



CANMORE KANANASKIS

2025 BUSINESS PLAN



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LAND ACKNOWLEDGEMENT

In the spirit of respect, reciprocity and truth, we honour and acknowledge the Canmore area, known as “Chuwapchipchiyan Kudi Bi” (translated in Stoney Nakoda as “shooting at the willows”) and the traditional Treaty 7 territory and oral practices of the Îyârhe Nakoda (Stoney Nakoda) – comprised of the Bears paw, Chiniki, and Goodstoney – as well as the Tsuut’ina First Nation and the Blackfoot Confederacy comprised of the Siksika, Piikani, Kainai. We acknowledge that this land is also home to the Rocky View Métis District within the Battle River Territory. We acknowledge all Nations who live, work, play, and steward this land, and honour and celebrate this territory.

ABOUT TOURISM CANMORE KANANASKIS

Tourism Canmore Kananaskis (TCK) is the official not-for-profit Destination Management Organization for the area’s tourism industry. Our goal is to increase overnight visitation, especially during the spring, fall and winter seasons by promoting the destination to high-value(s) visitors. We promote attractions, accommodations, restaurants, events and businesses in the area directly to consumers, while also leveraging international travel trade and media channels.



Our organization is voluntarily funded by hotel and activity partners as well as associate membership sales from activity, food & beverage, retail, and professional services in the area. TCK works closely with Travel Alberta, Destination Canada, Indigenous Tourism Alberta and the Tourism Industry Association of Alberta, as well as the Town of Canmore, the Kananaskis Improvement District (KID) and Alberta Parks to extend our reach.

COMMUNITY-WIDE VISION IN CANMORE AND KANANASKIS

The Canmore Kananaskis Community Tourism Strategic Plan was developed in 2019 through the hard work of the organization and community stakeholders. The plan was adopted by the Town of Canmore as a planning document and sets the direction for tourism development in the region through to 2029. A major focus of the strategy is committing to a triple bottom line approach to ensure sustainable tourism development in the future. The triple bottom line approach considers economic (Profit), environmental (Planet) and social (People) factors to develop a more holistic accounting of sustainability. While TCK will take a leading role in implementing the plan's initiatives, we require the power of partnerships, especially with stakeholders at the Town of Canmore and Alberta Parks to fulfill our vision. The strategic plan will be updated in 2024 to keep it relevant beyond its half-way mark.

5-YEAR VISION

Together, we will be implementing a highly successful sustainable tourism program that will have captured the imagination of visitors and stakeholders.

By 2024, Canmore Kananaskis will be fully committed to a triple bottom line approach to tourism development, and this will be well received by visitors. A high degree of trust will have been built up between stakeholders and several high priority sustainable tourism development goals will have been achieved.

10-YEAR VISION

We will be seen as a leader in sustainable tourism development: By 2029, Canmore Kananaskis will be seen as a leader in sustainable tourism development and visitors will be fully engaged in the brand. All stakeholders will be working as one cohesive unit and enjoying the rewards of a destination that has truly embraced a triple bottom line approach including high quality of life for residents, strong income for businesses and a commitment to environmental sustainability.

PURPOSE AND PROMISE

The community-wide vision for tourism development is a critical driver for TCK. Led by extensive research, our brand supports and defines our raison d'être.

OUR PURPOSE

To transform the way we live in our world: At TCK, we believe travel can be transformative. We are dedicated to curating and promoting authentic, sustainable adventures that not only showcase our destination but also contribute to a positive impact on the environment, communities, and well-being of all involved. We strive to refine the possibilities of tourism, leaving a legacy of inspiration and sustainability that transcends travelling.

OUR PROMISE

Astonishing adventures that nourish your soul: We are the leading force in creating transformative experiences that not only captivate but also feed the human spirit, fostering a deep connection with nature, culture and community. Our commitment to suitability and the triple bottom line paves the way for a destination where every astonishing journey is a testament to responsible tourism, leaving an indelible mark on the hearts and souls of travellers we touch.

TCK VALUES

We are:

- A highly **competent and effective** organization that creates value for its members. We understand that we have a duty of care to invest our members' money wisely. We are experts who work hard and smart to build trust and position TCK as the go-to organization for tourism development in Canmore and Kananaskis.
- An organization that is **humble**. We understand the gift of being able to live, work and recreate here. We respect and appreciate our Indigenous neighbours. We value and respect all audiences and treat everyone as equals.
- **Confident** community **leaders**, driven by a passion for sharing our knowledge and love for our destination. Anchored in our convictions, we stand resolute in our brand purpose and promise. Our commitment to transparency with our members and community is unwavering, as we believe that earning and maintaining their trust is key to our shared success.

Partners

TCK recognizes that realizing our vision, and achieving our goals, will be reliant upon consistent and proactive collaboration with the community. We will work with a sense of cooperation versus competition and will communicate openly and honestly and be accountable to each other. Together, we can realize our shared vision for tourism in the Canmore Kananaskis region.

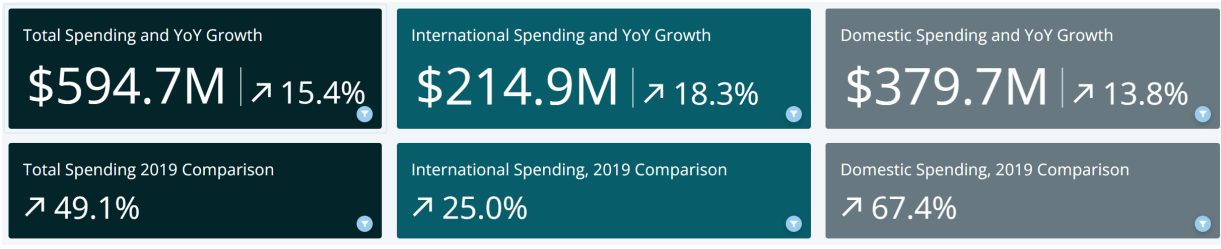
Our Board

TCK is governed by a board of directors representing hotels, retail businesses, activity providers, and food & beverage providers. Additionally, we rely on the expertise of board appointed representatives from the Town of Canmore, the KID, the financial and legal sectors as well as indigenous knowledge keepers. The board provides strategic direction and financial oversight to the organization. Their combined industry experience and wisdom has been invaluable these past few years.

