

CIVIC PARTNER 2021 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.

One Calgary Line of Service: Economic Development and Tourism

2021 City Investment

Operating Grant: \$2,777,337
Special Events Fund: \$2,966,000

2021 Results


Ultimate Host

Hosted **2** bubbles that delivered **21** events & had a **\$75 million economic impact**

- 3 month curling bubble
- Ice Hockey Women's World Championship



Chinook Blast



- 10 Founding partners
- 120+ local artists
- 50+ supporting local businesses
- 7 civic strategies supported
- 11 Business Improvement Area partnerships
- 100% local partnerships & volunteers

Sales Highlights

- 160 new leads identified
- 52 events secured for 2021 & future years



The story behind the numbers

- Event bubbles hosted in Calgary attracted players from across Canada, United States, Finland, Switzerland, Japan, Czech Republic, Germany, Denmark, and Hungary; and events were broadcast to millions on viewers.
- The second year of *Chinook Blast- Calgary's Winter Festival* was a four week long outdoor festival that featured arts installations, pop-up performances, a community stage, and art pavilion. In 2021 it included festival partners such as GLOW downtown Winter Lights Festival, Block Heater, and Ethnik Festival.
- Tourism Calgary participated in ten virtual tradeshow in Europe, Asia, Australia, United States, Mexico and Canada; and continued to activate the primary markets of the United States, United Kingdom, Germany and France.

Impact of COVID-19

The travel and tourism sector was significantly affected by travel restrictions, border closures, and public health orders. Tourism Calgary's operational funding was significantly reduced including the Destination Marketing Fund. During 2021, they focused on supporting over 900 member organizations to adapt and continue to operate when possible.

Advancing Equity, Diversity and Inclusion

Offered internal programming for staff and board in 2021 related to equity, diversity and inclusion. The organization adapted sales and marketing campaigns to consider the breadth of diversity when attracting visitors and local citizens to events and engagements, and developed a strategy to further collaborate with Indigenous tourism partners.



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STRUCTURE

1. Vision, Mission and Mandate:

Tourism Calgary believes our values and how we work is just as important as what we do. Moving forward, through the pandemic and into recovery, **the following values** underpin everything we do:

We are one team – We will succeed as a team, not independently. We will each play an important role in achieving our common strategy and goals, but we will do it together. We will be professional, accountable and respectful in how we work with others. Engagement, teamwork and collaboration will be key both within Tourism Calgary, our partner organizations and our broader communities.

We are innovative – The tourism industry is always evolving, and now, unprecedentedly so. Reflecting Calgary's 'will do' personality, we must be daring and undaunted in our approach. We will be bold, creative and willing to try new things or risk being left behind. We will take risks and learn from our mistakes. We understand that perfection is not a goal and that sometimes we will have to act without all the information. We will use available data and information from experts to help produce quality work but know that the greatest error is not to move. We will be resourceful and adapt to changing circumstances. Being flexible and agile in our approach and how we work as a team will be more important than ever.

We are kind, thoughtful and committed to our communities – We will always strive to do the right thing, which includes being supportive of our team, empathetic to our industry and thoughtful in our approach, especially during the road ahead. Health and safety will be paramount in how we move forward both in our own work environment and in how we support others. Through our work we will encourage and foster the community spirit that makes Calgary the Ultimate Hosts ||Ultimate Host City.

We are unapologetically optimistic – We will be a positive influence. We will embrace the challenges and opportunities before us, whatever they may be, and always look for the silver lining. Though we must be realistic in our approach, we must also be driven by big dreams and determined to make a contribution. We will be resilient leaders, even through the toughest times, and we will persevere.

MISSION and MANDATE

Tourism Calgary has built a strong reputation as the official destination marketing, sales and development organization for Calgary's tourism industry. The work Tourism Calgary has done over the past few years has set us up to be a strong player in how Calgary responds and adapts to the COVID-19 pandemic and prepares for a 'new normal'. But we are in uncharted territory – the tourism industry has never been hit harder – and as such our role must evolve.

Our mandate is to increase the economic impact of the tourism economy to Calgary, and our mission is to inspire more people to visit Calgary for memorable experiences. Our business objective for the 2022 and 2023 years will be to rebuild our sector and its businesses, to return their profitability to pre-pandemic levels and to work towards the economic recovery of our city.



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2021 RESULTS

2. **What key results did your organization achieve in 2021 that contributed to one or more of the [One Calgary Citizen Priorities](#), or contributed to Council-approved strategies such as *Calgary in the New Economy: An economic strategy for Calgary*, *Calgary Heritage Strategy*, *Cultural Plan for Calgary*, *Corporate Affordable Housing Strategy*, or other strategy.**

As you know, the COVID-19 pandemic created an unprecedented global health emergency with travel and tourism being one of the most financially affected sectors. Government-imposed travel restrictions, boarder closures and public health orders critically impacted tourism and travel here in Calgary.

