



2015 ANNUAL REPORT

Edmonton Destination Marketing Hotels Ltd.
in Partnership to Advance Tourism in Edmonton



2015: THE WORLD FEW OF US SAW COMING

MANY THINGS THAT WE PREVIOUSLY BELIEVED AS CONSTANTS WERE ALTERED IN 2015.

From every periphery our world shifted. The perception of 'America's dad' Bill Cosby was transformed with almost daily revelations around previous activities. On our side of the border, feted CBC television and radio broadcaster Jian Ghomeshi, host of CBC's highest rated show in its timeslot in Canadian history, was fired under allegations of sexual harassment or assault. Our beliefs continued to be tried as one of the world's most trustworthy brands, Volkswagen, was charged for cheating emission tests. The welcoming beauty of one of Europe's signature tourist destinations was rocked as two attacks locked-down Paris. Our confidence in parliamentary process and compliance came into question when expense claim scandals brought legal actions against Senator Patrick Brazeau, Senator Mike Duffy and Senator Pamela Wallin. A tsunami wave of change brought both Justin Trudeau's Liberals (Canada) and Rachel Notley's NDP (Alberta) into power by unexpected landslide wins. And then there's the emergence of Caitlyn Jenner... In all ways, 2015 could not have been predicted.

In business, world oil prices were fairly stable at around \$110 USD a barrel from 2010 through until mid-2014, when the Saudi-led OPEC nations created an oversupply of product, resulting in a downward plunge. In January 2015 it was being reported that oil prices had done the unthinkable and had edged below \$50 a barrel. By the end of 2015 we were celebrating when the per barrel costs rallied back up the mid- \$30's. Speculators have

“ On behalf of our entire organization I would like to congratulate EDMH on another successful year of delivering excellence for our community. The leadership shown by EDMH and their partnership properties have positioned our City as a hospitality and event leader regionally, nationally and globally. We are truly fortunate to have the visionary leadership, impactful results, and passionate delivery of EDMH.”

Tim Reid, President and CEO – Edmonton Northlands

predicted that the prices will go lower still into 2016 before rebounding. And this is without factoring in Iran as it becomes released from Western embargos and adds its oil production to world markets.

Oil fuels our world, but it's the engine that makes Alberta go. Frankly, it's also the engine of Canada with our currency now referred to as the 'petro-dollar'. Even with this reality, nothing happened in pipeline development during this period.

As the oil sector continued to decline, the end of 2015 saw this weakness spreading to other sectors. The Alberta Treasury Board identified population growth slowing alongside the labour market. They further said that ongoing economic uncertainty has dampened consumer and business confidence, which weighed on spending.

If oil wasn't a bad enough story, Mother Nature didn't deliver in 2015 either, with drought conditions affecting crop outputs in surrounding Edmonton areas as well as throughout the province. Due to these crops not only sustaining humans but also animals, food costs elevated for animal feed resulting in increased F&B costs. The Alberta Treasury Board cited that in November of 2015 most retail categories posted negative year-over-year growth. Sales from food and beverage stores were 6.4% lower than in November 2014, the largest year-over-year decline in over ten years. This was despite food prices growing by 3.4% over the same period, so it was proof that people weren't spending.

The Canadian dollar dropped throughout 2015, mainly in response to our currency's alignment to lower resource prices. Against the backdrop of economic uncertainty and market volatility, many central banks around the world increased monetary stimulus in 2015 including Canada, Japan, Europe, and China. The improving US economy and monetary policy tightening led the US dollar to appreciate against most currencies. In December, the US Federal Reserve increased interest rates in recognition of improving labour market conditions.

With all this said, according to PKF/CBRE Reports Edmonton hotels were stronger in the beginning of the year, largely supported by the many events activating in Edmonton. The business was boosted by conferences and events, including the notable Red Bull Crashed Ice and FIFA Women's World Cup. It was credited to this activity that National Geographic listed a trip to Edmonton as one of their Top Ten Best Summer Trips in 2015. Even with this support, Edmonton hotel numbers were flat by July and started to trend downwards as of August. That depression continued for the rest of 2015.

**BEYOND OIL,
MOTHER NATURE
DIDN'T DELIVER EITHER
IN 2015, WITH DROUGHT
CONDITIONS AFFECTING
CROP OUTPUTS
IN SURROUNDING
EDMONTON AREAS AS
WELL AS THROUGHOUT
THE PROVINCE.**

EDMH BOARD OF DIRECTORS



left to right:

Robin Cumine, Past Chair
APX Hotels

Grant McCurdy, Chairman
DoubleTree by Hilton

George Marine, Secretary
Hilton Garden Inn

Karen Naylor, Treasurer
Super 8 Edmonton South

Garrett Turta, Vice-Chair
The Fairmont Hotel Macdonald

Colin Perry, Board Member at Large
Delta Edmonton South

Richard Wong, Board Member at Large
Nova Hotels

NEW EDMH MEMBERS (SINCE OUR LAST REPORT):

NOVEMBER 2015

Hyatt Place
Edmonton Downtown

Days Inn
Edmonton South

Best Western
Cedar Park Inn

Best Western Plus
Westwood Inn

DECEMBER 2015

Chateau Nova
Yellowhead

Chateau Nova Kingsway

JANUARY 2016

Hyatt Place
West Edmonton

MARCH 2016

Candlewood Suites
West Edmonton

Holiday Inn Express &
Suites West Edmonton

Staybridge Suites
West Edmonton

WITHDRAWALS

(SEPTEMBER 2015)

Sandman
West Edmonton

Sandman Signature
South Edmonton

Our Vision

Edmonton will be western Canada's premier hospitality destination, attracting visitors for a wide variety of activities and experiences, creating prosperity for our members

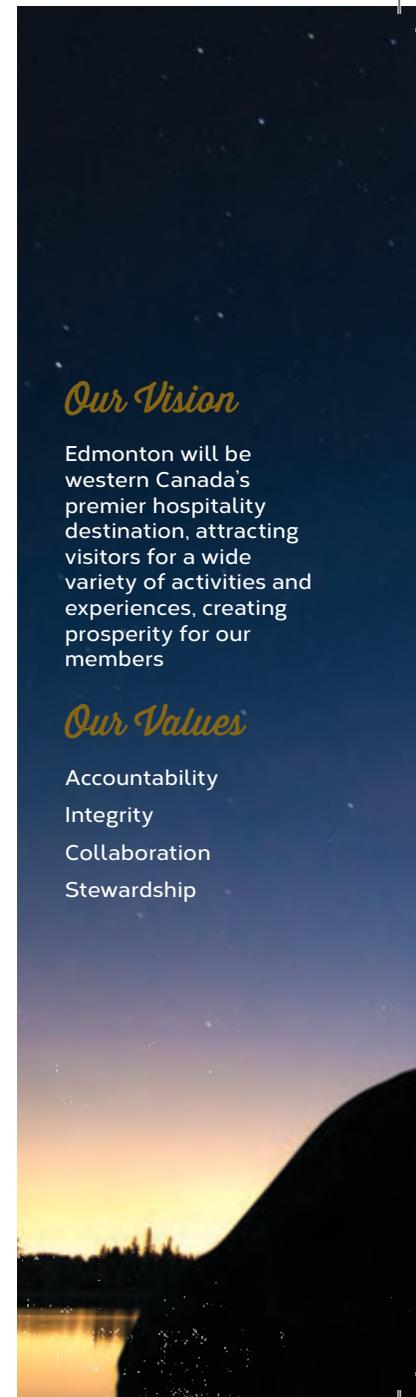
Our Values

Accountability

Integrity

Collaboration

Stewardship



Our Mission

OUR PURPOSE IS TO DIRECT INVESTMENT IN INITIATIVES THAT CREATE, DRIVE AND SUSTAIN GROWTH IN EDMONTON AS A TRAVEL DESTINATION FOR THE BENEFIT OF OUR MEMBERS