SITUATION ANALYSIS

Economic Market Performance

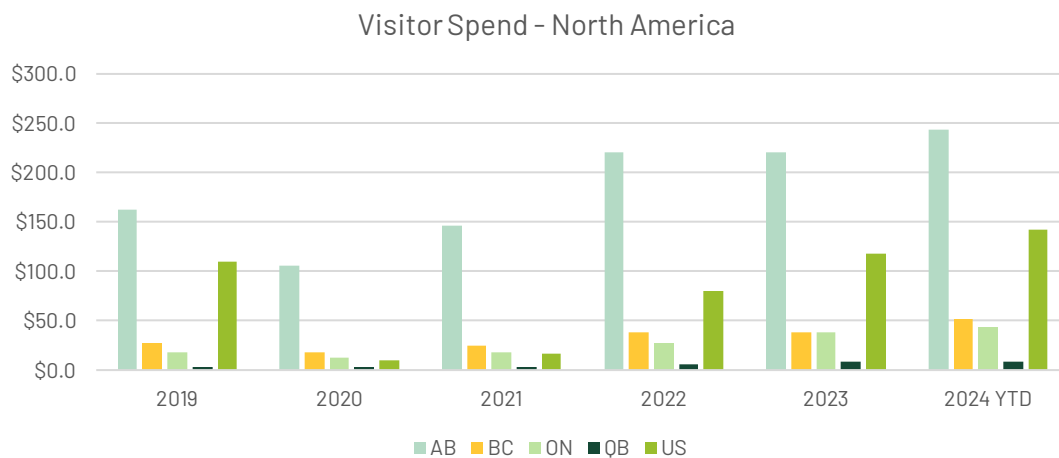
The visitor economy in Canmore and Kananaskis continues to perform stronger compared to other Alberta Rockies Destinations, with visitor spending up 49% compared to 2019 benchmark levels. While the recovery was primarily driven by robust domestic tourism, international and US spending is now on par or exceeding 2019 levels.



Canmore and Kananaskis Visitor Spend

Visitor spend in 2023/24 has continued to increase, particularly driven by visitation from our target markets in Canada and the United States.

ANNUAL SPENDING (\$MILLIONS) BY ORIGIN MARKETS 2019 – SEPTEMBER 2024



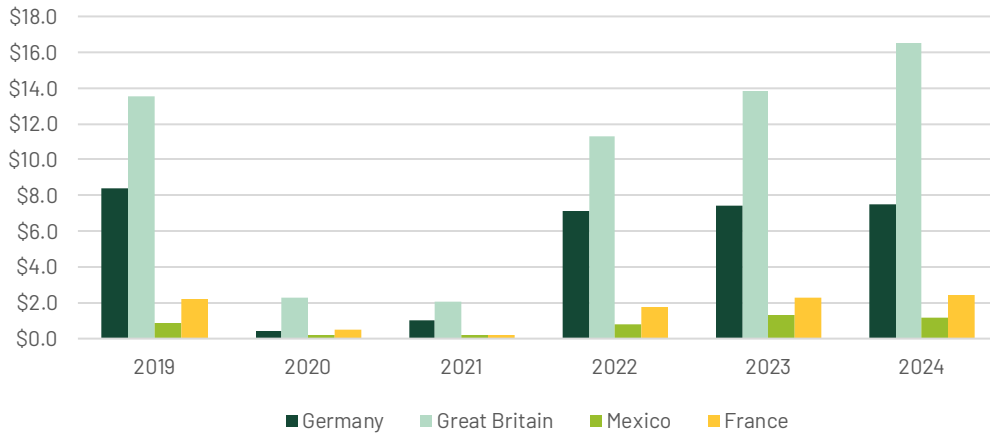
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International target markets have not recovered at the same pace as North American markets with markets such as Germany, just getting back to 2019 levels.

¹ Estimated spend data is derived from Destination Canada's Lodging Spend Reporting (November, 2024). Use, distribution, or republication of these estimates requires Destination Canada's written consent.

² *Estimated spend data is derived from Destination Canada's Lodging Spend Reporting (November, 2024). Use, distribution, or republication of these estimates requires Destination Canada's written consent.

