



# SUPPORTING A STRONG RECOVERY

## 2022 Report to Members

Tourism Industry Association of Alberta (TIAA)



# MESSAGE FROM THE PRESIDENT & CEO



We witnessed an extraordinary amount of positive change within the visitor economy over the course of 2022, despite starting the year with trepidation as the omicron wave had just started to ramp up, and the pandemic continued to exert its grip on businesses, and communities.

In a survey conducted by TIAA last fall, almost three out of four Alberta tourism businesses surveyed reported that they performed better than expected over the summer season.

But, as we ease into 2023 knowing that recovery is still afoot, storm clouds remain on the horizon with issues such as global economic uncertainty, enduring labour shortages, high rates of inflation, and, of course – debt servicing issues all threatening businesses' ability to return to profitability.

From insights we've received from tourism and hospitality operators, we learned that over half of businesses surveyed estimate it will take one to three years for their operations to return to pre-pandemic levels.

Notably, three out of ten businesses took on additional debt over last summer season to assist with COVID-19 recovery efforts.

Moving beyond a mounting COVID-19 debt crisis in a high inflation/high interest rate environment is critical to ensuring the survival rate of deeply impact businesses, and fundamental to growing Alberta's visitor economy.

Through the ups and downs, TIAA has led with intention and funnelled its efforts where it has mattered most.

As we look ahead, our commitment to the industry is to remain diligent and deliberate in ensuring all levels of government understand the significance of Alberta's visitor economy and, to help marshal their collective efforts in support of this sector's potential.

Darren Reeder, President & CEO



## TIAA BOARD OF DIRECTORS (2022)

**Alisha Reynolds, Vice President**  
(TIAA Board Chair)  
Sandman Hotel Group  
Sector Represented: Member at Large

**Dan DeSantis, Area General Manager**  
(TIAA Vice Chair)  
Calgary Airport Marriott In-Terminal Hotel, Delta Hotels Calgary Airport In-Terminal, Westin Calgary Downtown  
Sector Represented: Accommodation

**Jace Anderson, Executive Director**  
(TIAA Treasurer)  
Tourism Medicine Hat  
Sector Represented: Destination Marketing/Management Organizations

**Renée Williams, Senior Vice President**  
Fort Edmonton Management Company  
Sector Represented: Attractions & Events

**Arlindo Gomes, Vice President, Venues**  
Edmonton Convention Centre, Edmonton EXPO Centre  
Sector Represented: Meetings, Conventions & Incentive Travel (MCIT)

**James Overall, Dean, School of Hospitality & Tourism**  
Southern Alberta Institute of Technology  
Sector Represented: Post-Secondary

**Dan Arndt, President**  
ZZA Hospitality Group  
Sector Represented: Food & Beverage

**Stuart Back, Vice President Operations**  
PURSUIT Banff Jasper Collection  
Sector Represented: Travel Trade

**Brett Ireland, CEO**  
Bearhill Brewing  
Sector Represented: Retail

**Lindsey Galloway, President & CEO**  
Heritage Park Historical Village  
Sector Represented: Member at Large

**Matricia Bauer, CEO**  
Warrior Women  
Sector Represented: Indigenous

# ADVOCATING FOR INDUSTRY

Over the last year, TIAA has worked tirelessly to ensure Alberta's visitor economy is well-positioned for recovery and growth. Our chief aim is to move the province one step closer to its goal to double tourism revenues by 2030.

## LEADING THROUGH GOVERNMENT CHANGE:

The provincial government saw an abundance of change throughout 2022. During this time of government transition, TIAA has worked to make certain that the voice of Alberta's tourism industry has been heard and continued to be heard by government even throughout the change in provincial leadership.

Strategic connections with key elected officials, government officials and Cabinet members within Premier Smith's new administration were pursued immediately after a new Cabinet was formed. Conversely, throughout the year, TIAA has continued to build relationships with Official Opposition members in key critic roles. Following the government transition, TIAA provided an analysis of new government priorities and mandates to industry, ensuring they were kept apprised of relevant changes. TIAA is eager to continue working with both parties as the 2023 provincial election rapidly approaches.

