

Tourism Calgary

# 2010 ANNUAL REPORT





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## MAYOR'S MESSAGE

On behalf of my City Council colleagues and the citizens of Calgary, I would like to congratulate Tourism Calgary on another successful year promoting our City. Tourism Calgary has done a tremendous job collaborating with various stakeholders to highlight the best we have to offer to visitors and citizens alike.

In today's uncertain economic climate, tourism generates more than \$1.1 billion in revenue for the city annually and provides one in ten Calgarians with employment. We cannot underestimate its importance to the vitality of our City. Tourism Calgary is a catalyst for the collaboration of tourism stakeholders to make Calgary an excellent destination city.

Whether it is partnering with established Calgary attractions to promote new exhibits or publicizing events that attract new visitors, Tourism Calgary works on behalf of more than 550 members and partners to enhance the visitor experience to our great city. They prove the old adage that we are stronger when we work together.

It is sometimes easy for those of us who live and work in Calgary to take many of its features for granted. Tourism Calgary reminds us of everything that makes Calgary special, and that might just be its greatest contribution to the strength of our City.

Congratulations and best wishes throughout 2011.

Sincerely,

A handwritten signature in black ink, appearing to read 'Naheed K. Nenshi', with a horizontal line underneath.

Naheed K. Nenshi  
Mayor

## CHAIR'S MESSAGE

WOW... yes, it is a great campaign, and it is also how I feel this year as I write my second "Chair's Message" for Tourism Calgary. One of Calgary's tourism leaders said to me in March "What Tourism Calgary has done in one year, we predicted would take five years." Tourism Calgary today is not only an organization filled with outstanding professional and enthusiastic employees and volunteers, it is also an organization rapidly moving towards the goal of achieving the true Gold Standard for Destination Marketing Organizations in Canada.

It is hard to express how I feel when I look at what has happened over the past year. Under the leadership of Randy Williams and a truly dedicated Board of Directors, Tourism Calgary has become the voice of tourism in Calgary. Whether looking for statistics, forecasts or opinions on tourism, the media has quickly realized that the place to start is with a call to Tourism Calgary. The work being done with the Canadian Tourism Commission and Travel Alberta in coordinating programs and resources will be the model for Canada. We know that our efforts are being closely watched by governments and tourism stakeholders across the country. Doing more with scarce and reducing financial resources is not just something we hope to do – it is something we must do in order to be effective and productive for all the stakeholders we represent.

The past year has seen a new Memorandum of Understanding with the Calgary Hotel Association, and as I write this we are about to sign a Master Funding Agreement with that same group. This is likely the most significant step Tourism Calgary has taken for some time and will bring in a new era of cooperation and increased marketing for all of our industry. I cannot overstate the role of Joseph Clohessy as Chair of the Calgary Hotel Association in bringing this agreement to completion. In addition, Tourism Calgary hosted extensive workshops and consultation open to everyone involved in tourism in this area and the result was an outstanding long-term strategic plan unveiled shortly before Christmas. This was another major accomplishment for all of the staff at Tourism Calgary.

As I did last year, I want to thank former Mayor Dave Bronconnier for his confidence in us and our fine new Mayor Naheed Nenshi for all of the encouragement he has already provided. I also want to single out Steve Allan, the Chairman of the Canadian Tourism Commission along with Quincy Smith and Bruce Okabe, the Chair and President of Travel Alberta. Their guidance has been valuable to me personally, and Travel Alberta's commitment to the destination marketing organization system throughout Alberta has brought a new level of involvement to all of us. As the year has gone by, we have worked closer than ever with the Calgary TELUS Convention Centre, with Calgary Economic Development and with the Calgary Stampede in marketing and developing new programs. The results of these efforts will show up strongly in the years ahead.

Finally, I have to say, from the heart, what the work of the Board of Directors and the staff at Tourism Calgary has meant for this organization. It is powerful to see something that was struggling suddenly spring to new life. There really is no magic formula that makes this happen; just the thoughtful day to day work and dedication of great people. You see it in the smoothly organized Calgary White Hat Awards, the new Classical Calgary collaboration, the dynamic Cirque du Soleil production and the helpful work done to make sure that each tourist has a great experience. It is because of our entire team that Tourism Calgary has become this machine of change and marketing for tourism in Calgary. Tourism Calgary is a dynamo today and, hang on to your white hats, because "you ain't seen nothin' yet."

There is only one word I can use to tell you what I feel about the future... WOW!!

Sincerely,



George Brookman  
Chair, Board of Directors

## PRESIDENT'S MESSAGE

WOW – what a year 2010 was! In late 2008 and early 2009 Tourism Calgary was asked by its members and partners to change; and by year-end 2010 we had responded in a big way!

- New Leadership – A new Board of Directors led by George Brookman, Chair was announced in August 2009. After I joined the team in December 2009 we constructed a full complement of staff and leadership with combined destination marketing experience of 215 years or an average of 6.5 years per employee and 336 years of sales and marketing experience or 10.2 years per employee.
- New Governance – We have new bylaws, a smaller and more efficient Board of Directors, and a new Board committee structure to ensure consistent collaboration and engagement. We have competency standards and succession planning to ensure our effectiveness is sustainable.
- New Membership Structure – Tourism Calgary is a membership-based organization that provides specific benefits to all members; but we are here to serve and grow the whole tourism community. A new membership fee structure in 2010 reduced membership revenues by \$95,000 or 20% overall.
- New 3-Year Strategic Plan – In April 2010 we released our first Strategic Plan. After consultation with industry operators and organizations throughout the summer and fall we released our 2011-2013 Strategic Plan in December 2010.
- New Era of Partnerships – Our ability to grow tourism revenues faster than our competition will depend upon our ability as a community to unite. We are “better together” is now our operating philosophy. In January 2010 we signed a partnership agreement with the Calgary Hotel Association to build a new e-commerce website. The partnership was recognized by Travel Alberta with a provincial Award for Partnership in 2010. We signed a partnership agreement with the Calgary Hotel Association and the Calgary TELUS Convention Centre in March 2010 to market meetings and conventions together. In 2010 Tourism Calgary started a dialogue with Travel Alberta and the Canadian Tourism Commission that will result in a first-of-its-kind alignment and best practice that other regions and DMOs will look to follow.

And while we changed the Calgary tourism community stuck with us and cheered us on! In 2010 membership cancellations were at the lowest level in five years. In 2010 new members signed up in record numbers – 124% more new members than signed up in 2009. In our membership survey of November 2010 84% of you said that you were satisfied with the service provided by Tourism Calgary – a 20% increase over the 2008 membership survey. In the comments provided by the survey two sentiments that we heard from many were: “The best Western Canadian tourism organization I have worked with!” and “Really excited about the new TC and where you are going!”

Thank you to the travel and tourism industry for your support and for recognizing our efforts!

Yours in tourism,



Randy Williams  
President & CEO

## STRATEGIC DIRECTION

In 2010, Tourism Calgary confirmed the following statements and values as the direction and destination for the organization. The goals and strategic priorities will act as the guideposts along the journey.

### Vision

Be recognized as the benchmark for destination management in Canada.

### Mission

Bring more people to Calgary for memorable experiences.

### Organizational Values

Tourism Calgary's Board of Directors and staff have expressed the values they support and aspire to maintain for their own personal behaviour and for the organization as a whole.

Tourism Calgary is an organization that:

- Provides **leadership**;
- Operates with **integrity, transparency** and **accountability**;
- Is **collaborative** and **respectful** in working with co-workers and the community;
- Allows for **innovation** and **entrepreneurship** in the way we think and resolve challenges;
- Gives people a sense of **being valued** and provides everyone with an **opportunity to contribute** to the organization's success; and
- Respects the **balance** between work and personal life.

### Goals

Goals are ideal states that the organization continually strives to achieve. Tourism Calgary has identified six goals:

1. Position Calgary as the destination of choice in our key markets.
2. Champion an exceptional visitor experience.
3. Be a strong, credible, trusted and leading voice for the tourism industry.
4. Integrate and collaborate planning and implementation efforts with our strategic partners.
5. Demonstrate return on investment to our stakeholders.
6. Strengthen the organization's human and financial resources to deliver on the mission.

### Strategic Priorities

Several high level strategic priorities have been identified to achieve the organization's goals over the next three years.

1. Secure stable, long-term funding.
2. Identify, understand and select target markets.
3. Extend e-business capabilities.
4. Communicate results to key stakeholders.
5. Expand research and product development capacity.
6. Attract and retain the best talent.