Strategic Objectives

1. To maintain, engage and grow EDMH's membership. Success includes:
 - Showing results
 - Measuring ROI
 - Communicating with Members
 - Maximum member participation in marketing initiatives
2. To assure the long term sustainability of Edmonton Destination Marketing Hotels. Success includes:
 - Showing results
 - Regular and ongoing communications with members and other stakeholders
 - Ensuring that the EDMH has the right partners
 - Measuring ROI
 - Clusters working at maximum effectiveness and alignment with EDMH goals
3. To seek innovative initiatives that will drive tourism to Edmonton
4. To drive room revenue through investment of Destination Marketing Fund dollars

Report from the Chairman and the Executive Director



GRANT MCCURDY | KAREN CHALMERS

As 2015 dawned, the price of oil had been dropping for six months so no one was under any illusion about what this would do to our corporate and group business. At the end of 2015, the outlook for 2016 was equally bleak. Even though this Annual Report was conceptualized to report out on past activities, given the strain in our market we will also use this vehicle to share EDMH's activations through this critical year of 2016.

As we review 2015, we can see that EDMH hotels as a group were down 4.87% year-over-year. When we compare with PKF/CBRE reports compiling monthly outcomes, we can see that Edmonton hotels as a whole finished 2015 down by 10.65%. These results proved yet again that we do better operating collaboratively in a DMF, working to drive business to our members.

In the 2015 PKF Reports we saw that Calgary was dropping faster than Edmonton. Part of what bolstered Edmonton's position were the many capital projects already in-play by the time 2015 began. Of course the new Rogers Place/Ice District has kept multiple cranes in the sky above downtown. And from the inbound travel perspective, events that put our city in a strength position included Red Bull Crashed Ice, FIFA Women's World Cup, Pan-Am Junior Track & Field Championships, Tour of Alberta, ITU World Series and the FIBA Americas Women's Olympic Qualifier. It's contracted events like these that validate the EDMH's financial support of Edmonton Tourism and their Edmonton Events division. These events also resulted in Edmonton being recognized by National Geographic as one of the top summer destinations for 2015.

In 2015 one of the most poignant investments that the EDMH made was the creation of primary research. Even though Travel Alberta regularly invests in research, none of that is Edmonton-centric. And of course there is secondary research available, but it doesn't help us understand exactly where we are now, what our competitive opportunities are or how we can best drive overnight visitation. The research the EDMH procured included Drive Markets, Longhaul, Trans-border, International, and the specialized Meeting & Convention market. The results were sent to all members, Edmonton Tourism and our major venues.

As we look to 2016, we know that the Canadian Finals Rodeo (CFR) is in peril as Pro Rodeo Canada decided to put this event out to a national bid. As this report is put to print, our expectation is that Edmonton has lost this event, but as the saying goes "it ain't over till it's over". Either way, in the backrooms of some of EDMH's major partners' offices there are multiple other events being designed that would potentially replace this business. We look forward to sharing those details as they come to life.

In review of 2015, it's been a tough year for all of us, and it's unlikely that we'll have any external updraft to help us through 2016. This just means that your board, our marketing leads and our staff are working harder than ever to buffer this economic reality. And by the numbers, that strategy is proving it works.

BUDGET 2015: ENTERPRISE

FUNDING COMMITMENTS	2015 (\$)
Edmonton Tourism – PROGRAMS	3,225,000.00
Edmonton Tourism – OPPORTUNITY FUNDS (Events/M&C)	900,000.00
MetaSearch, 72 hours in Edmonton	1,030,000.00
Research investment	200,000.00
Brewster/Edmonton Alliance	350,000.00
Red Bull Crashed Ice	100,000.00
CFR sponsorship	200,000.00
Additional Northlands investment	250,000.00
TWoS – new exhibits	25,000.00
EDMH sponsorship contingency fund	100,000.00
Edmonton Int'l Airport – new route support	900,000.00
FUNDING COMMITMENTS 2015/16, SUBTOTAL:	7,280,000.00

INITIATIVES

IMPACT/Board networking events	2,500.00
Membership initiatives (e.g., continued experiential photography/packaging, etc.)	4,000.00
Membership portal updates	4,000.00
Edmonton Certified	3,000.00
EDMH Enterprise campaigns on Unexpected Edmonton Facebook site	200,000.00
Travel Alberta conference; Travel Alberta Calgary meetings (2); AHLA conference; HAC – staff & Board members	25,000.00
Giveaways	3,000.00
Check-in/Jack Rabbit booking engine – ET website to EDMH Hotels	23,250.00
Tradeshows/tradeshow support	10,000.00
Research; Google ad campaigns; Survey Monkey	7,000.00
Agency – misc. (estimate)	40,000.00

INITIATIVES 2015/16, SUBTOTAL: 321,750.00

OPERATIONAL BUDGET	2015 (\$)
AHLA – cheques/postage/office equipment/phones	12,400.00
Year-end financial audit	20,000.00
Storage unit	2,500.00
Staff – office and administration	221,160.00
Staff/Board business cards; stationery; Adobe Acrobat	600.00
Staff – local travel exp/expenses	13,000.00
Staff – memberships	3,000.00
Staff – entertaining	1,500.00
AHLA trustee fee	30,000.00
AHLA – office rental	19,200.00
AHLA – bank fees	1,000.00
PKF reports	1,200.00
Legal fees	45,000.00
Insurances (Board & tenant)	10,000.00
Committee, Board retreat, Board functions & general meetings	10,000.00
Contingency funds	100,000.00
OPERATIONAL BUDGET 2015/16, SUBTOTAL:	490,560.00
TOTAL BUDGET	8,092,310.00

EDMH 2015 BUDGET FINAL (MARCH 2015)

South	242,418.24
Downtown	309,057.70
West	257,819.18
Total Cluster Budgets	809,295.12
Total Enterprise Budget	8,092,951.19

2015 CAMPAIGNS AND ACTIVATIONS



Downtown, Southside & Westend ALL ACCESS CAMPAIGN

/June 29–Aug 24, 2015

This cluster partnership campaign promoted overnight stays by sharing compelling activities and attractions through an experiential contest and encouraging visitation to cluster landing pages.

