

An aerial photograph of Calgary, Alberta, Canada, featuring the Bow River, the Bow Bridge, and the city skyline with the Calgary Tower. The text is overlaid on the image.

2023 ANNUAL REPORT TO MEMBERS

Invest - Collaborate – Advocate

June 30, 2024

calgary hotel
association

Land Acknowledgement

In the spirit of truth and reconciliation the Calgary Hotel Association and our members acknowledge the lands we meet, live, work, gather and play on. These lands are the traditional territories of the Blackfoot Nations, which includes the Siksika, the Piikani, and the Kainai.

We also acknowledge the Tsuut'ina, and Stoney Nakoda First Nations, the Métis Nation (Districts 5 & 6), and all people who make their homes in the Treaty 7.

We further acknowledge Tsuut'ina Hospitality and Siksika Resource Development Ltd. as shareholders of member hotels of the Calgary Hotel Association.



A special message from Cindy Ady, CEO, Tourism Calgary

As I head into retirement, I find myself reflecting on my 11-year tenure with Tourism Calgary and within the strong tourism ecosystem we have built in Calgary. We as an industry have faced many ups and downs, most recently weathering through perhaps the most devastating of all with the impacts of the pandemic. With everything the industry has faced, I can confidently say, I have never been more optimistic about the future of the visitor economy as I am today.

In 2023, Calgary's visitor economy came back stronger than ever, recovering two years earlier than expected, with an increase in visitor spending of nearly a billion dollars in 2023 over 2019 and with visitation increasing steadily.

Our city is in an enviable position as we look at the many opportunities ahead. From our ability to attract and host major sporting events, to the new opportunities for more and larger conventions in our city with the BMO Centre opening, and the many developments our city has seen and will continue to see in the years ahead, such as the new Events Centre – tourism is on an upward trajectory. With our year-round eventful city strategy, Tourism Calgary has also focused on attracting and supporting events during slower times of year, contributing to 8-year record occupancy numbers in the winter months during the last two years.

While there is optimism, there are also headwinds and realities we know that the industry, particularly the accommodations sector, continue to face. From labour shortages and the need to retain skilled workers to ongoing high costs of doing business, including input costs, inflation and debt costs, we recognize challenges exist. With an increase in consumer demand, I remain confident and hopeful that these concerns will begin to lessen in the months and years to come.

Calgary's tourism industry has an exciting future ahead – 2024 will see the unveiling of the 10-year Tourism Strategy for Calgary outlining tangible actions that will propel us through the next decade, hotels have been booking up quickly for Stampede, and the opening of the new BMO Convention Centre will take place in June – making it the largest convention centre in Western Canada. With growth in the meetings and conventions space, our ability to attract larger and more conventions and visitors exponentially increases. More hosting opportunities leads to new visitation and extended stays. I am confident we can achieve the goal of making Tourism a 5 billion industry for the Calgary region in the next 10 years.

Our work and partnership with the Calgary Hotel Association and the hotel community is crucial to the success of our industry. We value the work we have done together. The team at Tourism Calgary is committed to working alongside you to grow the visitor economy in the years to come. I will be rooting for you from the sidelines and wish you every success in the future.



A handwritten signature in black ink that reads "Cindy Ady".

Cindy Ady, CEO Tourism Calgary

tourism
calgary

A message from our Board and Administration

On behalf of the Calgary Hotel Association's (CHA) Board of Directors, the association is pleased to present our report to members for 2023, year 1 of bringing the CHA's 2023 to 2026 strategic plan to life. Along the way we supported our members through taxation challenges, support for lodging over 5,000 evacuees from the Northwest Territories, expanded our membership, observed near record hotel revenues during Calgary Stampede and for Q3 2023 and completed our first benchmark study on member satisfaction with the work and delivery to you, from the CHA.

The results of our benchmark survey, soon after the release of the 2023 to 2026 CHA strategic plan, confirmed that we have made significant progress towards the CHA's mission of an optimal business environment. We understand (and serve) our members' needs better than ever which may have accompanied Full membership growth. As part of year 1 of fulfilling our strategic plan we refined our approach to managing the CHA Destination Marketing Fund (DMF), focusing on high impact, long term investments that reflect the needs of our members from all parts of the City of Calgary and Tsuut'ina Nation.

