A year ago, we reported on the stunning success that Ottawa’s tourism economy enjoyed in 2017, with record levels of visitor spending and visitation that made our destination number one in the nation for growth.

We were rightly proud of what we accomplished as a destination, as a community, and as a Destination Marketing Organization in 2017. But there were legitimate questions about what we would do for an encore following a year that included Red Bull Crashed Ice, La Machine, the Grey Cup, the NHL 100 Classic, and a record number of international conferences and business events. Would we land with a thud, and suffer the proverbial hangover that many predicted?

The tourism story in 2018 remained bright.

Consider overnight hotel stays over the past three years. In 2016, we set a new destination record for overnight visitation, with 2.59 million room nights sold. That record was immediately and decisively eclipsed in 2017, when we sold 2.75 million room nights. But the great news is, our hotel community actually maintained the pace from 2017, selling 2.74 million room nights in total — which was less than one percent lower than 2017. Also, on a very positive note, legacy investments in our museums and attractions unveiled in 2017 continued to pay dividends in 2018, with more visits than in 2017 — over 4.5 million in total.

This was supposed to be the year we built on the successes of 2017, and Ottawa Tourism did just that — not only by successfully marketing the destination to consumers over the short term, but also by laying the foundation for future growth with very strong sales results on the meetings and conventions side that will continue to pay dividends in the years to come.

We also saw great strides during 2018 on our joint efforts with the City of Ottawa to develop a consistent brand story about Ottawa — one that locals will buy into, and that help guide and coordinate messaging about our city, whether we’re talking to tourists, meeting planners, investors, talent, or students.

The Municipal Accommodation Tax (MAT) was also successfully introduced in 2018, a result of a tri-partite agreement with our partners at Ottawa Gatineau Hotel Association (OGHA) and the City of Ottawa. The MAT immediately began providing sustainable and significant funding that enables Ottawa Tourism not only to market our city, but also to begin having a real impact on destination development and enhancing the visitor experience.

Finally, in 2018 we completed an economic impact study on the local visitor economy. It gives us hard data that demonstrates the critical role our industry plays in driving economic activity and prosperity in our city.

Some felt we were in for a letdown in 2018. As the highlights included in this report demonstrate, we kept the pedal down and never looked back.

Ross Meredith
The Westin Ottawa
Chair, Ottawa Tourism

<table>
<thead>
<tr>
<th>HOTEL ROOM NIGHTS SOLD</th>
<th>MUSEUM VISITATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016 – 2,594,166</td>
<td>2016 – 3.97M</td>
</tr>
<tr>
<td>2017 – 2,751,793</td>
<td>2017 – 4.39M</td>
</tr>
<tr>
<td>2018 – 2,735,838</td>
<td>2018 – 4.52M</td>
</tr>
</tbody>
</table>
## Statement of Operations

Year ended December 31, 2018, with comparative information for 2017

<table>
<thead>
<tr>
<th>REVENUE:</th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>MAT sales and marketing revenue</td>
<td>$7,860,589</td>
<td>$-</td>
</tr>
<tr>
<td>Provincial funding</td>
<td>3,541,118</td>
<td>3,494,530</td>
</tr>
<tr>
<td>Destination marketing program funding</td>
<td>1,233,381</td>
<td>8,696,194</td>
</tr>
<tr>
<td>MAT destination development revenue</td>
<td>1,048,590</td>
<td>$-</td>
</tr>
<tr>
<td>Partner funding</td>
<td>812,970</td>
<td>1,173,099</td>
</tr>
<tr>
<td>City funding</td>
<td>528,868</td>
<td>2,933,172</td>
</tr>
<tr>
<td>Membership revenue</td>
<td>190,626</td>
<td>197,422</td>
</tr>
<tr>
<td>Other (note 7)</td>
<td>155,247</td>
<td>233,641</td>
</tr>
<tr>
<td>Donated services</td>
<td>104,431</td>
<td>120,696</td>
</tr>
<tr>
<td><strong>Total Revenue</strong></td>
<td><strong>15,475,820</strong></td>
<td><strong>16,849,027</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>EXPENSES:</th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Marketing</td>
<td>6,152,837</td>
<td>6,121,073</td>
</tr>
<tr>
<td>Business events</td>
<td>3,131,334</td>
<td>2,989,580</td>
</tr>
<tr>
<td>Administration</td>
<td>1,592,950</td>
<td>1,793,793</td>
</tr>
<tr>
<td>Travel trade</td>
<td>1,539,272</td>
<td>1,144,841</td>
</tr>
<tr>
<td>Funding expenses</td>
<td>1,054,109</td>
<td>2,733,665</td>
</tr>
<tr>
<td>Destination development</td>
<td>868,426</td>
<td>1,123,640</td>
</tr>
<tr>
<td>Communications</td>
<td>632,144</td>
<td>542,519</td>
</tr>
<tr>
<td>Membership</td>
<td>478,115</td>
<td>519,767</td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td><strong>15,449,187</strong></td>
<td><strong>16,969,058</strong></td>
</tr>
</tbody>
</table>

