

# OUR ROAD MAP TO ORIGINAL 2019–2022



EDMONTON  
TOURISM





## INTRODUCTION

Why do we plan when we know so little about the future? It gives us a direction to rally around; a shared idea of what we want to accomplish and what we think will help get us there. This plan is that rallying cry and we will respond to each wave of change that comes, knowing we have worked together to determine our highest priorities for the next four years. Our annual business plan, released at the beginning of each year, works in tandem with this longer-term plan. In the annual business plan you will find our shorter-term visitor growth strategy and our list of actions that will be resourced. So have a read, explore where you can “make an impact” and join our journey to success.







# CONTENTS

4	<b>THE BIG PICTURE</b>
6	WE ARE PART OF THE CITY OF EDMONTON
9	WE ARE PART OF EDMONTON ECONOMIC DEVELOPMENT
10	<b>EDMONTON TOURISM'S STRATEGIC PLAN</b>
12	OUR ASPIRATION FOR EDMONTON TOURISM
12	PROMOTING EDMONTON: BRAND ATTRIBUTES
16	OUR PILLARS OF EXCELLENCE
17	OUR RESULTS MAP
18	OUR PRIORITIES
	Stakeholder Communications 18
	Financial Sustainability 19
	Engage Potential Visitors 20
	Tourism Experiences 21
	Major Event Growth and Attraction 22
	Evidence-Based Decision Making 23
24	<b>GLOSSARY</b>









## EDMONTON TOURISM IS PART OF A WHOLE EDMONTON STORY.

We never work alone or ride solo. We see the big picture and ensure that our role contributes to Edmonton's success. The impact of the tourism industry is growing in importance and we will steward its success as we work in partnership with the City of Edmonton, Edmonton Economic Development, our Stakeholders and the businesses that depend on revenues from the visitor economy.

# THE BIG PICTURE

## WE ARE A PART OF THE CITY OF EDMONTON

### 2050 VISION

It's 2050 and Edmonton's creativity and community spirit are lights to the world. The city's heart is our people. They make everything possible.

We work together to create livability for all, where everyone has what they need to succeed. We are inspired by and grateful for our collective ancestors who continue to guide our way. They inspire us to learn, steward this shared place and build the meaning of our lives.

We plant ideas. We grow business. We get stuff done here. Edmontonians see their efforts and ideals reflected back to them in a city that was built to connect. This commitment turns new ideas into solutions for our communities, which we take to the world.

Edmonton has come to mean a community where it makes sense to plan our future together. We spark an energy seen worldwide: a light in the northern sky.

### PRINCIPLE

#### CONNECTED

- We create as a community to connect people to what matters to them.
- We care about the impact of our actions on our social, economic, cultural, spiritual and environmental systems.
- We serve those here today and those who come after us.

### GOALS

#### HEALTHY CITY

Edmonton is a neighbourly city with community and personal wellness that embodies and promotes equity for all Edmontonians.

#### URBAN PLACES

Edmonton neighbourhoods are more vibrant as density increases, where people and businesses thrive and where housing and mobility options are plentiful.

