

Destination Positioning Strategy

Town of Sylvan Lake

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Background

Sylvan Lake is seeking a destination positioning strategy and marketing creative that identifies how the destination can stand out and become recognizable among other top Albertan and Canadian destinations. This project seeks out a differentiation strategy for Sylvan Lake's tourism marketing efforts.

This project includes research, strategy to create positioning, and the practical application of how that destination positioning will be creatively communicated.

The Town of Sylvan Lake carries out visitor information services and destination marketing under the consumer-facing umbrella of "Visit Sylvan Lake." Visit Sylvan Lake consists of digital platforms that include a website at <u>visitsylvanlake.ca</u>, as well as Facebook, Instagram, and Twitter accounts @visitsylvanlake.

Sylvan Lake has long been a resort town for travellers mainly from Alberta's largest cities of Calgary and Edmonton. The town has traditionally had a high number of seasonal part-time residents whose consumer behaviour matches that of visitors. In recent years, day-trips and families have also been significant tourism markets. Best known for the summertime, its beach, and lake, the Town of Sylvan Lake has worked diligently over the past decade to upgrade Sylvan Lake's visitor infrastructure and services, expand destination marketing, promote tourism product development, and develop off-season tourism products and markets.

To become a destination of choice for an expanding range of visitor markets, including leisure, tour, visiting friends and relatives from regional, national and international marketing, the destination must effectively communicate its unique value and commit to being attentive to the needs of visitors. Positioning, strategy and marketing creative are fluid and dynamic and should evolve over time in response to changing macro and microenvironmental conditions.

Research Process & Stakeholder Engagement

Research Process

Habit analyzed Sylvan Lake's current strengths, weaknesses, opportunities and threats through primary research, social media listening, and a social and web audit. We also evaluated the positioning and strengths of other destinations in Alberta.

Habit's motivator was to identify key themes and variables to develop a sound research process. This led to the development of the line of questioning and topics to explore in the Discovery, focus groups, survey, and interviews. We selected a diverse group of stakeholders to share their insights on how to make Sylvan Lake a destination of choice for all visitors.

The focus group and interviews provided a deeper understanding of opinions and views of stakeholders. We also allowed for active discussion so that stakeholders could engage with each other, discuss strengths and weaknesses of Sylvan Lake. Through an assessment of the collected survey data and conversations, we refined and aggregated the qualitative data to identify key themes that then led to the creation and development of this document.

We also took into consideration Destination Marketing Association International's DestinationNext framework, which was designed as a roadmap for destination marketing organizations seeking to further develop their destinations. We used the diagnostic tool to assess perceived performance in a variety of indicators, ensuring the destination strategy considered key competitive advantages, marketplace position, and relevancy amongst stakeholders.

Literature review

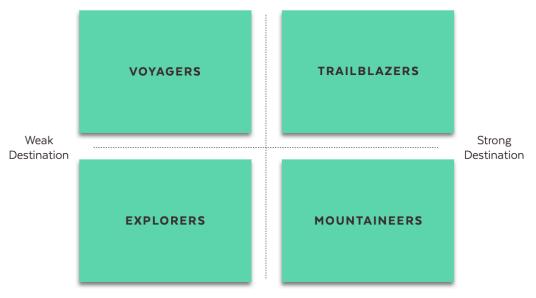
- Documents and reports provided by the Town of Sylvan Lake
- · Case studies on WARC
- Strategies and reports developed by Destination Canada, Federal Government, Government of Alberta, City of Edmonton, City of Calgary, Tourism Calgary, Explore Edmonton, Tourism Alberta
- Framework developed by Destinations International

DestinationNEXT Scenario Model and Assessment Tool

The DestinationNEXT Scenario Model and Assessment Tool measures the two key success factors for any destination:

- 1. Destination Strength: Overall quality of infrastructure, visitor experience, brand, capacity, access, etc.
- Community Alignment: Support from the local government, non-tourism business industry stakeholders and the residential community regarding the destination making goals and strategy.

These two drivers help clarify strengths and opportunities and allows for multiple stakeholders to provide input. These are then plotted on the DestinationNEXT Scenario Model, consisting of four distinct quadrants - dependant on the destination's priorities and strategy.



Weak Community Alignment

Destination Assessment Variables

Destination Strengths:

- Brand
- Accommodations
- Attractions and Entertainment
- Conventions and Meeting Facilities
- Events
- Sports and Recreational Facilities
- Communication Infrastructure
- Mobility and Access
- Air Access
- International Readiness

Community Alignment:

- Organization Governance Model
- Partnership Strength
- Industry Support
- Local Community Support
- Regional Cooperation
- Workforce
- Hospitality Culture
- Policy and Regulatory Environment
- Funding Support Certainty

• Economic Development

Primary Research:

SURVEY:

435 Responses

Residents: 191Visitors: 244

INTERVIEWS:

• 4 interviews conducted

FOCUS GROUP 1:

- Visitors
- Ages: 25 55
- Location: Calgary and Edmonton

FOCUS GROUP 2:

• Local government

LOCAL BUSINESSES (INFORMAL INTERVIEWS):

- Best Western
- Fireside Restaurant and Lounge
- Sweet Home on the Lake

SOCIAL MEDIA: @VISITSYLVANLAKE

- Facebook
- Twitter
- Instagram

WEBSITE: VISITSYLVANLAKE.CA

Audit

SOCIAL MEDIA LISTENING:

- Reddit
- Blogs
- Pages and groups related to travel
- Media mentions

OTHERS:

Assessed signage, walkability, amenities, businesses, restaurants, bars, recreation, etc.

Research Results and Feedback

WHY HAVEN'T YOU VISITED THE TOWN OF SYLVAN LAKE MORE FREQUENTLY?

- Prefer the summer season
- Work
- Have been too busy
- COVID 19
- No water slides
- Garbage and trash left behind by tourists
- Camping booked solid
- Roads and traffic
- Lack of places to stay
- No beach
- Boat launches are too far or too expensive
- Paid parking
- Too congested
- No Airbnb's

SOME OF YOUR REASONS FOR VISITING SYLVAN LAKE?

- Family traditions
- Cross country ski
- Axe throwing
- Library
- Pool
- Shopping
- Photography
- Town events
- Golf

WHERE DO YOU STAY?

- RV
- Campsite
- Parkland Beach
- Permanent trailer
- Acreage

WHAT COULD ENTICE YOU TO STAY OVERNIGHT?