2021 was still a challenging year and operations did not return to pre-pandemic status, therefore delivery of our business objectives remained challenging. In fact, our primary objective in 2021 was to continue helping our over 900 members survive and keep their doors open as much as possible. All the while doing this when our operational funding had taken a significant hit.

Our primary funder, the Calgary Hotel Association, experienced a significant decrease in the collection of their voluntary hotel levy due to extremely low occupancy levels and hotel closures from the pandemic. As a result, the direct impact on Tourism Calgary funding in 2021 was an 80% reduction in funding.

Despite the challenges, which were many with constant ebbs and flows, Calgary's community spirit shone through. We found a way to navigate the waves and deliver experiences in new and creative ways. As a result, we can be proud of the success stories that emerged in the midst of chaos.

Calgary hosted two major sports bubbles which boosted our visitor economy in a time of dire need. At the same time, these events showcased Calgary as an ultimate host city, full of ultimate hosts. In 2021, a new winter festival took shape in the form of Chinook Blast, creating outdoor spaces for Calgarians to have fun while exploring the city and embracing winter. In the summer of 2021, The Calgary Stampede returned, employing thousands of frontline employees and bravely becoming Canada's first large scale event since the start of the pandemic.

These hosting and event successes did not go unnoticed. They helped put Calgary at the forefront of destinations ready to welcome back visitors and demonstrated that we were a city actively trying to revive its visitor economy.

Our sales team also brought in two conventions to the city, and continued to 'sell forward' for our existing convention center, as well as our new convention that is in construction progress.

All of our events and our operations, in some way, contribute to the following strategies that the City has:

- Winter City Strategy
- Downtown Strategy
- The Rivers District Strategy
- The Entertainment District Strategy
- The Arts & Culture Strategy
- The Eventful Cities Strategy



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3. Using the chart below, please report your 2021 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.*

	Performance Measure Name	2019 results	2020 results	2021 results	What story does this measure tell about your work?
How much did you do?					
How well did you do it?					
How are Calgarians better off?					

In 2021:

2021 Sales Highlights include:

- 160 new leads identified
- 52 events secured in the year and for future years
- Delivered \$45 Million in economic impact

Chinook Blast 2021 highlights include:

- 10 founding civic partners
- Featured 120+ local artists
- 50+ local businesses supported operations, logistics, programs & marketing
- 100% LOCAL partnerships and volunteers

Calgary hosted two major bubbles in 2021:

- the 3-month Curling Bubble, and
- the IIHF Women’s World Hockey Championships
- The two sport bubbles helped to deliver 21 events with a combined economic impact of \$75 million dollars on the local economy
- The event broadcasts showcased Calgary to millions of domestic viewers

Tourism Calgary’s team stayed connected and engaged with the travel trade in international markets in 2021:

- Participated in 10 virtual tradeshow in Europe, Asia, Australia, the U.S., Mexico and Canada
- Engaged with travel agents globally by conducting virtual trainings throughout the year



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- Continued to activate in our primary markets of the U.S., UK, Germany and France; as well as in our secondary markets of Australia and Mexico and tertiary Asian markets
- 20 tour operators committed to joint marketing activities with Tourism Calgary in 2021 moved the funds to launch and execute in 2022

Sport, Culture & Major Events

Calgary led Canada in event hosting in 2021 despite the pandemic. Tourism Calgary's team stayed connected and engaged and secured 46 events (for the year and future years):

- Projected economic impact \$123 million
- ROI 37:1

Meetings & Conventions

In 2021, the team continued to push hard in marketing Calgary to a global network of meeting planners, corporations, and associations to attract and secure large conferences that bring significant economic impact to the city. We secured 52 events for 2021 and future years:

- Projected economic impact \$45.7 million
- ROI 43:1

Return of an Icon

Tourism Calgary was proud to support the return of our largest partner in 2021 – The Calgary Stampede. Providing a much-needed boost to the visitor economy, the Calgary Stampede marked Canada's first large-scale event since the start of the pandemic.

- 65,000 room nights sold
- Non – local attendance 30% (up from 19% in 2019)
- First time visitors 23% (up from 7% in 2019)

4. Briefly describe the any key impacts of COVID-19 on your operations in 2021.

As you know, the COVID-19 pandemic created an unprecedented global health emergency with travel and tourism being one of the most financially affected sectors. Government-imposed travel restrictions, boarder closures and public health orders critically impacted tourism and travel here in Calgary.