#### REGIONAL PROSPERITY

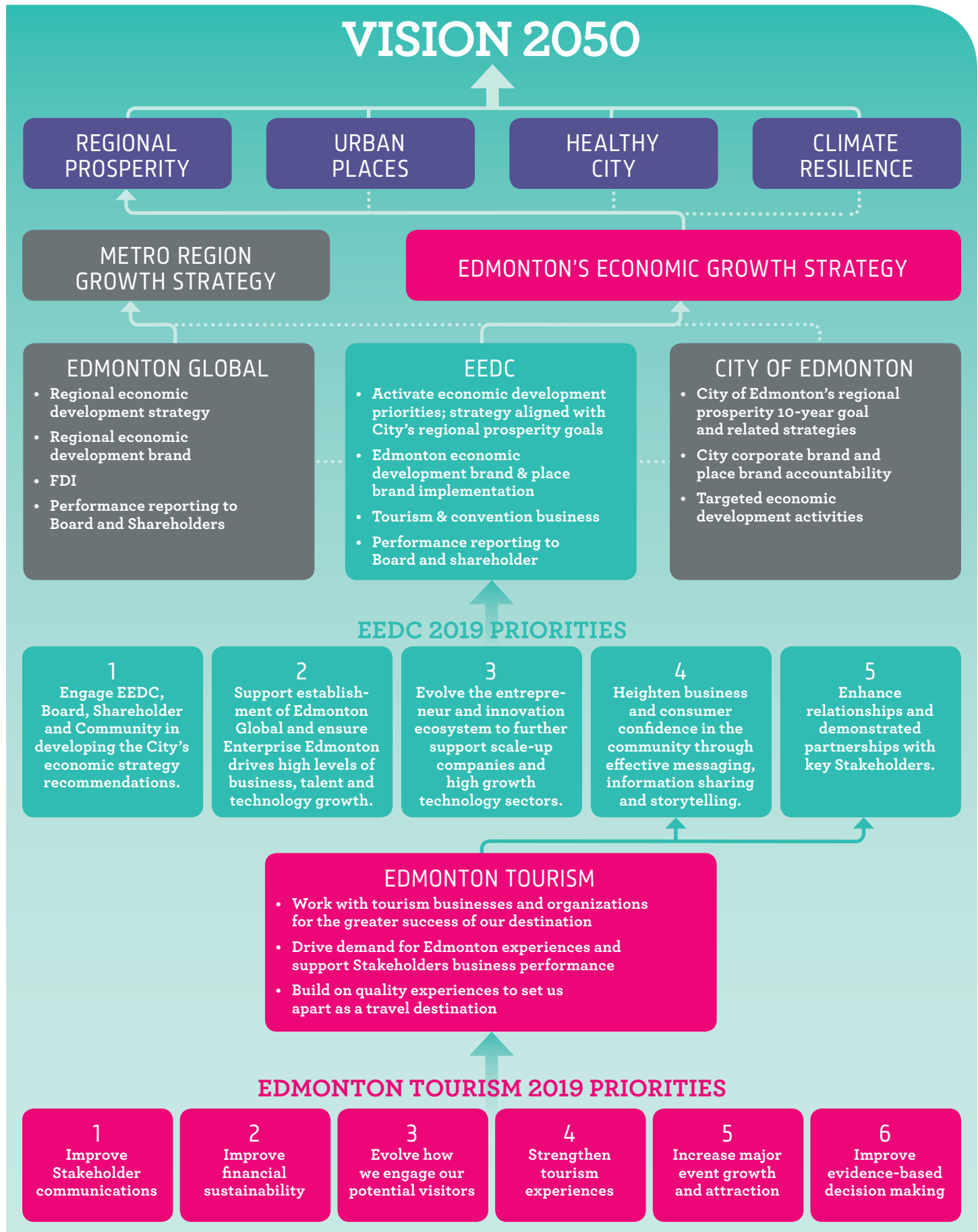
Edmonton grows prosperity for our Metro Region by driving innovation, competitiveness and relevance for our businesses at the local and global level.

#### CLIMATE RESILIENCE

Edmonton is a city transitioning to a low carbon future, has clean air and water and is adapting to a changing climate.



# STRATEGIC ALIGNMENT AND SCOPE



# HOW WE DISCOVERED WHO WE ARE

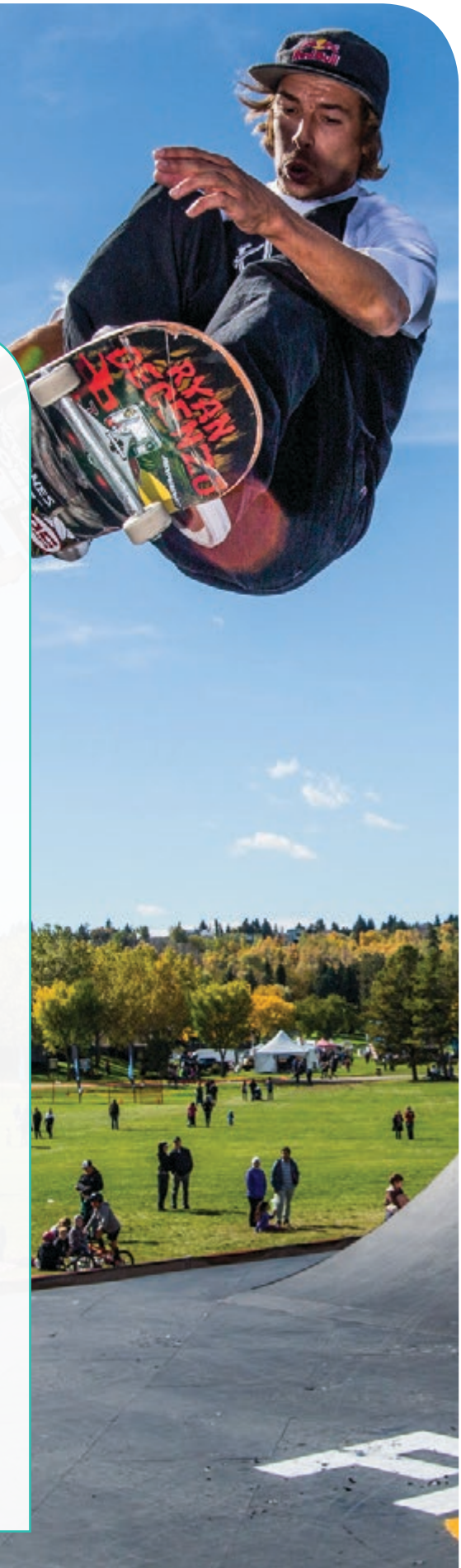
In 2011, business and community leaders gathered to discuss the future of economic development in Edmonton. Together they said our city's image and reputation was its number one challenge. Instead of hiring an agency to "rebrand" Edmonton, the mayor assembled a task force who set out with genuine curiosity.