- Better hotels
- Lake access

- · Residents to be more welcoming
- Better parking and boat launches
- Better law enforcement
- Water slide
- Things for teenagers
- Better food options
- Better shopping
- Concerts on the lake
- More sports and amenities
- Live music
- Malls
- Indigenous culture tourism
- More vibrant strip

WHAT DO YOU LIKE MOST ABOUT SYLVAN LAKE?

- Peace and quiet
- Multiculturalism
- The lake and activities
- Friendly people
- · Family memories
- The beach area
- Golf
- Short drive from Edmonton
- Walking around the town
- Microbreweries
- Small town feel
- Winter lights
- Festivals
- Family oriented town
- Community

WHAT DO YOU DISLIKE ABOUT SYLVAN LAKE?

- Roads
- Traffic
- Garbage
- Crowded
- Vandalism
- Lack of variety of food and culinary experiences
- Accommodations and the lack of them

- Not enough to do
- Parking
- Public washrooms
- Not enough shopping
- Lack of activities and entertainment
- Run down feeling
- Not enough lakefront
- No signage
- Taxi service
- Lake is dirty
- Conservative residents

OTHER COMMENTS:

- Website is well done
- Love the promenade
- Not brilliant
- Businesses and town don't have a great reputation
- Open lake to buskers
- Make the lake more accessible
- · Town and residents are not being heard

Key Drivers of Preference

Drivers of preference analyze the visitor's motivations and reasons for choosing to visit Sylvan Lake over other destinations. Repetitive themes from the feedback are assessed here.

Both emotional response and destination attributes were identified as main drivers. From the research, the following aspects of the destination were identified as main motivators for choosing to visit Sylvan Lake:

- The variety of recreation opportunities
- The small town charm, casual atmosphere, and lake town vibe. The "vacation/festival" or resort-feel of the downtown
- To escape from the city, and enjoy the alternating peaceful and energetic seasons
- · The friendliness, feeling of safety, and feeling of community
- · Ease of access to various amenities and the sense of things being right at your fingertips
- · For the excitement of things going on, like events and fireworks
- Easy socializing opportunities to meet new people or gather with family and friends
- The water quality for swimming and the lake quality for boating

• A sense of nostalgia, often remembered as idyllic childhood memories

Recognizing that these factors are key to choosing Sylvan Lake as a destination to visit, it is essential to protect and continue to develop the destination around these drivers of preference. Similarly, threats to choosing to visit Sylvan Lake included crowding and issues related to over tourism such as garbage, parking, and cleanliness of public amenities. Anything that presented a barrier to accessing and enjoying the destination freely were unfavourable. Feedback also identified inconsistencies in the overall visitor experience in that some aspects were high quality and other aspects were of a limited quality. This included things like the quality of the downtown relative to other areas, or the quality and quantity of accommodations. Feedback identified a greater need for more things to do across a wider range of age groups, with more complete packaged experiences and attractions.

Competitive Analysis

Destination Development Stage: Destination Scenario Model

On the Scenario Model below, the Town of Sylvan Lake falls between Voyagers and Trailblazers, with a slight lean towards Voyager, which is what we've identified it as. Stakeholder engagement, feedback from the Town, and survey results have all shown that both residents and visitors are strongly invested in the Town and have an emotional connection to it. Still, clearer communication and encouragements are needed to effectively convey the importance of tourism to residents and local businesses. While the Town boasts a stunning lake and has many amenities, the lack of accommodations, hotels, range of restaurants, and other services creates a deficit in hosting infrastructure that would require capital and investment.

Weak Destination EXPLORERS Strong Community Alignment TRAILBLAZERS Strong Destination

Weak Community Alignment

SWOT Analysis

	Strengths		Weaknesses	
✓	Safe, welcoming community that combines urban amenities with a distinct, rural atmosphere	×	Underdeveloped tourism support system and organizational capacity to develop tourism	
✓	Developing key assets into market-ready tourism products for visitors	×	Lack of market awareness of what Sylvan Lake has to offer to visitors	
✓	Strategic location with proximity to large urban markets and airports (Calgary and Edmonton)	×	Lack of visitor data and understanding of target market	
✓	Strong highway access	×	Lack of community awareness about the benefits of tourism	
✓	Strong supply of natural attractions and outdoor recreation opportunities.	X	Lack of hotels, restaurants, and other infrastructure	
✓	A consolidated, comprehensive and engaging tourism website with relevant visitor information	×	Not enough engaging and interesting businesses to capture "drive through" traffic	
✓	Engaged and active social media presence and channels	X	Limited visitor information signage across the town	
✓	Good community and sports facilities	×	Wayfinding signage on highway was	
✓	Local businesses and other stakeholders are interested in development of tourism		outdated regarding amenities	
✓	Leveraging grant funding for destination development and tourism marketing			
✓	Day trip appeal			
	Opportunities		Threats	
✓	Organizing the community and key stakeholders to take a coordinated approach to tourism development	×	Competition for limited investment and development resources from provincial tourism organizations (e.g. Travel Alberta)	
✓	Collaborating regionally with municipalities and individual attractions	×	Competition for visitors from other destinations	
	to drive visitation	×	Economic recovery is slow	
~	Leveraging community and tourism assets to benefit residents and visitors alike	×	COVID 19	
		×	Environmental threats, such as climate	
			change impacts	

Competitor Analysis

Competitor's were chosen by responses from focus groups, other lake towns and cities that give off the same "lake destination" feel and other areas that have the same type activities.

THE ROCKIES

These destinations have embraced their natural assets by developing and promoting them in categories, by season and with supporting infrastructure. The resulting experiences facilitate powerful connections between their visitors and nature, while serving to further connect visitors to the destinations' sustainability efforts. Capital region residents regularly flock to these areas for a variety of outdoor activities, festivals, events, and sightseeing. The Edmonton area accounts for 28% of the annual 1.93 million domestic overnight visits to the Canadian Rockies tourism region, second only to the Calgary area at 31%. The region offers visitors breath-taking views, world-renowned skiing and hiking, unique local wildlife, intriguing cultural-heritage sites and events, and year-round international and domestic appeal. The Rockies have a clearly identified tourism brand, experiential offering and core market focus.