## RESPONDING TO THE TOURISM LABOUR CRISIS:

As we all know, the tourism industry is facing an unprecedented shortfall of workers and major systemic challenges impacting its workforce. TIAA has worked hard to ensure that the labour challenges continue to be at the forefront of its advocacy efforts with the federal and provincial government.

This past year, TIAA was appointed as a member of the Tourism Workforce Recovery and Growth Task Force. Led by Tourism HR Canada, the pan-Canadian task force is tasked with identifying specific workforce-related issues impacting the sector's ability to meet labour demands, and provide direction and initiatives to address them in the development a framework for workforce recovery that addresses short-term and long-term systemic and structural issues.

## PREMIER'S COUNCIL ON SKILLS:

Training, attracting and retaining a skilled tourism workforce is essential to the sustained recovery and growth of Alberta's visitor economy. As the tourism sector adjusts to new business demands and operational models, TIAA believes that education and training programs need to be modernized and recognize the dynamic skills required to ensure employees have the job-ready skills to be successful.

This year, Darren Reeder, President and CEO of TIAA was appointed to represent the tourism and hospitality sector on the Premier's Council on Skills. The 11-member council of key industry stakeholders is tasked with providing advice to the Premier to strengthen post-secondary programming and align Alberta with current and future industry demand. It is important that occupations that contribute to Alberta's visitor economy are considered when changes to the post-secondary learning system are being proposed and must be included in Alberta's broader future skills agenda.

# ADVOCATING FOR INDUSTRY

## PROVINCIAL TERRITORIAL TOURISM INDUSTRY ASSOCIATIONS (PTTIA):

TIAA is a member of a coalition of provincial and territorial tourism industry associations that have met on nearly a bi-weekly basis over the course of the past two years. PTTIA has been instrumental in informing policy options at the national level that are responsive to industry needs and align to regional expectations.

TIAA played an important role at this table in its federal pre-budget submission that provided recommendations in the following thematic areas: development of a sustainable workforce, improvement of access for visitors to/within Canada, development and promotion of tourism assets, and building of a regenerative and inclusive tourism industry.



## TIAA IN OTTAWA FOR HILL DAYS:

As part of TIAA's federal advocacy efforts this year, TIAA joined the Tourism Industry Association of Canada (TIAC) and representatives from the Provincial and Territorial Tourism Industry Associations in Ottawa in October for its annual Hill Days. TIAA participated in a series of advocacy meetings with Parliamentarians and federal government officials to raise awareness of issues facing the tourism industry and to advocate for policies that Government can implement to promote the recovery and growth of the visitor economy. TIAA's participation in Hill Days was critical to addressing Alberta-specific issues, advancing key policy messages important to the province and to bolster Alberta's reputation in Ottawa.

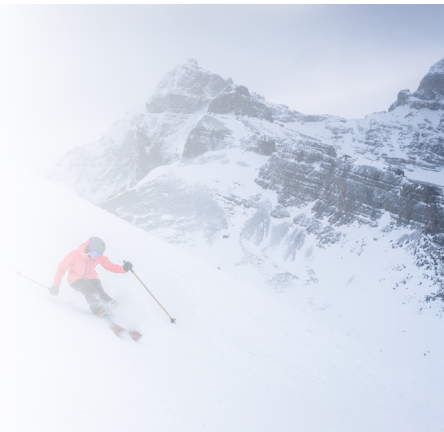


## TIAA'S SUBMISSION TO THE FEDERAL TOURISM GROWTH STRATEGY:

In response to the Government of Canada's announcement to develop a new Federal Tourism Growth Strategy, TIAA's provided feedback to federal minister of tourism, Randy Boissonnault that was focussed on four foundational pillars critical to the recovery and sustainable growth of Alberta's visitor economy: attracting and retaining a skilled workforce, developing and promoting tourism assets, improving access for visitors to and within Canada and building a regenerative and inclusive tourism industry.

