

2019
ANNUAL REPORT

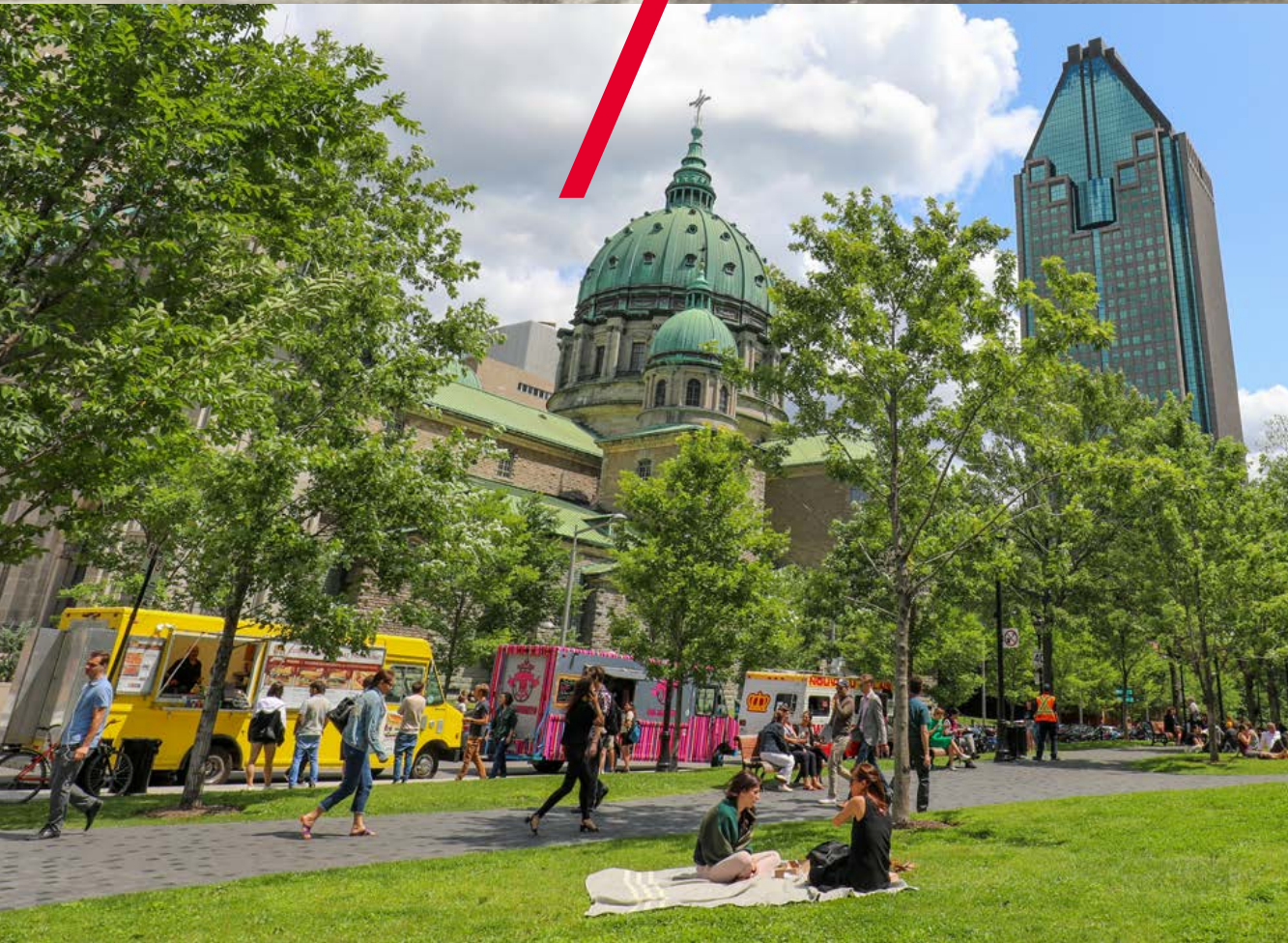
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TOURISME /
MONTREAL



TABLE OF CONTENTS

- 03 Tourisme Montréal's mandate
- 05 Message from the Chairman of the Board
- 07 Message from the President and CEO
- 08 Tourism industry performance
and economic impacts
- 14 Member, Industry and Partner Relations
- 20 Destination Development and Public Affairs
- 26 Marketing, Communications
and Information Technology
- 40 Sales and Convention Services
- 46 Human Resources
- 50 Finance and Administration
- 54 Tourisme Montréal's Board of Directors
- 56 Tourisme Montréal's partners





Tourisme Montréal's mandate

Tourisme Montréal is a private, not-for-profit organization and one of the city's key economic stakeholders. With over 900 members and partners, our goal is to promote Montréal as a choice tourist destination.

Promoting the destination

Tourisme Montréal works closely with its members and partners to recommend and implement prospecting and promotional initiatives internationally with the aim of attracting events (conventions, meetings, conferences, etc.) and individual travellers (business and leisure) to Montréal.

Maximizing economic spinoffs

Tourisme Montréal creates business opportunities for its members and partners with a view to maximizing the economic spinoffs of tourism for the whole city.

Tourist welcome

Tourisme Montréal leads local efforts to develop a tourist welcome strategy centred on a concrete goal: creating an unforgettable experience for visitors. Our responsibilities include managing a tourist information office, educating the tourism industry on the importance of offering a quality welcome and providing guidance on the development of tourist services.

Tourism product development

We provide guidance on the development of Montréal's tourism product based on continually changing market conditions and in line with strategies designed to enhance Montréal's appeal during all four seasons and to highlight the destination's unique personality.

Tourisme Montréal is dedicated to this goal and actively consults with thought leaders in the tourism sector when developing its plans. To this end, we have joined forces with industry partners to create various consultative and cooperative committees, including Culture, Board Events, Conventions, Food, Religious Tourism, Tourist Welcome, Recreation and Tourism Investment, Luxury Clienteles, Sustainability in the Tourism Industry, International Cruises and the *Regroupement des festivals engagés*.



Message from the Chairman of the Board



As of this writing, organizations across the tourism industry are scrambling to protect their employees, jobs, businesses and long-term viability as the world grapples with one of the worst health crises in modern history. Hotels, restaurants, airlines, shops and service providers of all kinds are working tirelessly to get through these challenging times.

And yet, it's already time to look ahead to the post-crisis phase. Even though no specific date has been set, businesses will eventually reopen. By the time this happens, Montréal's tourism ecosystem will have changed considerably, and Tourisme Montréal will do everything it can, using all the means at our disposal, to support its members and the city's entire tourism industry.

Despite the recent setbacks, it's important not to lose sight of last year's successes. I encourage you to take a moment to revisit 2019, a year in which we celebrated Tourisme Montréal's 100th anniversary and launched highly effective marketing initiatives that led to outstanding economic results across all sectors.

Last year, we decided to capitalize on our status as the international gateway to Québec, since more than 80% of overseas travellers and 60% of international tourists visiting the province start their journey in Montréal. That's why Tourisme Montréal works closely with key partners such as Québec's Ministry of Tourism and the Alliance de l'industrie touristique du Québec, while sharing and coordinating action plans aimed at promoting the entire provincial tourism industry.

Once this unprecedented crisis is behind us, we must ensure that our initiatives are driven by sustainable and harmonious development principles in order to balance the needs of visitors and the industry that serves them with the expectations of Montrealers. Various projects, such as plans to expand the Palais des congrès, already a mainstay of the city's business district, will bolster the tourism industry and become a new attraction for the local community.

On behalf of the entire Board of Directors, I would like to thank Tourisme Montréal's employees and management team for their hard work and dedication during this period of uncertainty. Through their efforts, these individuals show how important Montréal is to them.

Our board members have also risen to the occasion. Even though each of them has been contending with urgent matters in their regular positions, they've been generous with the time and support they have offered to our President and CEO, Yves Lalumière.

Finally, our success would not be possible without the unwavering support of our major partners, which include the City of Montréal, Québec's Ministry of Tourism, Canada's department responsible for tourism, the Alliance de l'industrie touristique du Québec, the Chamber of Commerce of Metropolitan Montréal, Montréal International, the Hotel Association of Greater Montréal and the Palais des congrès de Montréal. Now, more than ever, we are grateful to have them at our side and on our side.

Philippe Sureau
Chairman of the Board



A word from the President and CEO



Dear friends,

This annual report was intended as a retrospective of 2019, a very successful year for Montréal's tourism industry. However, we would be remiss if we did not address the health crisis that has sent the global economy and tourism industry into a tailspin since the beginning of 2020.

While the 2019 Annual Report was being written, the Tourisme Montréal team and I were confidently gearing up for 2020. Little did we know that we'd soon be thrown into a period of tremendous instability.

Despite the rocky start to 2020, I would like to bring back the positive energy from Tourisme Montréal's 100th anniversary festivities and celebrate Montréal's success as a must-see tourist destination. I firmly believe that the city owes its popularity to its irresistible flair. Montréal shines—and will continue to shine—in the eyes of locals and visitors thanks to its creative energy, welcoming personality, positive vibe and exceptional arts, cultural, sports and food scenes.

This spring, when I saw Montréal come to a standstill, the streets devoid of the colourful and vibrant people who embody the city's spirit, I truly understood why tourists say "You don't visit Montréal, you live it."