- Collaborative relationships exist between private and public tourism partners to develop product, funding, and marketing.
- Strong online presence with visitor information and planning support.
- The destination invests in community assets that improves quality of life for residents and is appealing to visitors, vacation property owners, and potential investors.
- The destination commits to supporting tourism-related entrepreneurs and small businesses.
- Municipality commits staff and resources to programs and services that make the community vibrant and engaging for residents and visitors (e.g. festivals, sporting events, etc.).

LAC LA BICHE

Lac La Biche County has exceptional natural assets and unique cultural attractions that offer visitors the chance to create truly memorable experiences. The Lac La Biche region attracts thousands of campers, boaters, fishermen, history-buffs and other travellers every year. Located in northeastern Alberta, Lac La Biche County has over 150 lakes, attractive rural areas, and some of the best outdoor activities in the Province.

- Strong heritage, culture, and Indigenous experiences
- Abundance of natural attractions and water-based recreation opportunities.
- Strong supply of accommodation providers and campgrounds.
- High-quality community and sports facilities.
- Strong existing visitor markets.
- Local commitment to diversifying the local economy through tourism.
- The County is in a strong financial position

COLD LAKE

The City of Cold Lake (pop. 14,961) in northeast Alberta attracts visitors looking for water-based and outdoor experiences. It is situated on the shores of Cold Lake, one of Alberta's largest and deepest lakes. The lake is situated on the Alberta-Saskatchewan border and supports a relatively large number of fish species, including lake trout which is a game fish uncommon in most Alberta lakes. The City of Cold Lake is further from key markets (300 km from Edmonton and

425 km from Fort McMurray). However, for anglers, boaters and beach go-ers it is well worth the drive. The beach, marina and downtown amenities give the City a distinct lake destination feel. The size of the lake is attractive for motor boating, sailing, waterskiing, and paddling, and the fishing is excellent in summer and winter seasons. Cold Lake Provincial Park has lake access and recreation opportunities year-round. Water quality sets Cold Lake apart -- it is typically clean and clear. Unfortunately, this is at risk with a blue-green algae advisory issued in August 2018 for the first time in recent years. Visitors can also access the lake and its shores from provincial parks and recreation areas managed by Alberta Parks.

BONNYVILLE AND MOOSE LAKE

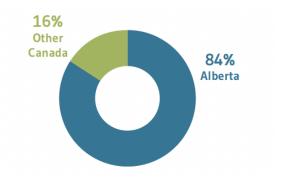
The Town of Bonnyville (pop. 6,422) is situated on Jessie Lake, 240 km northeast of Edmonton and 50 km southwest of Cold Lake. Jessie Lake is a shallow kettle lake that is an important staging area for shorebirds and waterfowl. The Jessie Lake trail and shoreline park is a key feature of the community; although, visitors looking for water-based recreation head 3.5 km west to Moose Lake. The sandy beaches and good fishing attract day visitors, campers, and cabin owners. Much of the lake's shoreline is extensively developed with campgrounds, day use areas, summer villages (Bonnyville Beach and Pelican Narrows), residential camps, and a golf course. Moose Lake Provincial Park and Franchere Bay Provincial Recreation Area are popular points to access the lake. Blue-green algae at Moose Lake is an annual concern and a threat to summer visitation. The surrounding Municipal District of Bonnyville (pop. 13,575) has a total of 15 lakes in the M.D., most of which have quality boat launches and lake access.

DOMESTIC TOURISM IN ALBERTA

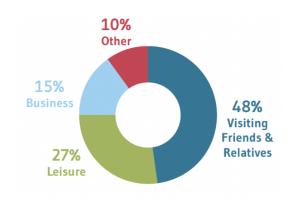
In 2017, 7.3 million visits were made by residents of Alberta and other parts of Canada to destinations in the Edmonton and area tourism region. Albertans accounted for 6.2 million (84%) of these visits, with 1.2 million person-visits (16%) originating from other parts of Canada. Approximately 35% of all visits included at least one overnight stop, primarily by Alberta residents. Of the 2.94 million overnight visits to the region, Central Alberta residents accounted for 20% of the visits followed by Calgary and area with 19% and northern Alberta with 15%. An additional 14% and 9% were attributed to neighbouring British Columbia and Saskatchewan, respectively.

The main purpose of overnight visits was for friends and family (48%), leisure (27%), and business (15%). 55% of nights were spent in the homes of family and friends, followed by hotels, motels and other roofed accommodation (44%), and campgrounds and RV parks (1%). Domestic visitors tended to stay an average of 2.7 nights with an average party size of 2.3 people. Domestic overnight visits were primarily from July to September (29%) and October to December (27%), followed by April to June (23%) and January to March (21%).

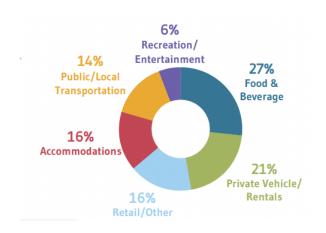
The total direct tourism expenditures for the region was an estimated \$1.885 billion, of which food and beverage accounted for the largest share (27%), followed by private vehicle/rentals (21%), retail/other (16%), accommodations (16%), public/local transportation (14%), and recreation/entertainment (6%).



Domestic Visitation to Region



Main Purpose of Trip



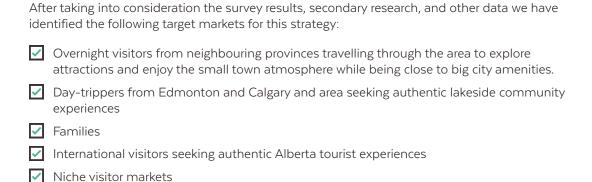
Visitor Spending

Sylvan Lake's Comparative Position:

Sylvan Lake stands out among competing Alberta destinations for its prime geographic location between both major Albertan cities, for the unique resort-feel of a commercial urban centre along the shore of a lake, and the overall amenities offered in a lake location. Sylvan Lake is unique in combining urban amenities with a distinct rural atmosphere. The destination is poised for further growth and development that creates greater opportunity to attract a wider range of visitor markets and promotes easy enjoyment of both its natural and created assets.

Audience Insights, Target Markets and Personas

Audience Insights



Target Markets

A. Strong Existing Markets – Edmonton, Calgary, Red Deer and their surrounding areas represent over half of Alberta's population (more than 2.5 million people), and they are already engaged by the product offering in Sylvan Lake. Creating a deeper connection with this highly educated, affluent customer base will be important. In addition, furthering relationships with other Canadian markets will also be important.