## INAUGURAL ALBERTA TOURISM ADVOCACY SUMMIT:

As part of Tourism Week 2022, TIAA hosted its first ever Alberta Tourism Advocacy Summit in Edmonton. Over 125 delegates and C-suite decision makers attended the industry's premier event to learn about government priorities, gain political insights from industry and media observers. Attendees had the opportunity to share industry perspectives with elected and non-elected representatives who work with the visitor economy.



# ADVOCATING FOR INDUSTRY

## RED TAPE REDUCTION

Eliminating regulations and administrative processes that impede business innovation and investment is a top priority in supporting Alberta's aims to grow the value of the visitor economy. TIAA continued its prominent role in support of this agenda as board chair (Alisha Reynolds) and President and CEO (Darren Reeder) continued to co-chair the Tourism and Hospitality Red Tape Industry Panel with the aim of helping to shape the agenda and priorities to support the needs of operators within Alberta's visitor economy.

## TIAA'S BUDGET 2023 RECOMMENDATIONS TO THE GOVERNMENT OF ALBERTA

Building on the key findings from a recently released comparative economic impact study, Alberta's Tourism Industry: Economic Impacts and Policy Recommendations to Spur Investment, TIAA has updated its message to the Government of Alberta:

- Provide a resourcing commitment to Travel Alberta that is commensurate with the industry's economic contribution, relative to other sectors of the economy.
- Implement an integrated policy and decision-making framework that supports tourism across government.
- Modernize land use legislation by implementing all six recommendations outlined in TIAA's report, The Economic Value of Outdoor Recreation on Alberta Crown Lands.
- Introduce a travel tax credit to stimulate spending by Albertans on Alberta-made travel products and services.
- Address labour shortages by investing additional funds to Travel Alberta to deliver a world-class, tourism awareness and careers development campaign aimed at promoting destination employment career paths.
- Develop a regional tourism infrastructure capacity planning framework that is aligned with Travel Alberta's regional destination development, Alberta's 2024-26 Capital Plan and Alberta's 20-Year Strategic Capital Plan.

In order for the industry to recover from the devastating effects of the pandemic there needs to be a sustained and strategic commitment of government resources and staff targeted towards addressing the fundamental business challenges confronting the industry, applied across relevant government departments.

## 2022 RISK MANAGEMENT MATRIX

	<b>LABOUR SHORTAGES</b> Rebuilding Canada's tourism labour force is expected to take up to 10-years. Innovative policies, programs and incentives will be needed to build a sustainable talent pipeline for the future	<b>EXTREME</b>
	<b>INFLATION, INTEREST RATES &amp; GLOBAL RECESSION</b> Central bank ongoing efforts to reign-in inflation will likely lead to some easing of consumer demand, which could influence future demand for travel and leisure services - if the effects are global in nature	<b>HIGH</b>
	<b>COVID-19 RELATED DEBT REPAYMENT &amp; BUSINESS LIQUIDITY</b> Sustained fiscal stimulus supports need to remain in place until the market returns to near pre-COVID-19 levels	<b>HIGH</b>
	<b>BUSINESS INPUT COSTS</b> Ongoing supply chain disruptions, geopolitical issues impacting energy and utility prices, growth in insurance premiums	<b>HIGH</b>
	<b>SPRING ALBERTA ELECTION</b> Risk of a change in government that does not prioritize Alberta's visitor economy from a policy, regulatory and investment perspective	<b>HIGH</b>

# THE POTENTIAL OF ALBERTA'S RECREATION ECONOMY

TIAA's 2021 report on the value of outdoor recreation on Alberta Crown Lands continues to be a priority for TIAA. Unlike other segments of Alberta's resource economy, outdoor recreation is neither recognized nor understood as a major economic sector that holds significant potential to grow and diversify Alberta's economy. TIAA believes that a major shift in policy direction is needed to keep pace with the innovations happening right next door in British Columbia; this process could start with Alberta creating its own Office of Outdoor Recreation. TIAA continued to raise awareness of this potential and to push forward the six recommended actions of this report as part of its work with the provincial government in 2022. These include:

