2019 in Review

The year 2019 was one of the strongest years for Ottawa Tourism as this team continued to innovate, push boundaries, work harder than ever, and market Ottawa to the world.

You will see the strength of the organization on these pages. I’m sure I speak for everyone when I say thank you to all the staff and members of Ottawa Tourism for their work in achieving such strong results. You have all contributed to the tourism success of this year and have made our great destination proud!

The success of 2019 proves we are on the right course, and we continue to have trust in you through the challenges of 2020 and beyond.

John Swettenham
Chief Marketing Officer
Canadian Museum of Nature
Chair, Ottawa Tourism
# 2019 Statement of Operations

<table>
<thead>
<tr>
<th>Year ended December 31, 2019, with comparative information for 2018</th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>REVENUE:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>MAT sales and marketing revenue</td>
<td>$13,368,408</td>
<td>$7,860,589</td>
</tr>
<tr>
<td>MAT destination development revenue</td>
<td>2,121,793</td>
<td>1,048,590</td>
</tr>
<tr>
<td>Destination marketing program funding</td>
<td>975,065</td>
<td>1,233,361</td>
</tr>
<tr>
<td>Provincial funding</td>
<td>864,910</td>
<td>3,541,118</td>
</tr>
<tr>
<td>City funding</td>
<td>754,585</td>
<td>528,868</td>
</tr>
<tr>
<td>Partner funding</td>
<td>340,229</td>
<td>812,970</td>
</tr>
<tr>
<td>Other</td>
<td>253,214</td>
<td>155,247</td>
</tr>
<tr>
<td>Membership revenue</td>
<td>189,653</td>
<td>190,626</td>
</tr>
<tr>
<td>Donated services</td>
<td>101,526</td>
<td>104,431</td>
</tr>
<tr>
<td>Federal funding</td>
<td>82,622</td>
<td></td>
</tr>
<tr>
<td><strong>TOTAL REVENUE</strong></td>
<td><strong>19,052,025</strong></td>
<td><strong>15,475,820</strong></td>
</tr>
<tr>
<td><strong>EXPENSES:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Marketing</td>
<td>7,114,364</td>
<td>6,152,837</td>
</tr>
<tr>
<td>Business events</td>
<td>3,365,220</td>
<td>3,131,334</td>
</tr>
<tr>
<td>Travel trade</td>
<td>2,262,035</td>
<td>1,539,272</td>
</tr>
<tr>
<td>Administration</td>
<td>1,876,618</td>
<td>1,592,950</td>
</tr>
<tr>
<td>Funding activities</td>
<td>1,728,265</td>
<td>1,054,109</td>
</tr>
<tr>
<td>Communications</td>
<td>984,015</td>
<td>632,144</td>
</tr>
<tr>
<td>Destination development</td>
<td>727,341</td>
<td>868,426</td>
</tr>
<tr>
<td>Major events</td>
<td>549,496</td>
<td></td>
</tr>
<tr>
<td>Membership</td>
<td>449,159</td>
<td>478,115</td>
</tr>
<tr>
<td><strong>TOTAL EXPENSES</strong></td>
<td><strong>19,056,412</strong></td>
<td><strong>15,449,187</strong></td>
</tr>
<tr>
<td><strong>Excess (deficiency) of revenue over expenses</strong></td>
<td><strong>(4,387)</strong></td>
<td><strong>$26,633</strong></td>
</tr>
</tbody>
</table>
One of our priorities at Ottawa Tourism has been to develop into a data-driven organization. Some of the top-level data we track, and which guides our decisions includes:

• More **hotel room nights** were sold in Ottawa in 2019 than any other year in our history, putting to rest any notion of a 2017 hangover.

• 2019 was the first full year we have for **international spending** through Statistics Canada and Destination Canada. Our estimate for total visitor spending in 2019 is $2.3 billion.

• 2019 was first full year of tracking our **Net Promoter Score**, and we rate very high. NPS of +50 or more is generally deemed excellent.
Meetings and Conventions

The Heart of Ottawa sector strategy, wherein we continued to position Ottawa as a leader in the fields of science, technology, and innovation to link clients with the knowledge base in Ottawa to augment conference content, was launched in 2019.