After speaking with 150 Edmontonians that included everyone from students to CEOs, Indigenous communities and new immigrants, pianists and pipefitters, they saw a common pattern emerge. People struggled for the first ten minutes and then talked about what made them proud of this city — not with grand superlatives but with simple stories, an Edmonton kind of success. These moving, powerful, often funny stories were about a spirit of invention, about cooperation, about taking risks, and about a peculiar kind of openness.

The city's image and reputation strategy inspired a movement called "Make Something Edmonton" — a way to build our city, and prove the truth of its brand, through community action. We lit up the High Level Bridge, planted community gardens in schoolyards and launched new businesses in a uniquely Edmonton way.

The Edmonton brand is more than a logo, slogan or marketing. It's about being true to who we are at our best; it's not about weather, structures, geography, clichés, or fads. We uncovered the brand together and now we're preparing to take it to the world, to market and promote the city, to build more of what makes this place unlike any other.

Edmonton Tourism preserves the origins of the Edmonton brand and builds on its strengths to inspire the consumer brand that resonates with potential visitors.





# WE ARE A DIVISION OF EDMONTON ECONOMIC DEVELOPMENT

Edmonton Economic Development Corporation (EEDC) is a board governed agency of the City of Edmonton as represented by City Council as the sole shareholder. EEDC's mandate is to recommend economic development policy and strategy for the City of Edmonton, execute strategy as assigned by the shareholder, and conduct a broad range of economic development initiatives in collaboration with the City and other partners.

## EEDC PURPOSE:

Economic Development is a team sport. The divisions within Edmonton Economic Development Corporation (EEDC), 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!

## EEDC'S DIVISIONS:

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

## EEDC VALUES

### PUBLIC STEWARDSHIP:

We have been given a tremendous responsibility – to be stewards of public trust as well as the architect of bold ideas.

### LEAD THE WAY:

We step up. Start something. Change something. Connect and support others who are willing to take a risk – on our teams, in our city.

### SELFLESS APPROACH:

Everything we do is done in collaboration – with others on our teams, across our divisions and with our Stakeholders – and when we win, we win together.

### MAKE AN IMPACT:

When every action, big or small, can make an impact, every action contributes to building a city that matters.


### CARING FOR ONE ANOTHER:

We have a genuine commitment to the success of each other, our shareholder and our community.

# EDMONTON TOURISM'S STRATEGIC PLAN 2019–2022







## EMBARKING ON A JOURNEY FROM WHERE WE ARE NOW TO WHERE WE WANT TO BE IS EASIER WHEN WE HAVE A ROAD MAP.

Just like planning a trip, we need the big picture (our vision and our values), some thematic direction (our pillars of excellence) and then a series of viewpoints along the way (our priorities) to our ultimate destination. The plan helps us make decisions about our day-to-day actions as well as our allocation of resources that show up in our annual business plan. As change is the one thing we know for sure, we are ready to evaluate and adapt in order to achieve our desired future for our Stakeholders and Edmonton Tourism.

# OUR VISION FOR EDMONTON TOURISM

Edmonton's hotels, attractions and businesses that depend on tourism revenues are looking for solutions that result in more visits, longer stays and increased tourism spending. It is our reason for being: to drive demand for our city's experiences.

Edmonton Tourism's purpose is to be the trusted expert and resource for the sales and marketing of our city. We work with our Stakeholders to grow tourism revenues and increase year-round visitation.