B. Strong Existing Product Offering – Sylvan Lake offers a tourism product that strongly resonates with the visitor personas developed for Alberta. Communicating and marketing the destination's tourism product in a way that is engaging for target markets is imperative.

C. Need for Increased Visitation in the Shoulder and Off-Seasons – Sylvan Lake has expressed a need for increased visitation in the shoulder and off-seasons. The destination's domestic market is currently highly engaged and travels to Sylvan Lake regularly throughout the year. Building upon this year-round interest in the destination will be important.

We have identified domestic markets to target based on population density and distance proximity: (Destination Canada, 2021). Target market information relative to Covid-19 may change and adapt with the evolution of the pandemic and should be reevaluated over time.

Market	Rationale (Destination Canada)
British Columbia	Even when travelling out-of-province, British Columbians are following a Canadawide trend of staying closer to home: Alberta is the top out-of-province destination under consideration.
	British Columbians are very outdoors focused, with COVID-19 likely enhancing the popularity of outdoor activities such as hiking/walking in nature, natural attractions, and viewing the Northern lights.
	Travelling for vacation purposes and visiting family and friends will drive travel in 2022. There is little interest in business or conference-related travel.
	In the next year, domestic travel parties will largely be made up of immediate family, with friends being more likely to travel together within British Columbia. Couples and families represent the greatest potential markets for travel within and outside of British Columbia.
Ontario	31% of the population sampled considered traveling to Alberta as their top domestic destination (3rd after BC and Quebec).
	Younger Ontarians (under 35 years) are eager to resume travelling. They are less concerned about health and safety and have the strongest intent to travel both within and outside of Ontario.
	Ontarians favour outdoor activities. Like most Canadians, Ontarians are focused on outdoor vacation activities, particularly hiking/walking in nature and natural attractions such as mountains or waterfalls.
Saskatchewan /Manitoba	Leisure trips and visiting family and friends will drive Saskatchewan/Manitoba residents' travel in 2021. Residents of these provinces are more likely than the Canadian average to travel out-of-province to visit family and friends.
	Residents of Saskatchewan/Manitoba are very outdoors focused, with COVID-19 likely enhancing the popularity of outdoor activities such as hiking/walking in nature, natural attractions, and nature parks.
	When travelling out-of-province, Saskatchewan/Manitoba residents are generally following a Canada-wide trend of staying closer to home but may be willing to travel a little further than other Canadian residents: Alberta and British Columbia stand out as the top provinces under consideration

Market Development (International Focus)

A. High Value Markets – International visitors spend on average twice as much as domestic visitors (per person/night) thereby increasing the economic impact per visitor as a result of the additional services they need. Delivering high quality experiences to international visitors also demands different services and the destination will need to be evaluated for international market readiness before pursuing this strategy. However, some potential markets are explored below.

Market	Rationale
USA	Established market in Canada that continues to grow.
	Perception of Canada's safety and dollar value guides their decisions to stay longer.
	The beauty and diversity of Albertan landscapes are attracting visitors, as well as adventure, culture, history, and culinary tourism.
	The US is Alberta's largest international market according to Travel Alberta's analysis of the 2015 Stats Canada data.
UK	The United Kingdom is Alberta's largest overseas market. In 2015, there were 151,600 overnight visits by U.K. travellers to Alberta, totalling \$197.3 million in tourism expenditures.
	Residents of the U.K. are keen to travel and tend to stay longer and spend more that other markets.
Germany	German leisure travellers perceive Canada as a top travel destination offering authentic and relevant travel experiences.
	About half of German holiday trips to Canada are into B.C., Alberta and/or the Yukon.
	Three quarters of these trips are for pleasure or to visit friends and relatives.
	• In 2015, there were 117,100 overnight visits by German travellers to Alberta, totalling \$121.5 million in tourism expenditures.
	Cultural experiences tend to resonate strongly with German travellers. This is particularly true for First Nations experiences.
Japan	In 2015, there were 60,100 overnight visits by Japanese travellers, totalling \$67.3 in tourism expenditures.
	Japanese travellers feel Canada offers good value for money and is among their top five destinations to consider.
	Older travellers aged 55+ represent the largest segment of potential travellers from Japan, followed by travellers aged 18 to 34.
	The trend is toward more independent travel, but packaged tours booked through travel agents remain standard.
China	• In 2015, there were 85,300 overnight visits to Alberta from Chinese travellers, totalling \$75.8 million in tourism expenditures.
	While the traditional escorted tour group remains popular, Chinese travellers are increasingly interested in niche experiences, including ski, winter, RV, self-drive, photography and golf.
	Independent, middle-class, affluent and youthful (20 to 45 years old) are characteristics that define the fastest growing segment of Chinese traveller.
Australia	In 2015, there were 92,300 overnight visits by Australians to Alberta, totalling \$133.5 million in tourism expenditures.
	Canada is well perceived by Australians, and the majority of their trips to Canada are for pleasure or to visit friends and relatives (86%).
	Most visitors travel independently (nearly 60%), with only 18% choosing an escorted tour.

Audience Personas

Fundamental to Sylvan Lake's ability to attract visitors, is to first understand what potential visitors seek out in their travel experiences. More specifically it is to understand the reasons people travel and the demand for tourism, what people desire from their experience and the different types of visitors who seek out the Lake.

Explorer Quotient®, also known as EQ, was developed by Destination Canada (the Canadian Tourism Association) in partnership with Environics Research Group. EQ is a proprietary market segmentation system based on the science of psychographics. Rather than marketing to or developing products for travellers based on traditional segments, such as demographics (e.g. age, gender, income etc.) and/or geography, EQ emphasizes the importance of traveller segmentation based on their psychological characteristics, such as their attitudes, beliefs, values, motivations and behaviours. This combination of psychological characteristics led to the development of the Explorer Types. Please find below the personas developed by Travel Alberta for the tourism industry for the province.

Visitor Profile 1: Curious Adventurers

- OVERNIGHT VISITORS
- INTERNATIONAL AND OUT OF PROVINCE TOURISTS
- FAMILIES



For Curious Adventurers, travel is about getting a different perspective on the world. They're energized by exploring new places and inspired to learn all they can about a destination through its landscapes, authentic culture and the people they meet.

Spontaneous and open-minded, they're fuelled by a sense of adventure and discovery, knowing that organic moments can provide their best experiences. They are thoughtful planners, investing time before their trip to help forge deeper connections with a place.