1. A coordinated & unified outdoor voice
2. Supportive Crown land policy
3. Investment in new and renewal of existing
4. Inventorying of Crown land outdoor recreation resources
5. Measure & monitor the outdoor recreation economy
6. Office of outdoor recreation

## CROWN LANDS REPORT SNAPSHOT

**\$2.3B**  
SPENDING BY ALBERTANS ON  
TRIP-RELATED EXPENDITURES

**\$258**  
PER DAY TRIP

**\$757**  
PER OVERNIGHT TRIP

### OUTDOOR RECREATION IS A POWERFUL ECONOMIC DRIVER

**\$2.8B**  
GDP

**0.8%**  
OF ALBERTA GDP

**\$551M**  
TAX REVENUE

**1.5%**  
OF TOTAL ALBERTA  
EMPLOYMENT

**36,000**  
FULL-TIME  
EQUIVALENT JOBS

### ALBERTANS ARE PASSIONATE AND ACTIVE OUTDOOR ENTHUSIASTS

**3.46**  
AVERAGE NIGHTS  
PER OVERNIGHT VISIT

**33%**  
OF ALL OUTDOOR RECREATION  
TRIPS BY ALBERTANS OCCUR  
ON PUBLIC LANDS

**\$376M**  
IN EQUIPMENT AND  
ACCESSORY EXPENDITURES  
(EG. EQUIPMENT, APPAREL)

**\$10,282**  
AVERAGE ANNUAL  
HOUSEHOLD SPEND  
ON EQUIPMENT AND  
ACCESSORIES APPAREL

### DISTRIBUTION OF SPENDING BY TRIP-RELATED EXPENDITURE CATEGORY

  
**25.0%**  
Gasoline stations

  
**10.7%**  
Accommodation

  
**13.6%**  
Food & beverage stores

  
**17.0%**  
Equipment rentals

  
**12.9%**  
Restaurants, bars & cafes

  
**10.5%**  
Activity fees

  
**9.1%**  
Other retail

  
**1.2%**  
Guided tours

  
**0.1%**  
Car/truck rentals

# ECONOMIC IMPACT OF ALBERTA'S VISITOR ECONOMY

## ALBERTA'S TOURISM INDUSTRY: ECONOMIC IMPACTS AND POLICY RECOMMENDATIONS TO SPUR INVESTMENT

This past year, TIAA commissioned a landmark comparative economic study to better understand and to raise awareness of the economic contribution that Alberta's tourism industry has on the provincial economy, and the impacts that the COVID-19 pandemic has had on the livelihood of Albertans across the province.

The study highlights the value of tourism as an economic sector and provides:

- an analysis and evidence of the economic and employment impact of the industry in the province (before and during the COVID-19 pandemic) relative to other industries;
- an assessment of the Government of Alberta's policy approach and financial support for the sector in comparison to other sectors in the economy and relative to the approach taken in British Columbia; and,
- recommendations to strengthen industry investment and job creation to help achieve the government commitment to double tourism expenditures by 2030.

Based on this research TIAA has learned that on a comparative economic and employment basis, the tourism sector is substantially under-funded relative to other sectors in the economy and that doubling tourism expenditures in the province would more than triple the 2021 GDP contributions and jobs in the province.