Microsite
visits
(total) **8,830**

Microsite
visits
(total) **7,911**

Average click
through rate
(CTR) **0.08%**

Total visits
to Cluster
landing pages
during cmpn. **3,967**

Unique visits
to Cluster
landing pages
during cmpn. **3,396**

Referrals to all
hotels (from
Cluster landing
pages) during
campaign **533**

Referral rate **16%**

Average time
on webpage **2:30
(MINS)**

Top 3 Markets to Deals
Page (descending order)

CALGARY
SASKATOON
GRANDE PRAIRIE

Downtown, Southside & Westend

VISITING FRIENDS & RELATIVES CAMPAIGN

/Multiple flights, 2015

Visiting Friends and Relatives (VFR) is the largest travel segment in Alberta, representing nearly 50% of all travellers. The campaign targets these travellers with compelling reasons to enjoy visiting their friends & family all while having the rest and relaxation of staying in an EDMH hotel. Campaign included contesting, driving through to Check In booking page.

VFR SUMMER VIDEO CAMPAIGN /Mid-July to Labour Day

Call To Action: Edmonton Destination Hotels YouTube Channel

Average CTR **0.54%**
(Industry average is between 0.30% and 0.40%)

Actual number of clicks

15,040

SUMMER SWEEPSTAKES /Jul 27-Aug 30

Call To Action: Edmonton Destination Hotels Facebook Page

Average CTR

1.09%

CASL-compliant email opt-ins

310

Actual number of clicks

7,068

THANKSGIVING REASONS TO BE THANKFUL /Oct 1-13

Call To Action: Edmonton Destination Hotels Facebook Page

Average CTR

0.81%

CASL-compliant email opt-ins

81

Actual number of clicks

540

CHRISTMAS SWEEPSTAKES /Nov 23-Dec 4

Call To Action: Edmonton Destination Hotels Facebook Page

Average CTR

0.41%

CASL-compliant email opt-ins

130

Actual number of clicks

509



Downtown & Westend INDIANA JONES CAMPAIGN

Oct 11, 2014–Apr 6, 2015

This partnership campaign between the TELUS World of Science, Edmonton Tourism and the Westend & Downtown clusters promoted bookings at participating hotels with Indiana Jones Exhibit hotel packages.

Call To Action: Exploreedmonton.com/Indy (then hotel deals page)

DOWNTOWN		WESTEND	
Unique visits to deals page	2,208	Unique visits to deals page	1,289
Average time on deals page	1:24 (MINS)	Average time on deals page	1:24 (MINS)
Average CTR	15.57%	Average CTR	21.79%
Unique visits to Downtown landing page during cmpn.	7,332	Unique visits to Westend landing page during cmpn.	4,031
Referrals to participating hotels	413	Referrals to participating hotels	281
Referrals to all DT hotels	907	Referrals to all WE hotels	855
Packages sold	10	Packages sold	24

Top 3 Markets to Deals Page (both Clusters)

1/ **CALGARY** 2/ **SASKATOON** 3/ **REGINA**

Downtown, Southside & Westend TWITTER VENDING MACHINE

/Jun 27 (Fort McMurray) and Jul 1 (Saskatoon)

Partnership between all clusters and Edmonton Tourism with a roadshow to Fort McMurray and Saskatoon promoting Edmonton as a destination through a fun, social media-based promotion.

	DOWNTOWN	SOUTHSIDE	WESTEND
Vouchers redeemed	2	4	6
Vouchers distributed	26	16	26
Participating hotels	6	5	6

BREWSTER

A focus of the EDMH since its inception is to bring motorcoach travel back to Edmonton. This group travel method is still strong in Calgary and the Rockies and points beyond – but not in Edmonton. Offering an FIT travel opportunity for travellers to connect with Jasper and the Rockies would not only support our domestic market but would also be a selling feature as we increase international and trans-border flights.

In 2015, the EDMH and partners Edmonton Tourism and Edmonton International Airport invested in bringing Brewster Travel Canada into Edmonton. With scheduled summer departures from Edmonton to Jasper, Brewster offered a modular option to our guests. They could overnight in Jasper and return the next day; they could stay additional nights in Jasper and return on another scheduled Brewster departure to Edmonton; they could choose an alternative Brewster service down the Icefields Parkway to Banff, and from there to Calgary or back up to Edmonton. Or after their stay in Jasper, they could continue west into Vancouver. It was an ideal service and worthy of EDMH investment.

After our initial test year in 2015, Brewster advised that they are restructuring their business model and will be removing both charter coach services and their FIT packaged tours from their services.

“Oilers Entertainment Group (OEG) strongly supports the work of EDMH as a key strategic partner in making Edmonton a premiere hospitality destination. The EDMH is a group that sees the big picture – effectively representing their members’ interest, while also being a collaborative partner striving for the greater good of the city as a whole. They have been amazing to work with in our critical phase of the launch of Rogers Place and build-out of ICE District that will not only be a benefit to downtown Edmonton, but the City as a whole. The future is bright and we’re excited to continue our strong working relationship with EDMH.”

Bob Nicholson, CEO & Vice Chair, Oilers Entertainment Group

CANADIAN FINALS RODEO

After 43 years in Edmonton (including 2016) our city was advised that the Canadian Finals Rodeo (CFR) will be put to RFP for 2017 and beyond. The EDMH was a part of the ‘Edmonton bid’, where the City, Tourism, the Oilers Entertainment Group, ourselves and Northlands came together to put our best boot forward. It was a strong bid, increasing our collective funding of this bid from \$3.1 Million to \$4.46 Million. This offer was declined by Pro Rodeo Canada.

After the full RFP process is completed, and whether Edmonton is seen to offer the winning bid or not, we know that CFR will continue to grow and we heartily support their success. Meanwhile, as one of Alberta’s largest centres, we too have rodeo in our DNA, so stay tuned as to how that unfolds.



DOWNTOWN

exploreedmonton.com/downtown

TOTAL LANDING PAGE VISITS

Jan 1, 2015 - Dec 31, 2015

21,631

INDIVIDUAL HOTEL VIEWS

Jan 1, 2015 - Dec 31, 2015

8,273

TOTAL REFERRALS TO HOTELS

Jan 1, 2015 - Dec 31, 2015

1,835



Richard Wong and Garrett Turta
Representing board members, Downtown

LEISURE

WEEKENDS CAMPAIGN / Two Flights

This promotional campaign promoted weekend visits in Downtown and drove traffic to the Downtown accommodations page to drive bookings.

Call To Action: Exploreedmonton.com/Downtown

FLIGHT 1 Mar 4 - Apr 30, 2015	
Unique visits to landing page	9,005
Average CTR	0.21%
Total click-throughs	14,425
Referrals to all DT Hotels	327

Top 3 Markets
(descending order)

CALGARY
SASKATOON
REGINA

FLIGHT 2 Sep 14 - Nov 15, 2015	
Unique visits to landing page	6,987
Average CTR	0.15%
Total click-throughs	7,040
Referrals to all DT Hotels	222

Top 3 Markets
(descending order)

CALGARY
SASKATOON
RED DEER





UNWRAP AND UNWIND /Nov 30, 2015–Jan 1, 2016

This holiday-themed campaign with offer targeted visiting friends and relatives (VFR) encouraging them to treat themselves to a hotel stay rather than bunking with friends/family.