Overview

Age: 40 - 55

Gender roles: Equal Children at Home: 25%

Household Income : Higher than

average

Research: Experiential

Lists: Just ideas

Scheduling: Allowing space
Local Experiences: Organic
Needs: Depth and knowledge

Location: Alberta, Canada, US, UK,

Germany, Japan

Psychographics

Online shoppers, actively looking for opportunities to learn. Spend more on camping, outdoor excursions, home entertainment and technology.

Derive pleasure from planning – the process of planning for the trip is as much a part of the journey as the trip itself.

Start their research by getting a sense of the place, often from objective and editorial sources. Rely less on social media for influence and inspiration. Begin building an overall picture of the place led by bigger traditional tourist activities.

Need assurance there are many smaller experiences nearby that offer depth, learning and lots to uncover. These smaller complementary activities play a very important role in determining if a destination is worth visiting.

"Plan for spontaneity," leaving time in their schedule for unplanned encounters and activities. Plan with flexibility, not rigidity. A list of Things to Do is a great starting point for their own research, not because it tells them exactly what to do, but because it shows the breadth and depth that they require.

Likely to consider budget hotel chains (2-3 star), camping trips, and national park holidays.

Much more likely to use vacation rental sites (Airbnb, VRBO). Top sites for planning and purchase include TripAdvisor, Expedia, Airbnb, Booking.com, Kayak.

Constantly grazing for information both before and during a trip, seeking local-insider information and recommendations.

Look for organic interactions with locals to flavour and help inform their activities.

Motivations

- Planning is a part of the trip
- Constantly grazing for information
- Hearing from locals
- To know a destination, they feel the need to spend time to understand it
- Discovery
- Exploration
- · Personal growth
- Immersion
- Rich experiences
- Open to possibilities

Media

- Heavy social media users, but don't post regularly. Avid listeners of podcasts and music streaming sites, and regular blog readers. Actively avoid advertising on social.
- They trust local news sources including CTV and Global networks. For international news they look to sites with global reach such as MSN.
- Are interested in learning more deeply about destinations and activities. They tend to spend longer reading informational content but are pickier about which ads they engage with.

Behaviour

- Planners represent a more focused and higher-value audience. They influence the travel of the entire travelling party and present a greater opportunity to move people around the province.
- Marketing to Planners means providing inspiration and informational content they can share with their travel group. Inspiration is vital whether a traveller is regional or long-haul.
- The larger the group travelling together, the less distinct the differences are between Curious Adventurers and Hotspot Hunters.

Alberta Visitor Profile 2: Hotspot Hunters

- DAY TRIPPERS
- NICHE TOURISTS



For Hotspot Hunters, travel is about conquest and accomplishment. They want to visit the top attractions, take part in one-of-a-kind experiences and connect with local experts.

Hotspot Hunters are driven to make the most of every minute. They want to fill their trips with as many stories and memories as possible, and will plan accordingly, leaving little to change - even if it means getting no sleep.

Overview

Age: 30 - 45

Gender roles: Female led Children at Home: 50% Household Income: Higher

than average

Research: Logistical **Lists**: What to do

Scheduling: Tightly planned **Local Experiences**: Curated

Needs: Breadth and Experiences

Location: Alberta, Canada, US, UK, Germany, Japan, Mexico

Psychographics

Sports fans and avid investors. Spend more on high-profile activities like live concerts, museums and sporting events.

Strongly motivated by travel and always looking for inspiration, thinking about future trips and places they'd like to go.

Social channels feature prominently.

Begin building an overall picture of the place led by bigger traditional tourist activities.

Need assurance there are many additional experiences nearby that are "story-worthy."

The cost of a trip is important because they often travel multiple times a year, and each trip impacts their overall ability to travel. Will this trip mean I can't take my next trip?

Vacation time is very precious. They don't want to waste a minute – either on things that aren't worth doing or because they're unprepared. The process of planning is therefore more administrative in nature.

Like to have a strong logistical grasp on their trip – what to do, where things are and how to get around.

Strongly influenced by Best Things to Do content shared by others and are more likely to be inspired to visit by a single image or story.

Like to take the time to shop around for the best deals before booking.

Most likely to travel to Alberta by air. More likely to visit airline websites directly (aircanada.com, westjet.ca) and redeem travel points via rewards sites (Airmiles, CIBC Rewards, etc).

Look to connect with local professionals who they can trust to inform and ensure a great in-destination experience.

Motivations

- Discovery
- Exploration
- Personal growth
- Immersion
- Rich experiences
- Open to possibilities
- Planning is a part of the trip
- Constantly grazing for information
- Hearing from locals
- To know a destination, I need to spend time to understand it

Media

- Heavy social media users, particularly Instagram and LinkedIn, posting and engaging regularly. More receptive to advertising on social.
- They often use list-based and community-driven website content to build an action plan in advance of travelling. This includes sites like BuzzFeed and the Matador Network.
- They place a greater value on world news, trusting sources like CNN, BBC, Yahoo, the Globe and Mail and La Presse.
- Planners represent a more focused and higher-value audience. They influence the travel of the entire travelling party and present a greater opportunity to move people around the province.
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- The larger the group travelling together, the less distinct the differences are between Curious Adventurers and Hotspot Hunters.
- They find inspiration from image-focused sites like Instagram and Pinterest, turning to these channels to quench their wanderlust.

Behaviour

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- Marketing to Planners means providing inspiration and informational content they can share with their travel group. Inspiration is vital whether a traveller is regional or long-haul.
- The larger the group travelling together, the less distinct the differences are between Curious Adventurers and Hotspot Hunters.

Insights and Tactics

Key Themes and Recommended Tactics

Theme 1: Leverage the lake in designing holistic visitor experiences and messaging

The lake is the most prominent destination feature for visitors. It's the main attraction and the can't-miss item every visitor is sure to stop for. Whether it's spending a day at the beach, paddlesports, or just a stroll by the lake at sunset, no visitor is leaving town without a glimpse of the water. In this way, the lake is the honey pot for the destination and should continue to be used as the main attractor of tourism. However, to leverage the lake's appeal to benefit other visitor activities, it is ideal to pair the lake with other non-lake activities to communicate a holistic experience that integrates the lake, but doesn't focus solely on it. This "by the lake" tactic switches the focus from the lake itself to the whole experience of being in the lake town atmosphere and what that uniquely contributes to the visitor experience.