## PROMOTING EDMONTON: BRAND ATTRIBUTES

Edmonton as a city and a destination for visitors continues to evolve. Moving the needle on image and reputation doesn't happen immediately but takes time and effort from all people, companies, organizations and the City to bring it to life. As Edmonton Tourism is the leader in the promotion of the city for the potential regional and long haul visitor, various messages are used to convey our story to different audiences.

For meetings and conventions, the messaging angle is one of 'All In'. This is meant to convey how all aspects of hosting a meeting, convention or event in Edmonton come together to make the experience memorable and seamless for delegates and attendees. "Imagine coming together in a city where possibilities are encouraged and nurtured. Where someone always knows someone who can't wait to make that call, share their expertise, inspire new thinking, celebrate creative solutions. A city with a unique, authentic and welcoming spirit."

The focus is on Explore Edmonton and the notion of authentic and unique Edmonton experiences, in speaking to individual travellers. This messaging is meant to express that for a long time (since way back, in fact) we in Edmonton have known about the wonderful experiences and hidden gems Edmonton has to offer and we're happy to engage in great conversations to share our piece of the world.

The Edmonton Events partnership that exists between the City of Edmonton and Edmonton Tourism is a business to business team and messaging that supports event owners and hosts in having remarkable and effectively planned events. Connections to citizen services, marketing, or referrals on sponsorship opportunities can all be made through Edmonton Events.



*Edmonton...*

THE LARGEST NORTHERNMOST METROPOLIS.  
THERE'S UNIQUENESS TO HOW WE DO ORDINARY THINGS.  
IT'S A SPIRIT THAT YOU'LL ONLY APPRECIATE  
ONCE YOU'VE VISITED EDMONTON.

**EXPLORE  
EDMONTON**

## MEETINGS AND CONVENTIONS – A CATALYST FOR CHANGE

As the world changes around us – at an unprecedented pace – so does the need for companies near and far to do the same.

Edmonton is a city that knows what it takes to make things happen. That's because entrepreneurship is in our DNA.

So is lending our expertise along with a helping hand.

Imagine coming together in a city where possibilities are encouraged and nurtured. Where someone always knows someone who can't wait to make that call, share their expertise, inspire new thinking, celebrate creative solutions. A city with a unique, authentic, welcoming spirit. A meeting is an opportunity to embrace challenges and champion change. And in Edmonton you will have more than a meeting space, you'll have the ally you need to succeed.

**EDMONTON**  
*All in.*

## EDMONTON EVENTS

*Edmonton loves sports and culture.*

Not only do Edmontonians come out by the thousands as spectators, they are passionate and experienced volunteers who will help deliver something unforgettable. While we have a strong history of hosting international and multisport events, there's no such thing as "cookie-cutter" here.

We know what it takes to deliver the extraordinary: we challenge ourselves to think differently, while grounding the experience in attentive support from bid to event execution.



**EDMONTON  
EVENTS**







Edmonton's hotels, attractions and businesses that depend on tourism for their success are looking for solutions to drive more visits, longer stays and increased tourism spending. Edmonton Tourism is a destination management/marketing organization (DMMO), and we are the sales and marketing voice for Edmonton's visitor experience, regionally, nationally and internationally.

Our results map, shown on page 17, looks deeply within our organization to set our priorities for providing tourism growth solutions.