Call To Action: Downtown Deals Page For Campaign

Unique visits to deals page **3,558**

Average time on webpage **2:00 (MINS)**

Average CTR **0.10%**

Unique visits to Downtown landing page during cmpn. **447**

Referrals to participating hotels **139**

Referrals to all hotels during cmpn. **1,841**

Packages sold **261**

Top 3 Markets to Deals Page (descending order)

CALGARY
SASKATOON
REGINA

PROMOTING DOWNTOWN ON FACEBOOK: THE FACEBOOK PAGE SHARES THE EXPERIENCES AVAILABLE TO VISITORS IN THE DOWNTOWN CLUSTER.



MEETINGS & CONVENTIONS

TORONTO/OTTAWA SALES MISSION

/Sep 23, Toronto and Sep 24, Ottawa

The Downtown partnered with Southside and Edmonton Tourism to take Edmonton on the road. Clients in Toronto and Ottawa were hosted to an Edmonton food experience with Gold Medal Plate-winning chef Ryan O'Flynn.

TRADESHOWS

TÊTE À TÊTE 2 Reps

ASAE SPRINGTIME 1 Rep

INCENTIVEWORKS 2 Reps

IMEX 1 Rep

CSAE 2 Reps

CSAE MINI-FAM CLUSTER EVENT 1 Rep

EXPERIENTIAL FAM EVENTS

RED BULL FAM

Tzin Reception

SUMMER SOLSTICE FAM

Elk Island Sunset Dinner Reception

SOUTHSIDE

exploreedmonton.com/southside

TOTAL LANDING PAGE VISITS

Jan 1, 2015 – Dec 31, 2015

4,129

INDIVIDUAL HOTEL VIEWS

Jan 1, 2015 – Dec 31, 2015

5,803

TOTAL REFERRALS TO HOTELS

Jan 1, 2015 – Dec 31, 2015

1,741



Karen Naylor and Colin Perry
Representing board members, Southside

LEISURE

HOLIDAY GIFT CAMPAIGN / Nov 13, 2015 – Jan 10, 2016

This holiday campaign included an offer for a \$25 pre-paid credit card per night stay at participating hotels.

Call To Action: [Southside Holiday Gift Deals page](#)

Unique visits to deals page **9,183**

Average time on webpage **4:02 (MINS)**

Average CTR **0.16%**

Total click-throughs **9,487**

Unique visits to Southside landing page during cmpn. **254**

Referrals to participating hotels **303**

Referrals to all hotels during cmpn. **3,837**

Packages sold **153**

Top 3 Markets to Deals Page (descending order)

CALGARY
SASKATOON
GRANDE PRAIRIE

FROM BIG BOX TO BOUTIQUE, HOLIDAY SHOPPING INCLUDES A GIFT FOR YOU.

STAY AT AN EDMONTON SOUTHSIDE HOTEL AND GET A \$25 PRE-PAID CREDIT CARD PER NIGHT.

Eclectify
YOUR VISIT.

EDMONTON SOUTHSIDE



**PROMOTING THE SOUTHSIDE ON FACEBOOK:
SHOWING THE UNIQUE AND VARIED
EXPERIENCES AVAILABLE TO VISITORS.**

ICE ON WHYTE SPONSORSHIP /Jan 1-31, 2015

2nd year of a two-year commitment to support festival growth and drive visitation to Southside hotels.

Unique visits to Southside landing page during cmpn. **240**

MEETINGS & CONVENTIONS

TORONTO/OTTAWA SALES MISSION

/Sep 23, Toronto and Sep 24, Ottawa

The Southside partnered with Downtown and Edmonton Tourism to take Edmonton on the road. Clients in Toronto and Ottawa were hosted to an Edmonton food experience with Gold Medal Plate-winning chef Ryan O'Flynn.

TRADESHOWS

TÊTE À TÊTE 2 Reps

ASAE SPRINGTIME 1 Rep

INCENTIVEWORKS 1 Rep

CSAE 1 Rep

CSAE MINI-FAM CLUSTER EVENT 1 Rep

EXPERIENTIAL FAM EVENTS

RED BULL FAM

Fort Edmonton Park with Transcend Coffee Tasting

SUMMER SOLSTICE FAM

Foosball Challenge at Delta South

WESTEND

exploreedmonton.com/westend

TOTAL LANDING PAGE VISITS

Jan 1, 2015 - Dec 31, 2015

3,732

INDIVIDUAL HOTEL VIEWS

Jan 1, 2015 - Dec 31, 2015

5,901

TOTAL REFERRALS TO HOTELS

Jan 1, 2015 - Dec 31, 2015

1,791



Grant McCurdy and George Marine
Representing board members, Westend

LEISURE

SPRING GAS CARD CAMPAIGN / Mar 19 - May 31, 2015

This campaign with offer included a \$50 gas card per stay at participating hotels.

Call To Action: Westend Deals Page for campaign

Unique visits to deals page	11,800	Referrals to participating hotels	189
Average time on webpage	2:14 (MINS)	Referrals to all hotels during cmpn.	242
Average CTR	0.24%	Packages sold	418
Total click-throughs	14,832		
Unique visits to Westend landing page during cmpn.	469	Top 3 Markets to Deals Page (descending order)	
		CALGARY	
		SASKATOON	
		VANCOUVER	

WESTEND SHOP, STAY AND SAVE / Nov 30, 2015 - Jan 31, 2016

This holiday-themed campaign with offer included a \$50 gas card per stay at participating hotels.

Call To Action: Westend Deals Page for campaign

Unique visits to deals page	7,559	Referrals to participating hotels	118
Average time on webpage	2:14 (MINS)	Referrals to all Westend hotels	284
Average CTR	0.14%	Packages sold	117
Total click-throughs	8,655		
Unique visits to Westend landing page during cmpn.	268	Top 3 Markets to Deals Page (descending order)	
		CALGARY	
		SASKATOON	
		REGINA	



ONE DIRECTION CONTEST CAMPAIGN

/May 28-Jul 9, 2015

Sweepstakes with giveaway of One Direction Concert Prize Pack.

Call To Action: Westend Facebook page

Average CTR **0.22%**

Total click-throughs **6855**

CASL-compliant email opt-ins **110**

Unique visits to Westend landing page during cmpn **203**

YELP STAYCATION WEEKEND

The Westend Cluster hosted elite Yelpers over a weekend to promote the experiences and accommodations available in the west. The event earned 5/5 stars in 19 of 20 reviews.

PROMOTING THE WESTEND ON FACEBOOK: IN ADDITION TO SOCIAL-MEDIA BASED PROMOTIONS, THE FACEBOOK PAGE SHOWS THE EXPERIENCES AVAILABLE TO VISITORS IN THE WESTEND.



MEETINGS & CONVENTIONS

TMC (TRAVEL MANAGEMENT COMPANIES) EVENT

/Calgary

Westend representatives hosted travel management company representatives to share the experiences available and properties in Edmonton Westend to build direct relationships.

