Montréal ranks at the top in 2015

**Best Winter Destination**
Montréal and the MONTREAL EN LUMIÈRE festival included in National Geographic's Best Winter Trips

**Second Best City in the World to Live In**
Montréal is the world's second best city to live in, according to the prestigious British magazine The Economist

**Top 5 Cities for Quality of Life**
Montréal is one of North America's top five cities for quality of life, according to a Mercer survey

**Most Popular Art Gallery**
For the second year running, the Montreal Museum of Fine Arts is Canada's most popular art gallery, according to the annual ranking published in British monthly The Art Newspaper

**10 Most Promising Cities in the Americas**
Montréal is one of the 10 most promising cities in the Americas, according to the "Cities of the Future" study conducted by British newspaper The Financial Times

**1st Among 20 Formula 1 Circuits**
The Circuit Gilles Villeneuve at Montréal's Formula 1 Grand Prix ranks first among the 20 F1 circuits assessed by The Telegraph

**Top 10 Tourist Destinations**
Montréal included in the world's top 10 business destinations listed by American Express Global Business Travel

**1st in the Americas**
For the fourth consecutive year, Montréal beat out New York, Washington and Buenos Aires to be named the top destination for international conferences in the Americas, according to the 2014 International Meetings Statistics Report

**10 Best Student Cities**
Montréal considered one of the 10 best cities in the world to be a student, according to the QS Best Student Cities Index

**10 Most Successful Music Festivals on the Planet**
Osheaga is one of the 10 most successful music festivals on the planet, according to Forbes

**1st Among the 12 Most “European” Cities**
Montreal ranks first among the 12 most “European” cities in North America, according to luxury travel firm DuVine Cycling & Adventure Co.
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Montréal’s tourism performance for 2015 was nothing short of exceptional. As you will see in the pages of this report, several indicators point to a strong upswing in 2015. These record numbers prove the extent to which Tourisme Montréal plays an essential role in shaping the city’s economy.

Our organization has skillfully adapted to different economic and market contexts, allowing us to generate economic benefits for the region. Tourisme Montréal acts as a unifying agent representing the various commercial needs of the tourism ecosystem in our city and province. We intend to continue structuring Montréal’s offer and positioning the destination on international markets.

Tourisme Montréal also played a major role in creating and defining the new Alliance de l’industrie touristique du Québec in 2015. This allowed us to strengthen ties with our partners in the hotel industry and government sector. We will continue collaborating with them to identify tourism trends, in addition to working jointly with Québec’s regional tourism boards and Destination Canada to make Montréal the main gateway to Québec.

In 2015, the board advanced its work to implement rigorous governance practices throughout the organization. I would like to acknowledge the excellent work put in by our board members, who have contributed to Tourisme Montréal’s leadership by actively participating in brainstorming sessions on a number of tourism issues.

Some of the challenges that Montréal faces as a destination are of particular interest to me. One pressing issue that needs immediate attention is the expansion of the Palais des congrès de Montréal. Its limited size is resulting in too many lost business opportunities. Further, I consider cultural and event-driven tourism very important to our city. The provincial and federal governments need to step up their efforts to support this sector, considering how important it is to the tourism market. I assure you that Tourisme Montréal will continue to make cultural tourism a priority.

On behalf of all the members of Tourisme Montréal’s board of directors, I would like to congratulate the organization’s president and chief executive officer, Yves Lalumière, as well as the management team and employees for their outstanding work. Their efforts, expertise and dedication helped make 2015 such an exceptional year. We also wish to thank our members and partners for their ongoing and renewed support.

With Montréal’s 375th anniversary fast approaching, we are better positioned than ever to make Montréal a major international destination.

Raymond Bachand
Chairman of the Board
Tourisme Montréal

Tourisme Montréal confirms its leadership

First, I would like to talk about the exceptional year in tourism that Montréal enjoyed in 2015. The city welcomed 9.6 million tourists, bringing in a total of $2.9 billion for the local tourism industry. The destination’s economic indicators broke 30-year records with a 3.2% increase in tourist volumes over 2014. We’re on track to exceed 10 million tourists in 2017, with tourist volumes expected to jump by nearly 6% from 2016 to 2017.

I also think it’s important to mention our progress on the 5/5/5 strategic plan. This plan aims to position tourism as an essential factor for revitalizing and further developing Montréal’s economy. In 2014, we embarked on a cultural shift to strengthen the commercial and economic aspects of our approach. We also began focusing on specific priorities for key segments. We adopted this new vision to improve Tourisme Montréal’s financial performance and grow tourism numbers, and as a result we now have a budget surplus that will allow us to be prepared for unforeseeable events and invest in strategic initiatives. At Tourisme Montréal, we are well on our way to becoming a very efficient, results-oriented tourism bureau and one step closer to our goal of positioning Montréal among the world’s top urban destinations.

Target: 5 million room nights in 2017

In the area of business travel, I’m pleased to report that the city hosted more than 165,000 delegates in 2015, allowing us to surpass our goal of 300,000 confirmed room nights. Tourisme Montréal’s team of experts isn’t letting up on their sales efforts for the coming years. We’ll continue working jointly with the Palais des congrès de Montréal, one of our main partners, on prospecting for the various segments of the business market.

