

CIVIC PARTNER 2017 ANNUAL REPORT SNAPSHOT- TOURISM CALGARY-CONVENTION AND VISITORS BUREAU

TOURISM CALGARY-CONVENTION AND VISITORS BUREAU (TOURISM CALGARY)

Mandate: Increase the economic impact of the tourism economy to Calgary.

Mission: Inspire more people to visit Calgary for memorable experiences.

Vision: To be the Ultimate Host City.

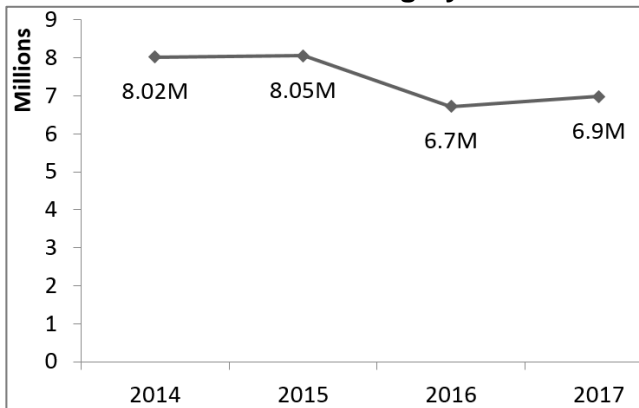
2017 City Investment

Operating Grant:\$ 2,710,875

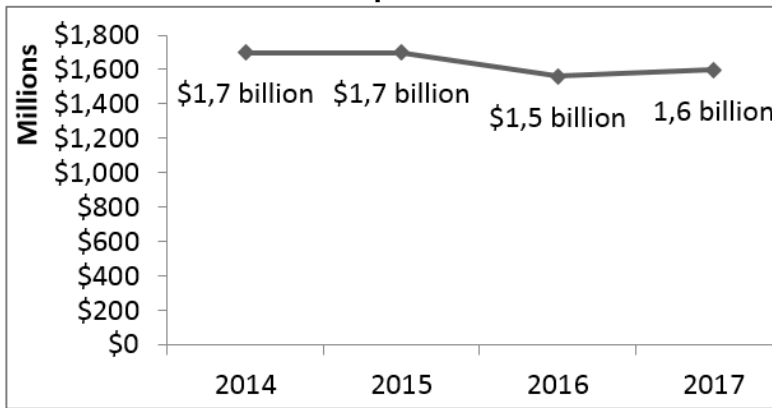
City owned asset? No

How did they do in 2017?

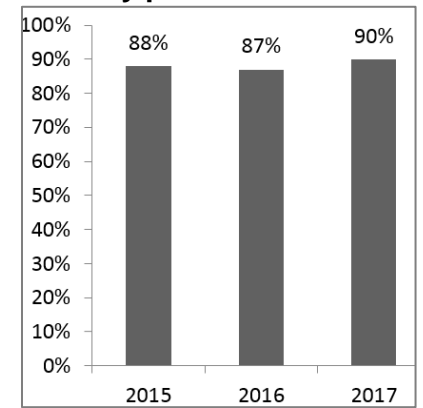
Visitors to Calgary



Economic impact of visitors



Industry partner satisfaction



The story behind the numbers

- Over night hotel stays reached record levels in Q3 and the last seven months of the year saw growth in visitation.
- Tourism Calgary worked with a record number of industry partners on cooperative marketing campaigns, 47 partners up from 35 in 2016.
- Cooperative marketing campaigns attracted over \$1.365 million in industry investments.
- Undertook an extensive review of Key Performance Indicators that align with the *Destination Strategy: Ultimate Hosts. Ultimate Host City.*
- Tourism Calgary has a membership base of over 660 organizations.

Snapshot of 2018-19 priorities

Based on the 2017 review of KPIs, key priorities include:

- Increase intention of Canadian travelers to visit Calgary within the next two years and bring international visitors to the city.
- Increase the number of stakeholders who believe Tourism Calgary is an effective champion for industry.
- Advance five Destination Strategy initiatives per year (both Tourism Calgary-led, and stakeholder-led initiatives).
- Grow the number of Tourism Calgary-supported events from 68 to 75 by 2020.
- Achieve incremental growth in attendees at Tourism Calgary-supported events by 3 per cent annually.
- Increase proportions of stakeholders who believe tourism is an important contributor to Calgary's economy and quality of life.
- Increase proportions of visitors and Calgarians who believe Calgary offers shareable experiences.



**TOURISM CALGARY CONVENTION & VISITORS BUREAU
(TOURISM CALGARY)
Civic Partner 2017 Annual Report**

Organizational Structure: Independent External Organization

Fiscal Year: Ended December 31, 2017

Related Subsidiaries or Foundation: No

City 2017 Operating Grant: \$2,710,875

1. Current Vision, Mission and Mandate:

Mandate: Increase the economic impact of the tourism economy to Calgary.

Mission: Inspire more people to visit Calgary for memorable experiences.

Vision: Make Calgary the ultimate host city.

2. What key results did your organization achieve in 2017 that contributed to one or more of the Council Priorities in Action Plan 2015-2018? (A Prosperous City, A City of Inspiring Neighbourhoods, or A Healthy and Green City?)

In 2017, Calgary welcomed 6.9 million visitors who contributed \$1.6 billion to the local economy, thanks to a strong strategic focus on generating incremental visitation and spend from regional, national and international travellers.

