

- 1. Organization Name: Tourism Calgary Convention and Visitors Bureau**
- 2. Fiscal Year: Jan. 1 to Dec. 31**
- 3. Latest Annual Report available and web address: [visitcalgary.com/industry](http://visitcalgary.com/industry)**

## **GOVERNANCE**

### **4. Current Vision, Mission & Mandate (include any proposed changes)**

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

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

Business objective: To work with the community to grow tourism revenues to \$2.3 billion by 2020.

### **5. Identify Board and senior management positions, incumbents and vacancies:**

**Tourism Calgary Board:** Rod McKay, Chair | Michael Casey, Chair Marketing & Stakeholder Relations Committee (member-at-large) | Daniel Pigeon, Chair Audit & Finance Committee (member at large) | Janet Salopek, Chair, Governance & Human Resources Committee (member-at-large) | Dan McGowan (industry specialist) | Herb Rackliff (industry specialist) | Spencer Villam (industry specialist) | Mark Wilson (industry specialist) | Jeff Robinson (City appointee) | Dan DeSantis (industry specialist) | Shauna MacDonald (member-at-large)

**CSTA Board:** Doug Mitchell, Chair | Bruce Graham | Bob Hamilton | Kurt Hanson | Dale Henwood | Guy Huntingford | Don Ingram | Ken King | Richard Main | Rod McKay | Marco De Iaco

**Executive team:** Cindy Ady, CEO | Jeff Hessel, VP Marketing | Marco De Iaco, VP Sport, Sales and Major Events | Shelley Zucht-Shorter, VP Industry Relations | Marilyn Bell, Travel Trade | Cassandra McAuley, Director Corporate Communications

### **6. Discuss succession planning for Board and senior management.**

In early 2015, Cindy Ady accepted the position of CEO in a permanent capacity having served as Interim CEO from April 2013 while a new long term arrangement was finalized with the Calgary Hotel Association. Stability in this position gives the Board confidence in the leadership and direction of the Executive team. One of the CEO's priorities, as directed by the Board is to consider succession planning for the Executive team. This work will be completed by end of 2015.

As it relates to the Board, the Governance and Human Resources Committee has taken a proactive approach to ongoing identification and recruitment of potential Board members and Committee members, based on skill sets and needs. Rod McKay will continue as Chair of the Board through 2016.

## **2014 YEAR IN REVIEW**

### **7. Summarize 2014 accomplishments (based on established goals or objectives).**

2014 was a noteworthy year for Tourism Calgary. While solidifying a new funding agreement with the Calgary Hotel Association, the organization's strategic focus on four key result areas did not waiver. This resulted in over 8 million travellers visiting our city, contributing \$1.7 billion in spending – an increase of 6.3 per cent over 2013. Highlights of accomplishment by strategy:

**Generate incremental visitation and spend:**

- 3,184,632 hotel room nights sold (1,213,345 weekend nights | 48,142 sport-related nights | 69,077 trade-related nights).

**Energize the Calgary brand:**

- Over \$7.1 million in media coverage (equivalent value) earned around the world;
- Over 1.45 million visits to our website (visitcalgary.com).

**Work together as a destination:**

- A record 27 partners participating in our collaborative marketing campaigns, enhancing the experiential appeal of our destination;
- Over 200,000 referrals to industry partners through website and Visitor Information Centre interactions.

**Build organizational excellence:**

- Invigorated the Tourism Calgary team, while integrating a new Board comprised of industry specialists and members-at-large.

### **8. Provide performance measures (targets and actual) used in 2014. Include any challenges in meeting targets.**

	2014 Target	2014 Actual	2015 Target
<b>Room nights generated</b>			
Sports and Major Events	50,000	48,142	52,000
Online Travel Agencies	45,000	49,119	50,000
Joint Marketing Agreements	20,000	19,958	23,000
Total incremental rooms nights generated	115,000	117,219	144,000
<b>Partner referrals</b>			
from visitcalgary.com	215,000	156,122	247,250
from visitor information centres	36,000	45,490	40,000
Total referrals to industry	251,000	201,612	287,250
<b>Brand promotion</b>			
PR – media equivalent value	6,100,000	\$7,150,000	\$6,250,000
Social media engagement	175,000	212,016	240,000
Visitcalgary.com visitation	1,450,000	1,455,005	1,667,500
Revenue generated for collaborative marketing support	\$445,000	\$344,165	\$470,000
Industry satisfaction	82%	82%**	85%
** measured in 2012			

**9. Describe how your organization's 2014 activities contributed to the economy and culture of Calgary, Calgary's environment and the well-being of Calgarians.**

Tourism Calgary's contributions to Calgary's economy are reflected in several ways; over 8 million travellers visited our city in 2014, contributing over \$1.7 billion to our economy. To support these millions of travellers and their activities while in our city, the tourism and hospitality industry employs 1 in 10 working Calgarians.

By attracting a record 59 sport and major events to our city in 2014, positive impacts are felt in economic stimulus and in contribution to the vibrancy of our city and quality of life in Calgary. The events that Tourism Calgary and the Calgary Sport Tourism Authority attract provide opportunities for Calgarians to gain exposure to unique, elite and special experiences, including the Shaw Charity Classic, Tour of Alberta, Cavallia and the JUNO Awards and dozens of provincial, national and international amateur and professional competitions.