## HIGHLIGHTS OF 2010



### **24th Annual Tourism Calgary Open House – January 20**

A year of momentum and transition was kicked off at the Calgary Stampede's beautiful Lazy S – the ideal spot for Tourism Calgary's 24th Annual Open House. Western hospitality meets metropolitan style in this lounge spanning half the length of the Stampede Park Grandstand. Tourism Calgary's largest networking and social event of the year welcomed 300 members, dignitaries and industry partners. Guests were treated to the sounds of a local jazz trio and indulged in culinary delights from a variety of restaurant and beverage sponsors.



### **Tourism Calgary Joins Meetings & Conventions Calgary Marketing Partnership – March 4**

Tourism Calgary, the Calgary TELUS Convention Centre, and the Calgary Hotel Association announced a unique partnership aimed at attracting new meetings and conventions to Calgary. The new arrangement focuses an all team effort on the important meeting and convention market, which has become the most competitive market segment in the tourism industry. The team will align marketing efforts and pool resources to intensify efforts in building awareness primarily in the United States and international markets. This group operates under the umbrella of Meetings & Conventions Calgary (MCC).



### **2011 and 2012 Canadian Track & Field Championship Announcement – May 6**

Athletics Canada announced in May that Calgary had won the bid to host the Canadian Senior Track & Field Championship for both 2011 and 2012. The 2012 event will serve as the selection trials for the Olympic and Paralympic Summer Games in London. Calgary's bid succeeded following a record-breaking number of bids to host these events. The 2011 and 2012 Canadian Track & Field Championships will be held at Foothills Athletic Park. The Park will undergo a previously planned major upgrade prior to the 2011 event. Calgary will host approximately 1,000 athletes (able-bodied and para-athletes) for each event as well as an additional 1,000 coaches, officials, and media.



### **Calgary White Hat Awards – May 19**

The Southern Alberta Jubilee Auditorium opened its doors to more than 1,500 attendees for the 48th Annual White Hat Awards. The event was alive with excitement and sound as the audience cheered for their nominated colleagues and friends. With another record year of nominations, 29 winners were honoured with a signature White Hat by the end of the evening. The gala evening ended with a reception where everyone shared in the spotlight while enjoying delicacies and desserts.

## HIGHLIGHTS OF 2010

### **visitcalgary.com Launched** – June 9

Tourism Calgary rolled out the welcome mat to launch a major new destination website and marketing campaign that has significantly enhanced Calgary's competitiveness as a travel destination.

More than 150 people from Calgary's \$1.1 billion tourism industry joined project leaders from Tourism Calgary and the Calgary Hotel Association to kick-start the new collaboration. Tourism Calgary also unveiled a new marketing message by rolling out the welcome mat – literally – distributing hundreds of branded welcome mats to industry members and pedestrians on Stephen Avenue Mall. *You're Very Welcome* projected Calgary's unique down-home hospitality to the world and was central to Tourism Calgary's marketing activities throughout the summer season.



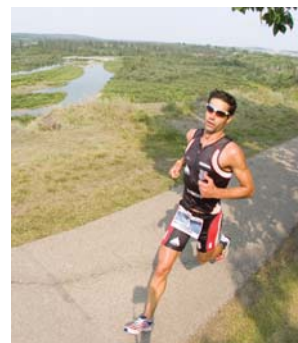
### **First Flip** – July 8

Calgarians, visitors and the hospitality industry joined forces to kick off the Calgary Stampede in style at the inaugural First Flip Stampede Breakfast hosted by Tourism Calgary, Calgary Downtown Association, Calgary Economic Development, Calgary TELUS Convention Centre and Calgary Arts Development. More than 5,000 pancake lovers showed up on Stephen Avenue to holster a hotcake in the company of stiltwalkers, live entertainment, the Stampede Welcome Committee and celebrity pancake flippers.



### **2010 Viterra Ironman 70.3** – July 30 - August 1

In 2009, Tourism Calgary and the Calgary Sport Tourism Authority endorsed and supported the Rocky Mountain Triathlon Company with its bid to secure the final Ironman 70.3 triathlon license for Canada. In its second year, the event took place on August 1 with more than 1,200 athletes registered to compete. The event produced 500 room nights at the host hotel (The Westin Calgary) during the Alberta Heritage Day long weekend. Tourism Calgary supported the Rocky Mountain Triathlon Company with the execution of various marketing and communications activities including trade magazine advertisements and the production of a TSN broadcast that aired nationally in October 2010 with a viewership of 142,000.

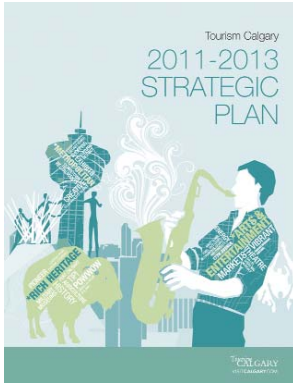


### **2010 Cirque du Soleil's KOOZA** – September 16 - October 10

Tourism Calgary, in partnership with the Calgary Hotel Association negotiated an agreement to welcome Cirque du Soleil back for a fifth engagement in Calgary. KOOZA was presented under the 'Grand Chapiteau' at Stampede Park from September to October to the delight of Calgarians and visitors alike. Ticket sales were strong with KOOZA travel packages featured on visitcalgary.com, providing consumers with 'one stop shopping' for accommodation and tickets for their trip to Calgary.



## HIGHLIGHTS OF 2010



### **Strategic Destination Planning Workshops** – October 18, 21, 22

Tourism Calgary made a decision early in the strategic planning process to take advantage of the tremendous energy, passion and experience in the Calgary tourism industry. A comprehensive and fully collaborative process was initiated incorporating a wide variety of stakeholder groups throughout a six month period. A major component of the consultation process was to invite Calgary's tourism industry to three workshops in north, south and central locations across Calgary. The sessions included a workshop component that yielded valuable comments and feedback that was instrumental in developing the Tourism Calgary 2011-2013 Strategic Plan.

### **visitcalgary.com Wins Alto Award** - October 25

The Alberta Tourism Awards, known as the “Altos” presented Tourism Calgary and the Calgary Hotel Association (CHA) with the 2010 Marketing Partnership Award. The award recognized the partnership between the two organizations that established visitcalgary.com. Tourism Calgary and the CHA collaborated in order to create an e-strategy built on the visitcalgary.com website; a fully interactive e-commerce site that includes a booking engine, packaging, promotions and event listings.



### **Classical Calgary – Mozart in the City** – October 28 - November 7

Tourism Calgary partnered with the Calgary Philharmonic Orchestra, EPCOR Centre for the Performing Arts, Calgary Downtown Association, Calgary Arts Development, Calgary Cultural District, and the Art Gallery of Calgary to showcase the rich cultural and culinary diversity of the city by creating a three-week celebration of the iconic composer – Mozart. In the spirit of 18th-century Vienna, the campaign included musical performances, after parties, art gallery exhibits, restaurants, and film exhibition. Classical Calgary is an example of the type of tourism activity being developed in Calgary through collaboration with multiple partners.



## DESTINATION OVERVIEW

Tourism is one of the fastest growing economic sectors in the world. According to the World Tourism Organization (UNWTO), world tourism arrivals are expected to double by 2020. In Canada, tourism is a \$74 billion industry – roughly equal to the economic value of agriculture, forestry, and fishing combined – and generates close to \$20 billion in government tax revenues each year.

Signs of recovery emerged in 2010. Overall, direct international travel into Canada from the United States and overseas markets for business and pleasure showed modest improvement in 2010, increasing by 2.3% compared to 2009. Alberta, however, was one of only three provinces to post a year-over-year decline in overnight trips by non-residents to Canada, with non-resident visitors falling by 1.6% in Alberta in 2010.

### Calgary Visitors and Spending

Detailed data for visitors to the Calgary area reveals an increase in overall visitor volume and spending in 2009. The Calgary area welcomed more than 4.7 million visitors in 2009, an increase of 3.2% over 2008. Of all these visits, 2.1 million were same-day visits and 2.6 million were overnight.

#### Spending<sup>1</sup> by Visitors to Calgary CMA

Base: All Visits (Same Day and Overnight)

	2006	2007	2008	2009	2010 <sup>2</sup>
Spending (\$)	982,796,000	1,151,950,000	1,061,338,000	1,088,332,000	1,118,805,000

\* NOTE: Due to changes in methodology, data for 2008 and later is not directly comparable to prior years.

1 – Total visitor spending does not include commercial carrier fares associated with visit to region.