Excess (deficiency) of revenue over expenses  

<table>
<thead>
<tr>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>$26,633</td>
<td>$(120,031)</td>
</tr>
</tbody>
</table>
Ottawa Tourism’s social media channels continued to grow, with over 74,000 more Facebook engagements than in 2017, 1.6 million more Facebook and Twitter impressions than in 2017, and with over half a million Instagram posts tagged #MyOttawa.

Ottawa Tourism introduced innovative new approaches to marketing our destination at home and abroad, including running eight different marketing campaigns targeting niche and seasonal audiences, plus our highly successful sales mission to Gleneagles in the spring and our ‘Not Vanilla’ ice cream activation in downtown Toronto during the summer.

Our destination again played host to a great lineup of high-profile sporting events including the Taekwondo Canada National Championships, the Canadian Track and Field Championships, Volleyball Nations League competitions, FIBA Basketball World Cup 2019 Americas Qualifiers, and the U Sport National Women’s Soccer Championship.

We launched Ottawa’s Own, a series of video profiles of Ottawa leaders that broadened the canvas upon which we paint the stories of our destination.

Our bid for the 2019 edition of GoMedia Canada emerged as the winner to host this major event for the first time and will bring 130 high-profile travel media to our destination from Canada, the US, Japan, China, Korea, UK, France, Germany, Australia, India and Mexico.

Ottawa Tourism and members hosted more than 30 travel trade familiarization tours with representatives from our key international markets: China, Japan, France, Australia, U.S., Germany, and the U.K. — and took another Team Ottawa sales mission to China.
Our marketing team hosted 15 influencer visits to the Capital in 2018, which helped extend the reach of our destination’s message to new and exciting markets and helped us grow our social media followers base by over 47,000 on the year.

We launched our online visitor satisfaction survey with our partners at the Ottawa International Airport and the Canada Science and Technology Museum. And we’re very happy to say that our net promoter score over the first five months was +56.1 — which is very, very good.

Ottawa Tourism’s new Destination Development Fund was introduced, with more than $1 million available to support local entrepreneurs with tourism enhancement ideas in five distinct themes: Attractions & Infrastructure, Tourism Innovation, Festivals and Events, Niche Tourism Development, and Tourism Studies.

Ottawa Tourism’s meetings and conventions team spearheaded the successful bid for what will be the biggest convention ever to come to the capital — the International Association of Firefighters 2022 Convention. It was a big win, but far from the only one, as our team helped book over 116,000 definite room nights on the year — business events that will deliver an economic impact of more than $52 million to our destination in the years to come.

Media articles about Ottawa facilitated by our communications team reached an estimated audience of more than 132 million last year.
We continued to work with our counterparts at the federal level on mitigation plans for when Parliament goes under wraps in the years ahead.

Ottawa Tourism membership grew by a record 83 new members during 2018, with total membership sitting at 458 by year-end — also a record. And we delivered for members, with education opportunities with Trip Advisor and other leading tourism authorities.