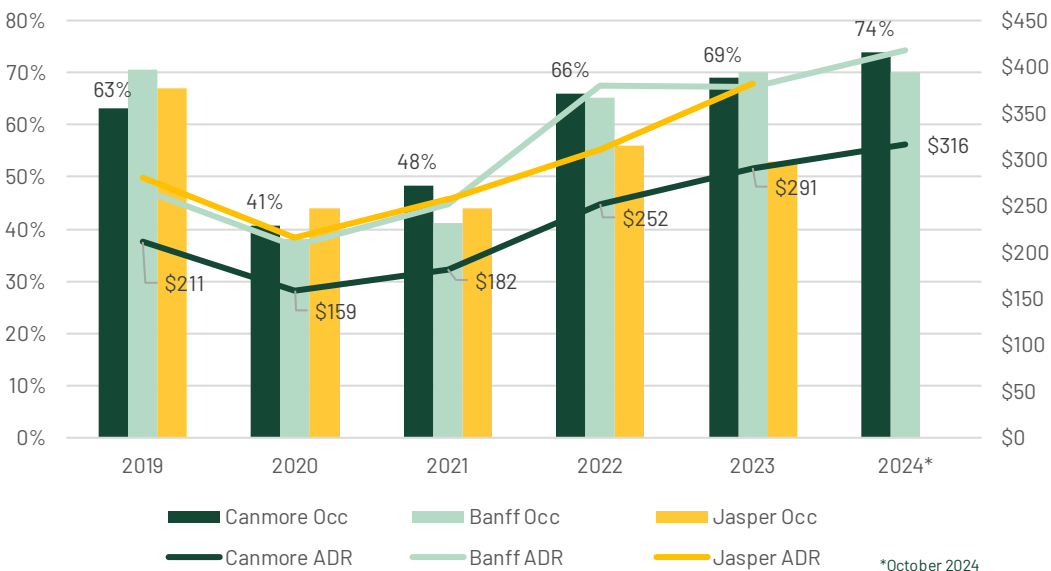
Visitor Spend - International Markets



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Rockies Hotel Performance

Hotel performance in Canmore and Kananaskis continues to be strong with occupancy performing stronger than Average Daily Rate Growth⁴:



*October 2024

Accommodation Market Changes

A significant development in the accommodation sector is the anticipated addition of approximately 750 short-term vacation rentals in the Town of Canmore and the MD of Bighorn in the coming years. This substantial increase in inventory could create downward pressure on Average Daily Rates (ADR) for both traditional hotels and existing vacation rentals in the Canmore and Kananaskis area. The effect may be particularly pronounced given the substantial number of units entering the market over a short timeframe. In the longer term, as demand for short-term

³ "Estimated spend data is derived from Destination Canada's Lodging Spend Reporting (November 2024). Use, distribution, or republication of these estimates requires Destination Canada's written consent.

⁴ STR Report, October 2024

vacation rentals continue to outpace demand for traditional hotel rooms⁵, the additional inventory will make Canmore more attractive as a destination.

Labour Market Dynamics

The labour market in Canmore and Kananaskis experienced a period of relative balance between supply and demand in much of 2024. However, the outlook for 2025 and 2026 indicates emerging challenges, particularly due to federal changes in immigration policy. With the announced reduction in immigration targets, the region anticipates a significant decline in the availability of foreign workers, which could lead to renewed labour shortages in the future. Looking ahead, employers will need to develop new approaches to workforce development and retention. This may include enhanced focus on domestic recruitment, improved training programs for existing workers, and creative solutions to housing and affordability challenges that often impact worker recruitment and retention.

Organizational and Funding Landscape

Tourism Canmore Kananaskis maintains a strong operational team and financial position, although reserves are being utilized to support destination management efforts. Positively, the provincial government is exploring improved destination funding models and TCK is actively engaged in these discussions. These developments could help secure long-term sustainable funding for destination management activities.

TRAVEL TRENDS

Shifting Travel Values and Motivations

Travellers are increasingly seeking authentic experiences that align with their values around sustainability and responsible tourism. According to Skift Research, Small destinations that can demonstrate genuine commitment to environmental and social responsibility will have a competitive advantage. The concept of "regenerative travel" - where tourism actively improves destinations rather than just minimizing harm - will move from niche to mainstream⁶.

Consumer data shows a growing willingness to modify travel behaviours and pay more for sustainable options. Over 78 per cent of global travellers intend to stay in sustainable accommodations in the next year, while 81 per cent want their travel dollars to benefit local communities directly⁷.

Canmore and Kananaskis are well positioned for these trends with a strong strategic framework in place and a Regenerative Tourism Action plan to be launched in 2025.

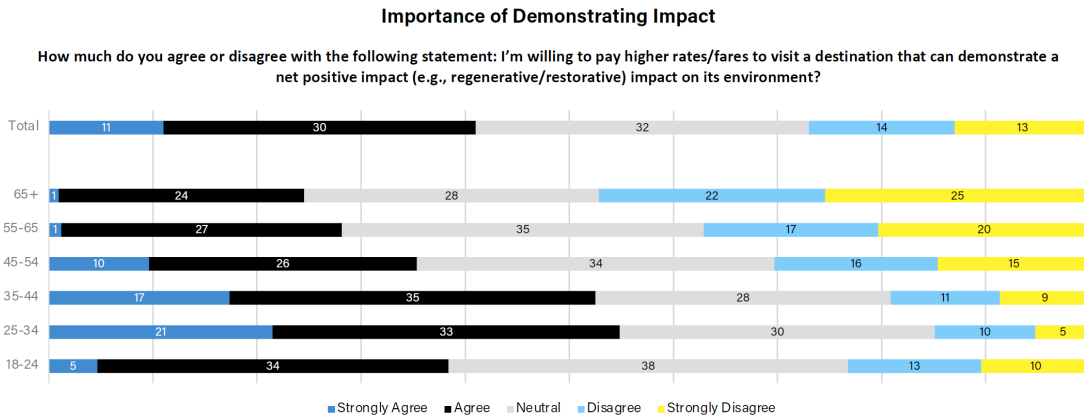
⁵ US Travel Trends Q1 2024: Exploring Day Tours and Experiences, Skift Research

⁶ Skift Research: Regenerative Tourism: Feedback Report, October 2024

⁷ Booking.com [Sustainable Travel Report 2023](#)

It Is Important to Demonstrate Impact

Consumers, particularly among younger demographics like Millennials and Gen-Z, are generally willing to pay extra for more sustainable options if businesses and destinations can credibly demonstrate their impact claims.



Source: Google Trends as of April 2024
Reproduced from [Regenerative Tourism: Fact from Fiction](#), as of April 2024.