Believing in ourselves

Tourisme Montréal has always recognized our city's potential and had ambitious hopes for it. We remain confident that, when the time is right, this drive will help the city emerge from the crisis.

Montréal has successfully earned a reputation as a gateway to North America and tourism is a key pillar of our economy. As the unifying force behind Montréal's tourism industry, we recognize, now more than ever, the importance of our role in promoting local initiatives to key decision makers. The fact that Montréal continually hosts a wide range of business and sports events is a testament to our hard work in selling the city to organizing committees.

Over the past 100 years, we've worked together with our members and partners to support many of the city's most ambitious undertakings, and we certainly have no intention of slowing down.

2019: A pivotal year 2020: A challenging year

Tourisme Montréal owes its position as an industry leader to its founders, who stretched their vision beyond the Trans-Canada Highway and set their sights on building a prosperous and fertile tourism industry. While 1919 was a turning point for the tourism sector as a whole, 2019 proved to be a pivotal year for every single member of our organization.

In 2020, all of our colleagues, members and industry partners were hit hard by the unprecedented health crisis. Tourisme Montréal was not spared and we were forced to make difficult decisions balancing our usual methodical and disciplined approach with the kindness we're known for. Building on our accomplishments from the past 100 years, we're confident about the legacy we have yet to build. Thinking big is easy when you know your potential.

Dear friends, together we've done great things to shape Montréal's landscape and enhance its appeal. Even though we've lost some momentum, I'm counting on you to keep your spirits up and keep your eye on the future. Before long, we'll be together again, collaborating on projects and celebrating the same success we've known for the past 100 years!

Yves Lalumière
President and CEO

Tourism industry performance and economic impacts

Rallying the industry for 100 years



Since 1919, Tourisme Montréal has been rallying stakeholders from the tourism industry, government, and public and private sectors to make Montréal a leading business and leisure travel destination.

From the Paris of the New World in the 1930s to a giant playground where anything is possible, Tourisme Montréal has been successfully promoting the city and contributing to its development for 100 years.

In 1919, tourism in Québec was limited to a few thousand visitors. In 2019, more than 11 million tourists flocked to Montréal. The remarkable progress we've made in the past 100 years is just the beginning. Imagine what we can do today to benefit tomorrow.

Montréal's tourism industry enjoyed continued growth in 2019

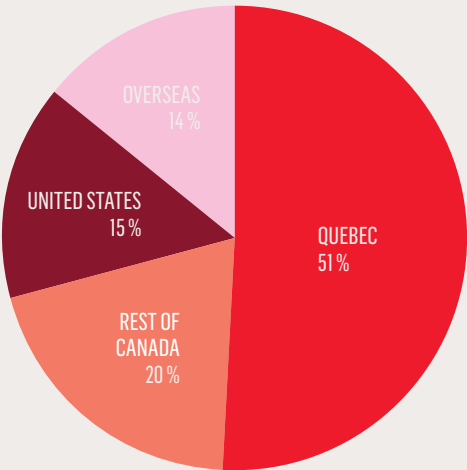
Tourism volumes climbed steadily in 2019 thanks to growing numbers of travellers from within Canada and abroad. The international segment contributed substantially to the city's tourism results despite geopolitical tensions and signs of a global economic slowdown.

Compared with the year prior, cross-border arrivals were up 5.4 % while the number of overseas tourists climbed 7.3 %. This improvement was mainly attributable to visitors from France (+10 %), our leading market, and from Mexico (+22 %), another prominent source market for Montréal.

Increases were also recorded in the number of tourists from the United Kingdom (+3 %), Germany (+9 %) and Japan (+10 %). Only the Chinese market declined, with a 7 % contraction.

Several factors contributed to these positive results, including the addition of new direct air connections, which strengthened Montréal's emerging role as an international flight hub while enhancing its appeal to tourists. Other efforts, such as prospecting in the conventions market and substantially promoting the destination, had an appreciable impact on the city's tourism performance.

Origin of tourists visiting Montréal



In 2019, Montréal welcomed 11.1 million tourists (+2.2 % over 2018) out of a total of 29.1 million visitors.¹



Tourist spending totalled \$4.86 billion, marking a 5.2 % increase over 2018.²



On the Island of Montréal, the hotel occupancy rate edged upward 0.8 percentage points to 74.1%.³

The average room rate rose to \$192.71, a 3.5 % increase over 2018.

¹ Definitions:
• **Tourist:** Person who travels outside their place of residence for at least one overnight stay or longer, but for less than a year, and who uses commercial or private accommodations.
• **Day-tripper:** Person who completes a round trip of at least 40 kilometres from their place of residence in the same day.
• **Visitor:** A person who is either a tourist or day-tripper.
² Source: Estimates based on figures from the Conference Board of Canada and Tourisme Montréal
³ Source: Hotel Association of Greater Montréal
⁴ Source: Hotel Association of Greater Montréal



Growth in international tourism by geographic market

According to data published by the Conference Board of Canada, the number of international tourists coming to Montréal continued to rise in 2019. The year-over-year variation per market is as follows:

- +2.8 % UNITED STATES
- +5 % OVERSEAS MARKET, INCLUDING:
 - FRANCE +8.5 %
 - CHINA +8 %
 - UNITED KINGDOM +2.5 %
 - MEXICO +15 %
 - JAPAN +9 %

Economic spinoffs

Montréal's tourism industry generates significant economic spinoffs.

Direct and indirect benefits of the tourism industry for Québec as a whole in 2019⁵

- JOBS 53,000
- WAGES \$1.87 BILLION

⁵Based on the Conference Board of Canada's Tourism Economic Assessment Model

⁶Source: Aéroports de Montréal

⁷The temporary decline recorded in 2019 is largely attributable to the reassignment of a Holland America ship during the first part of the season. Two stops were also cancelled, one due to water levels and the other due to a mechanical problem.

⁸A portion of the difference is attributed to the fact that, in 2019, the tourist office in Old Montréal was open for 265 days, compared with 213 days the year prior.



Montréal-Trudeau Airport welcomed 20.3 million passengers (inbound and outbound), marking a 4.5 % increase over 2018.⁶ The airport now offers direct flights to 152 destinations, including 90 international cities (outside the U.S.).



24 ships from 17 different cruise lines made a total of 76 stops in Montréal, bringing 111,604 passengers and crew members with them. This was 12% less (-15,460) than in 2018.⁷



Montréal's tourist offices received 130,384 information requests, which is 14 % more than in 2018.⁸



MONTREAL

ranks at
the top

**1st in North America and
25th in the world for hosting
international events**

(INTERNATIONAL CONGRESS AND CONVENTION ASSOCIATION'S 2017
COUNTRY AND CITY RANKINGS)



**4th among the top
international places
to visit in 2019**

(MONEY MAGAZINE)

**1st university city
in North America
and 6th worldwide**

(QUACQUARELLI SYMONDS)

**Canada's top city for
hosting sporting events,
ranking 1st in North America
and 31st worldwide**

(GLOBAL SPORT IMPACT INDEX, CANADIAN SPORT TOURISM ALLIANCE
AND GLOBAL SPORTS CITIES INDEX, SPORT CAL)



**LGBTQ Friendly
4th among the world's
top 77 cities for LGBTQ
acceptance**

(FITBIT)

**11th in the world for food
diversity with 58 different
types of cuisine**

(BOTT+CO)

**5th best city in the world
to live and work**

(EXPAT CITY RANKING, INTERNATIONALS)

**1st in Canada,
3rd in North America
and 8th in the world among
the Global Cities of the
Future for attracting direct
foreign investment**

(FDI MAGAZINE)



**Home to one of the largest
ecosystems of startups in
the world**

(STARTUP GENOME)

**The Montréal Airport
earned four stars in the
World Airport Star Rating
2019**

(SKY TRAX)

**The Just of
Laughs Festival
ranked 3rd among
the Top 50 Festivals
to “put on your bucket
list for 2020”**

(BIG 7 TRAVEL)

**1st city
for cycling in Canada
and North America
and 18th worldwide**

(COPENHAGENIZE BICYCLE-FRIENDLY CITIES INDEX)



**Home to one of the
most beautiful botanical
gardens in North America
– 10th place**

(USA TODAY)

**“Verdun is one of the
coolest neighbourhoods
in the world.”**

(TIME OUT MAGAZINE)

Member, Industry and Partner Relations

Elevating
the industry

Since its foundation, **Tourisme Montréal** has worked to promote Montréal on the world stage.

With help from our members, partners and key industry stakeholders, we've successfully showcased the city's legendary hospitality and positioned Montréal as a must-see urban destination and giant playground that's open to the entire world.

In 2019, Tourisme Montréal recruited 96 new members, pushing our total membership to 970. The increase was particularly substantial among restaurants, which represent 43% of the new members for 2019.



1919 / 2019

100 YEARS OF AMBITIOUS PARTNERSHIPS

100th Anniversary Committee

A committee was established by the Member Services team in order to orchestrate the celebrations for Tourisme Montréal's anniversary year. They implemented an action plan to highlight our organization's work, promote the tourism industry and increase employee engagement. In the end, more than 100 initiatives and events showcased Tourisme Montréal's history, accomplishments, members, partners and employees.

Major efforts were invested in recovering archives, which led to the creation of an official archiving policy to preserve our organization's history.