TRADESHOWS

TÊTE À TÊTE ^{1 Rep}

INCENTIVEWORKS ^{1 Rep}

CSAE ^{2 Reps}

CSAE MINI-FAM CLUSTER EVENT ^{1 Rep}

EXPERIENTIAL FAM EVENTS

RED BULL FAM

Red Piano dinner experience at West Edmonton Mall

SUMMER SOLSTICE FAM

Lunch at Sage at the Marriott River Cree with custom prepared menu by Chef Shane Chartrand

EDMONTON TOURISM

Edmonton Tourism has completed an organizational restructure that has resulted in the creation of four defined departments: Marketing, Sales & Events, Communication & Distribution and Business Development. With our new strategy in place and a clearly defined set of KPIs and measurements the organization is continuing to work on our primary objective: **Driving sustainable year-round visitation.**

2015: SELECTED HIGHLIGHTS

- Over 20 million impressions and an organic reach of 1.5 million on Facebook in the first six months of 2015
- Edmonton listed among National Geographic's "Best Summer Trip" destinations
- FIFA & RED BULL put Edmonton on the center stage, website landing page traffic visits surpass 68,000 mark
- Newly launched Quality Score tracking for earned Media nets 8/10
- Travel Trade sees 19% growth over 2014 for itinerary inclusions
- Edmonton Tourism wins two ALTO awards for Red Bull Crashed Ice

MEETINGS & CONVENTIONS

- 30,891 contracted room nights, 20% increase over 2014
- Began re-branding work for Meetings & Conventions. Brand platform launches in April 2016
- On-The-Books Forward Forecasting Tool in place with data being actively shared from 71% of EDMH properties

EDMONTON EVENTS

- 32,301 contracted room nights: up 4.4% over 2014
- Edmonton Events chosen as Canadian Sport Tourism Alliance's Sports Tourism Organization of the year for 2015

ONLINE

- Referrals to Industry up 71% from 2014 to 218,376
- www.exploreedmonton.com traffic visits up 149% from 2014 to 972,700
- International traffic visits up 191% from 2014 to 206,275
- Twitter mentions see 104% growth over 2014 to 8,057

2015 EDMONTON TOURISM GOALS

Economic Impact	45 MILLION
Visitor Economy	36 MILLION
Hotel Occupancy	2% GROWTH
Website Sessions	625,875 UNIQUE VISITORS
Referrals to Industry	32% <i>from web to industry</i>
Social Media	3 MILLION ORGANIC REACH
Media	7 OUT OF 10 QUALITY SCORE
Earned Travel Media Value	6 MILLION <i>earned travel media value</i>

EDMH PROGRAM FUNDING ALLOCATIONS

MARKETING	22%	\$979,999.64
SALES & EVENTS	59%	\$2,655,655.99
COMMUNICATIONS & DISTRIBUTION	13%	\$588,028.65
BUSINESS DEVELOPMENT	7%	\$311,315.72
TOTAL		\$4,535,000.00

**INDEPENDENT
AUDITOR'S
REPORT**

**EDMONTON
DESTINATION
MARKETING
HOTELS LTD.**

**FINANCIAL
INFORMATION**
December 31, 2015

MANAGEMENT'S RESPONSIBILITY

To the Members of Edmonton
Destination Marketing Hotels Ltd.:

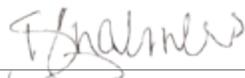
Management is responsible for the preparation and presentation of the accompanying financial information, including responsibility for significant accounting judgments and estimates in accordance with its Articles of Association. This responsibility includes selecting appropriate accounting principles and methods, and making decisions affecting the measurement of transactions in which objective judgment is required.

In discharging its responsibilities for the integrity and fairness of the financial information, management designs and maintains the necessary accounting systems and related internal controls to provide reasonable assurance that transactions are authorized, assets are safeguarded and financial records are properly maintained to provide reliable information for the preparation of financial information.

The Board of Directors is composed entirely of Directors who are neither management nor employees of the Organization. The Board is responsible for overseeing management in the performance of its financial reporting responsibilities, and for approving the financial information included in the annual report. The Board fulfils these responsibilities by reviewing the financial information prepared by management and discussing relevant matters with management and external auditors. The Board is also responsible for recommending the appointment of the Organization's external auditors.

MNP LLP is appointed by the members to audit the financial information and report directly to them; their report follows. The external auditors have full and free access to, and meet periodically and separately with, both the Board and management to discuss their audit findings.

March 24, 2016



Executive Director

**TO THE MEMBERS OF EDMONTON
DESTINATION MARKETING HOTELS LTD.**

We have audited the accompanying financial information of Edmonton Destination Marketing Hotels Ltd., which comprise the statement of financial position as at December 31, 2015, and the statements of revenue, expenses and surplus and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information. This financial information has been prepared using the basis of accounting disclosed in Note 2 to the financial information.

**Management's Responsibility
for the Financial Information**

Management is responsible for the preparation and fair presentation of this financial information in accordance with its Articles of Association, and for such internal control as management determines is necessary to enable the preparation of financial information that is free from material misstatement, whether due to fraud or error.

Auditors' Responsibility

Our responsibility is to express an opinion on the financial information based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial information is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial information. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the financial information, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's

preparation and fair presentation of the financial information in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial information.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial information present fairly, in all material respects, the financial position of Edmonton Destination Marketing Hotels Ltd. as at December 31, 2015 and the results of its operations and its cash flows for the year then ended in accordance with the basis of accounting disclosed in Note 2 to the financial information.

Basis of Accounting and Restriction on Distribution and Use

Without modifying our opinion, we draw attention to Note 2 to the financial information, which describes the basis of accounting. This financial information, which has not been, and was not intended to be, prepared in accordance with Canadian accounting standards for not-for-profit organizations, is solely for the information and use of the members of Edmonton Destination Marketing Hotels Ltd. As a result, the financial information may not be suitable for another purpose. The financial information is not intended to be and should not be used by anyone other than specified users or for any other purpose.

Edmonton, Alberta
March 24, 2016

MNP LLP

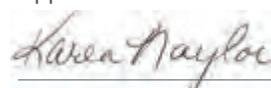
Chartered Professional
Accountants

STATEMENT OF FINANCIAL POSITION

As at December 31, 2015

	2015	2014
ASSETS		
CURRENT		
Cash & Cash Equivalents (Note 3)	11,100,669	11,207,723
Accounts receivable	686,453	848,608
Prepaid expenses	975	100,970
	11,788,097	12,157,301
LIABILITIES		
CURRENT LIABILITIES		
Accounts payable and accruals	1,248,958	1,108,750
Deferred revenue	10,081,720	10,658,342
	11,330,678	11,767,092
Reserve (Note 3)	300,000	300,000
	11,630,678	12,067,092
NET ASSETS		
Share capital (Note 4)	8,375	7,731
Surplus	149,044	82,478
	157,419	90,209
	11,788,097	12,157,301