As you read this, Calgary has already quadrupled its convention capacity, and delivering on our strategic plan will continue to help us prioritize and plan effectively, so our industry continues to thrive and grow over this decade. We are confident that our plan will help us deliver the high value that members and partners expect from the CHA. Our focus on outcomes and return on investment (both financial and impact) will ensure that we are an effective and accountable steward of the CHA DMF in support of our community's needs.

We know that our strong relationships, reputation as a respected partner, and focus on making strategic investments will ensure that we rise to challenges and leverage every opportunity that comes our way.

Thank you.



A blue ink signature of Danny Marshall.

Danny Marshall, Chair, Board of Directors



A black ink signature of Sol Zia.

Sol Zia, Executive Director

About the Calgary Hotel Association



Our Vision

We elevate Calgary's hospitality, travel, and tourism industry on the world stage.

Our Mission

We create an optimal business environment for the hospitality, travel, and tourism industry in Calgary through collaboration, investment, advocacy.

Our Values

- **Service Mindset:** We make intentional decisions and actions in service and support of our members, stakeholders and community.
- **Focused on Impact:** We focus our attention so that we have the highest impact on our industry, members, people and our community.
- **Accountability:** We keep our commitments and ensure that we steward our funding and investments wisely.
- **Preparedness:** We are forward thinking, and we take action today with tomorrow in mind.

Our Strategic Priorities

INVEST

Grows our funding and effectively collaborates to manage and leverage our investments in our industry.



COLLABORATE

Partners effectively with our members, stakeholders and government.



ADVOCATE

Advocate for the long-term health of the hospitality, travel and tourism industry in Calgary and area.



Collaboration & Investment in 2023



Meetings,
Conventions

108 meetings & conventions hosted
\$95M economic impact
ROI on CHA investment: \$41 : \$1



Sport, Cultural,
Major events

62 sports, cultural, major events hosted
\$132M economic impact
ROI on CHA investment: \$34 : \$1



Travel Trade

121,000 room nights secured by Travel Trade



Calgary
Stampede

1.4M attended Calgary Stampede
90% average hotel occupancy



Film, TV,
creative
industries

140 productions
\$246M* Film & TV production spend
4,142 jobs created in Calgary & area

*In 2023 the Film/TV/Screen sector was affected by the US-based writers/actors strikes



Location of the Year at the Cannes Film Festival
8th best city to live and work as a movie maker

Our Strategic Priorities In Action: INVEST

Grow our funding and effectively collaborate to manage and leverage our investments in our industry



"The expanded BMO Centre is truly a game changer for Calgary. The ability to attract and successfully host major conventions will have a tremendous impact on our visitor economy."

Joel Cowley

Chief Executive Officer
The Calgary Stampede

"Even with an increase of Tourism Calgary's meetings and conventions funding by \$1.5million, Calgary is still one of the lowest investing regions in the country. We must focus on further investments as we emerge as a Tier1 convention city in 2024."

Sol Zia

Executive Director
Calgary Hotel Association

- Supported the attraction of international meetings and conventions through sales operations and bid funding. CHA's incremental investment of \$1.5million/year to Tourism Calgary's Meetings + Conventions business unit supports significant growth in city-wide (group) business.
- CHA's support of the Film, TV and creative industry resulted in strengthening Calgary's reputation and led to additional production business for Calgary and region (total of 140 productions through to 2024).
- Continued support of Calgary's signature winter festival "Chinook Blast" and the inclusion of Nitrocross resulted in high February occupancy levels.
- CHA's Co-op funding programs continue to support collaboration between city organizations and hotel members.
- Established and funded the creation of hotel offers and programs and supported innovation in programming and activations.
- Continued support of local educational institutions (e.g., Southern Alberta Institute of Technology (SAIT)), and initiated Bow Valley College end of 2023.
- Renewed our commitment to the Tourism Calgary White Hat (hospitality) Awards.
- Actively managed our investments and developed important future-focused cash flow processes.