# OUR ROAD MAP TO ORIGINAL

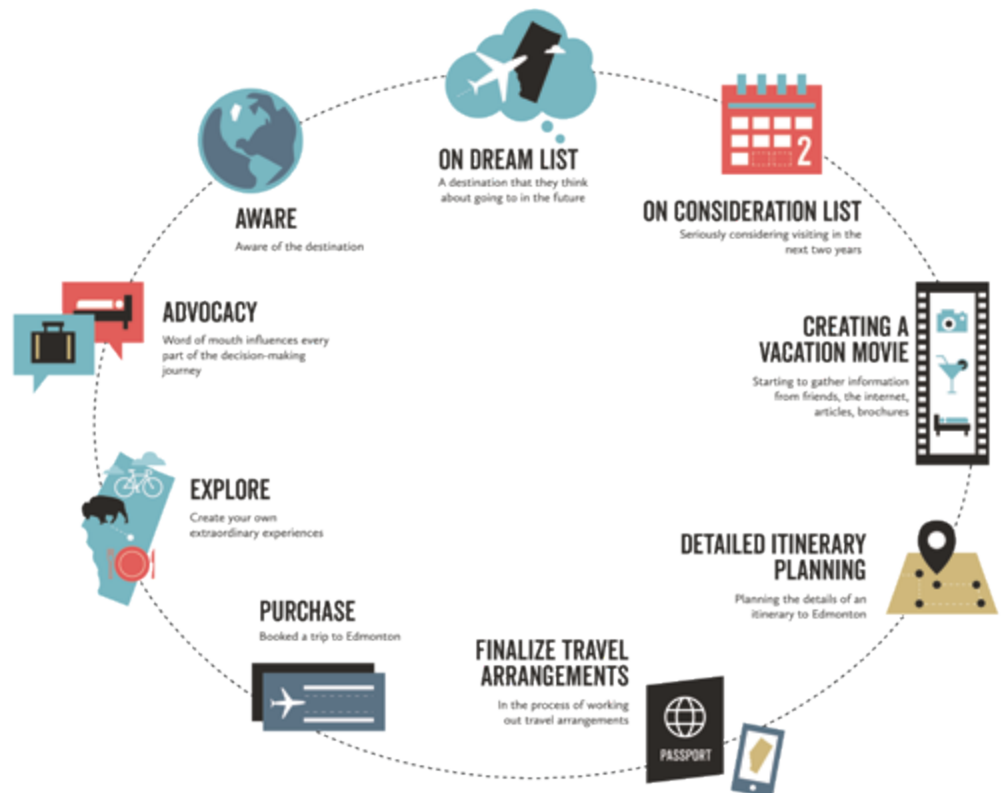
**OUR PRIORITY CUSTOMERS** We must deliver value to our Stakeholders – those Edmonton organizations that depend on tourism revenues for their success. Together, we deliver exceptional experiences to our visitors – the travellers we want to stay longer, spend more and share their experiences with others.

**THE WORK WE DO** Marketing is one piece of the tourism growth puzzle, and Edmonton Tourism is fully committed to grow our expertise in this area. To be successful, we must ensure we have the knowledge, skills, tools and attitude that create the foundation for great work. We need to have in-depth knowledge of our Stakeholders and we must understand the targeted travellers' motivations. Our priority work must focus on two distinct but interdependent areas: developing quality in-destination programs and services for both the Stakeholder and the visitor, while excelling at effective out-of-destination marketing, which is becoming increasingly digitized. To excel in these areas, we must build a unified, consistent approach to telling the Edmonton story through the visitor lens, in addition to building exceptional local and global industry partnerships.

**WE GO FARTHER TOGETHER** All this work takes resources, and we expect to deliver the results that will encourage critical funders to invest more in our winning work. Ultimately, the work we do together, Stakeholder and marketer hand-in-hand, allows us all to reach our goals. Stakeholders will understand their role and responsibilities in the visitor experience, and Edmonton Tourism will provide the consumer voice that will invite familiar and new friends to come and share our great city.

## WHAT DO WE MEAN WHEN WE SAY WE MOVE POTENTIAL VISITORS ALONG THE PATH TO PURCHASE?

Edmonton Tourism's job is to work with industry partners to compete in the marketplace and successfully move our target audience from consideration to booking a detailed itinerary. Our four-year strategy articulates where we need to focus to drive this demand for Edmonton's experiences.



*WHAT IS THE PATH TO PURCHASE MODEL? The Path to Purchase model demonstrates the consumer journey when making travel decisions, and helps marketers better understand where prospective travelers are as they consider travel destinations. This framework also helps with understanding and anticipating a potential customer's needs, perceptions and behaviours at each stage.*

# EDMONTON TOURISM'S PILLARS OF EXCELLENCE

## STAKEHOLDER RELATIONSHIPS

We work with tourism businesses and organizations as one team for the greater success of our destination.

## SALES AND MARKETING EXCELLENCE

Our sales and marketing decisions drive demand for Edmonton experiences and support Stakeholders' business performance.

## VISITOR EXPERIENCE

Our in-destination influence builds on quality experiences, showing the world what sets us apart as a travel destination.

## EMPLOYEE DEVELOPMENT

We attribute employee success to optimal internal communications; leadership, coaching and mentorship skills; succession planning; and professional development.