- 1 © MILK Images
- 2 © Bibliothèque et Archives nationales du Québec, Fonds Office des congrès et du tourisme du Grand Montréal, P405
- 3 © Charles Briand

Certification programs for members

The **MTL Specialist** program was designed to help Tourisme Montréal's members enhance their knowledge of the city's tourism offer. It was launched in late fall 2018, and the first participants completed the online training program and various steps to certification in 2019. As of today, some 199 local tourism stakeholders have MTL Specialist certification. The program earned an Azimut Bronze Award, which recognizes innovative tourist welcome initiatives.

The **BONJOUR CHINE** program, which was created to help tourism workers learn how to effectively cater to Chinese tourists, continues to draw participants. 20 Tourisme Montréal member organizations have now completed it.

New industry website

In 2019, we added a new section to the **mtl.org** website to inform, engage and promote our members, while also facilitating communication with our partners and other industry stakeholders. The new section contains helpful tools, information and details about industry events.

Conferences and events

As the unifying force behind Montréal's tourism industry, Tourisme Montréal is constantly organizing meetings, workshops and knowledge-sharing activities for its members. This year, many of these activities were paired with Tourisme Montréal's 100th anniversary celebrations.

- **8 MEMBERSHIP 360 INFO SESSIONS: 111 PARTICIPANTS**
- **PRIX DISTINCTION GALA: 269 PARTICIPANTS**
- **SUMMER TOURIST SEASON KICK-OFF EVENT AND 100TH ANNIVERSARY CELEBRATIONS: 500 PARTICIPANTS AND 90 EXHIBITORS**
- **QUEBEC TOURISM INDUSTRY RENDEZ-VOUS 2019: 384 PARTICIPANTS**
- **BREAKFAST CONFERENCE ON ECONOMIC AND HOTEL PROJECTIONS FOR 2019: 132 PARTICIPANTS**
- **FREE SKATE AT THE BELL CENTRE WITH TOURISME MONTRÉAL**
- **SPECIAL GALA FOR TOURISME MONTRÉAL'S 100TH ANNIVERSARY CELEBRATIONS: 400 PARTICIPANTS**
- **CHRISTMAS RECEPTION FOR MEMBERS: 707 PARTICIPANTS**
- **CONFERENCE ON THE HISTORY OF TOURISM IN MONTRÉAL WITH THE CENTRE D'HISTOIRE DE MONTRÉAL**

Programme Spécialiste MTL

Connaître la ville mur à mur



150

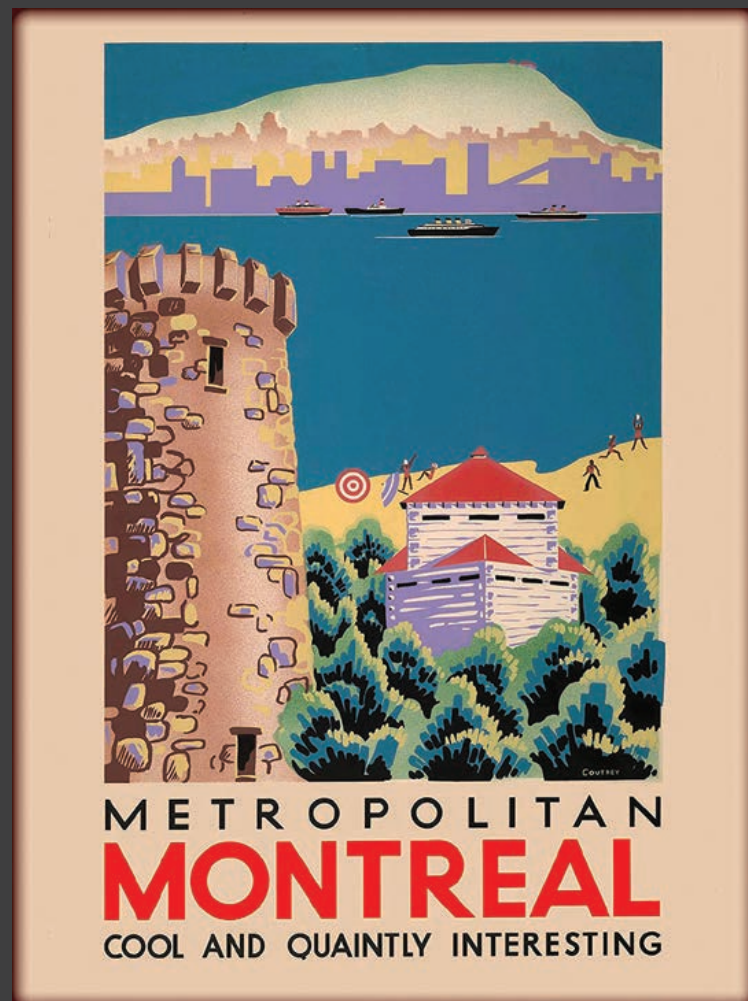
Spécialistes Montréal



Récompense
Les participants ayant complété la formation en ligne sont ensuite récompensés :

- ✓ Un apéritif de **viens thématiques** en cadeau
- ✓ Un **cocktail réseautage**, où ils reçoivent leur nouvelle certification
- ✓ Une **entrée gratuite** dans 12 attractions/activités (pour une fois de 20 pour deux personnes)
- ✓ Un **certificat officiel** valide 2 ans
- ✓ Un **accès privilégié** à l'information la plus récente sur les nouvelles attractions de Montréal et aux promotions grâce au **bulletin d'information des spécialistes de Montréal**





Partnerships

Tourisme Montréal works closely with several major partners to showcase the city's diversity and finance new air connections. In 2019, fifteen organizations and businesses supported our efforts, including Aeroplan, Quebec's Ministry of Agriculture, Fisheries and Food, Aliments du Québec, Parc Olympique and Complexe Desjardins. Special thanks to our 100th Anniversary Ambassadors: Air Canada, Aéroports de Montréal, Casino de Montréal, Palais des congrès de Montréal and the Port of Montréal.

MTLàTABLE, a Tourisme Montréal initiative

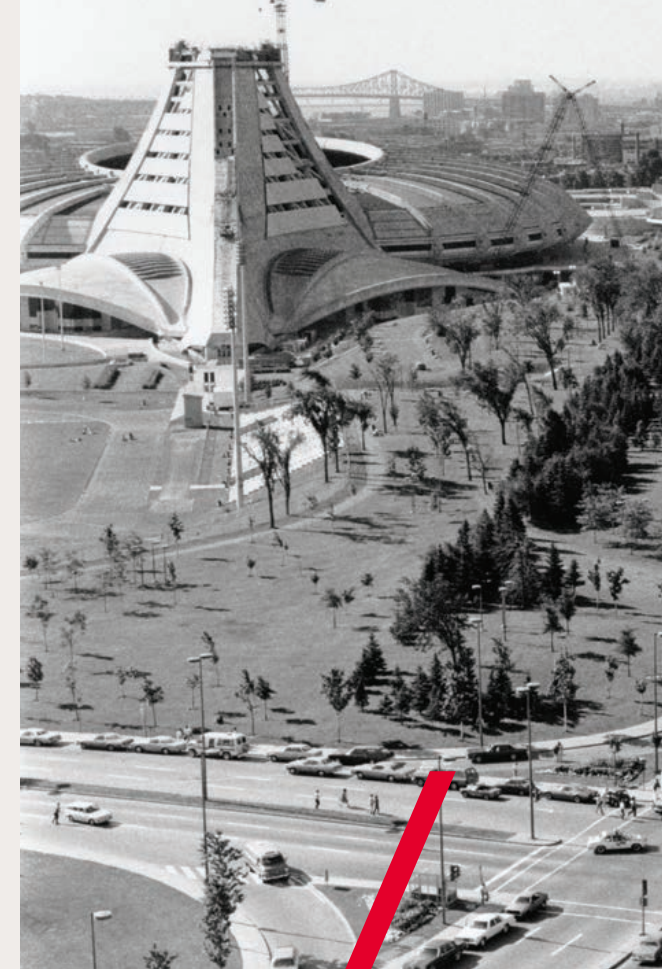
The 8th edition of MTLàTABLE drew nearly 140,000 locals and visitors by offering them a unique chance to discover Montréal's dynamic food scene. 150 restaurants, including six signature event partners, recorded \$8 million in revenues during the event, which ran from November 1 to 13.

Our Marketing team helped plan a promotional campaign for MTLàTABLE with two main goals: boost the restaurant occupancy rate during the two-week event and increase awareness among English-speaking consumers. The campaign was broken down into three parts—attractiveness, consideration and conversion—and generated excellent results:

- 16% INCREASE IN TRAFFIC ON THE MTLàTABLE WEBSITE COMPARED WITH 2018
- 35% MORE RESERVATIONS COMPARED WITH 2018
- INCREASED INTEREST AMONG ENGLISH-SPEAKING CONSUMERS

Key figures

- MORE THAN \$8 MILLION IN ESTIMATED REVENUES FOR PARTICIPATING RESTAURANTS, A 14.8% IMPROVEMENT OVER 2018
- AN ESTIMATED 138,287 PATRONS, A 15.2% INCREASE OVER 2018
- 2,669,298 COMPLETED VIEWS OF THE PROMOTIONAL VIDEOS
- 4,232,389 PAGE VIEWS ON THE MTLàTABLE WEBSITE
- 62 MEDIA ARTICLES AND MENTIONS

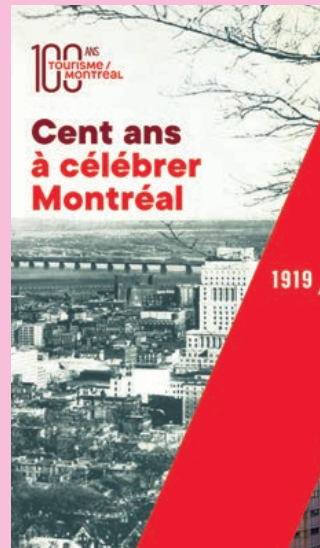


Destination development and public affairs

Making the city shine

Tourisme Montréal has played an essential role in the city's tourism ecosystem since 1919. We ensure that the local tourism industry generates jobs, supports entrepreneurship, fosters international exchange, helps protect our heritage and, above all else, promotes a sense of pride and enjoyment among citizens.

