

CIVIC PARTNER 2019 ANNUAL REPORT SNAPSHOT- TOURISM CALGARY-CONVENTION AND VISITORS BUREAU

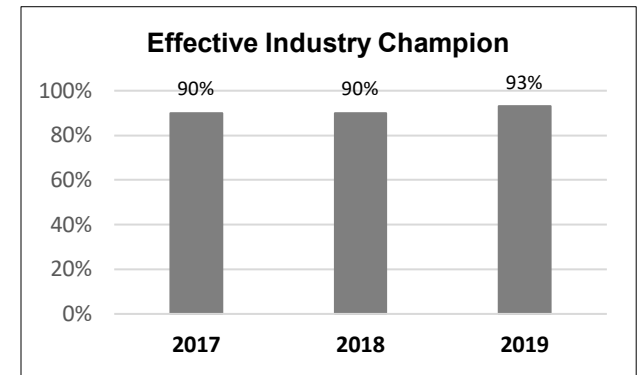
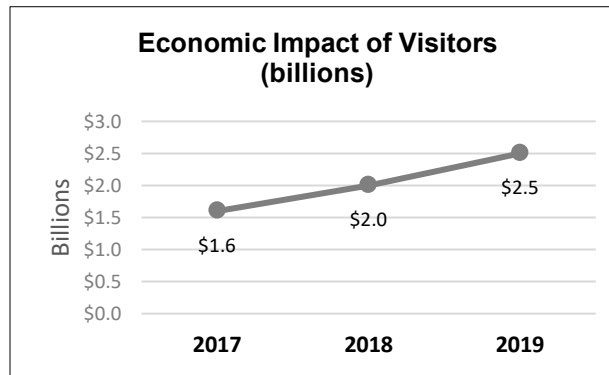
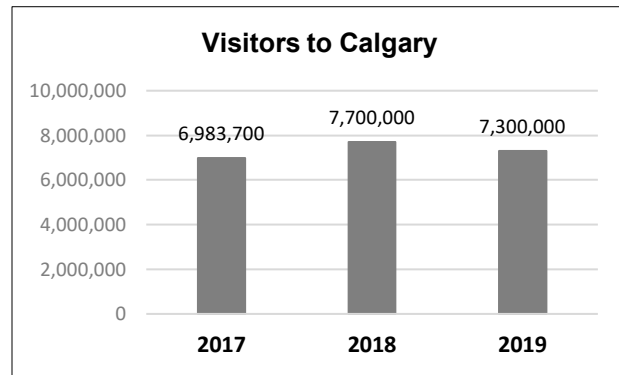
**TOURISM CALGARY-CONVENTION AND VISITORS BUREAU (TOURISM CALGARY)**

**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.

**2019 City Investment**

Operating Grant:\$2,703,665  
 Special Events Fund: \$466,000  
 City owned asset? No

**2019 Results**



**The story behind the numbers**

- Leisure travel continued to grow in Calgary.
- Tourism Calgary had overwhelming support of its stakeholders and achieved a record number of paid partners (733) in 2019.
- Additionally, 86 per cent of Calgarians believe tourism is an important contributor to Calgary’s economy and quality of life
- Launched a White Hat academy in 2019, a digital training program for frontline ambassadors. 780 graduated from the program in 2019.

**Current state 2020: COVID-19 impact**

- Impact of COVID-19 on the tourism industry resulted in decreased funding from the Calgary Hotel Association. Funding in 2021 will be reduced by 84 per cent, significantly impacting Tourism Calgary’s work.
- Worked with Destination Canada and Travel Alberta to secure \$1.1M for a 2020 summer marketing campaign.
- Through a strategic planning process, evaluating all aspects of operations to find efficiencies, and to adjust programs and offerings will focus on attracting COVID bubble events, digital deals, and supporting partners to adapt to new health and safety guidelines.

**Service impact:** Severe

**Current demand for service:** Demand has decreased notably



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**Organizational Structure:** Independent External Organization

**Fiscal Year:** Ended December 31, 2019

**City 2019 Operating Grant:** \$2,703,665

**Special Events Fund:** \$466,000

### STRUCTURE

#### 1. 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.

### 2019 RESULTS

#### 2. What key results did your organization achieve in 2019 that contributed to one or more of the One Calgary Citizen Priorities? (*A Prosperous City, A City of Safe & Inspiring Neighbourhoods, A Healthy and Green City, A Well Run City*)

In 2019, Tourism Calgary's efforts contributed to the One Calgary Citizen Priorities by supporting the attraction of 7,356,466 overnight visitors who contributed \$2.5 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 resulted in:

- 22% of Canadians planning to visit Calgary within the next two years;
- 86% of Calgarians believing tourism is an important contributor of Calgary's economy and quality of life;
- 93% of stakeholders believing Tourism Calgary is an effective champion for industry;
- 64% of Canadians and 82% of Calgarians believing Calgary offers shareable experiences;
- Support of 67 events sport, cultural and special events which contributed \$153 million to the economy, including the 2019 Canadian Country Music awards and 2019 Grey Cup Festival and Championship Game;
- Attracting 58 meetings and conventions to Calgary for over 13,800 delegates, resulting in 48,212 room nights sold;
- Making a record 1,460,877 referrals to industry partners;
- Launching the White Hat Academy - an online learning program for Calgary's tourism industry – which graduated 780 ultimate hosts in its first year;
- Advocating for the hosting infrastructure and major events that will benefit Calgary's tourism industry and visitor economy.

Tourism Calgary continues to implement Calgary's Destination Strategy: Ultimate Hosts. Ultimate Host City. in meaningful ways, with 16 of 20 initiatives advanced by end of 2019.

#### 3. What quality improvement changes did you make, or operational efficiencies did you find in 2019?



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In 2019, Tourism Calgary undertook multiple quality improvement initiatives that support both consumers and our industry partners. One example is the relaunch of visitcalgary.com, which resulted in a 56% increase in sessions over 2018 for over 3.5 million site visits, and a 22% increase in digital referrals to industry partners.

Another relates to the integration of Meetings & Conventions Calgary with Tourism Calgary. This move, which was completed August 1, 2019, brings together all of the sales and marketing efforts for our destination in one organization, which will lead to greater financial efficiencies, use of expertise and research and consistent information and messaging about Calgary for the global meeting planning community.

#### 4. What program, service or initiative was most successful in 2019? What lessons learned from this experience can inform future work?

To support the professional development and destination knowledge of members of Calgary’s tourism industry, Tourism Calgary launched the White Hat Academy; a digital training program to give frontline ambassadors the knowledge, tools and resources needed to be better storytellers for our city. This program helps build Calgary’s visitor economy by inspiring continuous exploration and sharing of our city’s unique offerings.

In the first year (2019) of this program, 780 members of Calgary’s tourism industry completed the training and graduated from the White Hat Academy.

The White Hat Academy has provided multiple lessons that will support future efforts, including how to best leverage partnerships to develop content, and how to use the program for timely and specific training needs including related to COVID-19.

#### 5. What is one success story from 2019 that demonstrates how you worked in partnership with other community, private or public organizations to achieve shared results for Calgary and Calgarians?

In 2019, the integration of Meetings & Conventions Calgary with Tourism Calgary was finalized. By working with the Calgary Hotel Association, City of Calgary, Calgary TELUS Convention Centre and Calgary Stampede to bring together the primary sales and marketing organizations responsible for Calgary’s leisure and business tourism, Calgary and Calgarians will benefit through increased event attraction, which results in higher overnight visitation bringing greater economic impact, more jobs and increased demand of all sectors of the tourism industry.

Already, the integration has resulted in less confusion for global customers, more events attracted for future years and higher delegate counts.

### RESOURCES

#### 6. Please estimate how The City’s operating funding was allocated in 2019. 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
24%	Programs or services
5%	Office supplies and expenses



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7%	Professional and consulting fees
36%	Staff compensation, development and training
0%	Fund development
0%	Purchased supplies and assets
0%	Facility maintenance
1%	Evaluation or Research
2%	<i>Other, please name: Travel to promote Calgary as a visitor destination</i>

**7. Did volunteers support your operations in 2019? If yes:**

<b>How many volunteers?</b>	<b>35</b>
<b>Estimated total hours provided by volunteers:</b>	<b>818.5</b>

**8. What resources did your organization leverage to support operations in 2019?**

- Developed cooperative marketing campaigns with partners that attracted over \$420,000 in industry investments to increase regional and national marketing reach
- Leveraged \$2 million from the Calgary Hotel Association to integrate Meetings & Conventions Calgary with Tourism Calgary, to centralize and streamline the marketing and sales of our destination;
- Leveraged industry support and City dollars with Travel Alberta funding to market Calgary regionally, nationally and internationally;
- Secured key sponsorships and in-kind donations for partnership events, educational seminars and Calgary’s celebration of western hospitality – the annual Calgary White Hat Awards;
- Partnered with multiple Destination Strategy stakeholders to advance key strategic initiatives toward the vision of Ultimate Host City;
- Leveraged investments from City and Province to host major events including Grey Cup and Canadian Country Music Awards.