### WHAT IS A PILLAR OF EXCELLENCE?

*These four "pillars of excellence" describe what we must do extremely well to achieve our aspirations for the future, as a destination and as a DMO. They are written as if we have achieved the level of excellence we seek and were used throughout the development of our strategy and our priorities. They serve to continually remind us, at a high level, what is most important to our Stakeholders. The names of these pillars align closely with Travel Alberta's, as moving together will help us go further.*

### WHAT IS A RESULTS MAP?

*Edmonton Tourism's results map reveals our priorities that will help us achieve our aspirations for the future and deliver value to our shareholders. This map is simply a way of looking at our organization and ensures we align our strategic work processes and capabilities to deliver on what is most important for our customer.*

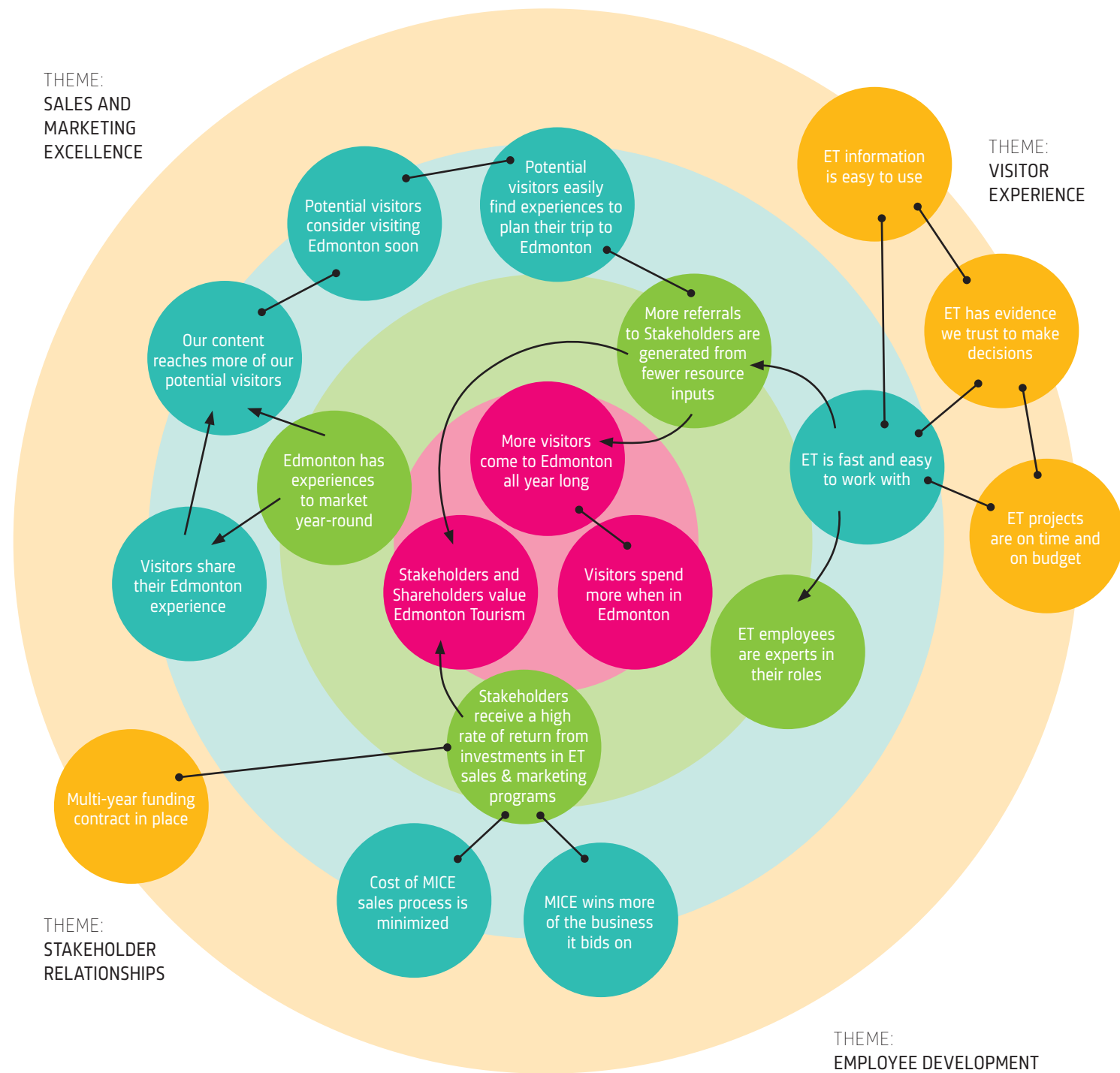
*Our priorities are the building blocks of this map and define our strategic intent for the next three years. These priorities are explained in more detail on the following pages, with clearly articulated results that help us develop more meaningful measures and actions.*