Proud of its history and its strong, multi-faceted character, Tourisme Montréal acts in the interest of tourists and the locals behind the city's vibrant energy and joie de vivre. From Montréal's downtown core to its cultural communities, from the St-Lawrence River up to Mount Royal, the city's streets and green spaces are energized by festivals, special events and public art.



Our 100th anniversary presented an excellent opportunity to celebrate with our partners and Montréalers, and we hope to keep these relationships strong by maintaining an active presence in the giant playground that is Montréal.

Manuela Goya
Vice-President, Destination Development and Public Affairs

1919 / 2019

100 YEARS OF TOURISM DEVELOPMENT

Special features for our 100th anniversary

We published special features in *LaPresse+* and the *Globe and Mail* to celebrate our centennial year and raise awareness about our work. The publications targeted our members and partners, as well as political decision-makers and influencers, tourism industry stakeholders and the business community. We showcased Tourisme Montréal's history, accomplishments and role in the city's tourism development.



Achievements

Support provided to other Tourisme Montréal teams:

- Sales and Convention Services: Showcased Tourisme Montréal's contribution to the business travel and sports sectors
- Member services: MTLàTABLE launch and press relations for the event; cruise segment
- Marketing, Communications and Information Technology: Communications to support ad campaigns
- Prepared communications: Speeches for public events, messages from the president for the Event Assistance Program, frequently asked questions, key messages and strategic advice for senior management
- Held discussions with government partners, including: City of Montréal, Tourisme Québec, Economic Development Canada, and Québec's Ministry of Municipal Affairs, Regions and Land Occupancy
- Involved in various local, provincial and national organizations, including chambers of commerce, marketing and development agencies, Alliance de l'industrie touristique du Québec, Tourism Industry Association of Canada, etc.
- Presented papers at public consultations

Public and government relations

Maintained relations with local media: More than 300 interviews, approximately 50 press releases (Tourisme Montréal's 100th Anniversary)

- Increased positive media coverage (source: Mesure Média)
 - January 1 to December 31, 2019:
1,732 mentions in traditional media and a reputational gain of \$2,664,792,783

Tourist welcome

- Tourist information: Processed 98,693 requests at tourist information centres and kiosks in Old Montréal, the Montréal Bus Station, the Port of Montréal's Grand Quay, at mobile booths in Old Montréal, (in conjunction with SDC du Vieux-Montréal), the downtown core (in conjunction with Destination centre-ville) and on Mont-Royal Avenue (in conjunction with SDC de l'avenue Mont-Royal)
- Renewed the fleet of tourist welcome vehicles: Three electric scooters and two GEEBEE scooters for more agile welcome services in Old Montréal, the downtown area and Mont-Royal Avenue
- Organized the 27th annual open house event and modernization project: Added four categories of free offers for participating attractions and added electronic ticketing for the 15,000 industry workers solicited to participate in the operation
- Welcome Week from July 29 to August 4: Roughly 30 local hotels participated in what was a third annual event
- Conducted a study on modernizing the Infotouriste tourist information centre in partnership with the Ministry of Tourism

Tourism product and innovation development

The Event Assistance, Festivals and Major International Museum Exhibit Program continued to provide financing, for a total of \$3.7 million in 2019, an approximate 8% year-over-year increase. In all, 78 festivals and events known to attract large volumes of tourists benefited from the program, which aims to increase the city's tourism revenue.

- Met with local and foreign tourism project developers who were at different phases in their business plans. Goals: share knowledge, forge partnerships, support promising initiatives
- Managed financial assistance programs:
 - Regional tourism partnership agreement, in conjunction with the Ministry of Tourism: 12 out of 23 potential initiatives obtained financing for studies or tourism project start-up. This assistance contributes actively to the development of the destination.
 - Digital development agreement for tourism businesses: Provides assistance to small and medium-sized businesses in the tourism field, allowing them to develop their digital assets. Of the 15 projects that applied, nine qualified for financing through this agreement.
- Provided financing to startups selected by MT Lab under an innovation assistance program for products that align with Tourisme Montréal's goals
- Continued supporting MT Lab, a leading incubator for innovation in tourism, culture and entertainment

Research

- Produced, updated and distributed various reference documents and performance indicators to support the development of Montréal's tourism industry: database, tourism reports, event data sheets, etc.
- Updated research on Tourisme Montréal's key geographic markets
- Conducted a survey of cruise travellers who visited Montréal
- Provided support for all of Tourisme Montréal's needs by producing a range of quantitative and qualitative data
- Conducted ad hoc research to meet the needs of Tourisme Montréal's partners and members
- Carried out an economic impact study for the 2019 Formula 1 Grand Prix du Canada
- Collaborated on various projects with partners such as Destination Canada, the Alliance de l'industrie touristique du Québec, the Quebec Ministry of Tourism, the Conference Board of Canada and the Hotel Association of Greater Montréal

Cultural tourism

- Continued working on cultural tourism initiatives outlined in the *Agreement on Cultural Development in Montréal* (City of Montréal and the Quebec Ministry of Culture and Communications)
- Implemented initiatives to highlight public art, such as the creation of the artpublicmontreal.ca website and the distribution of a map of local murals (50,000 copies)
- Developed a toolkit and procedure for showcasing cultural tourism in Montréal boroughs (cultural neighbourhoods)
- Participated in the Food, Culture and Religious Tourism committees with a view to better structuring Montréal's
- Managed the Event Assistance Program

Sustainable tourism

- Tourisme Montréal offset all of the organization's travel-related carbon emissions, which amounted to 348.86 metric tonnes of CO₂. This was achieved by funding 2,492 trees from Carbon Boréal's 2016 plantation
- Renewed Montréal's APEX certification, which confirms its status as a green city for holding sustainable meetings and conventions
- Contributed to the Action Médiation project led by the Hotel Association of Greater Montréal and the Société de développement



Event, Festival and Major International Exhibit Program

In 2019, Tourisme Montréal earmarked nearly \$3.7 million for its Event, Festival and Major International Exhibit Program. This is roughly 8% more than in 2018. In all, 80 festivals and events known to attract large volumes of tourists benefited from the program, which aims to increase the city’s tourism revenue.

Amounts awarded in 2019

Event	Amount	Event	Amount
Blue Metropolis Literary Festival	\$10,000	YUL EAT Festival	\$10,000
37th International Festival of Films on Art	\$10,000	Les Francos de Montréal	\$95,000
48 ^e Festival du nouveau cinéma	\$70,000	Les Lauriers de la Gastronomie Québécoise	\$25,000
C2 Montréal	\$105,000	Les Premiers Vendredis	\$5,000
Centre Phi – <i>Écho: cadavre exquis</i>	\$10,000	Rendez-vous Québec Cinéma	\$10,000
Centre Phi – <i>Hum(AI)n</i>	\$10,000	M pour Montréal	\$20,000
XP_MTL	\$50,000	MMFA – <i>Thierry Mugler: Couturissime</i>	\$75,000
Rogers Cup presented by National Bank	\$125,000	MMFA – <i>Egyptian Mummies: Exploring Ancient Lives</i>	\$35,000
Art Souterrain Festival	\$17,500	McCord Museum – <i>L'hiver en famille</i>	\$10,000
Bach Montréal Festival	\$10,000	McCord Museum – <i>Le grenier aux jouets</i>	\$10,000
Black & Blue Festival	\$55,000	La Tohu – MONTRÉAL COMPLÈTEMENT CIRQUE	\$100,000
Chromatic Festival	\$10,000	Merry Montréal	\$60,000
Montreal International Black Film Festival	\$7,500	Montréal en Histoires – Cité Mémoire	\$50,000
Montréal Chamber Music Festival	\$8,000	MONTRÉAL EN LUMIÈRE	\$325,000
Euréka! Festival	\$5,000	Mundial Montréal	\$10,000
Fierté Montréal	\$135,000	Noël dans le Parc	\$10,000
Go vélo Montréal Festival	\$35,000	Otakuthon	\$10,000
Festival international de cinéma Vues d'Afrique	\$5,000	Orientalys	\$5,000
Fantasia International Film Festival	\$40,000	Pointe-à-Callière – <i>Into the Wonder Room</i>	\$25,000
Festival International de Jazz de Montréal	\$440,000	Pointe-à-Callière – <i>À table! Le repas français se raconte</i>	\$25,000
Pop Montréal International Music Festival	\$25,000	Pointe-à-Callière – <i>Les Incas... c'est le Pérou!</i>	\$20,000
Festival International Nuits d'Afrique	\$55,000	Pointe-à-Callière – <i>La Petite Vie</i>	\$20,000
Festival Juste pour rire	\$400,000	Musée McCord – <i>Sding K'awXangs – Haïda: Supernatural Stories</i>	\$10,000
Festival Halloween MTL	\$10,000	McCord Museum – <i>The Polaroid Project</i>	\$5,000
Festival MEG Montréal	\$20,000	Steward Museum – <i>Nights</i>	\$5,000
MOMENTA Biennale de l'image	\$10,000	MUTEK	\$60,000
Invasion Cocktail	\$5,000	Piknic Électronik Montréal	\$30,000
MEGA+MIGS	\$20,000	Printemps numérique	\$20,000
Mode & Design Festival	\$90,000	RIDM – Rencontres Internationales Documentary Festival	\$10,000
Mondial de la bière	\$20,000	Startupfest	\$50,000
Cabane, Panache et bois rond Festival	\$8,000	Montréal First Peoples' Festival	\$20,000
MURAL Festival	\$35,000	Virée classique OSM	\$25,000
Osheaga Music and Arts Festival	\$150,000	Village de Noël	\$10,000
Festival Quartiers Danses	\$5,000	Week-ends du monde au parc Jean-Drapeau	\$15,000
TransAmériques Festival	\$85,000	Total	\$3,648,000
Zoofest Festival	\$35,000		
Fête des neiges de Montréal 2019	\$15,000		
Papier Art Fair	\$12,000		
Heavy Montréal	\$35,000		
Grands Prix Cyclistes de Québec et de Montréal	\$60,000		
Grand Montréal Comique	\$5,000		
HUB Montréal	\$25,000		
Igloofest	\$75,000		
ÎleSoniq	\$40,000		
JACKALOPE	\$10,000		
L'International des Feux Loto-Québec	\$25,000		