2 – Estimate based on Conference Board of Canada 2010 Calgary domestic and inbound tourism revenue growth

Source: *Statistics Canada - Tourism in Canadian Cities: A Statistical Outlook 2006-2009.*

*Conference Board of Canada - Tourism Sector Performance Monitor, 2010 Metropolitan Edition.*

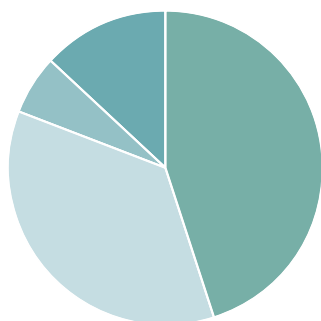
### Hotel Occupancy

According to Smith Travel Research, both the average occupancy and average daily rate declined in Calgary in 2010. While demand for hotel rooms increased by 1.7% year-over-year, inventory grew by a greater amount (approximately 130,000 room nights in 2010), keeping average occupancy and average daily rates down.

Hotel Occupancy	2009	2010	% change
Average occupancy (%)	65.4	64.6	-1.2%
Average daily rate (\$)	147.30	144.96	-1.6%
Supply	4,223,092	4,353,546	3.1%
Demand	2,763,219	2,811,479	1.7%

Source: *Smith Travel Research Inc.*

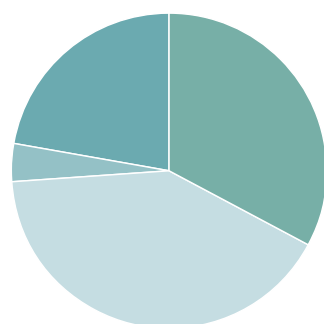
## Overnight Visitor Profile



■ Alberta	45%
■ Other Canada	36%
■ United States	6%
■ Overseas total	13%

Origin of Overnight Visitors to Calgary	2008	2009	% change
Alberta	1,305,106	1,166,476	-10.6%
Other Canada	827,566	926,436	11.9%
United States	156,676	153,178	-2.2%
Europe	240,283	217,688	-9.4%
Asia/Pacific	105,759	95,679	-9.5%
Other International	23,288	17,505	-24.8%
<b>Total</b>	<b>2,658,678</b>	<b>2,576,962</b>	<b>-3.1%</b>

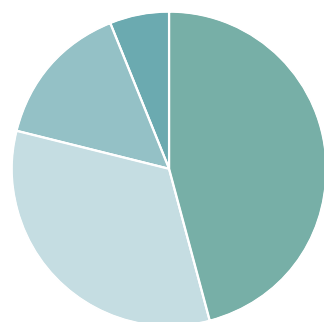
Source: Statistics Canada - Tourism in Canadian Cities: A Statistical Outlook 2008, 2009.



■ Alberta	33%
■ Other Canada	41%
■ United States	4%
■ Overseas total	22%

Overnight Visitor Expenditures (\$)	2008	2009	% change
Alberta	321,520,000	301,378,000	-6.3%
Other Canada	340,950,000	366,947,000	7.6%
United States	42,883,000	38,009,000	-11.4%
Europe	119,888,000	118,782,000	-0.9%
Asia/Pacific	70,136,000	61,734,000	-12.0%
Other International	18,448,000	17,421,000	-5.6%
<b>Total</b>	<b>913,825,000</b>	<b>904,271,000</b>	<b>-1.0%</b>

Source: Statistics Canada - Tourism in Canadian Cities: A Statistical Outlook 2008, 2009.



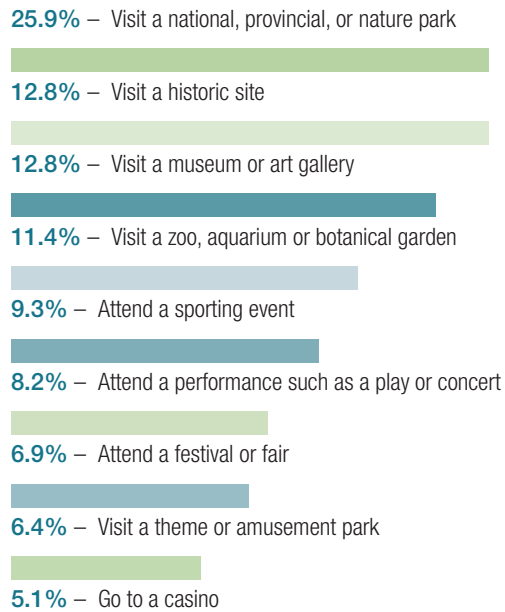
■ Visit Friends or Relatives	46%
■ Pleasure	33%
■ Business	15%
■ Other	6%

Primary Trip Purpose	2008	2009	% change
Visit Friends or Relatives	1,177,728	1,193,508	1.3%
Pleasure	951,145	854,160	-10.2%
Business (convention or other business)	368,041	379,986	3.2%
Other / Not Stated	161,763	149,308	-7.7%
<b>Total</b>	<b>2,658,678</b>	<b>2,576,962</b>	<b>-3.1%</b>

Source: Statistics Canada - Tourism in Canadian Cities: A Statistical Outlook 2008, 2009.

## Trip Activities

Most visitors to Calgary take in the natural beauty that surrounds the city by visiting national, provincial and local parks.



Source: Statistics Canada - Tourism in Canadian Cities: A Statistical Outlook 2009.



## visitcalgary.com

In 2010, Tourism Calgary launched visitcalgary.com; a new consumer portal, e-commerce website, and booking engine in partnership with the Calgary Hotel Association (CHA) and the Destination Marketing Fund (DMF). The vision was to create a site that drives revenue for members, while building excitement and the intent to visit Calgary.

visitcalgary.com was deployed in a series of phases in terms of development and the official launch.

### Phase I: Announce

The content, tools and core functionality developed in Phase I of the visitcalgary.com site served as the foundation for establishing the new face of Tourism Calgary. To allow for further growth, the site was built with the potential to expand for future content and functionality. The focus of the design and construction was on developing a solid foundation for a successful site including: technical architecture, hosting environment, CMS installation, booking engine integration, search engine optimization, site templates and an analytics framework.

### Online Booking Engine

The online booking engine acts as a direct revenue driver for members by converting “lookers” to “bookers.” Site visitors are able to book attractions, packages and accommodation online at visitcalgary.com with ease.

Consumer and partner response was positive out of the gate with significant continued growth projected in the e-commerce and online booking engine components of the site. Exclusive packages were identified as a great opportunity to provide members with an additional revenue channel by driving sales for accommodation, events, and attractions through the online booking engine.

Package highlights from 2010 include: the Highbrow Tour, Family Adventure, and KOOZA by Cirque du Soleil. In particular, KOOZA by Cirque du Soleil sold a total of 53 packages and 118 tickets. This popular package included admission to the Cirque du Soleil performance and one night accommodation.

### Itineraries

The objective of the website was to create strong, informative content that could demonstrate the wide variety of exciting activities available in this diverse city. Itineraries were built that encompassed different themes, seeking to cater to the different needs and desires among travellers. Itineraries spanned Calgary shopping, downtown excursions, heritage adventures, thrill seeking, Calgary Stampede and the cowboy experience.

### Launch

With the completion of development, visitcalgary.com was officially launched on June 9, 2010. To support the launch of the new site, an integrated campaign was executed and funded by Tourism Calgary and the CHA with support from Travel Alberta’s Tourism Destination Region (TDR). The new site was supported by an online advertising campaign, social media presence, contesting, and traditional media. Interest was generated in target markets resulting in bookings from the first day.

Website and Social Media	2008	2009	2010
Website visits	388,544	399,161	455,753*
Twitter followers	–	–	1,410
Facebook fans	–	–	1,383
Newsletter subscribers (visitcalgary.com)	–	–	18,431

\*visitcalgary.com launched on June 9, 2010 accounting for 330,904 visits to December 31, 2010.

## Phase II: Engage

The goal of the second phase of the visitcalgary.com development was to further enhance the site to create a meaningful user experience while supporting visitor-focused marketing programs to drive bookings. Building on the strong foundation established in Phase I, Phase II saw an enhancement of information architecture, design concepts, copy, tools, applications and site architecture.

To deliver a compelling user experience, content enhancement was focused on showing the spirit and vitality of Calgary while providing users with the core information they need to make travel decisions.

Highlights include the establishment of editorial partnerships (Avenue, Where and Calgary's Child magazines) giving Tourism Calgary access to engaging, well-written articles to feature on the site; visually striking banners to draw visitors further into the site; and the enhancement of member listings for improved search capability and information.

