

March, 2007

Honourable Hector Goudreau  
Minister, Alberta Tourism, Parks, Recreation and Culture  
229 Legislature Building  
10800 97 Avenue  
Edmonton, Alberta T5K 2B6

Dear Minister,

This eighth annual Strategic Tourism Marketing Plan is focused on maximizing our increased sustainable funding to compete even more aggressively in our traditional markets while expanding horizons to develop new markets. The strategies in this plan stem from the solid foundation of Alberta's successful industry-led, market-driven and research-based marketing framework, powered by sustainable and predictable funding from the Tourism Levy which went into effect in 2005.

For 2007-2008, Alberta's tourism marketing budget will grow significantly. This growth has allowed us to make an important change to one of our founding principles – "Focus will be on the best-producing markets with secondary and emerging market penetration accomplished by initiatives led by industry." Now, in addition to targeting our best-producing markets, this updated plan includes strategies to more effectively market to our secondary and emerging markets.

The overall goal of the Strategic Tourism Marketing Plan 2007 – 2010 is to increase tourism expenditures in the Province of Alberta by \$900 million to \$6.2 billion by 2010 from \$5.3 billion in 2006. This will be accomplished through well-researched, tactical marketing that brings the best possible return on investment.

Our aim is for Alberta to be a preferred Canadian travel destination and to continue to grow this important pillar of Alberta's economy, which currently employs more than 103,000 people throughout every community in the province and contributes more than \$2.3 billion in taxation revenues to all levels of government. By expanding horizons we can enhance our core programs to persuade even more people in our traditionally strong markets, and now those in our secondary and emerging markets, to visit Alberta.

Respectfully submitted,

**Mac Makenny**, Industry Co-chair, Strategic Tourism Marketing Council, Owner/Operator, Homeplace Ranch

**Fay Orr**, Government Co-chair, Strategic Tourism Marketing Council,  
Deputy Minister, Alberta Tourism, Parks, Recreation and Culture

**Bob Scott**, Assistant Deputy Minister, Tourism, Marketing and Heritage,  
Alberta Tourism, Parks, Recreation and Culture

**Derek Coke-Kerr**, Managing Director, Travel Alberta

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