Notes: In 2019, Tourisme Montréal provided \$652,000 in exceptional assistance to events and festivals taking place in the Entertainment District (Quartier des spectacles). These subsidies, which come from the Transition Fund financed by the City of Montréal and Tourisme Montréal, are not included in the above table. They were awarded based on the relative cost of holding free activities in the Entertainment District and on Place des festivals.

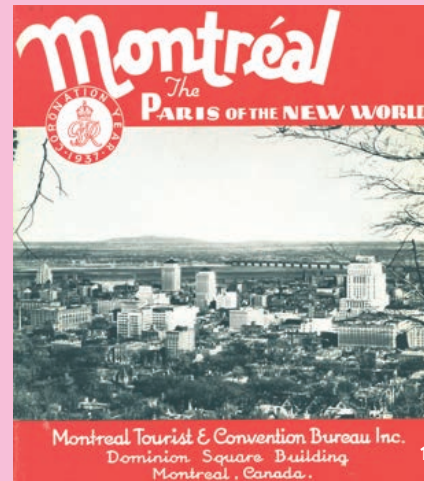


Marketing, Communications and Information Technology

A giant playground

Since its creation in 1919, Tourisme Montréal has worked tirelessly with its members and partners to promote the city as a leisure and business travel destination, while producing innovative campaigns to target local and external markets, and developing initiatives to define the city as a giant playground.

The Marketing team shifted to this new positioning last May, and it will shape our marketing projects for the next three years. The tagline is new, but the Montréal playground has been 100 years in the making. In 2019, we implemented a series of measures to help Montréal stand out from the competition.



Our strategy was to promote the city's strengths and ensure the use of consistent messaging. Since large gatherings are out for 2020, our marketing activities will focus on finding personal wellbeing and fulfilment within the playground.

We'll encourage people to experience the best of Montréal on their own or with friends and family.

Emmanuelle Legault
Vice-President, Marketing



1919 / 2019

100 YEARS OF ACTIVE LEADERSHIP IN THE COMMUNITY



1. In 1935, Montréal was known as leading North American destination for cabarets among visitors from Ontario and the United States. It was even called the "Paris of the New World."
2. In other times, the city's tourism industry opted for the slogan "Enjoy historic and gay Montréal," marking the golden age of its nightlife scene and the beginning of its leisure tourism industry.
3. On August 18, 2019, Tourisme Montréal participated in the city's annual LGBTQ+ Pride Parade. Representing the Montréal playground, our float featured none other than Mado Lamothe, an icon of the LGBTQ+ community.

2 Bibliothèque et Archives Canada
© R. Couillard
3 © Eva Blue



Awards and distinctions



In 2019, we earned several awards for campaigns launched in 2018.

“J’ai changé” (I’ve changed) campaign

- Silver Award, Canadian Marketing Association
- Bronze Award, *Product & Service* category, at the first-ever Effie Canada Gala, which celebrates marketing excellence and effectiveness in the Canadian market
- Média Award in the “Best Use of Mixed Media – More than \$250,000” category
- Shopper Innovation + Activation Award in the “Awareness and Trial Breakthrough” category
- Crea Award in the “Microtargeted Ad or Campaign” category

“We’ve got balls” campaign

- Crea award in the “High-Impact Poster Campaign” campaign

Social media

f **321,000**
fans
(+6% over 2018)

ig **269,500**
fans
(+27% over 2018)

tw **@montreal English-
language account**
169,400 followers
(+1.5% over 2018)

tw **@monmontreal French-
language account**
90,600 followers
(+2.3% over 2018)

in **14,800**
followers
(+32.4% over 2018)

New identities

Recognizing that the Tourisme Montréal name doesn't always resonate with meeting planners and sports event organizers, we decided to create new identities for two of our organization's teams. The new names—"Business Events Montréal" and "Sports Events Montréal"—would help clarify and differentiate the services provided by the two groups. New visual identities were also created for these teams, along with a LinkedIn Showcase page that's accessible from Tourisme Montréal's page.

Results

- 3,140 followers (+71% over 2018)
- Shares up by 37%



Guaranteed Success Pledge

Campaign ran in the US market from October to December 2019 and into 2020. The initiative focused on Montréal's ability to guarantee key aspects of events.

Results

- 27,106 completed views of the 15-second video
- 9,948 visits to the campaign website



Reviens-moi (Come back to me)

Following the success of the "I've changed" campaign in Winter 2018, we launched the "Come back to me" campaign, in the form of a love song, to reconquer the Québec market.

Results

- 554,544 completed video views
- 113 million impressions (city billboards, television, radio, newspaper)

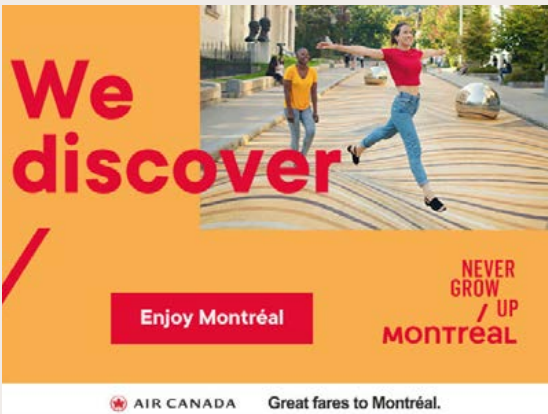


Never Grow Up –
Let’s play

Summer campaign encouraging visitors from Ontario and the northeastern U.S. to experience Montréal's unique and creative mindset.

Results

- 14,098,060 completed video views
- 79,876 visits generated by media placements

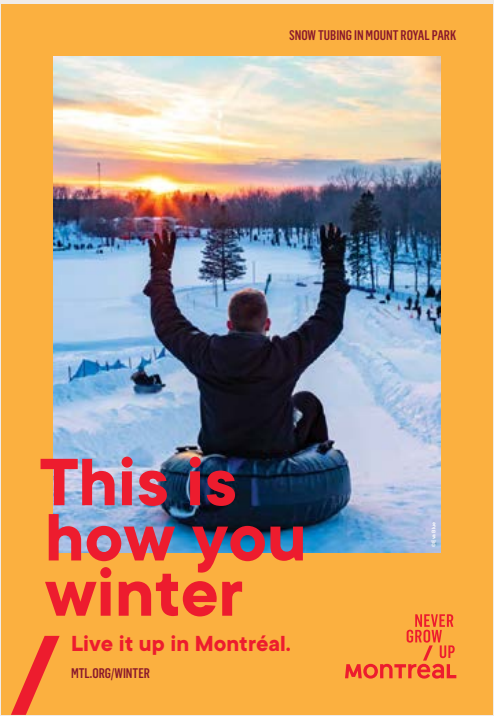
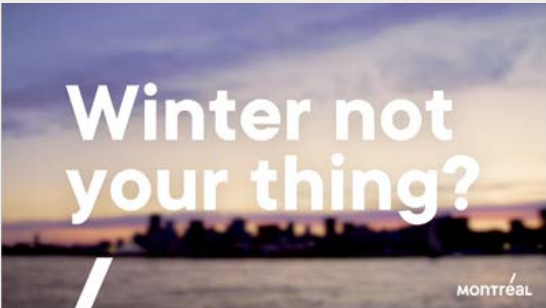


This is how
you winter

From mid-November to the end of December, we ran a campaign that positioned Montréal as a choice winter destination for residents of Toronto, New York, Chicago, Washington and Boston.