Approved on behalf of the Board



Karen Naylor, Director



Grant McCurdy, Director

STATEMENT OF REVENUE AND EXPENSES AND SURPLUS

For the year ended December 31, 2015

	2015	2014
REVENUE		
Deferred revenue recognized (Note 1)	7,759,649	3,722,194
Interest income	66,565	67,508
	7,826,214	3,789,702
DIRECT EXPENSES		
Promotional sponsorship	5,931,760	2,420,393
Advertising media purchases	1,141,491	624,283
Outside services	154,638	67,139
Familiarization tour events	68,485	14,215
Promotional materials	62,590	9,244
Tradeshows	38,950	94,985
Graphic design/production	5,474	128,083
Entertaining	1,167	800
Website	112	51,534
	7,404,667	3,410,676
EXCESS OF REVENUE OVER DIRECT EXPENSES	421,547	379,026
OPERATING EXPENSES		
Office and administration	278,004	241,581
Trustee fees	30,000	25,000
Legal fees	16,166	20,251
Professional fees	15,540	11,820
Board and Committee expenses	9,977	8,956
Bank charges and interest	4,898	1,761
Postage	396	2,149
	354,981	311,518
EXCESS OF REVENUE OVER EXPENSES	66,566	67,508
SURPLUS-BEGINNING OF YEAR	82,478	14,970
SURPLUS-END OF YEAR	149,044	82,478

STATEMENT OF CASH FLOWS

For the year ended December 31, 2015

	2015	2014
CASH PROVIDED BY (USED FOR) THE FOLLOWING ACTIVITIES		
OPERATING		
Excess of revenue over expenses	66,566	67,508
CHANGES IN WORKING CAPITAL ACCOUNTS		
Accounts receivable	162,155	(116,805)
Prepaid expenses	99,995	31,595
Accounts payable and accruals	140,208	601,340
Deferred revenue	(576,622)	3,738,156
	(107,698)	4,321,794
FINANCING		
Issuance of share capital	993	363
Redemption of share capital	(349)	(225)
	644	138
INCREASE IN CASH RESOURCES	(107,054)	4,321,932
CASH RESOURCES-BEGINNING OF YEAR	11,207,723	6,885,791
CASH RESOURCES-END OF YEAR	11,100,669	11,207,723

NOTES TO THE FINANCIAL INFORMATION

For the year ended December 31, 2015

1. INCORPORATION AND NATURE OF THE ORGANIZATION

Edmonton Destination Marketing Hotels Ltd. (the "Organization") is a company limited by shares incorporated on October 23, 2012 under Part 9 of the Companies Act in the province of Alberta. The Organization was formed to continue similar activities of Edmonton Destination Marketing Fund (the "Fund") (a program administered and managed by Edmonton Economic Development Corporation) and is a subsequent program of the Fund under section 5.4 of the Destination Marketing Agreement between Edmonton Economic Development Corporation and participating hotels.

The Organization receives contributions through its members pursuant to its Amended Articles of Association, Amended Memorandum of Association and provincial funding. Before receiving shares of the Organization, a member executes a Subscription Agreement and covenants to pay the destination marketing fee. The funding is utilized by the Organization to offer services focused on the promotion of tourism through destination travel by tourists, conventions, events and delegate and business travel and film production within Edmonton. This promotion is done through advertising, public relations, media relations, sales, promotional activities, research and associated marketing. The Organization is maintained and operated under the direction of the Organization's Board of Directors.

2. SIGNIFICANT ACCOUNTING POLICIES

Basis of presentation

This financial information has been prepared by management in accordance

with Agreements between the Organization and its members as described in Note 1. Because the precise determination of many assets, liabilities, revenues and expenses are dependent on future events, the preparation of financial information for a period necessarily includes the use of estimates and approximations which have been made using careful judgment. Actual results could differ from those estimates. This financial information has, in management's opinion, been properly prepared within reasonable limits of materiality and within the framework of the accounting policies summarized below.

Cash and cash equivalents

Cash and cash equivalents include cash and cash held in high-interest accounts held with a broker.

Revenue recognition

The Organization records marketing fees, calculated in accordance with the Subscription Agreement, based on representations from the member hotels. Marketing fees received are recorded as deferred revenues until the monies are spent on marketing initiatives as outlined in the Subscription Agreement. The Organization recognizes all other revenue on the accrual basis.

Expenditures

The Organization contributes various amounts to projects as a part of its nature of operations. As the Organization does not have control on how this funding is used after commitment is established, amounts are expensed at the earlier of when the payment is made or the completion of the project.

3. RESERVE

The Edmonton Destination Marketing Agreement requires a portion of the funds collected over a three-year term be setup as a reserve fund. The reserve fund is currently held as cash, which has been restricted for use upon the approval of the Board. The corresponding funds are presented as a non-current liability in the statement of financial position.

4. SHARE CAPITAL

The authorized capital of the Organization is as follows:

200 Class A common, voting shares without nominal or par value. The maximum price or consideration for which a Class A common share may be issued for is \$1.

10,000 Class B common, voting shares without nominal or par value. The maximum price or consideration for which a Class B common share may be issued for is \$1.

	Class A	Class B	2015	2014
Balance, beginning of year	45	7,686	7,731	7,593
Shares Issued	6	987	993	363
Shares refunded	(2)	(347)	(349)	(225)
Balance, end of year	49	8,326	8,375	7,731

SCHEDULE OF REVENUE AND EXPENSES BY CLUSTER

For the year ended December 31, 2015

REVENUE	General	Downtown Cluster	Southside Cluster	Westend Cluster	2015 total	2014 total
Deferred revenue recognized	7,204,716	189,988	116,358	248,587	7,759,649	3,722,194
Interest income	66,565	-	-	-	66,565	67,508
	7,271,281	189,988	116,358	248,587	7,826,214	3,789,702
DIRECT EXPENSES						
Promotional sponsorship	5,865,835	17,735	19,420	28,770	5,931,760	2,420,393
Advertising media purchases	755,906	133,017	66,486	186,082	1,141,491	624,283
Outside services	154,638	-	-	-	154,638	67,139
Familiarization tour events	207	22,876	19,228	26,174	68,485	14,215
Promotional materials	61,590	-	500	500	62,590	9,244
Tradeshows	6,193	15,991	10,455	6,311	38,950	94,985
Graphic design/production	4,679	-	165	630	5,474	128,083
Entertaining	1,167	-	-	-	1,167	800
Website	112	-	-	-	112	51,534
	6,850,327	189,619	116,254	248,467	7,404,667	3,410,676
EXCESS OF REVENUE OVER DIRECT EXPENSES	420,954	369	104	120	421,547	379,026
OPERATING EXPENSES	354,389	369	104	120	354,982	311,518
EXCESS OF REVENUE OVER EXPENSES	66,565	-	-	-	66,565	67,508
DEFERRED REVENUE—BEGINNING OF YEAR	9,282,359	573,069	284,311	518,603	10,658,342	6,920,186
DEFERRED REVENUE—END OF YEAR	8,542,368	660,000	384,273	495,079	10,081,720	10,658,342

2016: THE WORLD WE'RE TRYING TO AFFECT

According to RBC's market report for March, 2016, they expect Alberta's economic activity to contract for a second consecutive year in 2016 by 1.6%, following an estimated decline of 1.8% in 2015. Weakness directly related to the downturn in the energy sector will continue to weigh considerably on the province's economic conditions; however, they expect that such weakness increasingly will spill over to other sectors of the economy. While the outlook for 2017 remains fluid at this stage, RBC believes that conditions will start to improve and that a modest recovery will begin next year as economic adjustments to lower oil prices make increasing progress.