Wellness Travel

Wellness tourism is forecasted to quadruple by 2027, with a compounded annual growth rate of 17 per cent from 2022 levels⁸. Accessible nature and outdoor experiences topping the list of travellers planning a wellness vacation (79%), closely followed by healthy food options (75%) and Peace and Quiet (60%)⁹. With two additional spa offerings under construction in Canmore and another in the planning stage, Canmore is well positioned to capitalize on this growing trend.

Travel Inspiration and Planning

Travel is a priority and a “top splurge category” for millennials and Gen Z alike. This trend will support growth in the travel and tourism industry as long as the economic climate remains steady. It is not surprising that visual content like photos (26%), and videos (20%) play a crucial role in online travel content consumption, with reviews and testimonials (21%), also significantly influencing travel decisions¹⁰.

Within digital channels, social media is the dominant source for trip planning (32%), followed by official platforms (20%), and Google Search (20%). Despite the increasing use of AI tools in trip planning, this shows that destination websites will continue to have a more important role to play, and content and SEO strategies will be imperative going forward. With AI Large Language Models (LLM) searching for authentic, reputable voices, content will need to be more personal and TCK will change its content production in the next year accordingly.

While AI is not yet widely adopted for travel planning, it is already having a significant impact on the travel industry. Key areas of influence include faster development cycles, the introduction of innovative technologies, and notably improved chatbot experiences. AI is also making strides in reputation management, with prototypes already being tested to evaluate and respond to customer sentiment online. Additionally, AI offers a new, accessible way to search, summarize, and present information, poised to transform the travel planning process in the coming years.

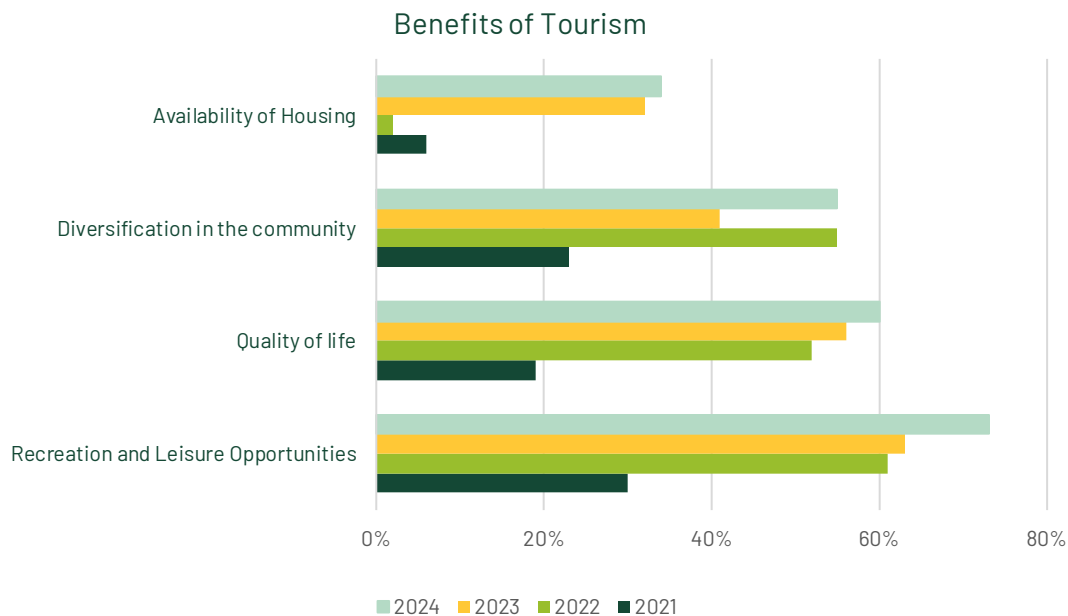
⁸ Global Wellness Institute: [Global Wellness Economy Monitor](#), November 2023

⁹ [Spa Business Magazine](#), Issue 1, 2023

¹⁰ Skift Research: Online Travel Behaviour Survey, June 2024

LOCAL ENVIRONMENT

Tourism is the number one economic driver in Canmore and Kananaskis. While resident sentiment remains level, the benefits of tourism in Canmore and Kananaskis are becoming better known to the community at large. TCK has increased its presence in local media and within the community to showcase the benefits of tourism to residents. In addition, engagement with council, administration, and other business stakeholders are showing promising signs of mood change towards recognizing the importance and benefits of the visitor economy for Canmore and Kananaskis. In this Summer's resident sentiment survey conducted by Travel Alberta, 73 per cent of Rockies residents identified recreation and leisure opportunities as a benefit of tourism, a notable improvement to the prior year and 60 per cent saw a benefit to their quality of life because of tourism.