Results

- 9,366,667 completed video views
- 33,608 visits generated by media placements
- More than 53 million impressions



We've got balls /

In our push to position Montréal as a must-see destination for the LGBTQ+ community, we launched a campaign inspired by Claude Cormier's celebrated artwork "18 Shades of Gay" (18 nuances de gai).

Results

- 4,020,211 completed views of the 15-second videos
- 41,558 visits generated by media placements
- 22 million impressions

We've got balls



MTL.ORG/LGBTQ

Come share your pride.

MONTRÉAL



Inspírate sin límites /

In light of sustained growth in the Mexico market, we invited Mexicans to experience Montréal's unique ambiance and vibrant city life.

Results

- 18,040,000 video impressions on paid national TV channels
- 2,357,443 video views on YouTube

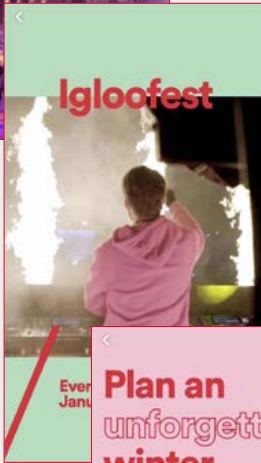
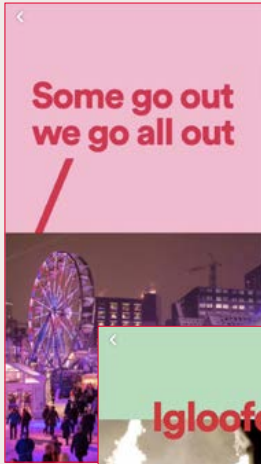


Consideration

Content campaign developed to promote Montréal's year-long entertainment offer. It showcased family outings, nightlife, culture, food and special deals for Thanksgiving, Valentine's Day and other holidays.

Results

- 5,660,044 completed views of the 15-second videos
- 161,125 visits generated



Partnerships

Alliance de l'industrie touristique du Québec

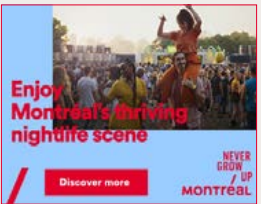
- Campaigns with the "Never Grow Up" theme to promote
 - summer tourism to the US and France markets
 - winter tourism to the Mexico market
- Campaign with the "Foodie Culture" theme to promote cuisine from Montréal and Québec to the US and France markets

Destination Canada

- Digital campaign targeting U.S. residents in Chicago, San Francisco, Philadelphia and Atlanta
- Sponsored articles and videos in *The New Yorker*, *National Geographic*, *Bon Appétit*, *The Washington Post*, *The New York Times* and *Keep Exploring* to target the US and Mexico markets

China

Partnership agreement between Economic Development Canada, Tourisme Montréal and three other regional tourism associations: Office de Tourisme de Québec, Tourisme Outaouais et Tourisme Laurentides. The goal is to promote the province's gateway cities by positioning them as vibrant destinations. This joint initiative collective project has helped put us on China's digital map and given us a presence on the popular Chinese travel app Mafengwo through the development of content, destination pages and ad banners.



Media relations

Two new international media records with mentions of the destination leading to more than \$21 million in media impact and \$48 million in reputational gain. Tourisme Montréal organized and hosted MEET UP, a major tour promoting the city in winter, in what was a first for Montréal. Attendees included approximately 50 tourism media representatives from Asia, Europe and the Americas. Collaborated with Québec Original.

- Met with 424 writers and journalists, processing more than 224 files and 25 influencer files
- Participated in numerous marketing activities: Trav Media NYC, GoMedia Canada, TMAC Conference, Bourse des médias, Travel Media Market
- Produced radio and TV programs set in Montréal (Radio Nova, NBC, PBS, etc.)
- Media coverage: # NHK (Japan), TV Nueve (Mexico), TV5 Monde and Version Fémina (France), NYTimes.com (United States), SWISS Universe (Switzerland), Washington Post (United States), Lufthansa Exclusive (Germany), Radio Nova (France), M Le Magazine du Monde (France), NBC (United States), Traveling Scope (China), China National Travel (China)
- TV5 Monde: Hosted 3 episodes of 300 Millions de critiques showcasing Francophone culture, particularly in Montréal
- Version Fémina: Women's magazine with an article on Montréal trends
- Elle à Table: featuring 10 women chefs from Montréal
- L'Express Réussir: featuring French nationals who work in Montreal and showcasing First Nations heritage

Travel professionals

Tourisme Montréal promotes Montréal to travel agencies and tour operators with the aim of increasing member revenue (room nights, stay durations, new products), improving the city's visibility and helping set it apart from the competition.

Achievements

- Launched the MTL Specialist Program, an online training initiative
- Provided two days of training on new tourism offers for Montréal travel agencies
- Promoted the destination at Rendez-Vous Canada (Toronto), IFTM Top Résa (Paris) and Bienvenue Québec
- 69 fam visits, which generated meetings with 309 tour organizers
- Participated in 21 trade shows and specialized events
- Produced 24 newsletters for tour operators in specific geographic market and area of interest

Cruises

Montréal Cruises has a three-fold mission: increase the frequency of cruises that stop over in Montréal, attract new cruise lines and convince cruise passengers to prolong their stay in the city.

Highlights

- 24 ships (-1 compared with 2018)
- 17 cruise lines (-1 compared with 2018)
- 76 international and domestic stopovers (-2 compared with 2018)
- 4 new ships: the Zaandam (Holland-America Line), the Riviera (Oceania Cruises), the Viking Sun (Viking Ocean Cruises) and the Ocean Dream (Maritime Holding Group)
- 500,000th passenger from Holland-America (August 2019)

Information technology

2019 was a busy year for our Information Technology and Digital Platforms Team. They introduced IDSS, a specialized destination management CRM. The first step involved migrating member management, particularly for invoicing purposes, and developing a new secure extranet for members called *Espace membres*.

We then set up a press services system. The new system makes it easier to manage accounts, contacts, and the commercial activities of journalists and travel professionals.

IDSS also makes it possible for Tourisme Montréal to centralize data management and update processes. The implementation process is ongoing, and our Sales and Convention Services accounts will be integrated into the system in 2020.

In addition to rolling out the new system, we also performed a complete audit of the organization's data sources. This initiative will give us better control over the outcome of our initiatives and let us use our user intelligence more effectively.

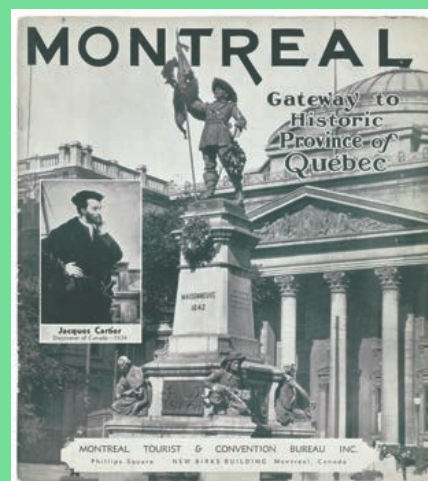
Finally, we also completed an end-to-end review of our digital channels so that we could gain a stronger understanding of their roles in the client journey and optimize each of our platforms.



Sales and Convention Services

Succeeding through teamwork

The Sales team coordinates different sectors to create business opportunities in the international and US conventions, meetings and incentive travel markets. Through these activities over the past 100 years, Tourisme Montréal has helped generate substantial revenue for our partners while actively supporting professional meeting planners. We find creative and inspiring ideas for maximizing event participation.



2019 was a very successful year for our Sales team. Several conventions were held as Tourisme Montréal celebrated its 100th anniversary, giving participants the chance to enjoy an outstanding experience in the city. The team also expanded its reach across several markets and confirmed more than 400,000 room nights for future years. Montréal's entire tourism ecosystem benefited from these successes.

Mylène Gagnon
Vice-président,
Sales, Meetings and Conventions



1919 / 2019

100 YEARS OF EXCITING EVENTS



1 © Otakuthon
2 © MILK Images
3 © Basketball Montreal



Success stories and highlights

Folk Alliance International: This annual event is the largest folk music industry gathering in the world. The organizers successfully attracted a record number of delegates to Montréal (2,910 participants from 47 countries). Fun fact: 82 rooms at the Fairmont The Queen Elizabeth were transformed into private show venues for the event.

Pokemon Go Safari Zone: Some 45,000 tickets were sold, with more than 75% of participants coming from outside Québec. The event was a great example of cooperation between Tourisme Montréal and key partners (Parc Jean-Drapeau, STM, Air Canada, Association des restaurateurs de rue du Québec, Internet suppliers, etc.).

MPI The Event: Montréal hosted this high-visibility convention in April 2019. Approximately 85 meeting planners and convention organizers participated. The event was an excellent opportunity to show off our destination to potential clients.

FIBA 3X3 World Tour: 3X3 basketball will make its Olympic début at the upcoming Tokyo Summer Games. As an urban team sport, it fits in nicely with the City of Montréal's plans, which include spaces that promote an active lifestyle. Presented by FIBA, 3X3 basketball includes a significant cultural component.