According to Global News in January, 2016 Alberta lost 10,000 jobs, bringing the unemployment rate in the province to 7.4 per cent – the highest in 20 years. RBC identified that mounting job losses and the knock-on financial hit to households weighed on demand for goods and services, with broad-based declines across a number of retail sales components in 2015. New motor vehicle sales plunged by nearly 25% from year-ago levels in December 2015, and deteriorating labour market conditions are likely to weigh on underlying consumer demand further in 2016. Meanwhile a sharp rise in the outflow of individuals to other provinces is expected to contribute to a slowing in population growth in 2016, which would further weigh on household demand, including the province's housing market. Existing home sales plunged by 21% in Alberta in 2015, and ongoing depressed conditions are likely to lead to a further decline of 12% in 2016. In turn, homebuilders are expected to curb activity with housing starts projected to fall to 23,700 units in 2016, which would be down by 36% from 2015.

If only this trend was contained to Alberta, but primary drive-markets in Saskatchewan are also affected. According to RBC, Saskatchewan's growth will continue below the national average as it, too, is negatively affected by the drop in oil prices. The downward effect on energy production and investment should be even greater in 2016 than RBC had previously assumed, with oil prices remaining lower for longer.

With economic conditions burdening on our province and our members in 2016, activities have correspondingly increased through the EDMH to mitigate those pressures. Unlike many industries that reduce their spending and outlay in tough times,

the EDMH board has authorized increased investments to support our driving business to our members. Thanks to a healthy reserve, the EDMH has increased its funding of Edmonton Tourism by \$1.75 Million in 2016 to a total base support of \$5 Million. With Edmonton Tourism being our primary marketing arm, we look to them to increase their scope and success – as always with only EDMH member hotels included in their call to action.

The EDMH is also working closely with divisions of Edmonton Tourism, such as their Meeting & Convention (M&C) team. As was acknowledged in the primary research we procured in 2015, Edmonton was presenting a flawed M&C product – from our brand, staff turnover to hotel contracting challenges and delivery. Issues were identified at every touch point along the path to purchase. With that, many members of the EDMH have stepped up to sit on a collaborative committee with Edmonton Tourism, Northlands and the Shaw Conference Centre. Working together, we are identifying and solving issues, all while setting a foundation for sales and delivery success.

In previous years, both Edmonton Tourism and our clusters were delighted if we achieved the metric of growing awareness of our city through our marketing initiatives. In 2016, every campaign that the EDMH launches has the sole focus of converting to overnight visitation. Of course none of our tracking mechanisms can see when that lead converts, since we don't have access to your booking engines, but we can measure how often we 'drop them off at the door', meaning how often we send qualified leads to your websites.

One major investment from the EDMH in 2015 was in Brewster Travel Canada. The EDMH had spearheaded the development of this FIT product that would link individual travellers between Edmonton and the Rockies – and beyond. This was based on the perception that Edmonton is too far away from Jasper, and with the realization that most travellers to Canada do not stay in one spot; they take a journey. Or, as Destination Canada phrases it, they 'Keep Exploring'.

Since establishing our agreement with Brewster and experiencing our first trial year of 2015, this company has changed its business model. As of 2017 Brewster will no

longer be operating FIT programs or have its charter division. This effectively ends this tour product at this time. EDMH and Edmonton Tourism are investigating other operators who could operationalize such a product, but at time of printing this report, we have not been successful.

Access to Edmonton by air and road is always a key consideration. If it's not easy for the traveller to reach our city, we lose numbers. The EDMH board has therefore put aside funds to assist the Edmonton International Airport (EIA) in winning new flight routes as well as defending existing ones. The 'defend' strategy is to support with marketing, which primarily is targeted around our two international carriers being KLM and Icelandair to ensure success of their Edmonton routes. The 'win' strategy is to assist EIA in securing new direct flights into our city. For that, the airport often needs assistance with seed capital, to which the EDMH has stepped up in the past and are prepared to do so again. EIA is very active in world markets, with a concentration on Asia as a dominant economic growth region. Of course Alberta's present economic downturn has presented a challenge, but EIA continues to take a message of lucrative opportunities for carriers that select to bring cargo or their people into Edmonton.

As we come close to a midpoint in 2016, issues about DMFs are getting occasional airplay in the Canadian media. Of course, the relationship that the EDMH has is with you and your hotel, not between you and your guest. But the sustainability of DMFs is predicated on your guests' understanding and acceptance of this charge, if indeed you choose to apply a separate fee on their folio.

It is up to each hotel to decide whether they wish to participate in a destination marketing fee, and how they choose to fund their contribution. EDMH believes that hotels have the discretion to apply fees that have been properly disclosed to the guest prior to or upon check-in, whether for parking, WiFi, or destination marketing, and that such fees are not optional for the guest to pay.

Perhaps an even more disconcerting issue that occurred in 2015 and continues through 2016 is happening in nearby Fox Creek. In this small town, the municipal council changed

the business licence fees for hotels only from a flat \$75 fee to 4% of annual room revenues, matching the Tourism Levy. This has resulted in an increase of over 100,000% for certain hotels. Recognizing the inherent risk that this action poses to all hotels through the province, the Alberta Hotel & Lodging Association (AHLA) working with and on the behalf of eleven hotels in Fox Creek has filed an application in the Court of Queen's Bench to challenge the legality of the Bylaw. The outcome of this case will have far-reaching effects. With cash-strapped layers of government, if the opportunity to tax hotels in support of infrastructure is deemed legal, it will surely see the demise of many tourism-supporting initiatives.

In expectation that 2017 will see a modest strengthening of our economy, our focus is to keep pressure on our campaigns to deliver business, both in 2016 and beyond. As our numbers are indicating, EDMH members are faring better than general Edmonton hoteliers, and we need to grow that trend to ensure that those numbers are even stronger.

“ By maximizing the partnership of public and private dollars, Edmonton Destination Marketing Hotels is an exemplary engaged collaborator and booster, alongside the City of Edmonton and Edmonton Tourism, in driving visitation and exposure to Edmonton as a destination and host city.”
His Worship Mayor Don Iveson, Mayor of Edmonton

ENTERPRISE BUDGET – COMMITMENT YEAR: 2016

SPONSORSHIP/FUNDING COMMITMENTS	2016 (\$)
Edmonton Tourism - PROGRAMS	5,000,000.00
MetaSearch	400,000.00
HAC Travel Intention Study 2016	10,000.00
Brewster/Edmonton Alliance	100,000.00
CFR Sponsorship	230,000.00
Additional Northlands investment	100,000.00
Edmonton International Airport – new route support & marketing to defend existing routes	750,000.00
EDMH Sponsorship Contingency Fund	100,000.00
SPONSORSHIP BUDGET	6,690,000.00
INITIATIVES	
IMPACT/Board networking events	2,500.00
Membership initiatives (incl. continued experiential photography/packaging, etc.)	1,000.00
Membership sales piece and meetings	10,000.00
Edmonton Certified & Cluster HQ Support (mileage/parking/AV rental/F&B for meetings, etc.)	3,000.00
EDMH Enterprise campaigns on VFR Edmonton Facebook site; promote Rogers Place events, etc.	97,500.00
Travel Alberta conference; Travel Alberta Calgary meetings (2); AHLA conference; HAC – staff & Board chair	10,000.00
Subscriptions & memberships	2,000.00
AGM & Annual Report	6,500.00
Giveaways	1,000.00
Board & staff entertaining	3,000.00
Check-in/Jack Rabbit booking engine – ET Website to EDMH Hotels	23,250.00
Tradeshows and tradeshow support	5,000.00
Research; Google ad campaigns; Survey Monkey	1,000.00
Committee, Board retreat, Board functions & gifts	5,000.00
INITIATIVES BUDGET:	170,750.00