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In fact, our primary objective in 2021 was to continue helping our over 900 members survive and keep their doors open as much as possible. All the while doing this when our operational funding had taken a significant hit.



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Our primary funder, the Calgary Hotel Association, experienced a significant decrease in the collection of their voluntary hotel levy due to extremely low occupancy levels and hotel closures from the pandemic. As a result, the direct impact on Tourism Calgary funding in 2021 was an 80% reduction in funding.

In addition to the above, our staff remained working remotely throughout all of 2021, and we also endured high staff attrition. Many of our members were forced to close their businesses permanently, or to remain closed throughout 2021, or sporadic opening and closing.

5. Briefly describe any quality improvement changes or operational efficiencies your organization was able to achieve in 2021.

This is a challenging question, as proactive improvement changes in 2021 were not necessarily priorities but rather the nature of survival. Changes were forced on organizations like ours, and our members, due to the nature of the global pandemic. Any operational efficiencies that were discovered and enacted were for the survival of the organization in 2021.

What we can advise in the regard of improvements is the following:

- Enhanced digitization of work/technology improvements to enable staff to work remotely and to account for high staff attrition
- Sustainability; reduced paper usage, reduced paper transactions, reduced carbon footprint due to not being in the office and due to high staff attrition

6. Did your organization implement any strategies or approaches in 2021 that supported racial equity in the delivery of programs or services?

On the front of Diversity, Equity and Inclusion:

- This portfolio of work was given to two executives at Tourism Calgary to champion, and to introduce more internal programming for staff and for the Board
- The Board of Tourism Calgary became more diverse in 2021
- And our sales and marketing teams continued to ensure that events and marketing campaigns were speaking to and considering the breadth of diversity – to attract visitors and local citizens to events and engagements

7. Did your organization implement any further changes to strategies, programs or services in 2021 to address equity, diversity or inclusion?

Yes, the organization developed a strategy with goals and milestones, to further collaborate with Indigenous Tourism partners.

8. Briefly describe how your organization worked in partnership with other community, private or public organizations to achieve shared results for Calgary and Calgarians in 2021.

- We worked with Winsport to deliver the curling bubbles



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- We worked with our city hotels to encourage local citizens and Canadians to enjoy ‘stay cations’ and come and stay in our city
- We worked with Alberta and Calgary Hockey to deliver the Women’s IIHF Tournament
- We worked with Calgary Stampede to deliver their signature summer event
- We worked with the Telus Convention Center to secure events
- We worked to secure future events for the under construction BMO Convention Center
- We worked with partners on Chinook Blast; namely Arts & Culture, Indigenous Communities and Sporting groups
- We worked with both the Province and the City (using grants the SEF fund) to secure meetings and conventions

RESOURCES

9. **Please estimate how The City’s operating funding was allocated in 2021. Mark all areas that apply by approximate percentage. For example, 45% allocated to staffing costs, 10% to evaluation or research, etc.**

45%	Advertising and promotion
43%	Programs or services
1%	Office supplies and expenses
11%	Professional and consulting fees
%	Staff compensation, development and training
%	Fund development
%	Purchased supplies and assets
%	Facility maintenance
%	Evaluation or Research
%	<i>Other, please name:</i>

10. **Did volunteers support your operations in 2021? If yes:**

We had no volunteers in 2021.

11. **What resources or funding sources did your organization leverage to support operations in 2021?**

As referenced earlier, our primary funder, the Calgary Hotel Association, experienced a significant decrease in the collection of their voluntary hotel levy due to extremely low occupancy levels and hotel closures from the pandemic. As a result, the direct impact on Tourism Calgary funding was a reduction of 80% of our operational funding. The previous year’s shortfall was 58%, so there was no ‘catch up’ in 2021 for our organization.

As a result, we relied heavily on government emergency funding at both the federal and provincial levels. We also relied on Travel Alberta and Western Diversification, to fund specific events, and some funding towards operations.

We were thankful that the city did not reduce its funding to our organization.



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12. Did your organization receive any awards or recognition in 2021 that you want to highlight?

Many awards and recognitions for our sector in 2021, were put on hold due to the global pandemic.

13. CAPITAL AND ASSET MANAGEMENT (for Civic Partners managing City-owned assets)

Asset: *Not Applicable*

This question does not apply to Tourism Calgary as we do not manage any city assets or infrastructure.

- a) Provide a summary of your organization's 2021 capital work, including specific lifecycle/maintenance projects or capital projects.**

- b) What funding did your organization leverage to support capital activities in 2021?**