The engagement phase leveraged the energy of the 2010 Calgary Stampede. The anchor of this phase was the sponsorship of a chuckwagon in the Rangeland Derby, dubbed the "Welcome Wagon" displaying the visitcalgary.com web address. A contest ran in conjunction with the chuckwagon sponsorship to entice Calgarians and visitors to the Stampede. The contest component 'Visit-to-Win' was deployed from June 28 – July 18, 2010 to foster awareness, drive traffic to the site, and generate online bookings.

## Phase III: Extend

The 'Extend' phase marked the expansion of the campaign beyond southern Alberta into key target regions. An outdoor campaign, online advertising and industry-related functions allowed for extension across Alberta, Saskatchewan, and British Columbia to engage the vital leisure traveller. In addition, awareness was further leveraged through media relations, search engine marketing and email marketing.

## Partners

In 2010, to meet the increasing demands of today's online traveller, a new integrated Destination Marketing eStrategy was established between Tourism Calgary and the Calgary Hotel Association. The overall goal of the eStrategy partnership was to catapult Calgary into the group of DMOs leading the interactive front by developing and executing a comprehensive digital plan. visitcalgary.com was the first - and foundational element – however, the partnership extends far beyond the website into social media, online advertising, search marketing and email marketing campaigns.

With respect to e-commerce in 2010, visitcalgary.com partnered with 45 accommodation properties and 27 attractions with the goal of driving incremental revenue through packages and the online booking engine.

## Customer Relationship Management

Email is a staple of the digital marketing toolbox. This tool is both efficient and effective which is why Tourism Calgary has leveraged email as a primary avenue for customer relations management. A total of 18,431 new leads were generated through the email opt-in feature on the site, which creates further opportunity to initiate communication.

Key messages were developed and deployed through social media channels and a monthly e-newsletter that keep consumers informed as well as continuing to build and strengthen their awareness of the activity, experiences, and accommodation options available in Calgary.

## REGIONAL AND CONSUMER MARKETING

Tourism Calgary focused on regional markets in 2010 through four regional marketing campaigns.

### Choose Your Shoes Winter/Spring 2010

The “Choose Your Shoes” creative concept was the over-arching theme to the first two regional campaigns in 2010. The basic message was no matter which shoes you choose, there is an experience waiting for you in Calgary. The integrated advertising campaigns directed consumers to a micro site, [chooseyourshoes.ca](http://chooseyourshoes.ca) that provided information on featured activities in Calgary.

#### Winter Escapes

The first “Choose Your Shoes” initiative was Calgary Winter Escapes, which took place from January 18 to February 15. This was a joint regional marketing initiative with the Destination Marketing Fund (DMF), Travel Alberta’s Tourism Destination Region Funding (TDR) and Calgary Arts Development. The campaign featured One Yellow Rabbit’s High Performance Rodeo, Glenbow Museum, and Calgary attractions. The campaign encouraged winter travellers from Red Deer, Lethbridge and Medicine Hat to visit Calgary.

Results:

- 104 room nights sold
- 4,451 site visits to [chooseyourshoes.ca](http://chooseyourshoes.ca)
- 172 opt-ins to e-mail marketing database

#### Spring into Calgary

The spring edition of “Choose Your Shoes” was a five-week integrated advertising campaign funded by Tourism Calgary, the DMF and the TDR. The campaign encouraged families to visit Calgary and experience area attractions as outdoor activities were re-opened for the spring and summer season. The campaign was a collaboration between Tourism Calgary, 24 hotel properties and seven partners from the attractions community.

Results:

- 150 room nights sold
- 4,400 site visits to [chooseyourshoes.ca](http://chooseyourshoes.ca)
- 521 opt-ins to e-mail marketing database

### Cirque du Soleil’s KOOZA

In early fall 2010, Tourism Calgary took advantage of the significant awareness and brand recognition of Cirque du Soleil through their Calgary showing of KOOZA from September 16 to October 10. KOOZA combined two circus traditions: acrobatic performance and the art of clowning. The KOOZA regional campaign focused solely on on-line advertising, with a combination of geo-targeting to British Columbia, Alberta and Saskatchewan (excluding Calgary and Vancouver) and destination targeting to anyone searching for Calgary content from across the country. The online campaign ran from August 15 to October 15 on websites such as [ticketmaster.ca](http://ticketmaster.ca), Trip Advisor, Canada.com and the Weather Network. The campaign resulted in close to 10,000 page views; 53 packages and 118 tickets sold on [visitcalgary.com](http://visitcalgary.com); and a 6.38% growth in the [visitcalgary.com](http://visitcalgary.com) email list.

Tourism Calgary estimated an economic impact of \$1.7 million in direct spending by Cirque du Soleil for the production. Close to 125 people locally were hired before, during and after KOOZA, and a total of about 6,500 room nights were booked for KOOZA from staff and tourists. Cirque du Soleil reported tremendous success from the 2010 production and is considering a return to Calgary in the near future.

## Classical Calgary

In the late fall of 2010, Tourism Calgary supported the Calgary Philharmonic Orchestra's unique Mozart festival through regional marketing efforts in a collaboration with the EPCOR Centre for the Performing Arts, Calgary Downtown Association, Calgary Arts Development, Calgary Cultural District, and the Art Gallery of Calgary. An enhanced tourism experience now branded "Classical Calgary" ran from October 25 to November 13 and celebrated great music, fine food and entertainment. Classical Calgary was promoted in the regional markets of Red Deer, Medicine Hat and Lethbridge from September 13 to November 8.

The campaign was designed to drive incremental revenue to [visitcalgary.com](http://visitcalgary.com) and participating partners while providing economic benefit for Calgary businesses, hotels, restaurants and galleries. Digital tactics included online banner ads, social media, and eCommerce packages. Global television was an effective promotional partner with 80% of the target audience in key markets viewing the advertisements an average of three times.

Ticket sales for the Mozart events exceeded projections by approximately 7% - representing the best increase above projection ever for a Calgary Philharmonic Orchestra series. Classical Calgary public relations efforts achieved \$150,000 of media value. The website saw 5,203 unique visits during the festival and Tourism Calgary's social media channels benefited with a 12% increase in Facebook 'likes,' 18% increase in Twitter followers, 23% increase in YouTube subscribers, and 45 new contacts on Flickr.

The results of the Classical Calgary campaign speak to the success of combining multiple organizations and businesses to leverage marketing efforts and generate demand for travel.



## TRAVEL TRADE DEVELOPMENT

<b>Product Development Trips</b> (Familiarization Trip Participants)	<b>2008</b>	<b>2009</b>	<b>2010</b>
Canada	38	75	48
United States	0	37	46
Europe	141	68	85
Asia Pacific	32	95	84
Other International	94	59	9
<b>Total</b>	<b>305</b>	<b>334</b>	<b>272</b>

In 2010, Tourism Calgary in partnership with Travel Alberta, the Canadian Tourism Commission and member supporters and sponsors, hosted 35 familiarization (FAMs) trips with 272 participants. FAM participant numbers decreased in 2010 as Tourism Calgary took a more targeted approach with key operators. Additional Tourism Calgary initiated FAMs resulted in three new itineraries for 2011.

Travel trade familiarization tours provide tour operators, wholesalers, travel agents and airline representatives with Tourism Calgary expertise in order to stimulate expanded product offerings, new itinerary development and increased travel bookings. These familiarization tours are a vital step in securing new leisure business that has been assessed through pre-scheduled appointments at national and international travel trade conferences, one-on-one meetings and the direct requests from Travel Alberta and the Canadian Tourism Commission.

Tourism Calgary supported four air access marketing programs in 2010, including Air Transat, Korean Airlines, KLM and Air Canada's new non-stop service to Tokyo, Japan. This support contributed to achieving the set goals for load factor.

Tourism Calgary's 2010 joint marketing initiatives supported eight key accounts and provided a total of 20,423 room nights to Calgary, a 7% increase over 2009. In its second year, Tourism Calgary's partnership with the Canadian Tourism Commission and the online travel agencies (Orbitz, Expedia and Travelocity) yielded 24,189 room nights equating to a 17% year-over-year growth.

This year brought a few market shifts. China approved Canada's bid to become an ADS (approved destination status) country and the Mexican market, which had been growing in recent years, dropped off due to increased travel regulations and the ceased operations of Mexicana Airlines' Calgary flight. Tourism Calgary has redefined its long-haul and emerging markets moving into 2011.