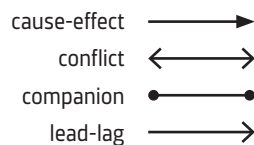
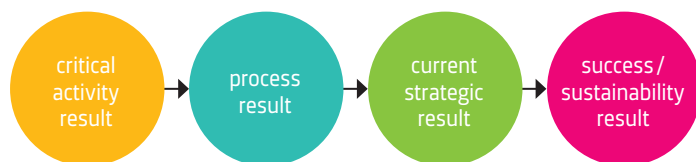
# RESULTS MAP

Edmonton Tourism is the trusted expert and resource for the sales and marketing of our city. We work with our Stakeholders to grow tourism revenues and increase visitation.

Below is Edmonton Tourism's 2019–2022 results map to ensure we deliver on our aspiration.



## LEGEND:



# OUR PRIORITIES



## PRIORITY 1 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:

- Stakeholders receive a high rate of return from their investments in Edmonton Tourism Sales & Marketing Programs
- Stakeholders and Shareholders value Edmonton Tourism

### MEASURE:

- Annual Stakeholder survey satisfaction score

### TARGET:

- 75% Stakeholder satisfaction

### ACTION:

- See annual business plan





## PRIORITY 2

# IMPROVE FINANCIAL SUSTAINABILITY

To deliver on our Stakeholder objectives, Edmonton Tourism must be a financially viable organization today and in the long-term. We continuously grow and diversify our revenue streams by maximizing partner funding and leveraging Stakeholder marketing investment. To continue to be a successful organization in the long term, Edmonton Tourism also needs to explore funding models that are accepted by industry and all levels of government and allow us to be strategic in our future planning.

### RESULTS:

- Stakeholders receive a high rate of return from investments in ET Sales & Marketing programs
- Shareholders and Stakeholders value Edmonton Tourism

### TARGET:

- Long term funding is confirmed to support planning of future year activities

### ACTION:

- Secure multi-year funding contracts



## PRIORITY 3

# 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:

- Content reaches more of our potential visitors
- Potential visitors consider visiting Edmonton soon
- Potential visitors easily find experiences they want to have in Edmonton

### MEASURE:

- Tracked inquiries from potential visitors that have interacted with Tourism's digital marketing

### TARGET:

- 12% improvement year over year

### ACTION:

- See annual business plan



## PRIORITY 4

# STRENGTHEN TOURISM EXPERIENCES

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

### RESULTS:

- Edmonton has experiences to market year-round

### MEASURE:

- Number of experiences or percentage of experiences that are trade-ready

### TARGET:

- Establish new baseline and quality score for 2019

### ACTION:

- See annual business plan





## PRIORITY 5

# INCREASE MAJOR EVENT GROWTH AND 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:

- Edmonton has experiences to market year-round
- More referrals to Stakeholders are generated with fewer resource inputs

### MEASURE:

- Increase delegates, athletes and/or participants year over year

### TARGET:

- 3% growth year over year

### ACTION:

- See annual business plan



## PRIORITY 6

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

### MEASURE:

- Each of the Tourism programs over 20K that have pre-determined data sources help determine KPI targets that can be reached with the right amount of investment

### TARGET:

- All KPIs show positive trendline

### ACTION:

- Create and monitor XMR charts for each program over 20K
- For more details see annual business plan



# GLOSSARY

<b>52 Week Calendar</b>	The 52-Week calendar is a reporting and communications tool that provides Edmonton Tourism and our shareholder a consolidate set of information on the types of events and when they're happening over the next five years.
<b>ATIS</b>	Alberta Tourism Information Service is a free content marketing tool available to all Alberta tourism operators, aimed at increasing a tourism business's online exposure.
<b>BEC</b>	Business Events Canada
<b>BIA</b>	Business Improvement Areas. Edmonton has 13 zones within the city which focus on promoting the development of their area and support area businesses. The City of Edmonton works closely with each BIA to help them improve the economic vitality of their areas.
<b>Consumer</b>	A visitor that will experience Edmonton and arrives for personal vacation, to attend an event, or as a delegate to a meeting or convention
<b>CRM</b>	Customer Relationship Management, usually a system that manages an organization's relationships and interactions with customers and potential Stakeholders
<b>Cvent</b>	Software that specializes in meetings management services technology
<b>DAM</b>	Digital Asset Management System
<b>Destinations International (DI)</b>	Destinations International is a professional organization representing destination marketing organizations and convention and visitor bureaus worldwide.
<b>Direct Sales</b>	The sales of goods and services that require direct contact with the event organizer (ex. space rental and lodging for performers).
<b>DMF</b>	Destination Marketing Fees are voluntarily collected by hotels in some communities, where it is used to enhance tourism marketing and community initiatives.
<b>DMO</b>	Destination Marketing (or Management) Organization
<b>Economic Impact Analysis (EIA)</b>	An economic impact analysis examines the effect of an event on the economy in a specified area, ranging from a single neighbourhood to the entire globe. It usually measures changes in business revenue, business profits, personal wages and/or jobs.
<b>Economic Sector</b>	An industry sector that Edmonton has a strength in. This includes Agriculture and Agri-food Processing, Education, Health and Life Sciences, ICT/Digital Technologies, Advanced Manufacturing, Energy and Sustainability, Indigenous and Religious sectors.
<b>EEDC</b>	Edmonton Economic Development Corporation
<b>EDMH</b>	Edmonton Destination Marketing Hotels