Main conventions and events confirmed in 2019

- International Parkinson and Movement Disorder Society
- Ecological Society of America
- American Association of Clinical Endocrinologists
- Electrochemical Society
- Society of American Gastrointestinal and Endoscopic Surgeons
- NHL Draft
- Canadian Psychological Association
- Canadian Tire Dealers Association
- PCMA Education Conference

Achievements

Tourisme Montréal's Sales and Business Market team surpassed its targets by confirming 412,115 room nights for 2019 and subsequent years.

- 131,168 room nights for the Canadian market
- 39,676 room nights for the international market
- 187,458 room nights for the U.S. market
- 53,813 room nights for the sports market

Activities

Tourisme Montréal organizes special activities to promote the city at major events for meeting planners happening in Canada and around the world. Through these activities, representatives from Montréal's tourism industry have the opportunity to forge relationships with potential clients in a creative and friendly setting that is representative of Montréal's spirit.

International market

- Frankfurt: IMEX, the Worldwide Exhibition for Incentive Travel, Meetings and Events: Soirée à la Montréal (corporate, associations, incentive)
- Mexico: IBTM Latin America
- Paris: Montréal Association Networking Forum
- Houston: ICCA International Congress and Convention Association

- Barcelona: IBTM, Global Meetings & Events Exhibition: Soirée à la Montréal (U.S. associations and European incentive)
- Europe Mission – Geneva and Paris

U.S. market

- Pittsburgh: Professional Convention Management Association (PCMA): Wellness à la Montréal event (associations)
- Pittsburgh: Professional Convention Management Association (PCMA): Breakfast in Bed à la Montréal (associations)
- Toronto: Meeting Professionals International – World Education Congress (MPI-WEC): Breakfast in Bed à la Montréal, with room service
- Columbus: American Society of Association Executives (ASAE): Wellness à la Montréal event (associations)
- Columbus: Professional Convention Management Association (PCMA): Breakfast in Bed à la Montréal (associations)
- Las Vegas: IMEX America: Breakfast in Bed à la Montréal (corporate and associations)
- Las Vegas: IMEX America, client events, Soirée à la Montréal
- Washington DC: client events (Montreal Canadiens hockey game and football game)
- Chicago: Wellness à la Montréal event
- Denver: client events (basketball game)

Canadian market

- Toronto: Rogers Cup event (corporate and associations)
- Ottawa: event (Mumford & Sons concert)
- Vancouver: event (Michael Bubl  concert)
- Toronto: event (Michelle Obama)

Convention Services

Composed of experts on Montréal as a travel destination, the Convention Services team plays a key role in planning, promoting and hosting meetings. The team is both results-driven and customer-focused as it works tirelessly to ensure that meeting planners will want to return to Montréal.

In 2019, we welcomed nearly 450 conventions, meetings and sports events.

Major event organizers gave Tourisme Montréal a satisfaction rating of 9.8 out of 10. These outstanding results are a testament to the quality of our work.

Achievements

- Organized 44 scouting visits for confirmed groups (Convention Services) and 122 visits for potential groups (Sales Market)
- Participated in 15 promotional trips for convention organizers who chose Montréal
- Issued more than 2,000 recommendations for products and services provided by Tourisme Montréal members
- Participated in four local committees that helped organize major conventions
- Created 15 custom microsites for convention delegates

Fam tours

The Convention Services team welcomed 87 potential clients with seven fam tours. On average, clients gave the experience a 9.7/10 rating.

Events outside Montréal (Business campaign)

Clients gave us an overall score of 9.7/10 for organizing various activities. In addition, 99% said they would consider Montréal for an upcoming event.

Social responsibility

Surplus food from the fam tours was donated to La Tablée des Chefs.



Conventions and events held in Montréal

Organization	Convention – Event
Folk Alliance International	2019 International Folk Alliance Conference
Meeting Professionals International (MPI)	The Event 2019
American Association of Endodontists	AAE 2019 Annual Session
Inspired Minds	World Summit AI Americas 2019
Diving	2019 FINA Diving World Series
Canadian Institute of Mining, Metallurgy and Petroleum	CIM Convention and Trade Fair – Montréal 2019
International Society for Autism Research	2019 Annual Conference
Baking Association of Canada	2019 Bakery Showcase
International Society for Magnetic Resonance in Medicine	2019 ISMRM 27th Scientific Meeting & Exhibition
IEEE – Robotics and Automation Society	2019 IEEE Robotics and Automation Conference
IEEE – Computer Society	2019 ICSE Conference
International Fertilizer Industry Association	IFA Annual Conference 2019
International Public Policy Association	International Conference on Public Policy – ICPP4
Triathlon	2019 ITU World Triathlon Series
Judo	2019 Judo Grand Prix & Coupe Canada
International Union of Geodesy & Geophysics	IUGG General Assembly 2019
Internet Engineering Task Force	2019 IETF105 : North America
Cognitive Science Society	41st Annual Meeting
Athlétisme	2019 Canadian Track and Field Championships (U20)
Otakuthon	Otakuthon 2019 – Anime Festival
World Molecular Imaging Society	2019 World Molecular Imaging Congress
Basketball	2019 FIBA 3X3 World Tour
APIMONIDIA – International Federation of Beekeepers’ Associations	46th Apimondia International Apicultural Congress 2019
Niantic, Inc.	Pokemon Go Safari Zone
Canadian Cardiovascular Society	CCC 2019
Internet Corporation for Assigned Names and Numbers	ICANN66
Psychonomic Society	2019 Annual Conference
Boxing	2019 Canadian Boxing Qualification and Boxing Canada’s AGM



Human Resources

Honouring our employees

Tourisme Montréal's 100th anniversary celebrations required a major effort from all of us. But the festivities also included activities to thank our employees for their dedication and hard work.

In order to develop objectives for the celebrations, we formed a committee with representatives from Tourisme Montréal's various teams. The committee was also tasked with selecting, organizing and holding activities related to the centennial.



- In February, we held a 24-hour employee retreat and team-building activity at Château Vaudreuil.
- In June, we had a community involvement day and gave employees the opportunity to help newcomers discover Montréal.



1919 / 2019

100 YEARS OF ATTRACTING AND CELEBRATING TOP TALENT

- On the eve of our anniversary, Cirque Éloize greeted employees at our office's elevator doors, which were decked out in Tourisme Montréal colours for the occasion. The president and CEO came out with the senior management team to welcome employees and serve them breakfast.
- In November, staff members and their families enjoyed an afternoon of skating at the Bell Centre with Youppi the mascot.



- 1 © Eva Blue
- 2 © Eva Blue
- 3 © MILK Images

Overview of Tourisme Montréal Employees

At December 31, 2019

- 110 employees: 94 permanent and 16 temporary (97 employees in 2018)
- Average age: 43 years (42 years in 2018)
- M/F distribution: 85% women
- Average seniority: 6 years
- Turnover rate (voluntary departures): 9.71% (10% in 2018)

Employee satisfaction survey

A record proportion of employees—98%—completed our employee satisfaction survey, confirming their appreciation for the organization. We've worked hard over the past two years to improve our management skills and it has paid off with a 9% improvement. Our communications score went up 6%. The HR management team and the Employee Engagement Committee established an action plan with various thematic initiatives to improve our internal communications and processes:

- **Interdepartmental knowledge sharing:** employees get two days for volunteer activities, lunch-and-learn, impromptu meetings, taking and sharing minutes of management committee meetings, general calendar of annual activities, team leader invited to management committee meetings.
- **Recognition:** recognition program, referral program, thank-you cards
- **Employee onboarding:** three-week welcome schedule, assigned buddies, structured follow-up every 3 months during the first year
- **Workspace:** reconfigured the kitchen and workspaces by moving groups, installed a sound-proof room for meetings
- **Knowledge of the “Montréal product”:** MTL Specialist and Membership 360 training mandatory for all employees

Professional development and training

Tourisme Montréal invests more than 1% of its direct payroll expenses in employee skill development and professional training. We offered more than 1,500 hours of professional development activities in 2019, in accordance with the *Act respecting skill development*. We also clarified our training accessibility criteria and HR management started the planning phase of shifting to a personal development approach.

A larger and more diverse team

Tourisme Montréal owes its leadership and success to its knowledgeable and diverse team of ambassadors. One of the top priorities for the Human Resources Department is to recruit talented individuals who are representative of the city's population.

The Tourisme Montréal team is continually expanding, as we add permanent employees and call in seasonal and contractual workers. We sometimes create new positions to strengthen and develop the expertise of our teams, and in 2019 eight new positions were added to support our growth strategy and digital shift.