Overall, 2010 showed modest growth. Group tour operators reported a robust tour season to Alberta. Increased tour travel from both the United States and Europe was the highlight after the difficult year in 2009.\*

Forecast for 2011 remains optimistic with operators looking to diversify and modify existing programs. Tourism Calgary will continue to develop its key account strategy and align new product development with signature Calgary experiences.

\* Source: Travel Alberta Post Summer Alberta Tourism Operator Survey

## 2010 Sales Missions/Marketplaces Attended

- Corroboree – Australia  
27 Appointments  
840 Travel agents trained (Melbourne, Adelaide, Brisbane, Gold Coast and Sydney)  
2 Media events – 99 media representatives (Sydney/Melbourne)
- Consumer Shows – Los Angeles, New York, Toronto, Seattle and San Diego  
3,740 New consumer contacts  
2 Media events / 3 trade events
- Showcase Canada (China) - China  
60 Appointments
- Rendez Vous Canada – Winnipeg  
88 Appointments
- Canada's West Marketplace – Edmonton  
79 Appointments
- Conozca – Mexico City  
20 Appointments
- Showcase Canada (4 Nation) – Beijing  
27 Appointments with the Japanese buyers  
17 Appointments with the Korean buyers  
29 Appointments with the Indian buyers  
60 Appointments with the Chinese buyers
- World Travel Market – London  
16 Appointments
- NTA Marketplace – Montreal  
28 Appointments
- Receptive Tour Operator Sales Mission – Toronto  
5 Chinese Accredited Receptive Tour Operator visits  
Full day training for Jonview – including reservations, sales and marketing staff
- New York Key Account Sales Mission – New York City  
6 Key account meetings  
Travel agent event – 20 agents  
Top producing agent dinner – 5 agents

# SPORT, CULTURE AND MAJOR EVENTS

## Overview

Major events raise Calgary's profile, generate economic activity and deliver legacies that transform communities. The Sport & Major Events department at Tourism Calgary is spearheading the initiative to develop a coordinated and strategic approach to attract sports and cultural events to Calgary. In collaboration with the Calgary Sport Tourism Authority, the department promotes and positions Calgary as the premier host of sport and cultural events in Canada with the goal of building a balanced, sustainable and dynamic portfolio of events that produces incremental benefit to the tourism industry, the sport community and the city of Calgary.

## Definite Room Nights Booked in 2010

From a non-major event perspective, 2010 was a banner year for the department with a new record achieved for hotel room night production. A total of 24,299 room nights were confirmed for 2010 and future years via sport, culture and special event bookings. This represents a 48% increase over 2009 or a 38% increase over the department's 4-year rolling average (2006-2009).

The department delivered a strong slate of leads for upcoming events through 2012. Notable events include Rugby Canada's 2010 National Championship Festival, Volleyball Canada's 2011 Canadian West Open, the 2011 M&M Meat Shops Canadian Junior Curling Championship, the 2012 World Outrigger Canoe Sprint Championship and the 2012 Magnetic North Theatre Festival.

2010 National Championship Festival – Rugby Canada	1,925
2010 Alberta Bowl - ASAA	350
2010 Cirque du Soleil's KOOZA	6,517
2010 Sled Island Music & Film Festival	95
2010 Calgary Highland Games	92
<b>Total room nights booked for 2010</b>	<b>8,979</b>
2011 Canadian West Open – Volleyball Canada	5,900
2011 Viterra Ironman 70.3 – Calgary	500
2011 ISU World All-Around Speed Skating Championship	780
2011 M&M Meat Shops Canadian Junior Curling Championship	900
2011 Apollo Friends in Sport Western Cup	180
2011 Canadian Track & Field Championship	1,100
2012 World Outrigger Canoe Sprint Championship	5,360
2012 Magnetic North Theatre Festival	600
<b>Total room nights booked for future years</b>	<b>15,320</b>
<b>Total room nights booked in 2010</b>	<b>24,299</b>

Confirmed Rooms	2005	2006	2007	2008	2009	2010
Confirmed rooms	5,974	12,149	19,079	22,622	16,371	24,299

## Other Events Hosted or Supported in 2010

Other notable events supported and hosted in 2010 include the Canadian Freestyle Ski Association's 2010 Canada Post Freestyle Grand Prix, Snowboard Canada's 2010 LG Snowboard World Cup, the 2010 Burton Canadian Open, the 2010 Canadian Men's College Basketball Championship, Volleyball Canada's 2010 Canadian West Open and the 2010 Canada's Sports Hall of Fame Inductee Dinner.

2010 Canada Post Freestyle Grand Prix - Canadian Freestyle Ski Association	1,500
2010 LG Snowboard World Cup - Snowboard Canada	860
2010 Burton Canadian Open	500
2010 Canadian Men's College Basketball Championship – CCAA	320
2010 Professional Squash Association Invitational	96
2010 Canadian West Open - Volleyball Canada	5,900
2010 Subway Super Soccer Series (CSC)	200
2010 Viterro Ironman 70.3 – Calgary	500
2010 Canada Sports Hall of Fame Inductee Dinner	100
<b>Additional room nights supported and hosted in 2010</b>	<b>9,976</b>



## MEETINGS, CONVENTIONS AND INCENTIVE TRAVEL

The meetings, conventions and incentive travel (MC&IT) market represents a high-yield opportunity for Calgary's tourism and hospitality community.

In 2009, business travel to Calgary accounted for 380,000 overnight visitors and \$240 million in tourism spending. This represents 15% of Calgary's total overnight visitation and 27% of total tourism spending by overnight visitors in the Calgary area.

Efforts relating to the MC&IT segment are delivered in partnership by Tourism Calgary, the Calgary TELUS Convention Centre and the Calgary Hotel Association under the umbrella of Meetings & Conventions Calgary (MCC).

Both Tourism Calgary and the Calgary TELUS Convention Centre are promotional authorities for the city and a collective approach capitalizes on each organization's distinct attributes. Respective roles are clearly defined within the Meetings & Conventions Calgary partnership with the Calgary TELUS Convention Centre responsible for MC&IT "sales and marketing" and Tourism Calgary accountable for the "event servicing" component of MC&IT. Tourism Calgary's role in creating destination awareness for the city also influences sales and marketing efforts directed specifically to meeting organizers and decision makers.

2010 was a start-up and transition year under the new Meetings & Conventions Calgary model. MCC has confirmed 38 meetings/conferences for future years, representing 19,605 room nights for hotel and facility partners. The confirmed rooms represent visitor spending of \$6.6M for industry stakeholders.

<b>Confirmed Rooms</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010*</b>
Confirmed rooms	52,196	18,686	23,037	45,730	49,344	19,605
Direct spending (\$)	11,691,904	4,535,272	5,989,620	12,667,210	12,780,096	6,626,490

### 2010 MC&IT Annual Report

The MCC Annual Report can be accessed by contacting the MCC business division at the Calgary TELUS Convention Centre at [info@meetingscalgary.com](mailto:info@meetingscalgary.com).

\* 2010 statistics as reported by Meetings & Conventions Calgary. Method of calculating confirmed rooms varies from previous years.

# CONFERENCE AND EVENT SERVICES

Tourism Calgary regularly works with organizations that bring meeting, convention, sport and major event business to Calgary. Tourism Calgary's conference and event staff assist organizers and planners by providing a full range of conference and event services free of charge. These services include: site inspections; familiarization tours; building networks with local suppliers and venues; attendance building; and event planning and promotion.

The goal is to provide planners with the best service possible to enhance and ensure successful Calgary events while creating memorable experiences to encourage repeat business. In addition, tactics are used to increase the length of stay for delegates and increase the number of activities and experiences they enjoy while in Calgary.

## 2010 City-wide Conferences and Events Supported by Tourism Calgary

		Attendance
May 5-9	Sweet Adelines International	2,000
May 22-24	Alberta Volleyball Association – Canadian West Open	1,000
May 30-June 2	International Seed Federation – World Seed Congress	1,500
June 8-10	Global Petroleum Show	47,000
July 9-18	Calgary Stampede	1.2 million

## Event Welcome Program Initiatives

The event welcome program was created to properly welcome delegates and planners of city-wide events by showcasing Calgary's renowned western hospitality and diverse offering of attractions, dining and entertainment. Tourism Calgary's goal is to create a remarkable experience and warm welcome that will enhance the delegate's stay in Calgary and promote return visitation. Event welcome programs were arranged for the following organizations:

- International Seed Federation
- Global Petroleum Show
- Air & Waste Management Association
- Canadian Veterinary Medical Association
- Pacific Northwest Economic Region

## TRAVEL MEDIA RELATIONS

In partnership with the Canadian Tourism Commission, Travel Alberta and industry partners, Tourism Calgary hosted 99 familiarization tours (FAMs) involving 310 participants in 2010. The increased number of FAMs is related to the additional Marquis funding approved by the Government of Canada for Calgary Stampede activity in 2010.