Ongoing collaboration with industry partners, increased focus on international travel trade and a 365 approach to marketing helped the organization to:

- Attract 41,501 hotel room nights through the support of a record 83 sport, cultural and special events;
- Welcome 92,205 hotel room nights through international joint marketing agreements;
- Host a wildly successful Rendez-Vous Canada – our country's largest international travel trade marketplace;
- Make over one million referrals to local tourism industry partners (a record);
- Began a significant brand evolution research process;
- Undertook an extensive KPI review, leading to the adoption of seven new KPIs;
- And, advocated for the hosting infrastructure that will benefit Calgary's tourism industry and visitor economy.

Tourism Calgary rolled out the Destination Strategy: Ultimate Hosts. Ultimate Host City. And began meaningful work toward the achievement of its strategic objectives.

3. What challenges affected your operations in 2017? How did you transform your operations to respond and adapt?

Ongoing economic challenges continued to affect Calgary's tourism industry in 2017, however, with a focus on increasing marketing with our partners and members, bringing sport, cultural and special events to the city, training the frontline community to offer exceptional service to visitors, and by providing visitor and local counselling throughout the summer months, over-night hotel stays in Calgary reached record levels in the third quarter, and the last seven months of the year saw growth in visitation numbers.

4. Using the chart below, please report your 2017 performance measures that demonstrate; where possible; how much you did, how well you did it, and how Calgarians are better off. *Please identify through BOLD font, 1-2 measures that are most significant and could be presented in a chart.*

	Performance Measure	2015 results	2016 results	2017 results	What story does this measure tell about your work? Why is it meaningful?
How much did you do?	Number of annual visitors to Calgary	8,054,675	6,725,304	6,983,700	2017 visitation numbers are up 3.7% over 2016
How well did you do it?	90% of stakeholders believe Tourism Calgary is an effective champion for industry	N/A	N/A	N/A	
How are Calgarians better off?	\$1.6 billion added to Calgary's economy	\$1.7 billion	\$1.56 billion	\$1.6 billion	2017 economic impact numbers are up 6.4% over 2016

5. What resources were leveraged to support operational activities in 2017?

Many of Tourism Calgary's activities leveraged industry partner resources to support 2017 activities, including:
<ul style="list-style-type: none"> Developed cooperative marketing campaigns with a record 47 partners (up from 35 in 2016), that attracted over \$1.365 million in industry investments to increase regional and national marketing reach. Leveraged The City's \$2,613,443 investment with a 2:49:1 ratio compared to 2:69:1 in 2016. Leveraged industry support and City dollars with Travel Alberta funding to market Calgary regionally, nationally and internationally. Partnered with Travel Alberta to host Rendezvous Canada, our country's premiere travel trade showcase. Secured key sponsorships and in-kind donations for partnership events, educational seminars and the City's celebration of western hospitality – the 54th annual Calgary White Hat Awards. Partnered with multiple Destination Strategy stakeholders to advance key strategic initiatives toward the vision of Ultimate Host City.

6. Please estimate how The City's operating funding was allocated in 2017. Mark all areas that apply by approximate percentage. For example, 45% allocated to staffing costs, 10% to evaluation or research, etc.

25%	Advertising and promotion
25%	Programs or services
6.6%	Office supplies and expenses
5.5%	Professional and consulting fees

34.4%	Staff compensation, development and training
%	Fund development
%	Purchased supplies and assets
%	Facility maintenance
0.5%	Evaluation or Research
3%	Travel for the purposes of destination promotion.

7. Did volunteers support your operations in 2017? If yes,

How many volunteers?	43 volunteers
Estimated total hours provided by volunteers:	1,058 hours

8. What are your key priorities and deliverables for 2018-2019?

Following an extensive review of key performance indicators (KPIs), Tourism Calgary has a new 2018-2020 strategic plan, aimed at delivering on the organization's implementation of the Destination Strategy | Ultimate Hosts. Ultimate Host City. The organization also has eight new KPIs, and the achievement of those success indicators is priority. The new KPIs, and key priorities include:

- Increasing intention of Canadian travelers to visit Calgary within the next two years (achieved through consumer marketing regionally and nationally. Also includes a focus to bring international visitors to the city).
- Increasing the number of stakeholders who believe Tourism Calgary is an effective champion for industry by 2020 (includes both our membership base of over 660 organizations and other stakeholders);
- Advancing five Destination Strategy initiatives per year (both Tourism Calgary-led, and stakeholder-led initiatives);
- Growing the number of Tourism Calgary-supported events from 68 to 75 by 2020;
- Achieving incremental growth in attendees at Tourism Calgary-supported events by 3% annually;
- Increased proportions of stakeholders believing tourism in an important contributor to Calgary's economy and quality of life; and
- Increased proportions of visitors and Calgarians believing Calgary offers shareable experiences.

NOT APPLICABLE--

CAPITAL AND ASSET MANAGEMENT (for applicable partners)

Asset: Name of City owned asset managed or operated

9. Provide a summary of your organization's 2017 capital development, including specific lifecycle/maintenance projects.

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10. What funding was leveraged to support capital activities in 2017?

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STRATEGY DELIVERY- Destination Strategy: ultimate host city

11. How will Tourism Calgary continue to implement the Destination Strategy?

To ensure Tourism Calgary's continued focus on championing and implementing the Destination Strategy, the organization developed a 2018-2020 strategic plan which describes how it will work toward implementing the Destination Strategy in the next three years. The plan is articulated in four pillars of marketing, hosting, activating and advocating and is measured by seven new key performance indicators.