Our Strategic Priorities In Action: COLLABORATE

Partner effectively with our members, partners, stakeholders and government.



Our Strategic Priorities In Action: COLLABORATE

Partner effectively with our members, partners, stakeholders and government.



"50 years ago, the vision of having a convention centre attached to a hotel became reality and was the start of a successful partnership, not only with the hotel attached to the Calgary TELUS Convention Centre, but with the Calgary Hotel Association (CHA) and all hotels. By having three premier hotels connected to our facility, and several more within walking distance, our guests and delegates are afforded the ease of checking in and the convenience of checking out Downtown Calgary. The gateway to Calgary that we create for business events, is only made possible by the collaborative work with all partners, especially the one we have with the CHA. Thank you to the leadership and team at the CHA for your dedication and commitment to our industry."

Kurby Court

President & CEO

Calgary TELUS Convention Centre

- Worked closely with the hotel community, City of Calgary and Government of Alberta to support Northwest Territories (NWT) wildfire evacuation. Over 25 days, 3,957 evacuees and 223 pets from NWT arrived in Calgary and were supported with 1,320 hotel rooms in 51 hotels.
- Collaborated with City of Calgary Tax and Assessment to have hotel valuation and assessment in 2022 and 2023 reduced by an average of 30%. Commenced work to moderate property tax increases for the hotel industry for 2024.
- Calgary Stampede: Largest rooms sold recorded (strongest midweek measured)
- Northeast hotels collaborated with YYC Airport Authority to support their Zero Carbon Energy commitment.
- CHA hosted its inaugural International Women's Day (IWD) event.
- Strengthened Tourism Calgary, to drive destination marketing, meetings, conventions, sports and major events, and travel trade; including support for funding with all levels of Government.
- Forged strong relationships with leaders and partners to achieve mutual goals (e.g., Indigenous Tourism Alberta, Calgary Arts Development, Calgary Municipal Land Corporation (CMLC), Calgary Economic Development (CED), Travel Alberta Cooperative Investment Program).
- Leadership and participation (municipal, provincial and national level) – committees, tourism associations, roundtables.
- Frequent member communications, townhalls, and roundtables with member and stakeholder participation and record attendance throughout 2023.

“I would like to express my sincere gratitude to your organization and membership for your role in providing emergency accommodation to wildfire evacuees from the Northwest Territories. Your swift response allowed fleeing evacuees to safely stay in our city until the wildfire situation improved. What you offered to evacuees was invaluable in providing much needed shelter, warmth and support at a most stressful and uncertain time in their lives.

Calgarians are known for their hospitality and quick response in the time of crisis and your assistance is a clear demonstration of these values that we all uphold.”

Her Worship, Jyoti Gondek, Mayor of Calgary

Our Strategic Priorities In Action: ADVOCATE

Successfully advocate for the long- term health of the hospitality, travel and tourism industry in Calgary and area.



“We're thrilled to see CHA moving towards supporting Indigenous tourism. With the strengthened collaboration between our organizations and a commitment to supporting Indigenous entrepreneurs, CHA is helping the industry grow to meet the ever-growing demand from domestic and international travelers for authentic experiences, helping create a differentiator in a competitive global market and supporting Indigenous Tourism Alberta to further their marketing and development footprint in the Calgary region.”