<b>Earned Media</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>
Media visits hosted	91	67	99
Earned media value (\$)	27,567,807	27,620,565	82,579,697
Circulation	106,444,367	514,786,728	825,041,629

Media FAMs are a key tactic in reaching Tourism Calgary's media relations goals. In addition to achieving a reach and generated media value that cannot be purchased, FAMs have the ability to convert key influencers in target markets into Calgary promoters. Having a prominent presence in the media (traditional and online) through a third party influencer can have a significant impact on the consumer's path to purchase and generate urgent travel demand.

Tourism Calgary attended Canada's Media Marketplace and GoMedia in 2010 with approximately 22 appointments at each show resulting in eight new Calgary media FAMs.

### **Notable Media Visits in 2010**

Canada AM, CTV	July 9 (live Calgary Stampede remote)	\$65,100 (live)
ET Canada, Global	May (Homeplace Ranch & Chef) July (Calgary Stampede)	\$200,266
Harry Rosen	June (magazine shoot)	\$445,500

## VISITOR SERVICES

<b>Visitors Counselling</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>
Airport	16,299	15,642	59,723
Tower	22,738	17,912	12,865
<b>Total visitors counselled</b>	<b>39,073</b>	<b>33,554</b>	<b>72,588*</b>

<b>White Hat Ceremonies</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>
Number of White Hat ceremonies	370	299	347
Number of people 'White Hatted'	4,118	3,255	3,794

Tourism Calgary operates Visitor Information Centres at the Calgary International Airport and the Calgary Tower, with a satellite centre at Southcentre Mall. At each location, visitors access information on all there is to see and do in Calgary and area. Tourism Calgary's friendly and professional visitor services team offer objective, high quality local area information, complimentary maps and brochures, GPS rentals and itinerary planning. Our downtown Visitor Centre is located at the base of the iconic Calgary Tower and provides visitors with the use of a complimentary internet café while the airport location offers convenient baggage storage for same day travellers.

Tourism Calgary's Visitor Centres are an integral part of our membership referral program, promoting and referring products and services to visitors, meeting planners and delegates year round.

Visitor Services also coordinates official White Hat ceremonies for visitors and dignitaries. The ceremonies are performed by Tourism Calgary volunteers, staff and by Mayor Nenshi.

Tourism Calgary Visitor Services manages an extensive community volunteer program with a database of more than 50 volunteers. The volunteer program provides assistance for meeting and conference services, White Hat ceremonies, office support, visitor counselling, member events and city-wide events.

\* 2010 variance is due to change in visitor reporting.

## MEMBER SERVICES

<b>Tourism Calgary Membership</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>
Number of members at year end	486	444	533
Retention rate from prior year (%)	87	86	87
New members	78	70	155

Tourism Calgary member services generate revenue and create partnerships for Tourism Calgary by guiding and educating members on how to use Tourism Calgary as a destination marketing organization to gain access and exposure to the travel and tourism marketplace.

A review of Tourism Calgary's membership program was completed and implemented on September 1, 2010 as approved by Tourism Calgary's Board of Directors. Three changes in the membership program took effect. Overall, membership fees decreased by 20-25%; the membership categories were simplified; and the benefits of membership were clarified to better communicate Tourism Calgary's value proposition.

The key principle continues to be providing significant return on investment to Tourism Calgary's members. As a result of new efforts and due in part to the new fee structure, new member sales increased markedly in 2010.

Mid-November, 2010, invitations were sent to all Tourism Calgary member organizations to complete an online survey. At the close of the survey on December 3, 2010, 128 completed surveys had been received, for a 25.3% response rate. The results demonstrate a significant improvement in how the industry views the level of service and communication coming from Tourism Calgary. Detailed results follow in this report.

### 2010 Member Event Highlights

- Open House January 20
- Online Travel & E-commerce Website Presentation February 4
- Tourism Talks: Harnessing the Power of Social Media March 19
- Annual General Meeting April 8
- Business Building Workshop Series April 13 to May 19  
  - The Buzz about Branding; Marketing, the Heart of Client Creation;
  - Handling Objections; Customer Service, The Starbucks Experience
- China Information Session May 5
- Calgary White Hat Awards May 19
- Tourism Talks: Website Presentation & Tourism Week Event June 9
- First Flip Stampede Breakfast July 8
- Annual Golf Tournament September 8
- Strategic Destination Planning Industry Workshops October 18, 21, 22
- 1st Annual Glitter Gala (SKAL & Tourism Calgary) November 18
- Tourism Talks: Tackling the Great Wall of China November 25
- Mingle, Swirl & Sip Social Mixer December 7

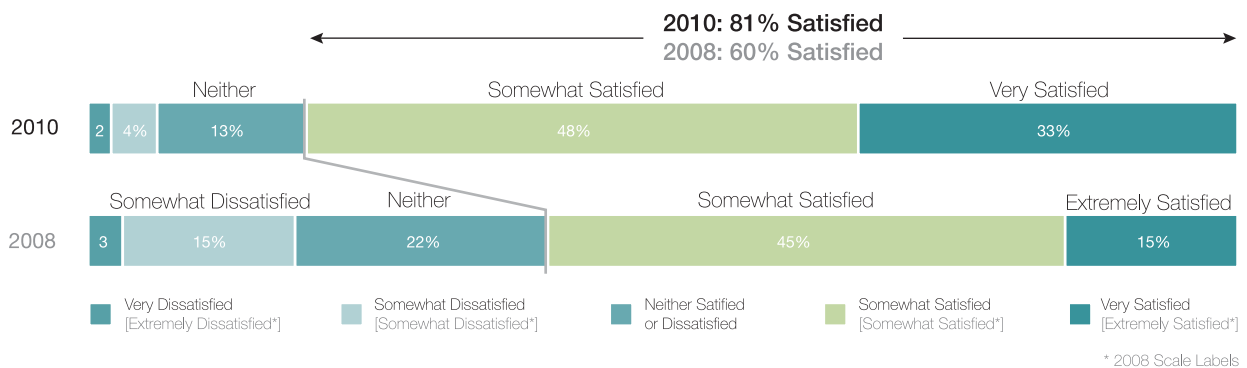
## 2010 MEMBERSHIP SURVEY

The results from the 2010 membership survey revealed several significant performance improvements in key areas from previous measures recorded in 2008. The results indicate an appreciation from Calgary's tourism industry of changes at Tourism Calgary over the course of the two years from 2008-2010 and also an appetite to see a strong and successful destination marketing organization for this city.

Tourism Calgary has an opportunity to solidify and improve upon the positive results found within the 2010 Membership Survey by meeting the targets defined in the 2011-2013 Strategic Plan.

### Satisfaction

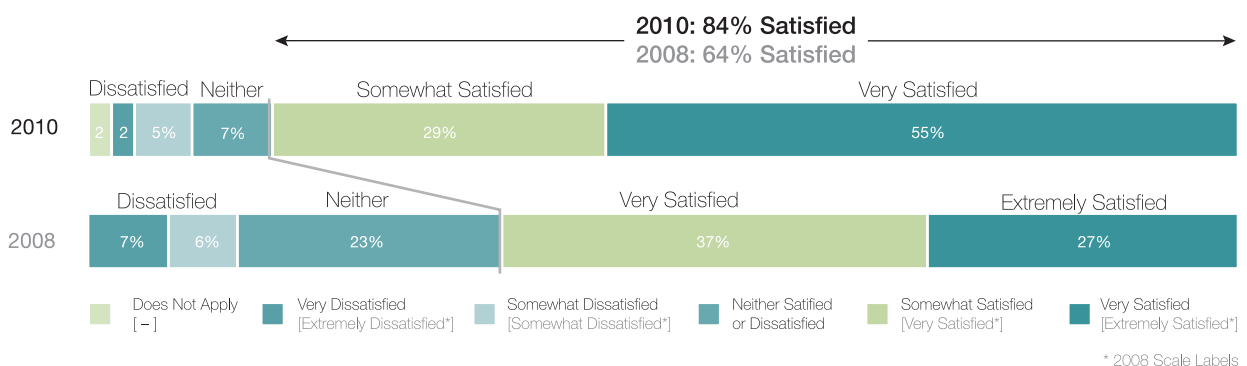
*Overall, how satisfied are you with your membership in Tourism Calgary?*



Overall, 81% of Tourism Calgary members are satisfied with their membership. This represents a significant improvement over 2008. This question represents a barometer for how Calgary's tourism industry feels the organization is performing overall.