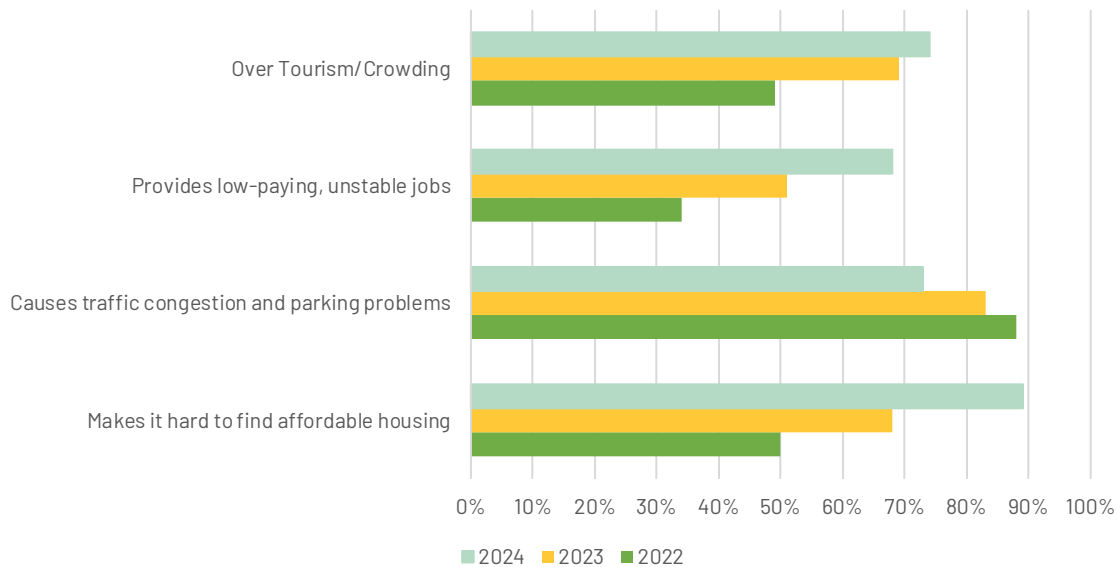


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However, there are also some negative perceptions about tourism that have persisted, especially the perception of low paying, unstable jobs and overcrowding.

¹¹ "From your perspective what impact does tourism have on the following in your community?"

Negative Impacts of Tourism



The organization will continue to work towards increasing its advocacy and media presence in the region, partnering with neighbouring communities, to further improve resident sentiment.

STRATEGIC PLAN

The Canmore Kananaskis Community Strategic Plan 2019-2029 underwent a detailed review by the Board this fall. The Board emphasized that achieving the vision of becoming a leader in sustainable tourism would require building the capacity necessary to fulfill TCK's destination management mandate.

As a sustainable funding model for tourism has not successfully been established yet, the organization will access reserve funds to execute to plan to its full potential.

ECONOMY

With strong air access and a provincial government that is supportive of tourism growth, the outlook for 2025 remains positive. However, Alberta's economy might be experiencing slower growth, based on lower oil prices and slower population growth compared to recent years

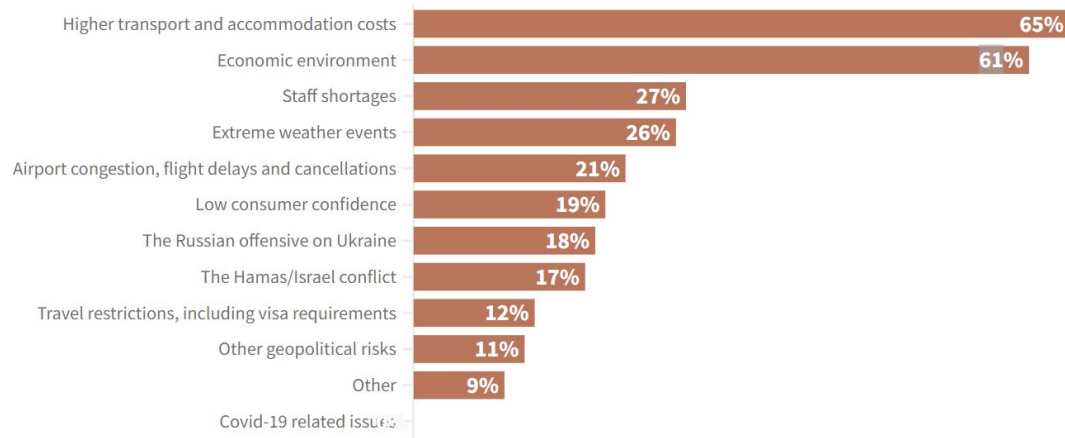
The global economy is choppy but expanding. Despite some isolated signs of weakness, the international monetary fund still expects gross domestic product to grow in 2024 and into 2025 and should support continued tourism growth. The Organization for Economic Co-operation and Development (OECD) projects moderate growth in the United States and Canada (1.8% in 2025) and a relatively weaker growth rate for our European target markets (UK 1%, Germany 1.1%, France 1.3 %). "The global economy has proved resilient, inflation has declined within sight of central bank targets, and risks to the outlook are becoming more balanced. We expect steady global growth for 2024 and 2025, though growth is projected to remain below its longer-run average," OECD Secretary-General Mathias Cormann said.¹²

While inflation has slowed and interest rates are slowly easing, experts surveyed by the UN World Tourism Organization ranked the high costs of transportation and accommodation (65%) and the economic environment (61%) as the top challenges facing the industry, well before the third

¹² Economic Outlook: [Steady global market expected for 2024 and 2025](#)

challenge: staff shortages (27%). In light of recent fires in Alberta, it is surprising that extreme weather events are only seen as an obstacle by 26% of respondents globally¹³.

What are the main factors weighing on the recovery of international tourism?



Although consumer sentiment has hit decade lows, the pessimism is not reflected by the economic data, which shows improvement in both employment and inflation. The historical relationship between these data points suggests that sentiment should be 35 points higher than is being reported today. According to Skift Research, “this suggests that although “the vibes are off,” the actual economic picture is strong enough to support continued travel spend in 2024 and beyond”¹⁴.

This information is supported by a US Travel Trends study showing 50 per cent of American travellers are expecting to increase travel spending in the next 12 months¹⁵.

BUILDING RESILIENCE

In recent years, it has become clear that the impacts of climate change will continue to intensify, requiring all stakeholders to be prepared for emergency response and recovery. Tourism Canmore Kananaskis has invested in detailed Emergency Response and Recovery planning and is part of the Town of Canmore’s Emergency Management Agency. However, operators – especially small businesses and short-term vacation rentals – will need to be educated on the importance of emergency preparedness and their responsibilities for ensuring visitors’ safety and well-being.