	Expenditures (\$000)	GDP (\$000)	Net Taxes (\$000)	Jobs
2019	\$10,100,000	\$8,610,000	\$1,150,000	93,800
2021	\$6,340,000	\$5,400,000	\$720,000	58,900
2030 Target	\$21,000,000	\$17,900,000	\$2,390,000	195,000

### Government Funding Relative to Jobs and GDP Contribution by Industry

Industry	2019 Jobs	2019 GDP (\$000s)	2022-23 govt funding	Govt Funding per Job	Govt Funding per \$000s of GDP
Tourism	81,600	\$7,087,000	\$60,000,000	\$735	\$8.47
Energy	133,700	\$88,996,700	\$948,000,000	\$7,091	\$10.7
Agriculture & Forestry	52,300	\$12,528,800	\$453,000,000	\$8,662	\$36.2

## A CASE FOR GREATER INVESTMENT IN TOURISM

Government Support for Tourism is Understated on a Comparative Basis to other Economic Sectors

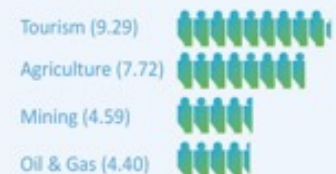
### Parity Funding Based on Jobs Contribution

For every job in the tourism industry, the government spends approximately \$735. Comparatively, the govt spends approx. \$7,100 per job in the energy sector, and \$8,661 per job in agriculture and forestry. At parity, this would translate into \$579 million of government spending for tourism compared to energy, and \$707 million compared to agriculture and forestry.

### Parity Funding Based on GDP Contribution

A similar argument could be made on a GDP basis, whereby govt spends \$8.5 per thousands of GDP on tourism, compared to \$10.7 for energy and \$36.2 for Agriculture and Forestry. At parity, government spending should be \$75 million on tourism when benchmarked to energy, and \$256 million when benchmarked to agriculture & forestry.

### Jobs Generated per \$1,000,000 of Output



### FACT

The average number of jobs created per million dollars of output in the tourism industry is 9.29, compared to 6.9 for the economy as a whole

# ECONOMIC IMPACT OF ALBERTA'S VISITOR ECONOMY

To realize this untapped potential, TIAA believes the Government of Alberta needs to implement an integrated policy and decision-making framework that supports tourism across government and immediately commit to funding tourism commensurate with the industry's economic contribution, relative to other sectors of the economy. The tourism industry is unique in that it involves a number of government ministries and agencies that would ideally coordinate to advance a strategy to grow the industry. The Government of Alberta can take a leadership role by creating the right policy supports necessary to achieve this potential.

The report speaks to a number of policy recommendations that include recommitting to doubling tourism

expenditures by 2030; adopting a provincial tourism policy framework that articulates a vision for tourism development in Alberta; establishes a supportive crown land policy framework that prioritizes tourism for growth; establishing crown land allocation principles to guide public servants in administering the framework; providing a concierge service for tourism project proponents to easily navigate process requirements to advance tourism projects; and inventories crown land tourism and recreation resources.

From a resourcing perspective, TIAA believes that the full equivalent of the Alberta Tourism Levy (benchmarked to 2019 and adjusted for annual inflation) should be allocated to Travel Alberta so that it may more effectively fulfill its destination marketing role for the sector. An additional \$60 million for the next five years should also be provided to Travel Alberta to catalyze private sector investment in tourism infrastructure and amenities geared towards achieving the goal of doubling tourism expenditures by 2030. Lastly, TIAA believes that departmental budgets that support the development of the tourism industry be earmarked to achieve the government's vision.

Travel Alberta / Mike Seeghal



The GPRTA has grown & achieved new heights because of the support extended to us by TAA. As proud members, the ability to connect provincially to other Tourism Operators & Associations has been paramount. Having our voice heard through TIAA. has carried a resounding response from Government & we have felt our message is not only being heard but acted upon. Ensuring Tourism continues to be recognized as a major economic pillar throughout this province is quintessential to the overall prosperity thereof. TIAA is our Ambassador to elevate our needs & to drive the recovery of our industry forward.