### Satisfaction with Service

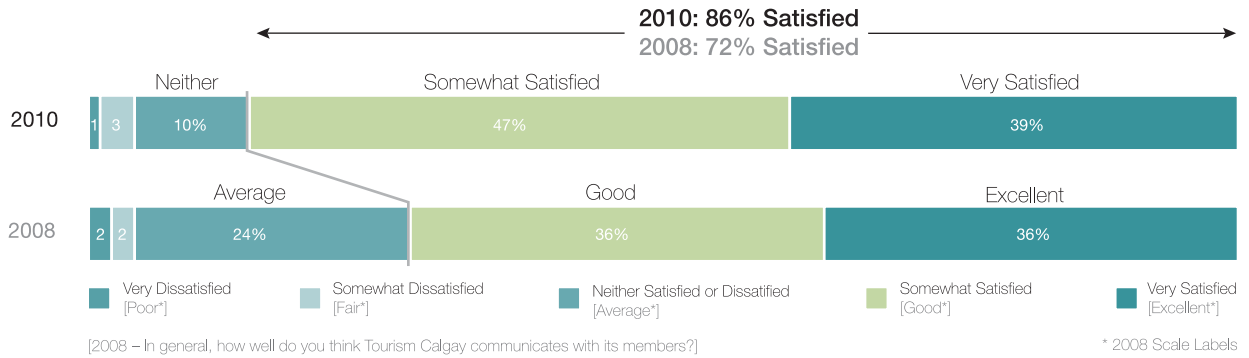
*As a member of Tourism Calgary, please indicate your level of satisfaction with the level of service from Tourism Calgary?*



Overall, 84% of Tourism Calgary members are satisfied with the level of service they receive from Tourism Calgary, with a majority (55%) very satisfied. This represents a significant improvement over 2008, and speaks to the strength of the team now in place at Tourism Calgary.

## Communication

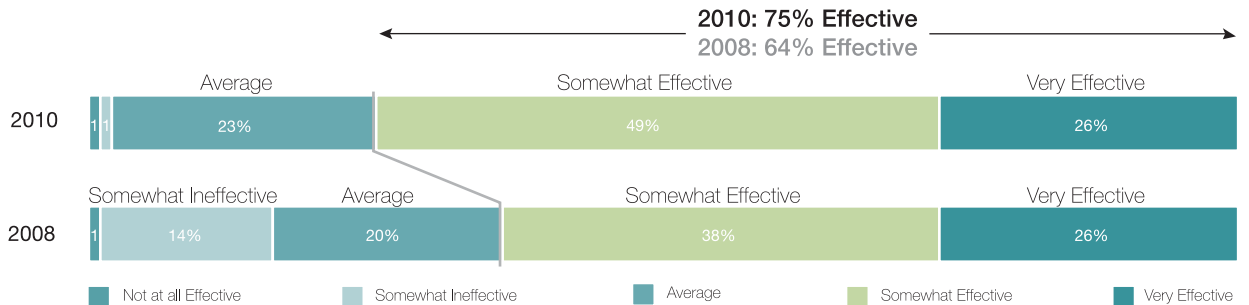
In general, how satisfied are you with how Tourism Calgary communicates with its members?



Calgary’s tourism industry is satisfied with how Tourism Calgary communicates with its membership. The high levels of satisfaction whether overall or specifically pertaining to service and communication translate into loyalty to Tourism Calgary. Fully 95% of Tourism Calgary members say they are likely to renew their membership, up from 84% in 2008.

## Effectiveness

Overall, how effective is Tourism Calgary in promoting Calgary and area?



The industry’s perception of Tourism Calgary’s effectiveness in promoting Calgary and area has improved during the past two years, with the “somewhat ineffective” ratings received back in 2008 essentially eliminated in 2010.

## Areas for Improvement

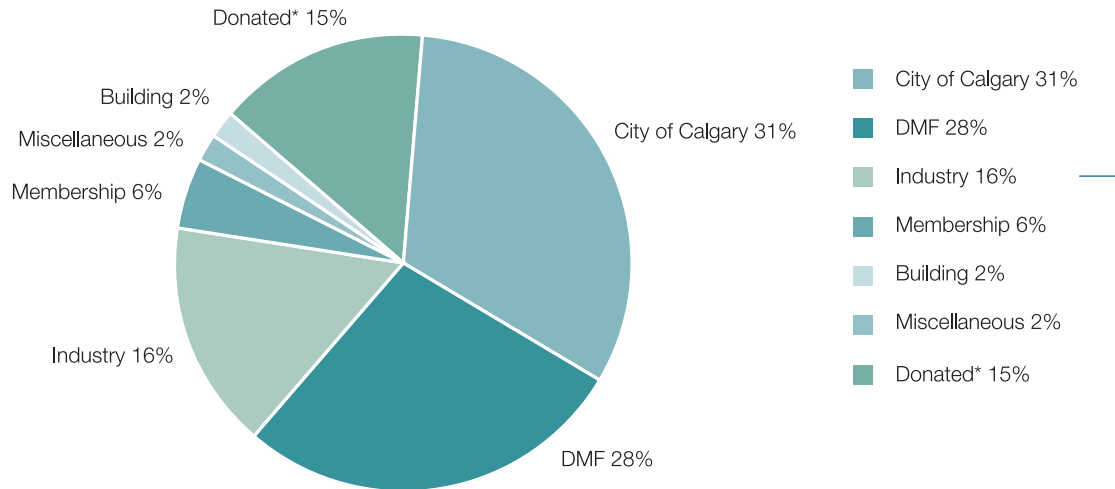
One of the few areas for improvement identified in this survey is business referrals, with 23% of respondents expressing some dissatisfaction with Tourism Calgary in this activity. Tourism Calgary will look for ways to better inform its members about how referrals are managed and will explore how to upgrade the database that houses the referral information to improve the ability to report on referral activity. The negative ratings for referrals had a direct impact on the rating of Tourism Calgary’s overall effectiveness in meeting expectations, and efforts in this area should help move the one-third of members that continued to give Tourism Calgary only an average rating on effectiveness in meeting expectations.

Another critical area of focus will be on Tourism Calgary’s effectiveness in promoting Calgary and area. Many respondents shared the sentiment of “you are on the right track, but...”; it will be important to show industry alignment as well as progress being made throughout the year to achieve our goals. Though there is a significant improvement from 2008 results; with 75% believing that Tourism Calgary is effective in promoting Calgary and area there is still ample room for improvement. Regular communication to the industry to share how the organization is progressing on strategic objectives will be instrumental in demonstrating Tourism Calgary’s effectiveness.

# 2010 ACTUAL REVENUE & EXPENSES

Tourism Calgary operates as a not-for-profit member-based organization funded by grants primarily from The City of Calgary, the Destination Marketing Fund (DMF), partnerships and donated services.

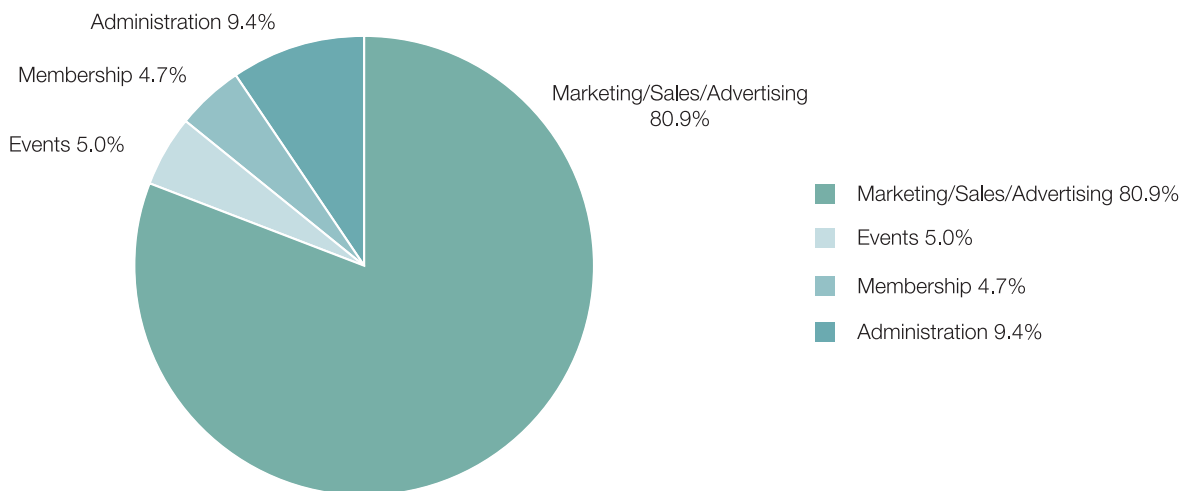
## 2010 Actual Revenue



### Industry Funding Partners

- Tourism Destination Region
- Travel Alberta International
- Calgary Airport Authority
- American Express
- Calgary Stampede
- Edmonton Tourism
- St. Joseph Media Inc.
- Air Canada
- Sysco
- Others

## 2010 Actual Expense by Activity



\* Donated services are goods and services provided on a no or reduced cost basis to support marketing programs and reduce operational expenses. Donated services include such things as airline tickets, hotel accommodations, meals and attraction passes for FAMs, and some printing, promotional items, and professional services.