Thanks to our tremendous partnership with the City of Ottawa and the Ottawa Gatineau Hotel Association (OGHA), the new Municipal Accommodation Tax was introduced, ensuring stable, reliable funding for marketing our destination going forward.

Ottawa Tourism released a comprehensive study on the economic impact of the visitor economy in Ottawa, which confirms that tourism is a key economic pillar of our local economy: $3 billion in total direct economic output; 43,570 jobs; $3.8 million contributed to the local GDP daily; and about $755 million in tax revenues, which means for every resident of Ottawa, our visitor economy supports more than $750 of government services each year.

Ottawa Tourism continued to work with the City of Ottawa, members and partners to finalize Ottawa’s brand storybook.
OTTAWA TOURISM

BOARD OF DIRECTORS

As of December 31, 2018

Paul Akehurst
Managing Director
INTERTASK GROUP OF COMPANIES

Steve Ball
President
OTTAWA GATINEAU HOTEL ASSOCIATION

John Cosentino
General Manager
THE ALBERT AT BAY SUITE HOTEL

Mariève Desmarais
Executive Director
PRESCOTT-RUSSELL TOURISM

Peggy Ducharme
Executive Director
DOWNTOWN RIDEAU BIA

Kelly Eyamie
Business Development Manager
DIEFENBLINKER, CANADA’S COLD WAR MUSEUM

Jasna Jennings
Executive Director
BYWARD MARKET BIA

Nina Kressler
President & CEO
SHAW CENTRE

Ross Meredith, Chair
General Manager
THE WESTIN OTTAWA

Colin Morrison
General Manager
OTTAWA EMBASSY HOTEL & SUITES

Geoff Publow, Past Chair
VP, Strategic Development
OTTAWA SENATORS HOCKEY CLUB

John Smit
Director, Economic Development and Long Range Planning
CITY OF OTTAWA

David Smythe
General Manager
LORD ELGIN HOTEL

John Swettenham,
Vice Chair
Director, Marketing and Media Relations
CANADIAN MUSEUM OF NATURE

Joel Tkach
Vice President of Business Development and Marketing
OTTAWA INTERNATIONAL AIRPORT AUTHORITY

Steve Wilson
VP Marketing | Co-Owner
ESCAPE MANOR

OTTAWA TOURISM

STAFF

As of December 31, 2018

Christina Amos
Manager, Business Events

Karen Best
Director, Membership

Catherine Callary
Vice President, Destination Development

Beverley Carkner
Director, Marketing

Caroline Couture-Gillgrass
Content Manager

Darrell Cox
Manager, Sport and Culture

Michael Crockatt
President & CEO

Kelly Dean
Manager, North America Leisure

Traci Despatris
Manager, Cultural Tourism Development

Chloé Devine Drouin
Project Coordinator

Jennifer Diggens
Manager, Business Events

Glenn Duncan
Senior Vice President and Chief Marketing Officer

Sarah Dunn
Financial Analyst

Theresa Gatto
Senior Manager, Business Events

Tahmor Ghumman
Business Intelligence Analyst

Nicole Graves
Manager, International Leisure

James Harvey
Vice President, Finance and Administration

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Manager, Destination Development

Diane Houston
Director, Travel Trade

Danielle Jolicoeur
Project Coordinator

Mischa Kaplan
Manager, People and Corporate Culture

Aurore Leminier
Visitor Information Coordinator

Lizzy Low
Project Coordinator

Lesley Mackay
Vice President, Meetings & Events

Courtney Merchand
Marketing Specialist

Noriko Natsume
Web Manager

Shawna Page
Project Coordinator

Mary Sayewich
Meeting Services Specialist

Jessie Schenk
Project Coordinator

Nives Scott
Corporate Communications Specialist

Stephanie Seguin
Assistant Director, Business Events

Sofie Sharorn
Social Media Specialist

Roslyn Smith
Executive Assistant

Jennifer Spadaccini
Project Coordinator

Jantine Van Kregten
Director, Communications

OTTAWA TOURISM

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