

Report to Members

June 20, 2023

Advocate — Collaborate — Invest

calgary hotel
association
be part of the energy™

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 (Region 3), 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.



Welcome from our Chair and Executive Director

On behalf of the Calgary Hotel Association's (CHA) Board of Directors, the association is pleased to present our 2022 Annual Report.

Since we delivered our last annual report, the CHA has helped our members successfully emerge from the COVID-19 pandemic. We have elevated our presence and voice with many key stakeholders including Tourism Calgary and Travel Alberta, along with the Governments of Calgary, Alberta and Canada. The CHA also made significant progress towards our mission, while serving our members' needs better than ever, leading to membership growth and emerging whole, with no member insolvencies. We refined our approach to managing the CHA Destination Marketing Fund (DMF), focusing on high impact, destination first focused, long-term investments that reflect the needs of our members for all parts of the city.

As Calgary quadruples its convention capacity in 2024, we are committed to supporting our industry, members and stakeholders to flourish and meet the opportunities provided by becoming a Tier One convention city. A new strategic plan for 2023 to 2026 will help us prioritize, plan and deliver effectively, so our industry thrives, and grows over the next decade. We are confident that a new strategic plan will help us deliver the high value that members and stakeholders 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 needs of our members and in turn supporting the needs of the visitor economy.

The CHA knows that our strong focus on relationships and partnerships, along with a focus on making strategic investments, will ensure we rise to challenges and leverage every opportunity that comes our way for a successful and flourishing Calgary hotel community.

Join us on this journey!



A handwritten signature in black ink, appearing to read 'Peter Catarino'.

Peter Catarino, Chair, Board of Directors



A handwritten signature in black ink, appearing to read 'Sol Zia'.

Sol Zia, Executive Director

A message from our partner at Tourism Calgary

Following more than two years of challenges brought on by the pandemic, 2022 was the year we started to look ahead with confidence and excitement at the opportunities ahead to grow our visitor economy. We will not soon forget how difficult the pandemic was for our industry or how hard we all worked to get through those challenges. We saw our nearly one thousand industry partners navigate continuous challenges, from financial supports beginning to evaporate, to labour challenges and ongoing economic uncertainty.

Tourism Calgary worked to accelerate recovery of the industry and drive business to our partners. Strategies were designed to keep Calgary top of mind as a year-round destination. It became clear that there was pent-up demand for travel, and our hotel and restaurant partners (and the industry as a whole) were forced to ramp up quickly to welcome visitors back to Calgary in a rush of activity. We applaud the hard work and the commitment of our partners who helped push the industry through recovery.

Calgary once again became an ultimate host city, building our reputation as destination of choice. Tourism Calgary welcomed 61 sport and cultural major events in 2022; events that raised Calgary's profile and brought thousands of visitors to stay in our city, while delivering more than \$119 million in economic impact to the local economy. We also welcomed 58 meetings and conventions in 2022 – which meant 16,000 delegates and 36,000 hotel room nights in the city.

This momentum will continue through 2023 and future years with an impressive list of major events and conventions already scheduled for Calgary.

Accelerating recovery has been and continues to be a focus area for the organization, and a prime consideration in the development of Tourism Calgary's new three-year business plan. Current forecasts indicate a return to 2019 visitation and spend levels by 2024. We plan to grow visitation and revenues even further in the years ahead by capitalizing on specific growth opportunities. Our work includes strengthening Calgary's reputation through brand, becoming a year-round eventful city, and elevating Calgary to be a top convention city.

We look forward to continued collaboration with the Calgary Hotel Association, as we leverage the significant opportunities on the horizon. Let's continue to build our visitor economy and demonstrate our ultimate host capacity to the world.