# STATEMENT OF OPERATIONS

For the fiscal period ended December 31, 2010

## Revenue

(\$)	2006	2007	2008	2009	2010
Operating and One-Time Grants	2,370,361	2,649,573	2,245,086	2,898,040	2,499,269
Destination Marketing Fee	2,232,894	322,253	1,702,706	707,698	2,255,949
Industry Partnership	1,595,505	957,826	927,825	1,200,966	1,285,719
Membership	456,633	483,413	507,639	498,706	432,340
Miscellaneous	530,901	606,580	247,904	709,705	179,631
Building Operations	<59,214>	<59,825>	147,204	172,895	146,394
Commissions	178,767	15,011	–	247,128	6,161
<b>Sub-Total Cash Revenue</b>	<b>7,305,847</b>	<b>4,974,831</b>	<b>5,778,364</b>	<b>6,435,138</b>	<b>6,805,463</b>
Donated Services	671,081	1,187,633	1,125,224	808,018	1,191,761
<b>Revenue</b>	<b>7,976,928</b>	<b>6,162,464</b>	<b>6,903,588</b>	<b>7,243,156</b>	<b>7,997,224</b>

## Variance Explanation 2009-2010

### Cash revenues from 2009 to 2010 were \$370K higher

- City of Calgary grants decreased by <\$399K> – base grant \$104K, sport <\$389K>, Internet <\$70K>, Event Welcome Program <\$44K>
- Destination Marketing Fees increased by \$1.548M – website \$1.338M, MCC \$164K, sports \$178K, new project \$158K, leisure opportunities \$135K, business opportunities <\$194K>, Rendezvous Canada <\$231K>
- Industry Partnerships increased by \$85K – Rendezvous Canada <\$358K>; TAI windup \$309K; TDR – website \$94K, FAMs \$73K, Great Calgary Escapes <\$29K>, leisure opportunities <\$18K>
- Membership fees decreased by <\$66K> – renewals <\$46K>, new <\$20K> (includes deferral of \$55K to 2011)
- Miscellaneous decreased by <\$531K> – Gemini Awards <\$500K>, regional <\$16K>, mini map <\$15K>, locker rentals <\$6K>, Tourism Talks \$10K
- Building operations decreased by <\$26K> – property taxes <\$39K>, amortization <\$17K>, interest <\$1K>, revenue \$5K, utilities \$15K, repairs \$5K, elevator maintenance \$5K
- Commissions decreased by <\$241K> – housing services <\$247K>, website \$6K

# STATEMENT OF OPERATIONS

For the fiscal period ended December 31, 2010

## Expense

(\$)	2006	2007	2008	2009	2010
Salary & Wages	2,302,387	2,194,696	2,365,194	2,202,739	2,741,906
Advertising & Promotion	1,319,371	1,098,899	741,757	1,582,060	1,373,068
Consultant Fees	1,706,413	223,104	657,097	725,188	1,248,721
Travel & Trade Shows	613,479	502,439	1,108,161	1,316,402	956,107
General & Administrative Expenses	787,834	571,965	429,322	400,722	273,245
Office Supplies & Servicing	628,009	368,069	191,913	148,088	203,715
<b>Sub-Total Cash Expense</b>	<b>7,357,493</b>	<b>4,959,172</b>	<b>5,493,444</b>	<b>6,375,199</b>	<b>6,796,762</b>
Donated Services	671,081	1,187,633	1,125,224	808,018	1,191,761
<b>Expense</b>	<b>8,028,574</b>	<b>6,146,805</b>	<b>6,618,668</b>	<b>7,183,217</b>	<b>7,988,523</b>
<b>Surplus &lt;Deficit&gt;</b>	<b>&lt;51,646&gt;</b>	<b>15,659</b>	<b>284,920</b>	<b>59,939</b>	<b>8,701</b>

## Variance Explanation 2009-2010

### Cash expenses were \$422K higher for this period

- Salary, wages & benefits were higher by <\$539K> – vacancies were filled during 2010
- Advertising and promotion decreased by \$209K – Gemini Awards \$500K, regional \$173K, sports \$94K, website <\$493K>, Calgary Stampede <\$50K>
- Consulting fees increased by <\$523K> – website <\$731K>, executive \$85K, sports \$87K, Calgary brand \$40K
- Travel & trade shows decreased by \$360K – Rendezvous Canada \$580K, business opportunity \$194K, culture \$50K, website <\$142K>, leisure opportunities <\$125K>, MCC <\$108K>, FAMs <\$104K>
- General and administrative expenses decreased by \$127K – commission to salary \$81K, legal fees \$72K, executive renos <\$18K>
- Office supplies & servicing increased by <\$55K> – stationery <\$13K>, VPG postage \$10K, software: accounting <\$19K>, team <\$11K>, website <\$6K>

## BOARD OF DIRECTORS

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West Canadian Graphics

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Stagewest Hospitality

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MPA Public & Government Affairs

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The Pekarsky Group

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Salopek Consulting Ltd.

### President & CEO

**Randy Williams**

Tourism Calgary

### Appointed Board Members

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Spruce Meadows

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#### City of Calgary

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**Peter Wallis**

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The Van Horne Institute

#### Meetings, Conventions & Incentive Travel

Vacant

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President & CEO

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Executive Assistant to the President & CEO  
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Reception

### Maureen Taylor

Reception

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Vice President, Finance & Corporate Affairs

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### Karen Criger

Manager, Accounting

### Terese Overgaard

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Vice President, Sales Sport & Major Events

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### Holly Cuncannon

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### Rachel Coros

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### Hala Dehais

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### Kristian Redding

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Manager, Online Operations

### Janis Cooke

Assistant, Marketing/Services

### Annie Feng

Coordinator, Marketing & Events

### Jan Desrosiers

Managing Director, MC&IT and Leisure

### Monique Morrison

Manager, Travel Trade

### Kay Martin

Coordinator, MC&IT and Travel Trade

### Harmony Northway

Coordinator, Site/FAMS

### Pamela Darragh

Director, Business Development, MCC  
(East USA & International)

### Janet Russell-Brown

Sales Manager, MCC  
(West Canada & West USA)

### Sherri DiVincentis

Managing Director, Services

### Lauren Hankins

Coordinator, Services

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**Trent Cross**  
Manager, Creative Services

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Vice President, Corporate Development & Membership

**Carol Willoughby**  
Manager, Business Development

**Sonja Dasiuk**  
Manager, Membership Services

**Jeanie Mahan**  
Manager, New Member Sales

**Shellie Crittenden**  
Coordinator, Membership Services

**Cindy Good**  
Manager, Events

**Shelley Moulton**  
Manager, Visitor Services

**Elaine Bauman**  
Supervisor, Airport Visitor Centre

**Clayton Chief Body**  
Counsellor, Tower Visitor Centre

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Viterra Ironman 70.3	Image courtesy Jay Prasuhn	p. 7
KOOZA	Image courtesy Cirque du Soleil photographer: Owen Carey	p. 7
Alto Awards	Image courtesy Travel Alberta	p. 8
Mozart in the City	Image courtesy Calgary Downtown Association	p. 8



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FISHING  
TRAINING  
FAMILY  
\*ADVENTURE  
WILDERNESS  
NATURE  
CANOEING HOT AIR BALLOONING  
OUTDOOR COOKING  
WHITE WATER RAFTING

CHALLENGE  
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