Additionally, the lake and lake feeling should carry through and be echoed throughout the destination in art, architecture, infrastructure and other physical and sensory imagery, leveraging its benefit to areas not directly along the lakefront. As a the jewel of the community, celebrating the lake in this way is essential to the authenticity of the destination, but is also authentic to and aligned with the local community.

Theme 2: Build destination identity on what it means to be a lake town

The primary emotional aspect that attracts visitors is the "lake town vibe". A combination of small town charm, casual ease, inviting friendliness, simple socializing, plenty of recreation opportunities and ongoing excitement. It's this balance of easy and accessible excitement and relaxation that is so unique to that life at the lake feeling.

Unlike mountain towns, what it means to be a lake town is a concept considerably less explored by other destinations in creating a meaningful impression in the minds of potential visitor markets. The absence of a concrete common rhetoric of what it means to be a lake town presents a major opportunity for Sylvan Lake. The destination can build an iconic identity around becoming the face of lake towns provincially and nationally and thereby set the standard and differentiate itself as a leader in this category among top Alberta destinations. Sylvan Lake can capitalize on exploring what a lake town looks like and feels like, and what being a true lake town means.

Theme 3: Consider recreation and experience accessibility key in destination development

Sylvan Lake is a recreation destination. Visitors to Sylvan Lake are mainly interested in the variety of recreational opportunities offered and the services and amenities that make those opportunities easy to access. The accompanying developed amenities are a key differentiator in the experience that Sylvan Lake offers as compared to other competitors. Ensuring the continued supply of accessible recreation opportunities is a key factor in future development of the destination.

At the same time, survey feedback identified that visitors are perceiving a lack of things to do in the destination. This can be overcome by increasing the number of available attractions, but also by packaging activities in a way that makes them easy to find, easy to do, and easy to

understand. When activities are not packaged and prepared for visitors, visitors then have to rely on their own preexisting knowledge, skill sets, and imagination to figure out how to have a good time on their own. Activities that are packaged in a way that includes instructions or education, led by an operator, have a high marketability, have a communicated significance, and an easily understood outcome, increases the accessibility of experiences to visitors and helps alleviate the perception of a lack of things to do.

Theme 4: Achieve consistent quality throughout the visitor experience

The destination is in a growth development stage as identified in the DestinationNEXT scenario model. Survey feedback also identified inconsistencies in the level of quality among all aspects of the visitor experience. As the destination develops, and in partnership with tourism industry, it will be essential to be mindful of the myriad of touch points visitors encounter during their stay and ensure that all aspects send a similar message about the overall quality of the visitor experience. This in turn helps deliver on the experience promise being made to visitors through destination marketing.

As the destination develops, it is recommended that investment be made in growing a team or Destination Marketing and Management Organization to help bridge capacity constraints and accelerate destination development and tourism growth. Additional infrastructure and attractions will increase Sylvan Lake's readiness for farther reaching national and international markets. Destination readiness is outside the scope of this project but should be evaluated before undertaking major efforts to expand the visitor market base at such a scale.

Theme 5: Target through psychographic categories

In addition to the demographic characteristics, psychographic qualities should be used to target potential visitor markets. Psychographic characteristics provide deeper insight into understanding visitors and is useful in designing messaging that has a strong appeal to potential visitor markets. This style of marketing focuses on adapting the way messaging is presented to appeal to the motivations and desires of visitors. Using this additional information in designing marketing campaigns improves the accuracy of visitor targeting and is more likely to deliver greater results for the marketing efforts and resources invested.

Theme 6: Find a unifying goal and vision in aligning stakeholder support

Tourism draws on host communities as its primary resource and needs to be managed to be a successful contributor to community vibrancy. Through the stakeholder engagement process, opposing opinions were identified towards development. Residents voiced strong sentiments towards the limitations of infrastructure, congestion on roads and the beach, vandalism and litter. Without a high level of community support and engagement, it could be challenging to elevate the destination experience for travellers and improve livability for residents (Destinations International, 2019)

It is necessary for residents to support tourism in their community to ensure that visitors are welcome and that there is continued support for development. Increasing communication to community members on the benefits that tourism can bring to Sylvan Lake and increasing the visibility of the impacts and outcomes of tourism initiatives can help enhance alignment between community, industry, the municipality and visitors. It is imperative that community and

industry understand and participate in destination development to maintain that alignment. Equally, the municipality must recognize the need to manage tourism in a sustainable way and anticipate and mitigate issues that can result from an over abundance of tourism through preventative action and innovative tourism management strategies.

Messaging Strategy

Unique Sense of Place

Capturing the lake town vibe

Sense of place speaks to the complex relationship between people and their perceptions, attachments and the meaning they ascribe to places. Sylvan Lake's unique sense of place that constitutes the essence of the destination is its "lake town vibe".

A primary component in attracting tourism, the research identified that vibe as a combination of small town charm, casual ease, inviting friendliness, simple socializing, plenty of recreation opportunities and ongoing excitement. It's this balance of easy and accessible excitement and relaxation that is so unique to that life at the lake feeling in Sylvan Lake.

Value Proposition

Becoming Alberta's best lake town destination

The value proposition identifies why a visitor would choose Sylvan Lake and how Sylvan Lake can capitalize on its unique assets in becoming Alberta's best lake town.

Sylvan Lake's value proposition is its ability to offer a variety of recreational opportunities and the services and amenities that make those opportunities easy to access in a lake setting. This distinct combination of urban amenities in rural surroundings reinforces the unique sense of place and is a point of differentiation among competitors, as well is essential to the kind of traveler that chooses to visit Sylvan Lake.

Messaging Strategy Insights

Destination marketing and advertising efforts can be informed by the following messaging insights:

- 1. Tailor marketing creative to appeal to the identified target market psychographic categories while continuing to align with destination brand guidelines. This will increase the appeal and enhance the effectiveness of messaging.
- 2. Leverage the value of the lake as the honey pot of the destination by pairing it with non-lake activities to communicate a holistic experience. This will enable the lake to integrate into a wider variety of visitor experiences but shift the focus to ensure that Sylvan Lake is known for more than just the lake.
- 3. Since the accessibility of experiences is so key to the value proposition, communicating how visitors can take part in an activity and reducing any barriers to accessibility is key in marketing strategy for tourism products.