Management team

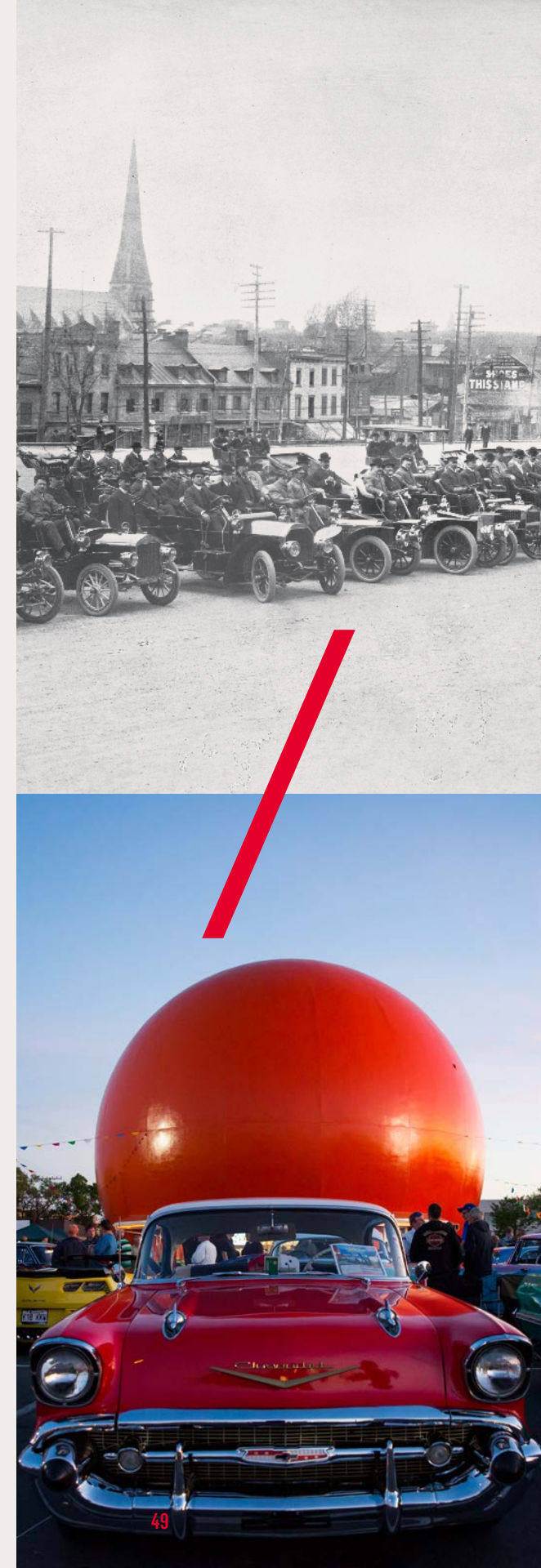
In January, Emmanuelle Legault returned to Tourisme Montréal as Vice-President, Communications, Marketing and Strategy. Ms. Legault has in-depth expertise in tourism marketing, having spent 10 years at Tourisme Montréal before spending three years as Vice-President International Affairs at Destination Canada.

In May, Manuela Goya joined our team as Vice-President, Destination Development and Public Affairs. Ms. Goya's past experiences include acting as the Secretary General of the Montréal Steering Committee, senior advisor for the Ministry of Finance and Montréal-area projects. She has also shared her communications and business development expertise with the Ministry of Economic Development, Radio-Canada and the Board of Trade of Metropolitan Montréal.

In June, we welcomed Luc Landry as Communications and Content Director. In the past, he has worked for major Quebec corporations including Rona, Québecor and Cirque du Soleil, gaining a strong reputation for his communications and digital marketing skills.

In September, Maryse Landry joined Tourisme Montréal as our new Human Resources manager. Ms. Landry previously worked for well-known cultural and entertainment companies including Groupe CH (Canadiens de Montréal and Evenko) and the Spectra team, where she was Vice-President, Human Resources.

We now have a solid and experienced senior management team with more women than men.



Finance and Administration

Investing in success

The Finance Department lays the groundwork for excellence and helps Tourisme Montréal shine.

100 years after its creation, our organization stands on solid financial ground and is able to play an essential role in Montréal's tourism industry.

During the fiscal year, Tourisme Montréal significantly increased its advertising and promotional investments, as well as its event support. By maintaining strict administrative controls, Tourisme Montréal was once again able to reduce its payroll to total expenditures ratio.



1919 / 2019
100 YEARS OF INSIGHT



1 © Bibliothèque et Archives nationales du Québec
2 © Bibliothèque et Archives nationales du Québec, Fonds Office des congrès et du tourisme du Grand Montréal, P405
3 © Observatoire Place Ville Marie



Achievements

- Retained an appropriate number of members
- Developed a risk management plan
- Optimized interest on liquidity

Governance Committee

- Assessed the operations of the Board of Directors
- Approved new job postings for board members elected by the general assembly
- Reviewed applications for director positions
- Made recommendations on the directors to be appointed by the Board and ratified by the General Assembly
- Reviewed the board members to be nominated by the board and ratified by the general assembly
- Implemented a board member self-assessment process

Audit Committee

- Tracked budgets and quarterly results
- Issued recommendations to the board concerning the approval of the 2018 financial statements and the 2019 annual budget
- Issued a recommendation to the auditor's Board of Directors to address the General Assembly
- Issued a recommendation to the Board to devote funds in case of a major disruptive event
- Reviewed the organization's banking facilities
- Issued a recommendation to the board to amend the Travel Policy

Key financial data

Summary statement of operations, years ended December 31

	2019 \$ millions	2018 \$ millions	Diff \$ millions
Revenue			
Accommodation tax	40.0	37.5	2.5
Public funding	4.2	4.3	(0.1)
Private funding	7.5	7.1	0.4
Contribution from the AITQ (note 1)	6.0	5.6	0.4
Total revenue	57.7	54.5	3.2
Expenses			
Marketing and advertising	38.6	33.0	5.6
Contributions to events	10.5	9.5	1.0
General management, administration and IT	2.5	2.1	0.4
Contribution to the AITQ (note 2)	6.0	5.6	0.4
Total expenses	57.6	50.2	7.4
Percentage of expenses dedicated to payroll	16.9 %	17.7 %	- 0.8 %
Excess of revenue over expenses	0.1	4.3	(4.2)

Notes:

1. During the year, Tourisme Montréal received a contribution corresponding to 15% of its accommodation tax from the Alliance de l'industrie touristique du Québec (AITQ) to promote the destination to markets outside Québec
2. Under its agreement with the Ministry of Tourism, Tourisme Montréal contributes an amount equivalent to 15% of the AITQ accommodation tax to promote the destination to markets outside Québec.

Tourisme Montréal revenue in 2019		Breakdown of expenditures in 2019 per major expense category	
Accommodation tax	69%	Marketing and advertising	67%
Public funding	7%	Contributions to events	18%
Contribution from the AITQ	10%	General management, administration and IT	4%
Private funding	13%	Contribution to the AITQ	10%

Sales, marketing and advertising initiatives, as well as contributions to events, still constitute our major investments to maximize potential economic returns for Tourisme Montréal members and the entire tourism industry.

Tourisme Montréal's detailed financial results are available on [mtl.org](https://www.mtl.org).

Tourisme Montréal's Board of Directors

As of December 31, 2019

Tourisme Montréal's Board of Directors

Myriam Achard
Director, Public Relations
and Communications
Phi Centre

Marie-Eve Brunet
General Manager, Fédération
québécoise des organismes
communautaires famille

Lucie Chabot, CPA, CA
Corporate Director

Bertil Fabre
General Manager,
Le Centre Sheraton
Montréal Hotel

Claude Gilbert
President
Gilbert Stratégies

Yves Lalumière
President and CEO
Tourisme Montréal

Nathalie Maillé
General Manager
Conseil des Arts de Montréal

Johanne Marcotte
Vice President, Operations,
Retail, Ivanhoé Cambridge

Robert Mercure
President and CEO
Société du Palais des
congrès de Montréal

Marie-Josée Neveu
Partner,
Fasken

Andy Nulman
Corporate Director

Eve Paré
President and CEO
Hotel Association
of Greater Montréal

Jean-François Pouliot
General Manager
Hôtel Omni Mont-Royal

Robert Trudeau
Senior Director
Global Corporate Sales and
Quebec Market, Air Canada

Philippe Sureau
Cofounder of Transat and
Corporate Director

Special Committees

Audit Committee
Claude Gilbert (Chair)
Lucie Chabot
Jean-François Pouliot
Philippe Sureau

**Governance and
Ethics Committee**
Marie-Josée Neveu (Chair)
Eve Paré
Marie-Eve Brunet
Lucie Chabot
Philippe Sureau

Human Resources Committee
Johanne Marcotte (Chair)
Myriam Achard
Bertil Fabre
Philippe Sureau

Events and Products Committee
Eve Paré (Chair)
Adina Georgescu
Manuela Goya
François Lacoursière
Marie-Claude Leroux
Andy Nulman

Conventions Committee
Jean-François Pouliot (Chair)
Mylène Gagnon
Robert Mercure
Raymond Saint-Pierre
Eve Paré
Bernard Chênevert
Charles Rye
Diane Labbé
Eric Hamel
Filomena Picciano

Board member participation in board meetings and committees

This table shows each board member's
attendance record for board and designated
committee meetings.

Board member	CA	Gover- nance	Audit	Human Resources
Achard, Myriam	3/6			3/3
Brunet, Marie-Eve	4/6	4/5		
Chabot, Lucie	3/3	1/1	3/3	
Fabre, Bertil	6/6			3/3
Gilbert, Claude	3/6		5/5	
Lalumière, Yves	6/6			
Maillé, Nathalie	3/3			
Mercure, Robert	5/6			
Marcotte, Johanne	4/6		2/2	1/2
Neveu, Marie-Josée	4/6	5/5		
Nulman, Andy	5/6			
Paré, Eve	5/6	3/4		
Pouliot, Jean-François	6/6		5/5	
Trudeau, Robert	3/3			
Sureau, Philippe	6/6	5/5	5/5	3/3
Fequière, Madeleine	2/3		1/2	
Rhéault, David	3/3	2/4		



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