WHAT WE DO

TCK is the official organization for destination and tourism promotion in Canmore and Kananaskis. The organization takes a leading role in ensuring the Community Tourism Strategic Plan is moving forward effectively and cohesively. The organization is responsible for completing many of the initiatives in the action plan and will seek collaboration and support from partners when needed.

Our approach to destination management will consider tourism as a holistic, integrated system that affects every aspect of community life. The organization understands the far-reaching impact that tourism has on Canmore and Kananaskis and will work to maximize the benefits and minimize the negative impacts, working closely with the municipalities of Canmore and Kananaskis as well as with Alberta Parks.

¹³ UN Tourism World Tourism Barometer, September 2024 survey

¹⁴ Skift Research: The state of Travel 2024.

¹⁵ Skift Research: [US Travel Trends Q1 2024: Exploring Day Tours and Experiences, April 2024](#)

OUR SERVICES

Social Media market activation ensures an always-on conversation in each of our markets, growing general awareness of Canmore and Kananaskis while providing real time insights on traveller interest.

Paid Media uses digital tactics to target travellers most likely to visit Canmore and Kananaskis. Efforts are measured to better determine the most effective media channels and tactics are adjusted accordingly.

AI, especially the use of Large Language Models (LLM) will quickly change the way visitors research destinations and plan trips. TCK is working diligently to be at the forefront of this trend and prepare its channels and team for continued success.

Travel Trade, such as tour operators, travel agencies, and online agencies, help increase and diversify Canmore and Kananaskis products available in international markets. By leveraging travel trade, TCK is growing experience and attraction focused awareness in our international markets and here at home.

Business Events (Meetings, Incentive, Conventions and Events) segment is a strong channel, especially for fall, winter and spring occupancy. TCK focuses on the Alberta Market and will work on an event strategy to support local event organizers in-destination to elevate their event attendance and increase length of stay and spend for event attendees.

Market Specific Media such as public relations and media relations help us tell the story of the destination in target markets and gives travellers a bird's eye view of Canmore and Kananaskis. In addition, TCK will focus on educating the community on the benefits of the visitor economy in Canmore and Kananaskis. To enhance recovery efforts, we will put additional resources into this channel: In 2024, TCK will enter into its second year of a co-op matched funding agreement with Travel Alberta to hire the FINN Media Agency in the United States to pitch stories to U.S. based media outlets and journalists.

Networking, Collaboration and Education: TCK is providing front-line training through the Peaks Academy, an online-learning portal free to TCK members. The course covers topics from customer service and destination knowledge to human-wildlife interactions and cultural awareness. In addition, we will provide in-person networking and training events in 2025, including topics such as environmental stewardship, Indigenous Cultural Awareness and Diversity Equity and Inclusion (DEI).

Advocacy: TCK uses its position to represent the interests of its membership to governments, partners and the community on matters important to the tourism economy in our region. Consolidating the tourism sector's voice through TCK allows us to have greater influence.

BENEFITS OF MEMBERSHIP

LEVERAGED MARKETING INVESTMENTS THROUGH LOCAL BUSINESS CONTRIBUTIONS

TCK leverages investments from local businesses to promote Canmore and Kananaskis as the destination of choice for visitors who embrace the authentic mountain town experience and vast wilderness that Canmore and Kananaskis have to offer. As more businesses become engaged and membership in TCK increases, the pool of resources available for promotion will grow, and the destination market reach will expand even further. Through economies of scale, considerable value will be created by consolidating marketing resources through TCK.

Investments from members will be leveraged even further - through cooperative marketing campaigns offered by Travel Alberta, contributions from partner organizations and other grant funding. Leveraged marketing investments will create enhanced value by generating economies of scale that will allow for an expanded reach.

BENEFITS: THE POWER OF AN EFFECTIVE DMO

1. **Dedicated, professional team of marketers:** Together, we will continue to drive the visitor economy, including occupancy, visitor spending, aggregate hotel gross sales, year-round average rate growth, and shareholder confidence and satisfaction. We will execute a direct, effective multi-dimensional approach, and be an always-on content publisher. As our community's success relies on tourism, we continue to aim for 100 per cent business community participation.
2. **Leveraged funding:** Businesses' marketing dollars will be leveraged many times by the mutual investment of dozens of participating business partners. Businesses will benefit greatly from increased exposure and media and be included in continuous promotions and marketing campaigns.
3. **World-wide reach:** Businesses will be listed on the TCK website and mentioned in social channels where appropriate; will be involved in promotional initiatives which will reach audiences with breadth and depth. We will turn interested prospects into repeat visitors who become destination champions.
4. **Effective partnerships:** Our efforts will be multiplied many times over due to our relationships with Travel Alberta, Destination Canada, the Tourism Industry Association of Alberta, Indigenous Tourism Alberta, and the Tourism Industry Association of Canada, Destinations International and others. We will maximize personnel and resources on local, provincial, national, and international stages.

TRAVELLER SEGMENTATION & TARGET MARKETS

Canmore and Kananaskis continues to benefit from its strong brand reputation within the Alberta market and is gaining brand reputation throughout Canada and the United States. This is especially important as Travel Alberta works to develop new tourism corridors within Alberta that will take market share from Canmore and Kananaskis. Therefore, growing our brand reputation with long-haul markets is imperative for the continued well-being of the economy in Canmore and Kananaskis.

Since 2019, Canmore and Kananaskis have seen strong growth in visitor spend from our North American target markets and we will continue our successful campaigns in partnership with Travel Alberta.

With these campaigns proving to be very successful, with some outperforming our competitors, we will expand and enhance these efforts into 2025 and beyond. To foster that continued growth we will incorporate AI tools into our marketing where appropriate.

