAVEL ALBERTA	PARTNERS	TOTAL
Administration and Payroll	\$3,997,927				\$3,997,927
Meetings & Conventions	\$161,225	\$1,075,775	\$90,000		\$1,327,000
All In Incentive	\$1,100,000				\$1,100,000
Edmonton Events	\$51,000	\$1,407,105			\$1,456,700
Consumer Marketing	\$149,391	\$561,250	\$657,500	\$258,250	\$1,626,391
Travel Media	\$47,030	\$279,000	\$35,000		\$361,030
Travel Trade	\$10,000	\$476,870	\$88,000		\$574,870
Tourism Development	\$157,000				\$157,000
Edmonton Experience	\$270,000				\$270,000
Stakeholder Relations	\$40,000				\$40,000
TOTAL	\$5,983,673	\$3,800,000	\$870,500	\$258,250	\$10,912,423

FOR EVEN MORE:

EXPLOREEDMONTON.COM/INDUSTRY