OPERATIONAL BUDGET	2016 (\$)
AHLA – cheques/stamps/courier	1,500.00
Staff – laptop/cell phone/office equipment	4,000.00
Year-end financial audit	16,000.00
Storage unit	2,000.00
Staff – office and administration	245,000.00
Staff/Board business cards; stationery; Adobe Acrobat	300.00
Staff – local travel exp/expenses	13,000.00
AHLA trustee fee	50,000.00
AHLA – bank fees	1,500.00
PKF Report	1,200.00
Legal fees	12,950.00
Insurances (Board & tenant)	5,605.00
OPERATIONAL BUDGET:	353,055.00
TOTAL BUDGET	7,213,805.00
PROJECTED BUDGET PER 2015	6,345,376.55
OVERAGE	-868,428.45

Authorized to access Reserve for overage

EDMH 2016 BUDGET (PROJECTED)	
South	203,087.29
Downtown	281,539.59
West	220,414.96
Total Cluster Budgets	705,041.84
Total Enterprise Budget:	6,345,376.55
Total EDMH Monies	7,050,418.39

TOTAL EDMONTON TOURISM BUDGET FOR 2016 IS \$10.8 MILLION, PROGRAMMING SPEND ESTIMATED AT \$7.6 MILLION

2016

EDMONTON TOURISM GOALS

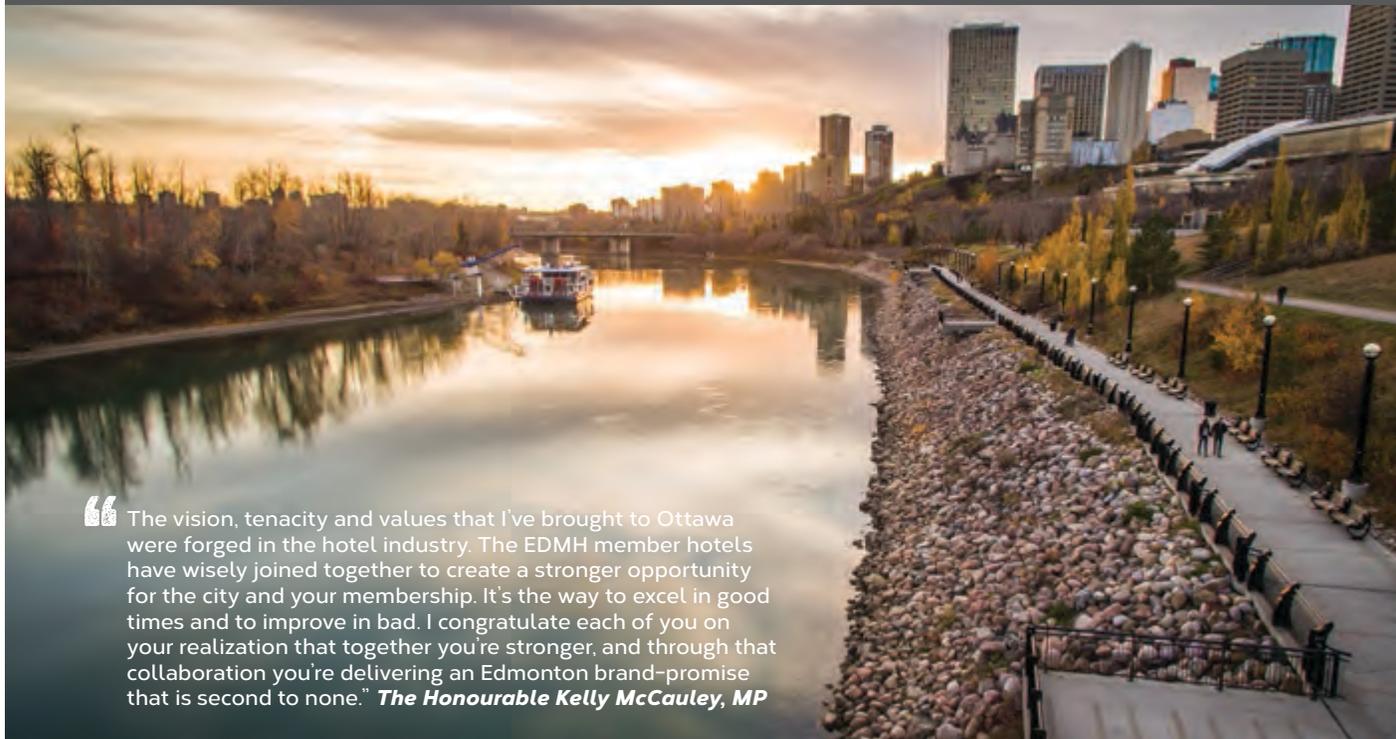
Economic Impact	60 MILLION
Visitor Economy	36 MILLION
Hotel Occupancy	2% GROWTH
Website Sessions	1 MILLION <small>UNIQUE VISITORS</small>
Referrals to Industry	32% <i>from web to industry</i>
Social Media	3.5 MILLION <small>ORGANIC REACH</small>
Media	7 OUT OF 10 QUALITY SCORE
Earned Travel Media Value	10 MILLION <i>earned travel media value</i>

EDMH PROGRAM FUNDING ALLOCATIONS

MARKETING	32%	\$1,673,334
SALES & EVENTS	51%	\$2,644,666
COMMUNICATIONS & DISTRIBUTION	16%	\$832,000
TOTAL		\$5,150,000

KEY INITIATIVES

- Optimize Organizational Structure to be responsive to Strategic Growth & Priorities
- Develop and Align "On Brand" Geo Market Business Plans with Key Industry Partners
- Develop & Implement an integrated and aligned Meeting & Convention Sales & Marketing Platform
- Develop a balanced 52 week event calendar looking five years out which includes growth in Festivals, Events, and M&C
- Continue collaborative work with EIA to defend and grow Air Access
- Further develop and enhance industry communication and engagement via the Stakeholder Portal
- SHIFT Program development and continued implementation
- Regional Development Pilot Projects with the City of Leduc and Tri-Region



“ The vision, tenacity and values that I’ve brought to Ottawa were forged in the hotel industry. The EDMH member hotels have wisely joined together to create a stronger opportunity for the city and your membership. It’s the way to excel in good times and to improve in bad. I congratulate each of you on your realization that together you’re stronger, and through that collaboration you’re delivering an Edmonton brand-promise that is second to none.” ***The Honourable Kelly McCauley, MP***



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