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

Cindy Ady CEO, Tourism Calgary

Vision and Mission

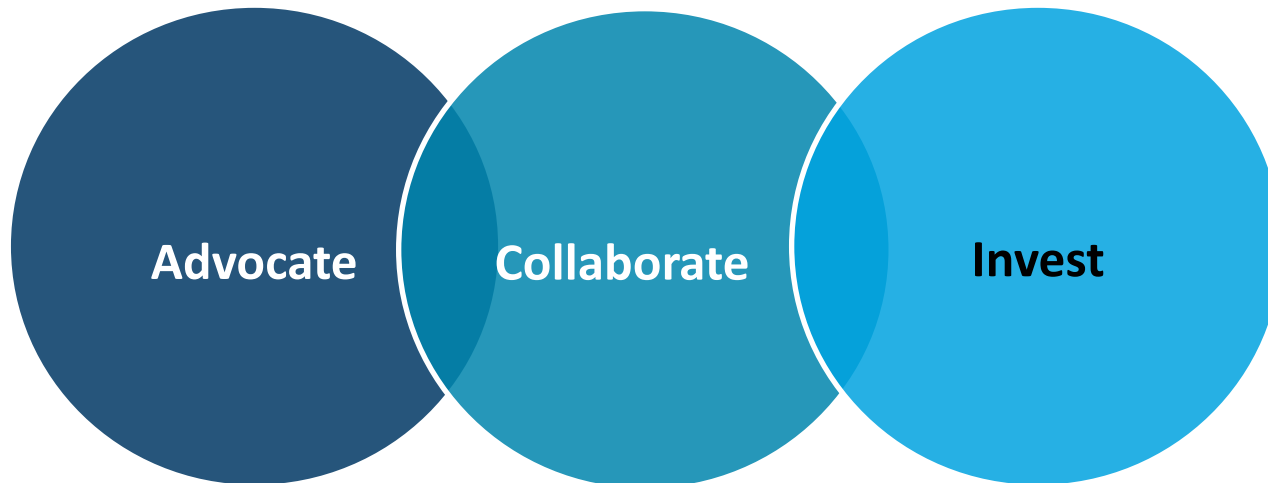
VISION

We are driven to elevate Calgary's hospitality and travel industry on the world stage.

MISSION

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

Strategic Priorities



Collaboration & Investment

61
Sport, cultural &
major events in 2022
=
\$119M
Economic impact

58
Meetings and
conventions in 2022
=
\$37M
Economic impact

1.2M
Attended Calgary
Stampede in 2022
=
90%
Average hotel
occupancy

410K
Attended Chinook
Blast in 2022
=
8-yr record
Average hotel occupancy
for February

6.1M
Visitors to Calgary in
2022
=
108K
Room nights secured
by Travel Trade

Emerging sector: Film/TV/Screen



Over 25,000 room nights estimated in 2021 & 2022

Our strategic priorities in action: ADVOCATE



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

- Numerous meetings and correspondence with municipal, provincial and federal leaders and administration, with focus on:
 - Tax deferral – the first and only multi-year deferral program granted in any major market (in the pandemic)
 - Tourism Levy – revenue tested for major markets
 - Bid support - sports and conventions
 - Government relations and emergency relief grants
 - Labour and workforce – numerous support activities
 - Safety and security – town halls and work with Calgary Police Services
 - Continued advocacy on policies impacting hotel profitability – short term rental regulations
- Legislation and policy support:
 - Reopening, clarification of guidelines, relaying information and communication to members
- Important advocacy collaboration with Tourism Calgary, Tourism Industry Association of Alberta (TIAA) and Hotel Association of Canada (HAC).

“We have really seen a transformation in the way that the hotel industry looks at tourism and attracting visitors to our city, keep up the great work.”

- Her Worship Mayor Jyoti Gondek, City of Calgary

Our strategic priorities in action: COLLABORATE



Effectively collaborate with members, stakeholders, partners and government:

- Strengthened Tourism Calgary, to drive destination marketing, meetings, conventions, sports and major events, and travel trade; including supporting ALL requests for bid funding with all levels of Government.
- Forged strong relationships with leaders and partners to achieve mutual goals (e.g., Calgary Arts Development, Calgary Municipal Land Corporation (CMLC), Calgary Economic Development (CED), Travel Alberta Cooperative Investment Program).
- Concentrated efforts with Tourism Calgary, Calgary TELUS Convention Centre, Calgary Stampede (BMO Centre).
- Leadership and participation (municipal, provincial and national level) – committees, tourism associations, roundtables.
- Frequent member communications, townhalls, roundtables and CHA Fireside Chats with stakeholder participation.

*“The Calgary TELUS Convention Centre is a place of possibilities framed by boundless experiences and quintessential hospitality. This could not be possible without the hard work of the Calgary Hotel Association. **Collectively** we are successful in welcoming the world to Calgary through our close partnership with the CHA and their focus and investment in the business events sector.”*