TOURISM CANMORE KANANASKIS 2025-27 GOALS

We have created this plan with the research provided to us by our partners at Travel Alberta and Destination Canada, with invaluable input from businesses in Canmore and Kananaskis. With the expected growth in membership and resources, we are excited to steward the tourism industry in Canmore and Kananaskis both responsibly and sustainably.

As laid out in the strategic plan, TCK is adopting a triple bottom line approach to sustainable tourism development that considers Profit, Planet, and People, striving to achieve a balance between the three. We will continue using the Global Destination Sustainability Index (GDS) to measure our progress on our pillars of planet and people.

We have seen a jump in performance from 2023 to 2024 and the Regenerative Tourism Plan will be launched in 2025. To take action and make the plan execution successful, TCK will hire a Sustainability Manager to execute this project.

FIRST PILLAR: PROFIT

With limited ability to grow visitation in the summer months, there will be an increased focus on spring, fall and winter, helping the industry become more financially sustainable and providing stable, year-round jobs to our employees and more consistent revenue throughout the year. We will continue to spend the majority of promotional investment into long-haul Canadian and U.S. markets. Additionally, we are actively seeking opportunities with international tour operators in the United States, Mexico, United Kingdom, France and Germany that are looking to expand their itineraries to lesser-known destinations.

Web Traffic

With the rise of AI as a trip planning tool, there are conflicting reports on what effect that might have on DMO website traffic. Due largely to the success of our digital campaigns, we continue to see website traffic growth. While future numbers are difficult to forecast, TCK is expecting modest growth in 2025 with flat or decreased web traffic and campaign performance in 2026 and beyond. These next few years will be pivotal in the AI space, and we are proud members of a Canadian working group exploring AI and how destination organizations can leverage emerging tools to continue to drive visitation from our target markets.

In 2025, we will implement a change in how website referrals from partner listing click-throughs are recorded. Previously, referrals were reported cumulatively from both the Travel Alberta and TCK websites. Moving forward, our reporting will only include referrals originating directly from the TCK website. While this change will result in a lower reported referral number, overall referral trends are expected to align with website traffic patterns.

Digital Promotion

TCK will target high-value(s) travellers that stay longer and in turn spend more time and money in-destination. Our marketing plans have been building upon our success the past few years and will continue to use the familiar channels of social media and paid digital promotion. In addition, the team will expand our social media channels, growing Pinterest, and continuing to engage with online travel agencies. Utilizing our strong partnership with Travel Alberta and maximizing co-op buy-in opportunities across channels, we will once again increase our promotional investment.

Business Development

According to members, Business Events in Canmore have fully recovered, and we are seeing exceeding demands for small meetings and incentive business. TCK will continue to build relationships with meeting planners, attracting small-to-medium-sized meetings, mostly from the Alberta market, and are expanding to national and international markets through our partnership with Destination Canada.

Working with tour operators to feature Canmore and Kananaskis in their itineraries will help attract a more diverse customer base, extend booking lead times, and reduce reliance customers able to adjust travel plans based on short-term weather conditions. To continue to grow demand, it remains important to attract tour operator FAMs (familiarization tours) that showcase the

destination. As well, attending trade show, such as Rendezvous Canada, Showcase Canada, the Adventure Trade Associations' Adventure Summit and working with travel agent consortia networks in the United States will be paramount to growing demand going forward. Additionally, we will embark on sales missions in partnership with Travel Alberta to build relationships and work on a better understanding of our destination by tour operators - from product managers to reservation agents. In 2025, Destination Canada will not be hosting Showcase Europe resulting in an expected decrease in overall travel trade referrals next year.

Media Relations/Public Relations

While we have seen moderate growth in our National and International media coverage, there is a need to expand media relations and public relations for the organization. There are opportunities for extended marketing reach with increased resources put towards media relations. In 2024 TCK leveraged the support and resources provided through Travel Alberta to capitalize on media opportunities, particularly raising our profile in key U.S. markets.

Additionally, there is a growing need to continue to tell our stories and educate the community on the benefits of tourism. Community buy-in will be an important asset for the success of the organization. We will continue educating our communities, businesses and stakeholders on our strategic goals and the benefits of the visitor economy. We will work on a Canadian Rockies approach to resident sentiment as we know many residents of the Bow Valley work in one town but live in another, requiring a Bow Valley wide approach to resident communications. As these initiatives require resources beyond our current capacity, TCK will be expanding its communications staff to cater to the growing needs of the organization in 2025.

Visitor Experience

The Travel Alberta Visitor Centre on Bow Valley Trail, operated by TCK and funded by Travel Alberta, was closed permanently at the end of October 2024. With the loss of in-person visitor services, TCK will focus on a digital visitor service delivery format and will re-evaluate the need for in-person visitor services in 2025.

| Strategic Pillar | Outcome | Metric | 2024 (Nov) | Target 2025 | Target 2026 |
|------------------|----------------------------------|--|--------------|-------------|-------------|
| PROFIT | Campaign Performance | Website Sessions | 1.29 million | 1.5 million | 1.3 million |
| | | Online Referrals to Members | 125,000 | 135,000 | 125,000 |
| | Leads to Members | Business Events Room Nights | 10,714 | 11,000 | 11,500 |
| | | Travel Trade Referrals** | 532 | 500 | 550 |
| | <i>Destination Consideration</i> | <i>Media Mentions</i> | <i>168</i> | <i>210</i> | <i>250</i> |
| | Visitor Connections | Number of Digital Visitor Interactions | 1,000 | 1,500 | 1,500 |

SECOND PILLAR: PLANET

In 2019, the Government of Canada, and in turn the Town of Canmore, declared a climate emergency. The growing calls for a global transition towards a climate neutral, green economy, and international commitments such as the Sustainable Development Goals and the Glasgow declaration have put travel and tourism under the spotlight.