<b>EmpowerMINT</b>	A meeting planning tool that simplifies the search and comparison of North American events and host destinations
<b>Event Impact Calculator</b>	Destination International's tool for measuring the economic value of an event and calculating its' return on investment to local taxes.
<b>Explorer Quotient</b>	A market segmentation tool based on people's personal beliefs, social values and views of the world.
<b>Extranet Portal</b>	A website that allows Stakeholders access to organizational and tourism related information
<b>FAM</b>	Familiarization Tours are trips organized by travel providers (can be a Tour Operator, Airline, Hotel Chain, Tourism Board or other DMOs representing a destination, etc.) with the purpose of educating on their products and services and promoting them.
<b>GEO Market</b>	The integration of geographical intelligence into various aspects of marketing, including sales and distribution.
<b>Indirect/Induced Sales</b>	The economic impact influenced and brought about by an event taking place, therefore supporting surrounding industries. (Ex. Hotel stays from visitors coming from out of town, food and beverage sales at local restaurants.)
<b>Influencer</b>	A local Edmonton expert with knowledge of a vertical sector or subject matter, who is willing to work with ET to help secure an event or identify future potential business.
<b>JMA</b>	Joint Marketing Agreement
<b>KPI</b>	A Key Performance Indicator is a measurable value that demonstrates how effectively our team is achieving key business objectives. We use this to evaluate our success at reaching targets.
<b>M &amp; C</b>	Meetings & Conventions is a team within Edmonton Tourism that help event planners source the perfect hotels, venues, offsite event locations and local service partners to help create great gatherings in the Edmonton area.
<b>Measure</b>	Edmonton Tourism's plan or course of action taken to achieve a priority
<b>MICE</b>	Meetings, Incentives, Conferences and Exhibitions, Events (used by M & C)
<b>On the Books</b>	A forward forecasting tool used to target need periods for sales (data supplied by Edmonton Destination Marketing Hotels and city venues)
<b>OPSP</b>	One Page Strategic Plan

<b>OTA</b>	Online Travel Agency
<b>PuMP</b>	The Performance Measurement Program is a self-paced training program to quickly and easily create KPIs and performance measures that are engaging and meaningful to use and drive true performance improvement.
<b>RFP</b>	A request for proposal (RFP) is a type of bidding solicitation in which a company or organization announces that funding is available for a project or program; and companies can place bids for the project's completion.
<b>Shareholder</b>	City of Edmonton
<b>SHiFT</b>	Travel Alberta's experiential product development program
<b>Stakeholder</b>	Partners and organizations that depend on tourism revenues for their success
<b>Strategic Plan (Road Map)</b>	Edmonton Tourism's four-year strategic plan that highlights our division's core objectives and corporate initiatives.
<b>Supplier</b>	Anyone supplying products (ex. consumables) to Edmonton Tourism that support our operations and Stakeholder needs on a contracted basis
<b>Simpleview (SV)</b>	Simpleview is Edmonton Tourism's CRM software
<b>Tableau</b>	A data visualization software used with the 52 Week Calendar tool. It helps create visualizations that are easy to understand at a glance
<b>Travel Alberta</b>	Alberta's Provincial Marketing Organization
<b>Trade Ready</b>	When a ground operator has the capacity to grow with net rates in place for tour operators.
<b>Vendor</b>	Anyone who supplies services (ex. transportation, advertising, promotional gear, event planning) to Edmonton Tourism that support our operations and Stakeholder needs on a contracted basis.





EDMONTON  
TOURISM