**KEN LOUDON - EXECUTIVE DIRECTOR  
GRANDE PRAIRIE REGIONAL  
TOURISM ASSOCIATION**



## COMMUNICATIONS

TIAA continued to hone its focus on effectively communicating with industry, members and stakeholders this year by increasing awareness of TIAA's research findings, government announcements, and the state of the industry. The following offers a snapshot of some related activities:

- Curating an annual schedule of content that commemorates milestones and dates of importance to the tourism sector such as the National Day of Truth and Reconciliation, World Tourism Day, National Small Business Week, etc.
- Responding to a continuous flow of information curating industry insights, policy and advocacy news, government announcements and knowledge sharing through TIAA's industry newsletter multiple times per month.
- Using LinkedIn as the association's primary business connector for relaying news, celebrating successes, and gaining industry feedback.
- Growing the utility of TIAA's website with timely updates and enhanced widget integration that leveraged tools to help reach a wider audience.

# INDUSTRY AND STAKEHOLDER ENGAGEMENT

2022 continued to be a year of growth for TIAA. Continued collaboration with industry partners on major initiatives this year bolstered TIAA's engagement with industry and helped to build capacity in communities across the province continuing to raise our profile.

## TIAA INDUSTRY ASSOCIATIONS ADVISORY COUNCIL

TIAA convened this group of 23 tourism-related sector associations twice in 2022. The sectors represented include lodging, Indigenous tourism, ski, outfitting, meetings and conventions, museums and more. The objective of the Council is to inform an understanding of the policy, research and advocacy priorities of each of Alberta's various tourism-oriented trade associations. These meetings have facilitated opportunities for partner presentations on emerging issues, to receive policy and information updates from assistant deputy ministers, and, to consider areas of joint advocacy to support the aims of Alberta's visitor economy.

## TOURISM WEEK

In the spring of 2022, TIAA kicked off Tourism Week with the inaugural Alberta Tourism Advocacy Summit hosted in Edmonton on May 29 and 30, 2022. This allowed tourism operators to provide first-hand input on issues and feedback on government policy for the recovery and rebuilding of the sector. In addition, TIAA provided industry stakeholders and tourism partners with a Tourism Week toolkit of resources to celebrate our industry's contribution to the lives and livelihoods of Albertans. We encouraged industry stakeholders to undertake purposeful discussions with their local MLAs and MPs during this week and beyond.

## MEMBER TRAINING AND EDUCATION

In support of professional development and training for Alberta's tourism sector, TIAA organized industry-tailored learning opportunities at a low cost to members. A few session topics included: Burnout and Compassion Fatigue Prevention Workshop Being Cybersafe: Why it Matters.

## MAKING DATA-DRIVEN DECISIONS EASIER

To assist tourism operators in enhancing their decision-making ability, TIAA, in partnership with Travel Alberta developed online dashboards that provide holistic snapshots of key tourism insights including trends, economic impact, visitor and market intelligence and more. Tourism businesses, communities and industry partners can use these insights to better understand the tourism industry and identify growth opportunities.

## TOURISM TOWN HALLS

Last spring, TIAA partnered with Travel Alberta to deliver a series of in-person Tourism Town Halls in 10 communities across the province. Tourism Town Halls provide a front-line forum exposure to collaborate with small and medium-sized tourism business operators. Local business owners had the opportunity to meet with TIAA and Travel Alberta to better understand efforts being made on provincial and national tourism issues. Communities included were Banff, Calgary, Medicine Hat, Pincer Creek, Lethbridge, Red Deer, Grande Prairie, Drumheller, and Fort McMurray.





## MOVING FORWARD... TOGETHER

As TIAA reflects back on 2022 there is renewed sense of optimism as the economy has finally reopened. The province has been able to welcome back visitors from near and far and the industry is on the road to recovery. In a recent survey conducted of tourism operators across the province, about three quarters of those surveyed are optimistic about their organization's outlook. And this sense of optimism is what drives TIAA to continue to advocate for and raise awareness of the potential of Alberta's visitor economy as a driver of job creation and economic diversification for the province.