Furthermore, we know travel is a force for good – it broadens horizons and bridges divides and has the power to transform the way we live in our world. Our industry has the opportunity to play an important part of the solutions to climate change.

Implementation of Sustainable Tourism Plan

As outlined in our Community Tourism Strategic Plan, TCK will implement a sustainable tourism program. TCK believes strongly in the value of partnerships and collaboration and is looking at existing programs that align with this aspect of community building. Research shows that travellers only trust sustainable certifications, if done by a third party¹⁶. For this purpose, TCK subscribed to the Global Destination Sustainability Index (GDSI) - and was indexed for the first year in 2023 improving by five points in 2024. It is our desire to become the most improved destination in Canada by 2026, and we will diligently execute on our Regenerative Tourism Action Plan in 2025 to help make that goal a reality. However, success of the plan will require full cooperation of our municipality, industry and other leaders in this space. It will be crucial to align and pull in the same direction. As this will require dedicated resources, we will be hiring a sustainability manager to execute the plan.

Pledge to the Peaks

The Pledge to the Peaks initiative, successfully piloted in 2020, has been well received by visitors, residents, event organizers and the travel trade. We will continue collaborating with partners and businesses to expand the pledge into a destination-wide initiative, ensuring the community speaks with a unified voice. The strong desire to educate visitors was clearly expressed during public engagement on tourism, and TCK is eager to take a leading role in facilitating the engagement.

| Strategic Pillar | Outcome | Metric | 2024 (Nov) | Target 2025 | Target 2026 |
|------------------|---------------------------------------|------------------------|------------|-------------|-------------|
| PLANET | Accountability towards Sustainability | GDS Index Score | 45 | 50 | 65 |
| | Pledge Implementation | Number of Pledges | 455 | 600 | 750 |
| | Sustainability Training/Events | Number of Participants | 80 | 80 | 160 |

THIRD PILLAR: PEOPLE

Destinations do not operate in silos – the destination is made up of community members, and the visitor economy must provide community benefits. Our commitment to the community starts with

¹⁶ Skift Research: Sustainability and Remote Work Shaping the Future of Travel, 2022

our staff and moves beyond the organization and its members to residents, our Indigenous neighbours and government stakeholders.

Staff

To achieve our goals, we will need high-performing staff that are constantly looking for efficiency - providing maximum value to our members and the community. We know that diligent use of funds that boost our ROI is a top priority for our members and the organization. As a result, we are committed to becoming an employer of choice in the destination and beyond.

However, to execute our strategic plan and fulfill its vision to become a leader in sustainable tourism, the organization will need to build additional capacity. Capacity building will be ramped up in 2025 to support membership, destination development, communications, and digital visitor services.

Indigenous Relations

The organization is committed to keeping our Indigenous communities top of mind. We understand our business is built on indigenous lands and are committed to action on the Report on Truth and Reconciliation. We are working closely with Indigenous Tourism Alberta and our Indigenous members to guide us through this process.

Destination Stewardship

“Destination stewardship” is an approach that balances and meets the needs of a destination and its communities and operates with legitimacy and consent under a participatory governance model.¹⁷

TCK will work closely with the Town of Canmore, Kananaskis Improvement District, and Alberta Parks to form stronger relationships and ensure tourism is top of mind with administration and elected officials. The Destination Stewardship model holds all sides accountable for smarter tourism development.

Emergency Preparedness and Recovery

Extreme weather events are increasing, and it is reasonable to expect Canmore and Kananaskis will face an emergency situation in the future. Emergencies will affect not only residents, but visitors, businesses and staff alike. It is of paramount importance to be as prepared as possible and that recovery efforts for businesses and residents start at day zero to ensure the destination can welcome back residents and visitors as soon as possible. TCK will continue its involvement as a member of the Town of Canmore Emergency Management Agency to be a voice for the visitor economy for Canmore and Kananaskis. In addition, we will ensure that our own emergency management plans are up to date and that we are ready to respond swiftly to any emergency that might come our way.

Education & Training

TCK recognizes the need to educate both hospitality staff and the local community about the destination's offerings, sustainable practices, and Indigenous culture.

The Peaks Academy provides an online learning platform that delivers a unified destination message to visitors while elevating spend in destination. This online learning platform complements and supports our Destination Stewardship and the Pledge to the Peaks initiatives.

¹⁷ Stefan Hartman, Bernadett Papp: Towards Destination Stewardship: Achieving Destination Stewardship through scenarios & a Governance Diagnostics framework, July 2021

Events

Events are a vital part of a thriving community, and Canmore boasts a wide range of events supported by passionate organizers. From World Cup championships to smaller hockey tournaments, and from major cultural events like the Canmore Folk Fest to smaller gatherings like band camps, Canmore's community is deeply invested in these activities. Tourism Canmore Kananaskis offers marketing and financial support when events align with our brand and contribute to the region's economic impact and the success of our member businesses.

Membership

TCK's marketing and destination management investments benefit the entire region, including businesses and residents. The organization has played a key role in revitalizing tourism post-pandemic and growing the regional visitor economy. As a result, adequate funding for TCK is crucial for the industry and community. Additionally, we will collaborate with all levels of government to establish a sustainable funding mechanism for the organization.

| Strategic Pillar | Outcome | Metric | 2024 (Nov) | Target 2025 | Target 2026 |
|------------------|----------------------|-----------------------------------|------------|-------------|-------------|
| PEOPLE | Thriving Events | Number of Events supported | 8 | 8 | 12 |
| | Thriving Membership | Number of 2% Members | 30 | 32 | 38 |
| | | Number of Associate Members | 103 | 112 | 130 |
| | Destination Training | Number of Peaks Academy Graduates | 55 | 100 | 200 |