**9. Using the chart below, please report your 2019 performance measures that demonstrate: 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.***

	<b>Performance Measure Name</b>	<b>2017 results</b>	<b>2018 results</b>	<b>2019 results</b>	<b>What story does this measure tell about your work?</b>
<b>How much did you do?</b>	Number of annual visitors to Calgary	6.9 million	7.7 million	7.3 million	Leisure travel to Calgary is growing
<b>How well did you do it?</b>	Stakeholders believe Tourism Calgary is an effective champion for the industry	N/A	90%	93%	Tourism Calgary has overwhelming support of its stakeholders and achieved a record number of paid partners (733) in 2019.
<b>How are Calgarians better off?</b>	\$2.5 billion contributed to Calgary’s economy from visitor spending	\$1.6 billion	\$2 billion	\$2.5 billion	Additionally, 86% of Calgarians believe tourism is an important contributor to Calgary’s economy and quality of life



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**10. Briefly describe how your key results in 2019 contributed to Council approved strategies (As applicable.)** For example: Calgary in the new economy: An economic strategy for Calgary; Calgary Heritage Strategy; Climate Resiliency Strategy; Resilient Calgary; Enough for All poverty reduction strategy; Cultural Plan for Calgary; Downtown Strategy; Foundations for Hope: Calgary's Corporate Affordable Housing Strategy; Open Spaces Plan; Recreation Master Plan; Sport for Life Policy.

**Calgary in the new economy: an updated economic strategy for Calgary:** As a key partner in the Place pillar, Tourism Calgary sits on the advisory committee and contributes through the ongoing stewardship of the Destination Strategy, which resulted in advocacy for all aspects of the development of the destination.

**Cultural Plan for Calgary:** As a key partner in the implementation of the Cultural Plan, Tourism Calgary sits on the Cultural Leadership Council, and continuously works to incorporate cultural considerations into events and activations, year-round.

**Enough for All Poverty Reduction Strategy:** Tourism Calgary advocated for funding for this strategy, based on the objectives of the Destination Strategy.

**Sport for Life Policy:** Tourism Calgary is a key partner of the Sport for Life policy, working with the City, Sport Calgary and others through the Calgary Sport & Major Event committee as we work to attract, host and activate sport events in city for the benefit of Calgarians and visitors.

**Downtown Strategy:** Tourism Calgary is a key partner in several Downtown Strategy initiatives, including Chinook Blast and the 9 Block Project. The Downtown Strategy is supported by the Destination Strategy and is an important component to creating a safe and vibrant core for Calgarians and visitors.

**Open Spaces Plan:** Tourism Calgary supports Calgary Parks' plans, particularly through advocacy and considerations for events and experiences, and preservation of Calgary's parks that contribute to our destination.

**Recreation Master Plan:** Tourism Calgary supports the Recreation Master Plan in multiple ways, particularly through the attraction, implementation and hosting of 89 annual sporting events that contribute \$108 million in economic development, annually.

**Calgary Heritage Strategy:** The Calgary Heritage Authority is a partner of Tourism Calgary's and the organizations are beginning to work together to find more ways to collaborate.

**11. Did your organization receive any awards or recognition in 2019 that you want to highlight?**

In 2019, Tourism Calgary was awarded Travel Alberta's Alto Award and Destination's International WOW Award, and was a finalist in the Canadian Tourism Awards in recognition of the new White Hat Academy online training program for Calgary's tourism industry.

Tourism Calgary also won two International Association of Business Communicator Golf Quill awards; one Award of Merit for the Creator House collaboration, and one for the 2018 Annual Report.



## **COVID-19 UPDATE**

### **12. Briefly describe the key impacts of COVID-19 on your operations to date.**

COVID-19 has had a devastating effect on global tourism, and Tourism Calgary is not exempt from that. As a result of temporary hotel closures, closed borders and drastically reduced travel nationally and internationally, Tourism Calgary's majority funder, the Calgary Hotel Association has reduced support of the organization and will decrease its funding of Tourism Calgary by 84% in 2021 which will have significant impacts to the future work of the organization.

Tourism Calgary worked diligently to apply for the CEWS program in April 2019 to support salaries, thereby avoiding temporary layoffs of staff.

With operational and marketing budgets slashed, Tourism Calgary worked with Destinations Canada and Travel Alberta to secure \$1.1 million for a 2020 summer marketing campaign focused on safely encouraging Calgarians to get out and explore local businesses and attractions. This campaign also reached regional markets.