For those who are TIAA members, we thank you. Having such a wide cross-section of industry partners has certainly emboldened our advocacy and communication messaging to the Government of Alberta and we will continue to build on this success in 2023. If you're not yet a TIAA member, we would be pleased to welcome you and explain the benefits of belonging to Alberta's only association that spans all segments of the visitor economy.

Informing Provincial Tourism Priorities: With a provincial election on the horizon, TIAA's efforts in 2023 will continue to be strategic and focussed on activities that ensure Alberta's tourism industry is well-positioned for recovery and sustainable growth. TIAA is pleased to see that recent government mandates have been supportive of tourism as an economic sector. The public mention of the development of a long term tourism strategy and exploration of the proceeds of the Alberta Tourism Levy the Allberta has been publicly vocal about.

### CONTACT

**Darren Reeder**  
President and CEO  
darren@tiaalberta.ca

**Kimberlee Maruyama, CPA**  
Controller  
kimberlee@tiaalberta.ca

**Rowena del Rosario**  
Director, Communications,  
Stakeholder Engagement and  
Government Affairs  
rowena@tiaalberta.ca

**Alex Engelberts**  
Operations and Events  
Coordinator  
alexandra@tiaalberta.ca

**TIAA Administration Mailing  
Address**  
PO Box 20144 Calgary Place  
Calgary, Alberta T2P 4J2  
tiaalberta.ca

# ON DECK FOR 2023:

In 2022, conditions relating to the COVID-19 pandemic continued to improve, giving new hope for operators across Alberta's tourism ecosystem. As we look toward 2023, here is some of what TIAA has planned to support our aim of doubling Alberta's tourist economy by 2030.

## TOURISM TOWN HALLS:

In partnership with Travel Alberta and Indigenous Tourism Alberta, TIAA will be offering a series of Tourism Town Halls across the province January, 2023.

## INDUSTRY SENTIMENTS & CONDITIONS SURVEYS:

TIAA will continue to execute two industry survey engagements in the year. The Annual Business Conditions survey and Summer Pulse survey help contextualize issues and how they evolve over industry's peak business season. In 2023, these surveys will assist in informing pre-election messaging.