4. Showcase the "lake town vibe" that is quintessential to the authentic destination experience in all aspects of marketing and messaging to build consistent, lasting iconic destination identity.

Visitor Experience Promise

Here for a good time, every time.

No matter where you come from or what time of year, Sylvan Lake makes it their purpose to ensure you are well taken care of. Whether it's relaxing on the beach in July, sending summer a farewell toast with friends on the patio, or checking out the holiday cheer in December, you'll always have a seat at our table.

Sylvan Lake is an ideal year-round adventure vacation destination. With a myriad of recreational activities and the stunning spring-fed lake, it's an unforgettable experience and a place everyone should experience, near or far.

From the beach to the greens to walking along the marina, there's plenty of year-round activities for visitors to see, do, and explore. And with a range of hotels, campgrounds, cabins, and vacation rentals to choose from, there's plenty of space for your next event, group activity, vacation, or even work conference to keep you comfortable during your stay.

Destination Persona

What do Sylvan Lake and Zac Efron have in common?

A lot more than you think.

Active, approachable, and a natural leader. All qualities that describe actor, explorer and "Down to Earth" host, Zac Efron. But also characteristics that define Sylvan Lake. That's right – if this lake town was human, that human would be Zac Efron.

Aside from his rugged good looks and lust for life, Zac is known for his positive energy. And that's just like us. Our lake town is full of enthusiasm, balanced out with a healthy dose of mellow. Mix that all together, and you get a charming town that's as daring as it is laid back.

But don't get things twisted. Though we're often the life of the party, we also know how to be there when you need us. Family and friends always come first, and we'll do whatever we can to make you happy—even when the temperature drops below zero.

Yeah, it can get cold, but that doesn't stop us from seeking our next exploration—or inviting others to join. We recognize that life is what you make it and encourage everyone to saddle up and go along for the ride. Because you never know what tomorrow brings, so you may as well make each moment count. And we'll be here to help you every step, paddle, or sail along the way. Because around here, the adventure never stops.

Destination Narrative

A place you deserve to discover

Our vibrant lake town may be small, but when it comes to heart and a chill vibe, there's no place bigger or better.

With its deep sense of pride, Sylvan Lake is a community that welcomes visitors from near and far. Here, you'll be enchanted by the laid back atmosphere that makes it easy to leave your worries behind. Our small town charm is as lovely as the landscape that surrounds it. Legendary sunsets, a beach to unwind at, and plenty of activities to keep everyone feeling young at heart, Sylvan Lake is a place that knows how to celebrate all year round.

But it's not just the things you do that makes coming here so special. It's the way being here makes you feel. We're not just a place to visit, we're a vibe – somewhere to create memories, share stories, and sink into feeling good.

Here, life is experienced to the fullest, and our authentic nature makes us an Alberta destination everyone deserves to discover.

We are Sylvan Lake. And we're excited to meet you.

Tagline

Nice to meet you.

Where adventure never stops.

It's a vibe.

Weekend vibes, all year long.

Here for a good time.

Marketing and Communication Tactics

For each of the Audience/Target Markets, refer to personas for behaviours, motivations, preferences, and psychographics which should be a primary consideration in developing messaging creative. The following tactics have been developed in view of those.

Brief sample communication plans are outlined below for each visitor market. Actual marketing plans and strategies will need to be created based on the resources available and adapted for evolving goals and insights.

Day trippers

COMMUNICATION AND MARKETING CHANNELS

Marketing Tactics	Channels	Frequency	Seasonal
Social Media Marketing/ Google Search	Facebook, Instagram, Google Search	Year around	Boosted during the shoulder seasons to encourage overnight visitation Geotargeted
Bundles and packages	Day trip packages (food + activities): advertised on social media, through influencers, giveaways, native marketing, website, email marketing, and digital magazines (e.g. NARCITY)	>4x a year	Recommended to boost this during Sep - May
			Focus on hotel + food bundles for summers to attract overnight visitors
Tourism boards	Calgary and Edmonton tourism boards to support on their channels	>2x a year	Partner with tourism boards to highlight events, giveaways, and bundles
Signage	Wayfinding signage and outdoor advertising on highways	-	Should be updated to reflect the sentiments USP of Sylvan Lake
Influencers and blogs	Lifestyle bloggers, tourism/travel bloggers (contain to Edmonton, Calgary, and surrounding areas)	>2x a year	Winter season should be prioritized

International and out of province visitors

COMMUNICATION AND MARKETING CHANNELS

Marketing Tactics	Channels	Frequency	Seasonal
Social Media Marketing/ Google Search	Facebook, Instagram, Google Search	-	Geotargeted; creatives and language should be updated seasonally

Marketing Tactics	Channels	Frequency	Seasonal
Tourism boards	Calgary and Edmonton tourism boards to support on their channels	>2x a year	Partner with tourism boards to highlight events and the town's USP
Signage	Wayfinding signage and outdoor advertising on highways	-	Should be updated to reflect the sentiments USP of the Town of Sylvan Lake
Influencers and blogs	Lifestyle bloggers, tourism/travel bloggers: get featured on major tourism websites and blogs	>1x a year	Highlight Town's USP or a unique event
Vacation rental, hotels, etc.	Trip Advisor, Yelp, AirBnb, Vrbo, etc.	Year round	Encourage local businesses to list business and advertise during the shoulder seasons Most intentional visitors and out of province visitors plan their trips 3 - 6 months in advance: advertise early to be able to reach them

Overnight visitors

COMMUNICATION AND MARKETING CHANNELS

Marketing Tactics	Channels	Frequency	Seasonal
Social Media Marketing	Facebook, Instagram	Oct - April	Boosted during the shoulder seasons to encourage overnight visitation Geotargeted
Vacation rental, hotels, etc.	Trip Advisor, Yelp, AirBnb, Vrbo, etc.	Oct - April	Encourage local businesses to list business and advertise during the shoulder seasons
Bundles and packages	Family vacation packages (hotels + activities): advertised on social media, through influencers, giveaways, native marketing, website, email marketing, and digital magazines (e.g. NARCITY)	>4x a year	Recommended to boost this during Sep - May
			Focus on hotel + food bundles for summers to attract overnight visitors
Tourism boards	Calgary and Edmonton tourism boards to support on their channels	>2x a year	Partner with tourism boards to highlight events, giveaways, and bundles
Signage	Wayfinding signage and outdoor advertising on highways	-	Should be updated to reflect the sentiments USP of Sylvan Lake