Tourism Calgary is also an active civic partner, participating in Calgary Economic Development's 10 year strategy efforts, The City's citizen dashboard reporting initiative, collaborating with the Calgary Hotel Association and Meetings and Conventions Calgary. We also collaborate with over 500 partner organizations, ensuring they are supported in their efforts to contribute to Calgary's vibrancy.

Our contribution to the spirit and culture of the city is also exemplified in our execution of the annual Calgary White Hat Awards. In 2014, 657 nominations were received for 25 award categories. Over 1,300 tourism and hospitality professionals attended the gala celebrating Calgary's tremendous warmth, hospitality and pride.

Finally, throughout 2014, we presented over 2,100 White Hats to notable guests to our city, making them honorary Calgarians with our iconic symbol.

**10. Indicate what resources were leveraged to support operational activities, providing examples.**

In 2014, a new funding agreement with the Calgary Hotel Association was solidified, contributing to a more stable and predictable funding structure for Tourism Calgary;

A record 27 partners participated in our collaborative marketing campaigns, enhancing the experiential appeal of our destination. These partnerships contributed over \$344,000 to marketing efforts;

Partnerships with Travel Alberta, the Canadian Tourism Commission and other destination marketing organizations including Banff / Lake Louise Tourism contributed to our marketing and awareness efforts, regionally, nationally and internationally.

It's also important to note that only 8.5 per cent of Tourism Calgary's 2014 expenditures were related to general and administration costs.

**11. Based on your business plans for 2015-2018, what are your priorities and deliverables for 2015-2016?**

2015 and 2016 are important years for Tourism Calgary.

2015 is the Year of Sport in Canada, and Calgary is playing a leading role. In fact, by the end of this year, Calgary will have hosted 12 national championships, five international competitions and three world championships. These events include the Tim Horton's Brier and the 2015 Canadian Open Volleyball Championship, while alone will result in over 800 participating teams and 20,000 hotel room nights.

From Year of Sport in 2015, we will move into Year of Music in 2016, a cross-industry collaborative effort to host and activate the JUNO Awards, the opening of the National Music Centre and marketing platform support for local talent, grassroots initiatives and local festivals and events.

We will also be focused on our ongoing efforts to stimulate weekend and leisure travel to Calgary, and encouraging visitor spending by leveraging current campaign platforms to increase the immediacy of travel to Calgary.

Depending on the economic climate, we will continue to have a strong focus on our regional marketing efforts, while leveraging our partnerships with Travel Alberta and the Canadian Tourism Commission to enhance the very important long-haul marketing efforts.

We will work to better understand the rapidly evolving digital eco-system by continuing to develop, leverage and enhance content that is relevant, timely and accessible to travellers and would-be travellers.

We will continue to lay the ground work for our collective brand – Be Part of the Energy to better tell Calgary's brand story, to enhance it and truly bring it to life. We will work to understand how all of the players fit into brand and how to collectively tell the story of our vibrant city.

Finally, we will continue to be collaborative and participative partners in our city with a renewed focus on enhancing relationships with key stakeholders and partners.

**12. Identify any changes to plans and/or budget projections for 2015-2018.**

The arrangement finalized in late 2014 between Tourism Calgary and the Calgary Hotel Association combined with the annual grant from the City, permits Tourism Calgary to develop and execute plans with focus on both the short (annual) and the longer term. The underlying objectives will remain unchanged. Our ability to aggressively lead regional programs and actively participate in provincial, national programs has changed significantly. A focus on the "Calgary brand" in all markets to business and leisure travellers and support the potential visitor with robust technology tools will underlie all that we do.

**13. What would be the operational impact should there be a reduction in your grant(s) from The City?**

The City's annual grant provides stability to marketing Calgary. It is leveraged with funds provided from the industry – both general funding and project funding. The annual grant provides stability to the broad marketing Calgary during our well known business cycles. Reduction of the annual grant would jeopardise these key aspects of marketing Calgary in key regional, national and international markets with our regional, provincial and Canadian partners.

Reduction in stable funding has long term negative impact. This was exemplified when the Canadian Tourism Commission lost its federal government funding to attract travellers from the U.S. market. Market share was quickly lost and takes years to recapture.

Considering that 25 per cent of overnight travellers to Calgary come for business (compared to a national average of 11 per cent), and business travel has experienced a steep decline since the Fall of 2014, leisure travel must be promoted to mitigate declines in Calgary's tourism economy.

In 2014, over 8 million visitors contributed over \$1.7 billion to Calgary's economy. In 2014, of the 3.1 million hotel room nights sold, over 1.2 million were weekend or leisure nights. Over 48,000 were sport-related and over 69,000 were travel trade-related. These are the areas of focus and opportunity for Tourism Calgary and any reduction in grants would have long-term negative effects..

The Tourism Calgary team has shifted resources and sharpened strategies to respond to the new economic reality to counter any negative effects of declining business travel.

**14. Identify any specific opportunities/projects that would directly stimulate the Calgary economy if supported by a strategic investment by The City.**

We strongly encourage investment in maintaining and enhancing existing events and festivals in our city. Given the current economic conditions, there are non-profit events that will lose corporate support and funding, who will require supplementary investment. By investing in established festivals and events, the risk of losing the vibrancy and dynamic spirit of our city is greatly diminished.

Further, investment in hosting and activating major events like the 2016 JUNO Awards offer opportunities to support and promote local talent and engage citizens and visitors, which naturally leads to economic development.

As the Tourism Calgary Board and Executive prepare for annual strategic retreat and business planning, suggestions for consideration of scalable three, five or 20 year opportunities for Tourism Calgary support are welcome.