## ALBERTA TOURISM ADVOCACY SUMMIT:

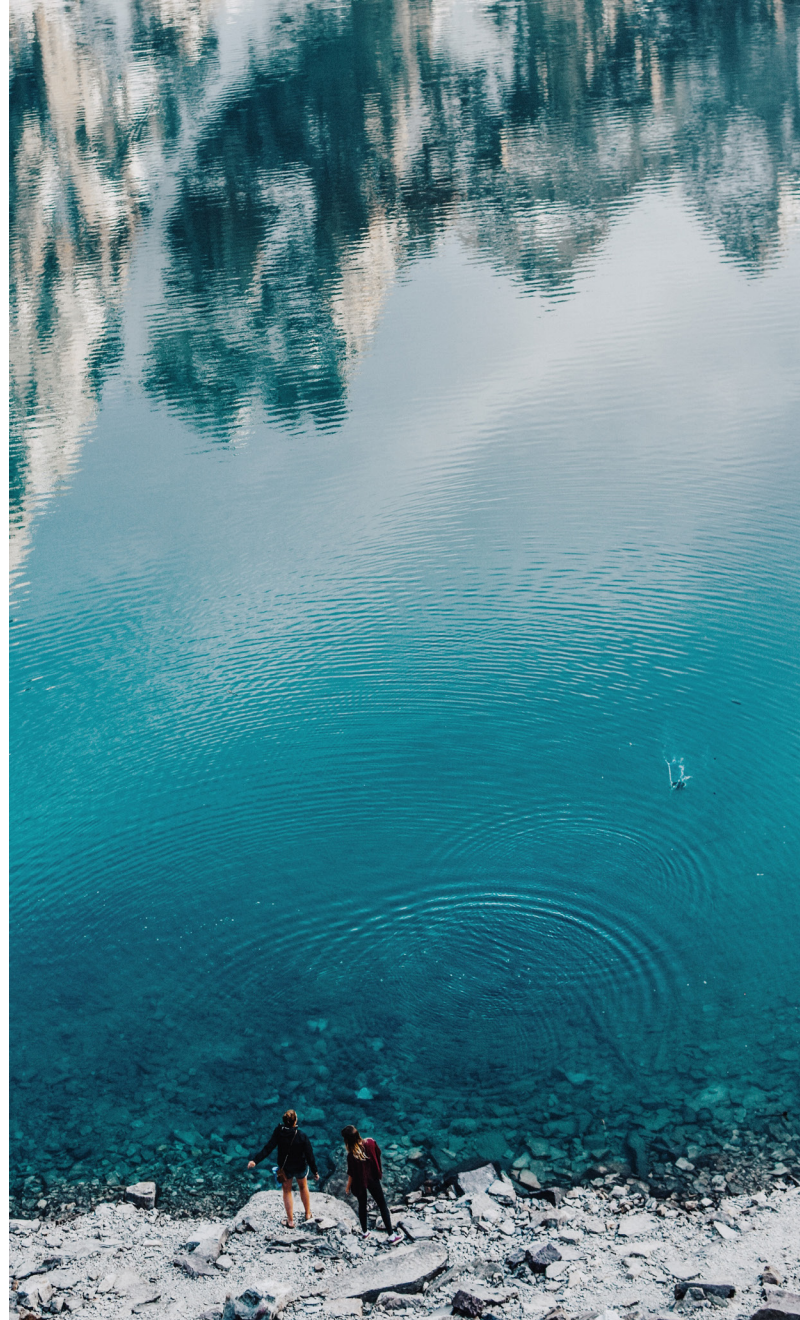
Building on the success of the inaugural 2022 Alberta Tourism Advocacy Summit, TIAA is hosting a pre-election advocacy summit on February 27 and 28 at the JW Marriott Ice District, Edmonton. Industry leaders will have an opportunity to have their say about challenges and opportunities for Alberta's visitor economy with elected officials and government.

## LABOUR STUDY OF ALBERTA'S TOURISM WORKFORCE:

TIAA is working with Tourism HR Canada to undertake a comprehensive labour study of Alberta's tourism workforce. TIAA's aim is to gain an in-depth assessment of Alberta's current tourism labour force while identifying key challenges that need to be addressed to increase tourism labour force capacity in alignment with the recovery and growth of the industry. The results of the study will help inform defensible, action-oriented recommendations for policy, investments in human capital development and strategic planning for industry recovery. Results of the study and TIAA's policy recommendations will be available in the second quarter of 2023.

## TOURISM IMPACTS BY PROVINCIAL & FEDERAL RIDINGS:

TIAA is updating resources in each of Alberta's 87 provincial ridings to support tourism operators and communities to enrich tourism industry discussions with Alberta's provincial candidates. The goal is that individual tourism operators, DMOs and other sector associations will draw upon these insights to help inform a common understanding about the power of Alberta's visitor economy. Updated provincial and federal riding sheets will be released using the most current data from Statistics Canada to provide a 2021 vs 2019 perspective.



via Ian Keefe

## STATE OF THE INDUSTRY REPORT:

TIAA will present a forward-looking report at the Alberta Tourism Advocacy Summit that will help shape industry advocacy priorities for the year.

## ALBERTA TOURISM HILL DAY IN OTTAWA:

To draw greater attention to Alberta's visitor economy, TIAA is planning this event in the fall to bolster Alberta's reputation in Ottawa and to advance key policy messages that are important to the province.

## DATA INSIGHTS & ANALYSIS:

TIAA will be working with Travel Alberta on a data insights project focused on key sectors of the visitor economy that will aggregate the insights that industry partners need to better plan and forecast.

## POST-ELECTION TOURISM ADVOCACY SUMMIT

TIAA plans on organizing a smaller Tourism Advocacy Summit later this year to assess industry challenges and opportunities in a post-election environment.