Shae Bird

Chief Executive Officer
Indigenous Tourism Alberta

- Numerous meetings and correspondence with municipal, provincial and federal leaders and administration, with focus on:
 - Property Tax moderation of increase (initiated in 2023 and completed 2024)
 - Short-term rental regulation input: City of Calgary bylaw (eff. January 1, 2024) requires all short-term rental hosts to have a business license, provide a fire safety plan, proof of insurance and proof of owner consent;
 - Tourism Levy - continued efforts towards "level playing field" with short-term-rentals;
 - Bid support - sports and conventions;
 - Government relations on key files such as event funding;
 - Labour and workforce – numerous support activities;
 - Safety and security – Calgary Downtown Association and Calgary Police Services, advocating for development of CPS unit dedicated to hotels;
 - Continued advocacy on policies impacting hotel profitability – short term rental regulations.
- Recognition of the hospitality, travel and tourism industry by Government (e.g., budget) - Government of Alberta remains committed to doubling annual tourism revenue by 2030.
- Support of Calgary Airport – Banff Rail project with stops in Downtown Calgary.
- Workforce support: local immigration groups (e.g., Calgary Immigrant Women’s Association (CIWA), Centre for Newcomers, Calgary Catholic Immigrant Association, Kibbi, etc.).
- Important advocacy collaboration and alignment with Tourism Calgary, Tourism Industry Association of Alberta (TIAA), Alberta Hotel & Lodging Association (AHLA), and Hotel Association of Canada (HAC).

Meetings & Conventions Investments by Market: 2023

Market investments in developing meetings & conventions business.

Toronto
\$13 Million

Montreal
\$10.4 Million

Vancouver
\$5.1 Million

Calgary
\$4.0 Million

Calgary continues to be one of the lowest funded markets in Canada for meetings, conventions and incentive travel.

Room Inventory by Market: 2023

Toronto
36,000

Montreal
31,000

Vancouver
25,000

Calgary
15,617

*1,293 rooms attached to the Calgary TELUS Convention Centre (CTCC),
none confirmed at the new BMO Centre.*

Market Effective Tax Rates: 2023

Our accommodation/hotel fee/tax structure is the lowest of all major markets!