The organization is currently working with a stakeholder-endorsed strategy which addresses a phased approach to response and recovery from the pandemic.

### **13. What operational efficiencies did you implement to address the impact of COVID-19 up to September 1, 2020?**

Tourism Calgary has implemented several efficiencies since mid-March 2020, including using the CEWS program to support salaries, strict restrictions and reductions on all spending, hiring freezes, travel freezes, internal amalgamations and cross-departmental collaborations. More than half of the organization's staff are on reduced hours.

### **14. Were there any program or service changes made during the response to COVID-19 that you plan to integrate into longer term operations? For example, shifting some programming online, or modifications to your delivery model or operations.**

Through a current strategic planning process, Tourism Calgary is evaluating every aspect of our business to find lasting operational efficiencies, and examining all programs and offerings to ensure they meet the needs of consumers and industry partners in the new world.

This includes working to attract bubble events, offering digital deals for Calgarians to encourage local spending and support of businesses, and supporting our partners in adapting to new health and safety guidelines.

### **COVID-19 Service and Impact Demand Update** ***Reporting for September 2020***

The following information is collected to align with City of Calgary report to Council on the current impact of COVID-19 on delivery of services and programs and may be shared with Council separately from the previous Civic Partner Annual Report Template content.



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**Service Impact**

Please choose the one option below that best describes the impact of COVID-19 on your programs or service in the month of September 2020.

<input type="checkbox"/>	<b>Negligible</b>	Minimal to no impact on service. Service is currently operating close to normal.
<input type="checkbox"/>	<b>Minor</b>	Continuing to provide programs and services but some coping strategies required – able to be addressed with existing strategies and resources.
<input type="checkbox"/>	<b>Moderate</b>	Some challenges on ability to achieve objectives. Some delay. Some aspects of the programs or service are only being met in part.
<input type="checkbox"/>	<b>Significant</b>	Difficulties to achieve objectives. Delays or notable aspects of objectives not completed. Falling well-short of normal operations.
<input checked="" type="checkbox"/>	<b>Severe</b>	Unable to meet normal objectives due to serious extended disruption. (e.g. full facility closure, major decrease in users)

**Service Impact Narrative:**

Please briefly describe the impact of COVID-19 on your service for the month of September. You may want to include any major issues/events you experienced.

**Current Demand for Service:**

At this point in time, based on what you know right now, what is your best estimate of the current demand for your service compared to typical demand?

<input type="checkbox"/>	Demand is steady, largely business as usual.
<input type="checkbox"/>	Demand has increased notably.
<input checked="" type="checkbox"/>	Demand has decreased notably.

**Service Demand Narrative:**

COVID-19 has had a devastating effect on global tourism, and Tourism Calgary is not exempt from that. As a result of temporary hotel closures, closed borders and drastically reduced travel nationally and internationally, Tourism Calgary’s majority funder, the Calgary Hotel Association has reduced support of the organization and will decrease its funding of Tourism Calgary by 84% in 2021 which will have significant impacts to the future work of the organization.

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Pre-pandemic, tourism in Alberta was an \$8.9 billion industry on a growth trajectory, supporting nearly 73,000 jobs, standing out as an important economic diversifier and community builder for the province.

In May, overnight international arrivals (U.S. + overseas) to Alberta dropped by 97.4% compared to May 2019. Overnight arrivals from the United States fell by 96.6% in May 2020 vs May 2019 while direct arrivals to Alberta from overseas fell by -99.0%.

Calgary hotel occupancy is down 54.2 percent (year-to-June 2020) and revenue is down 59.5 percent (year-to-end-June 2020).

According to Travel Alberta, 33 per cent of industry respondents said they are at risk of closing their doors permanently and almost 45 per cent are worried about being able to get customers back.

The change in tourism revenue for Alberta from January to September 2020 compared to the same period in 2019 is estimated at -\$1.269 billion or -83% below the 2019 tourism revenue of \$1.532 billion.

To support the industry's recovery and rebuild from COVID-19, Tourism Calgary developed a stakeholder-endorsed phased strategy. As part of the strategy, this summer, Tourism Calgary's marketing focus was on Calgarians; helping to develop confidence in local experiences and supporting local businesses.

The organization launched the #LoveYYC Digital Deals pass which includes over 50 local businesses offering deals to entice Calgarians to get out and explore the city.

Tourism Calgary is also exploring opportunities to bring sports to Calgary in bubble formats. This will help support our accommodation, hosting facilities and restaurant partners and bring economic stimulus to the city at a time when return to travel continues to lag.

Through all of this, Tourism Calgary continues to work with industry partners to advocate for their needs.