This year was also the inaugural year for ThinkOttawa, a program which unites Ottawa Tourism, Invest Ottawa, and the Shaw Centre in the shared goal to bring more events and conferences to the city by supporting local industry leaders in their conference bids.
The Major Events team continued to work closely with the City of Ottawa and Ottawa House of Sport on securing major events to Canada’s Capital, focusing on the Bid More, Win More, Host More strategy. Some event highlights from 2019 include:

- **2019 U SPORTS Women’s Rugby Championship**: Hosted in Ottawa for the first time at the University of Ottawa with the aim of enhancing the student-athlete experience, included three days of competition as well as a full week of practice and community events;
- **Yonex Para-Badminton Canadian International 2019**: Saw international para-badminton athletes meeting in Canada for the first time;
- **Men’s Volleyball Nations League**: Returned to the Arena at TD Place in June 2019, and also included the Volleyball Canada AGM, Hall of Fame inductions, and international coaching symposium.
Mayor’s Mission to the Netherlands

Mayor Jim Watson’s Mission to the Netherlands was an important event for the organization and for the city as a whole, as Ottawa Tourism joined a delegation of 20 business and tourism leaders on a sales mission to The Hague, Rotterdam, and Amsterdam to meet with Dutch business contacts in the areas of tourism and culture, business and technology, and infrastructure. Our objective was to secure future meetings and conventions, new leisure travel itineraries, and to generate media coverage, and we did just that over multiple days of meetings and events. We signed tourism-related MOUs with both Destination Think! and The Hague Convention Bureau.

The agreement with The Hague—which is known as H2O (The Hague to Ottawa)—strengthened both cities’ offerings to the global meetings industry and was the culmination of five years of work by our two convention teams. The mission took place in honour of 2020’s celebration of 75 years of friendship between the Netherlands and Canada, and the first gift of tulips from the Dutch Royal Family.
Travel Trade

In November 2019, our team hosted the OMCA (Ontario Motor Coach Association) Conference as it celebrated their 90th anniversary. We wowed conference delegates and showed off the best of the city to this important part of the Travel Trade market.

The Travel Trade team also developed a Sponsored Member Program to encourage members’ participation in sales missions in other cities with Ottawa Tourism, an idea that was a direct result of member feedback.

Another successful program was the partnership between Haunted Walks and Ottawa Walking Tours, who teamed up to create a new product to address a gap for the student market. With the closure of Centre Block on Parliament Hill for rehabilitation and the opening of the “temporary” House of Commons and Senate chambers, the number of tours available to students during the peak time of year for their visitation decreased. Our innovative members came together to develop an alternative, outdoor, interactive tour called the Parliament Hill Challenge which was supported by Ottawa Tourism’s Destination Development Fund.
The Destination Development team is involved in projects in every ward of the city. Some highlights from 2019 include:

• **Interzip Rogers**—the interprovincial zipline which brings together partners such as Orkestra, Zibi, Rogers, the City of Ottawa, la Ville de Gatineau, Ottawa Tourism and Outaouais Tourism—was announced;

• The inaugural year of the **Ottawa Christmas Market** at Lansdowne, including local vendors, live performances, a centre bar, and more;

• The new **OTTAWA sign** is an impressive legacy piece from 2017 that creates a stunning photo-op in the ByWard Market neighbourhood and now has the capacity to be illuminated according to the season, holiday, or to coordinate with events in the city;

• The Rural Tourism portfolio saw us collaborating with the City of Ottawa on its **Rural Economic Development Strategy (REDS)**. We also supported rural projects including Gees Bees’ site experience enhancements and the **Festival of Small Halls Chef’s Table series**, and partnered on the exploration of an Ottawa connection to the **Voyageur Cycling Route**;

• We successfully secured funding to develop an **Indigenous Tourism Entrepreneurship Training** program which is specifically tailored towards Indigenous tourism entrepreneurs.
In 2019, the Communications team hosted 275 media representatives from across Canada and around the world. We answered more than 370 image, interview, and information requests and coverage in which we were involved reached more than 122 million readers.

We also hosted GoMedia, Destination Canada’s signature travel media event, in Ottawa for the first time ever in August 2019, giving us the chance to show off Ottawa at its very best to 300 travel industry professionals including 125 top travel media from 11 countries and industry colleagues from across Canada.