Toronto
19.78%

Montreal
19.00%

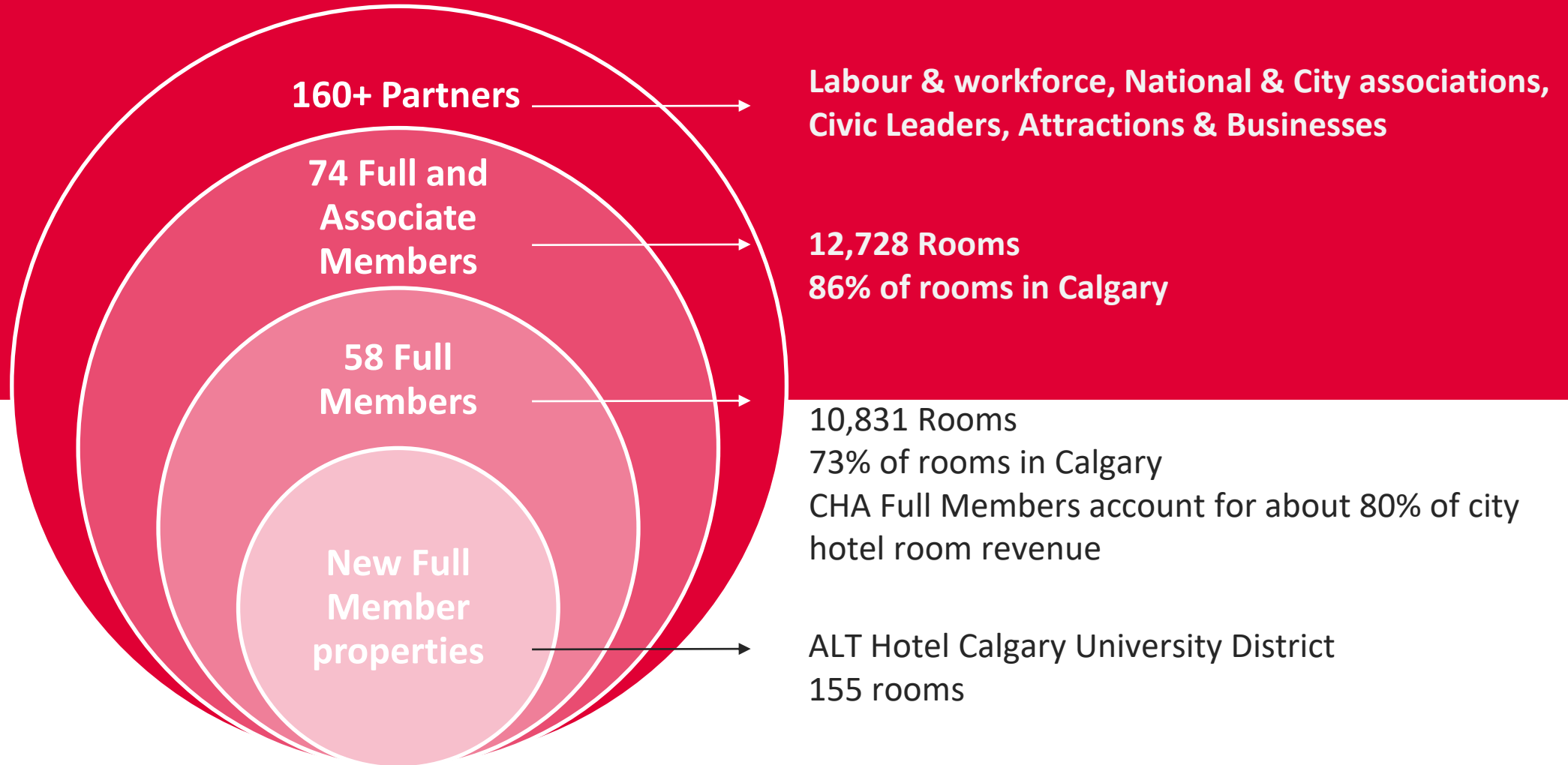
Vancouver
20.47%

Calgary
12.27%

Ottawa
18.65%

Quebec City
19.00%

Members and Partners: 2023



Some of our important partners



People

CHA 2023 Board of Directors

Chair
Danny Marshall
General Manager
DoubleTree by Hilton Calgary Airport North

Vice-Chair
Peter Catarino
General Manager
The Westin Calgary

Treasurer
Chair of Finance and Audit
Sarah Henshaw
General Manager
Hilton Garden Inn & Homewood Suites Calgary Downtown

Director at Large
Chair of Governance, Strategy & HR Committee
Martin Gilbert
General Manager
Calgary Marriott Downtown

Director at Large
Alisha Reynolds
Vice President, Development, North America
Northland Restaurant Group

Director at Large
Tiffany Richards
General Manager
Fairfield Inn & Suites by Marriott

Director at Large
Dan DeSantis
Area General Manager
Calgary Market, Marriott International

Director at Large
Ken Flores
General Manager
Fairmont Palliser

Director at Large
John O’Connell
General Manager
Hyatt Regency Calgary

Director at Large
Patricia Phillips
Chief Executive Officer
PBA Group of Companies

Director at Large
Kevin Yates
General Manager
Tsuut’ina Hospitality / Grey Eagle Resort & Casino

Ex-Officio
Gordon Johnson
Silverbirch Hotels

Ex-Officio
Mark Wilson
Hotel Arts Group

Ex-Officio
Richard Main
Delta by Marriott Downtown

CHA DMF Committee

Chair
Tiffany Richards

Vice-Chair
Karim Ismail

Board Member
Ken Flores

Directors at Large
Erika Jansons
Francisco Alves
Giovanni Calabria
Jane Douglas
Jeanette Poty
Jeannie Godfrey
Kayla Sotto
Magdalena Goss
Rhoda Lemay
Rick Dickison
Sara Bibi Colbourne

Tourism Calgary
David Woodward

Tourism Calgary Board

Mark Wilson
Hotel Arts Group

Gordon Johnson
Silverbirch Hotels

Committee Members

Finance & Audit Committee
Anisha Patel, Bill Collins, Ian Jones, Karim Ismail

Governance Committee
Giovanni Calabria, Magdalena Goss

Staff

Executive Director
Sol Zia

Manager, Calgary Hotel Association and Destination Marketing Fund
Svenja Sievers

Communications and Office Coordinator
Andrea Di Candilo

Our gratitude to past Board and Committee members:

Matt Squires (left as of November 2023)

As of December 31, 2023