Niche tourists

COMMUNICATION AND MARKETING CHANNELS

Marketing Tactics	Channels	Frequency	Seasonal
Social Media Marketing/ Google Search	Facebook, Instagram, Google Search	Summer	Geotargeted; creatives and language should be updated seasonally and advertise very specific offerings
Tourism boards	Calgary and Edmonton tourism boards to support on their channels	lx a year	Partner with tourism boards to highlight specific offerings;
Influencers and blogs	Tourism/travel bloggers (contain to Calgary, Edmonton, and areas)	>lx a year	Highlight specific offerings; we recommend narrowing focus to one or two niche offerings (agritourism, health and wellness)

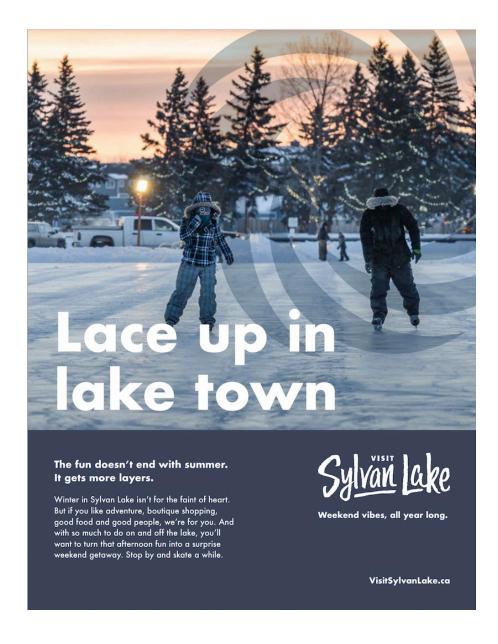
Marketing Tactics	Channels	Frequency	Seasonal
Bundles and packages	1 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2	>lx a year	Recommended to boost this during Sep - May
			Focus on hotel + food bundles for summers to attract overnight visitors

Families

COMMUNICATION AND MARKETING CHANNELS

Marketing Tactics	Channels	Frequency	Seasonal
Social Media Marketing/ Google Search	Facebook, Instagram, Google Search	Year around	Creatives and language should be updated seasonally
Influencers and blogs	Family bloggers, lifestyle bloggers (contain to Edmonton, Calgary, and surrounding areas)	>2x a year	Winter season should be prioritized
Bundles and packages	Family vacation packages (hotels + activities): advertised on social media, through influencers, giveaways, native marketing, website, email marketing, and digital magazines (e.g. NARCITY)	>4x a year	Recommended to boost this during Sep - May
			Focus on hotel + food bundles for summers to attract overnight family visitors
Tourism boards	Calgary and Edmonton tourism boards to support on their channels	>2x a year	Partner with tourism boards to highlight events, giveaways, and bundles

Creative Examples



The fun doesn't end with summer. It gets more layers.

Winter in Sylvan Lake isn't for the faint of heart. But if you like adventure, boutique shopping, good food and good people, we're for you. And with so much to do on and off the lake, you'll want to turn that afternoon fun into a surprise weekend getaway. Stop by and skate a while.



Take the bait and spend winter by the lake!

If you've never experienced Sylvan Lake's BIG JIG fishing derby, are you even an Alberta angler? Our little lake town is a beautiful Alberta winter wonderland with adventures for the whole family. The time of your life is waiting. See you soon.



Relax and take it easy in Alberta's family-friendly lake town.

You know this moment. You're on the shore, you take off your shoes, and your bare feet first touch the water. That's exactly when the vacation begins and your lake self emerges. Doesn't matter if it's for a day, a weekend or longer. Don't believe us? There's only one way to find out. See you soon.



If you leave now, you can still play nine.

Alberta's best lake town destination is also a golfer's paradise. A word to the wise: watch out for the water hazard in the middle of town! With all its shops, restaurants and great places to stay, Sylvan Lake has a way of turning a day trip into a weekend sojourn. Go ahead, have-and playanother round.



Cozy up and chill out.

There's nothing quite like lake-town Alberta in the fall. If you want a good example, look no further than Sylvan Lake. With more than enough shopping, fun, food, and activities to fit in a day, making a weekend of it just makes sense. Stop by for a fall getaway.



Squeeze every last drop out of summer.

All that fall fashion and nowhere to go. Until now. Heated patios, shopping, adventures and plenty of lodging options for you to turn that day trip into a mini vacay. Grab your favourite knit and let's make some memories. See you at the lake.



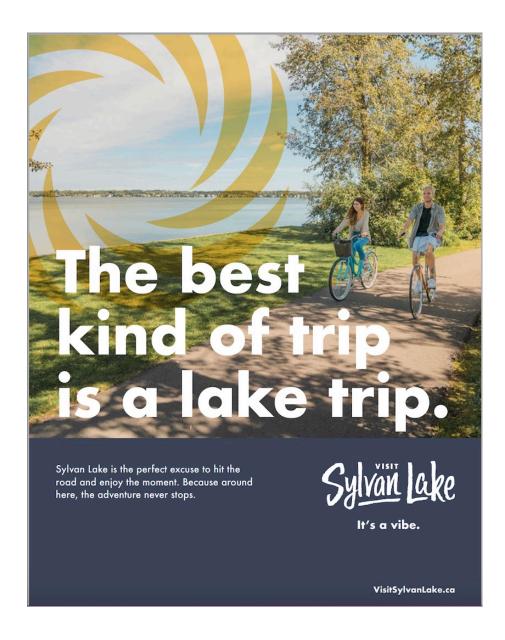
To Do: Board Meeting

From our beautiful spring-fed lake with plenty of water sports and activities, to our friendly local vibe, there's plenty of reasons our small town is truly one of a kind.



Year-round family adventure awaits.

Around here, family comes first, and that includes yours. And with plenty of activities, amenities, and accommodations, you'll find plenty of things to do to keep the entire family happy, no matter what time of year you visit.



The best kind of trip is a lake trip.

Sylvan Lake is the perfect excuse to hit the road and enjoy the moment. Because around here, the adventure never stops.



Find us at the cabin and around the fire.

Sylvan Lake is the perfect spot to getaway and have a little fun. So pack up an overnight bag, and meet us by the lake.



Here for a good time.

Hit the lake then head to shore for the kind of beachside beats, friends and fresh eats that can only be found in a lake town. You'll always have a seat at our table.

Appendix



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