- Kurby Court, President and CEO, Calgary TELUS Convention Centre

Our strategic priorities in action: INVEST



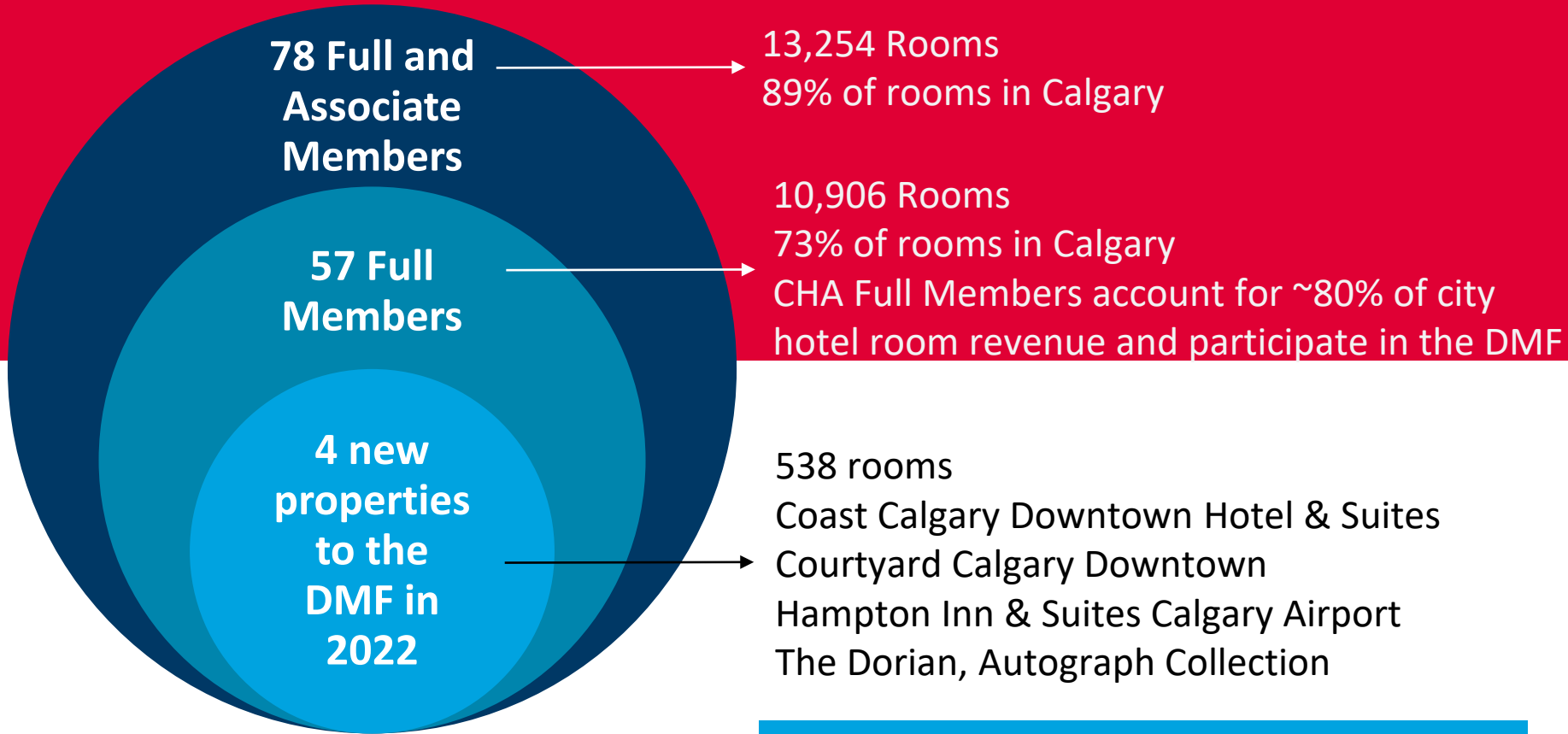
Effectively manage and invest, in partnership with our membership, to achieve our mission and vision.

- Actively managed our investments and developed important future focused cash flow processes.
- Supported the attraction of international meetings and conventions through sales operations and bid funding.
- Developed and implemented an investment framework towards the attraction of new and emerging sports, culture, arts events and festivals.
- Established and funded the creation of hotel offers and programs and supported innovation in programming and activations.
- Workforce and academic support:
 - Expanded partnership with Southern Alberta Institute of Technology (SAIT) and supported internship program
- Renewed our commitment to the Tourism Calgary White Hat (hospitality) Awards.

Success as a world-class convention destination cannot be achieved without our partnership with the members of the CHA. We are excited to be working closely with the CHA on a 2024 plan that ensures a sustainable funding model for the convention industry is in place. That foundation for tomorrow has been built by the leadership of today.

- Greg Newton, General Manager, BMO Centre at The Calgary Stampede

Member and Partners



CHA DMF room count has grown since 2019

CHA partners include:



People.

CHA 2022 Board of Directors

Chair

Peter Catarino

General Manager
The Westin Calgary

Vice-Chair

Chair of Governance, Strategy and HR

Danny Marshall

Director of Operations
DoubleTree by Hilton Calgary Airport North

Treasurer

Chair of Finance and Audit

Sarah Henshaw

General Manager
Hilton Garden Inn & Homewood
Suites Calgary Downtown

Past Chair

Richard Main

General Manager
Delta Hotels by Marriott
Calgary Downtown

Director at Large

Alisha Reynolds

Vice President
Sandman Hotel Group

Director at Large

Cole Millen

General Manager
Sheraton Suites Calgary Eau Claire

Director at Large

Dan DeSantis

Area General Manager
Calgary Market, Marriott International

Director at Large

Ken Flores

General Manager
Fairmont Palliser

Director at Large

Mark Wilson

General Manager and Vice President
Hotel Arts Hospitality Group

Director at Large

Martin Gilbert

General Manager
Calgary Marriott Downtown

CHA DMF Committee

Chair

Tiffany Richards (DT)

Vice-Chair

Karim Ismail (NE)

Board Members

Ken Flores (DT)

Sarah Henshaw (DT)

Directors at Large

Annie Bao (DT)

Francisco Alves (S)

Jane Douglas (S)

Magdalena Goss (NW) Matt

Squires (NE)

Sara Bibi Colbourne (NW)

Tourism Calgary

David Woodward

Tourism Calgary Board

Gordon Johnson

Atlific Hotels

Committee Members

Finance & Audit Committee

Bill Collins, Karim Ismail

Governance Committee

Giovanni Calabria, John O'Connell,
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:

Manfred Steuerwald (left as of August 2022)

Cole Millen (leaving as of May 2023)

Annie Bao

Farah Dawood

Ian Jones

John Lee