Programming included 14 different themed day tours, three locally hosted evening receptions, two full-day marketplaces at the Shaw Centre and more collaborations with partners like the Westin Ottawa, the official host hotel. Relationships from this conference continue to blossom with ROI expected to continue for many years to come.
Marketing

Highlights include:
- The development of a new content series, including filming another season of Ottawa’s Own, an influencer series, and launched an IGTV channel;
- Execution of 12 campaigns in primary domestic markets focusing on seasonal travel, interest-based travel, and incentive campaigns;
- Execution of a 3rd night free campaign to incent longer summer stays;
- Launching a coordinated B2B marketing strategy in the Meetings and Conventions program;
- Continued website audience growth with year over year page visits in our two primary geographic markets Montreal and Toronto going up by 46.85% and 55.24% respectively and increased users (25.33%), pageviews (11.84%) and new users (26.31%) compared to 2018;
- Hosting more influencer visits than ever before.
OTTAWA TOUISM
BOARD OF DIRECTORS
As of December 31, 2019

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

Heather Dawson
Senior Director,
Consumer Sales and Services
OTTAWA SENATORS HOCKEY CLUB

Peggy DuCharme
Executive Director
DOWNTOWN RIDEAU BIA

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

Nina Kressler
President and CEO
OTTAWA CONVENTION CENTRE

Martin Lacelle
Tourism Development Consultant

Ross Meredith
General Manager
THE WESTIN OTTAWA

Colin Morrison, Vice Chair
General Manager
OTTAWA EMBASSY HOTEL & SUITES

Zubair Siddiqi
General Manager
DELTA HOTELS BY MARRIOTT OTTAWA CITY CENTRE

Stefanie Siska
Co-Owner
C’EST BON COOKING

David Smythe
General Manager
LORD ELGIN HOTEL

John Swettenham, Chair
Chief Marketing Officer
CANADIAN MUSEUM OF NATURE

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

Cindy VanBuskirk
Program Manager, High Economic Impact Projects
CITY OF OTTAWA

Steve Wilson
VP Marketing | Co-Owner
ESCAPE MANOR
OTTAWA TOURISM STAFF
As of December 31, 2019

Jules Alie
Manager, Major Events & Sport
(Maternity Leave Contract)

Maité Aubert-Simard
Project Coordinator (Maternity Leave Contract)

Janet Anderson
CRM Specialist

Tim Bayne
Business Intelligence Analyst

Bérengère Bonnet
Marketing Specialist

Catherine Callary
Vice President, Destination Development

Beverley Carkner
Director, Marketing

Caroline Couture-Gillgrass
Content Manager

Michael Crockatt
President & CEO

Kelly Dean
Senior Manager, Travel Trade

Traci Despatis
Manager, Cultural Tourism Development

Chloé Devine Drouin
Marketing Specialist

Jennifer Diggens
Manager, Business Events

Glenn Duncan
Senior Vice President and Chief Marketing Officer

Sarah Dunn
Financial Analyst

Theresa Gatto
Senior Manager, Business Events

Nicole Graves
Manager, Travel Trade

James Harvey
Vice President, Finance and Administration

Kelly Haussler
Manager, Destination Development

Laura Hutchinson
Executive Assistant (Maternity Leave Contract)

Danielle Jolicoeur
Event Services Specialist

Mischa Kaplan
Director, HR and Organizational Development

Rob Kawamoto
Senior Strategic Advisor, Major Events

Aurore Lemarinier
Visitor Information Coordinator

Midié Lemoine
Stakeholder Relations Coordinator

Lizzy Low
Project Coordinator

Lesley Mackay
Vice President, Meetings & Major Events

Courtney Merchand
Marketing Manager

Noriko Natsume
Web Manager

Shawna Page
Travel Trade Specialist

Mikayla Palladino
Manager, Sport Sales (Maternity Leave)

Megan Peckford
Acting Director, Marketing

Annika Rautiola
Meetings Researcher

Mary Sayewich
Manager, Event Services

Jessie Schenk
Project Coordinator

Nives Scott
Corporate Communications Specialist (Maternity Leave)

Stephanie Seguin
Assistant Director of Sales, Business Events

Sofie Sharom
Social Media Manager

Roslyn Smith
Executive Assistant (Maternity Leave)

Jennifer Spadaccini
Project Coordinator

Sylvie Theriault-du Toit
Manager, Strategic Projects

Julia Thomson
Acting Corporate Communications Specialist

Jantine Van Kregten
Director, Communications

Emerson Velasco
Manager, Travel Trade