Improving the gateways to Montréal

Strategically, it’s important to invest in improvements to the most popular gateways to Montréal. Tourisme Montréal is proud to actively support our airline partners to make our destination more easily accessible and allow it to become the main entrance to the province. Adding direct flights to Montréal is an essential initiative for attracting tourists from our priority markets, such as Asia and Europe. Other major undertakings to enhance Montréal’s hospitality at entry points include renovating the cruise terminal and increasing its capacity, as well as building a new international jetty at the airport.

Tourisme Montréal is also a key player in organizing Montréal’s 375th anniversary celebrations. We’re helping with the selection of promising projects and playing a decision-making role in matters concerning the upgrade and development of the city’s infrastructures. We’re working hard to ensure that 2017 is a memorable year for everyone.

Finally, to my great satisfaction, the tourism industry is growing and is expected to continue expanding in Québec and throughout Canada. This is thanks in part to the concerted efforts of Tourisme Montréal’s staff. Day in and day out, they invest themselves in promoting our destination. The team is motivated, efficient and results-driven—and they are proud ambassadors of Montréal, the city they love.

Yves Lalumière
President and Chief Executive Officer
Tourisme Montréal
OUR ADMINISTRATORS

Tourism Montréal Board of Directors

Stéphanie Alliard-Gomez
Vice President, International Organizations
MONTRÉAL INTERNATIONAL

Raymond Bachand
Strategic Advisor
NORTON ROSE FULBRIGHT CANADA

Christiane Beaulieu
Vice President, Public Affairs and Communications
AÉROPORTS DE MONTRÉAL

Bernard Chênevert
General Manager
INTERCONTINENTAL MONTRÉAL

Jacques-André Dupont
President and CEO
L'ÉQUIPE SPECTRA

Chantal Fontaine
President
RESTAURANT ACCORDS

Claude Gilbert
President
GILBERT STRATÉGIES INC.

Dominique Lapointe
Co-founder
B2DIX

Eve Paré
President and CEO
ASSOCIATION DES ÉDITEURS DU GRAND MONTRÉAL

Claude Poisson
President of Operations
SOCIÉTÉ DES CASINOS DU QUÉBEC

David Rheault
Director, Government Affairs and Community Relations – Québec/Atlantic
AIR CANADA

Board of Directors Sub-Committee Members

These committees met 13 times in 2015 to execute their mandates.

Audit Committee
JD Miller (Chairperson)
Dominique Lapointe
Claude Poisson

Governance and Ethics Committee
Eve Paré (Chairperson)
Stéphanie Alliard-Gomez
David Rheault

Human Resources Committee
Bernard Chênevert
Jacques-André Dupont

Events and Convention Services Committee
Christiane Beaulieu
Chantal Fontaine
Manuela Goya

Dominique Lapointe
Raymond Larivée
Eve Paré
Danielle Sauvage
Raymond St-Pierre
2015 TOURISM PERFORMANCE AND ECONOMIC IMPACT

Record year for tourism

Record increases in several key performance indicators
In 2015, we saw a major spike in our key tourism performance indicators, particularly in the second and fourth quarters. This sustained growth can be attributed to several factors, including a varied events schedule, excellent attraction programming, significant efforts to attract conferences and favourable economic conditions. The 2015 year marked an accelerated return of tourists from the United States and Ontario.

9.6 MILLION
Of a total of 28.6 million visitors\(^1\) in 2015, Montréal welcomed 9.6 million tourists, which is 3.2% more than in 2014\(^2\).

+4.5%
Tourist spending is estimated at $2.9 billion for the year, representing a 4.5% increase over 2014\(^1\).

73.7%
Occupancy rates in hotels on the island of Montréal were up by 2.1% in 2015, reaching 73.7%.

+5.4%
The average room rate in the area was $159.34 per night, up by 5.4% over the previous year.

351,160
Sales efforts resulted in 351,160 room nights in commercial accommodations for the conference, business meeting and sporting events markets. These reservations are for upcoming years. This is a 31.3% increase over reservations made in 2014.

+9.9%
From January to December, the number of American tourists entering at the Québec border jumped by 9.9%.

+8.5%
The tourist information office processed 100,329 information requests in 2015. This was 8.5% more than in 2014.

+13.4%
Traffic on Tourisme Montréal’s main websites increased by 13.4% for a total of 5,233,614 visits throughout the year.

+30%
The cruise market showed terrific results with 72 ships—with 90,935 passengers and crew members—stopping in Montréal. This is a 30% improvement over the 2014 season.

+4.6%
From January to December, 15.5 million passengers arrived and departed from Montréal-Trudeau Airport, for a rise of 4.6%

TOURISM IN MONTRÉAL: A GROWING INDUSTRY

Impact of tourist spending in Montréal throughout the province in Québec in 2015 (direct and indirect impact)\(^3\)

38,600
JOBS

1,480,000,000
WAGES ($)

\(^1\) The 2015 figures were estimated by Tourisme Montréal based on data released by the Conference Board of Canada.

\(^2\) Definitions: Tourists: Persons who travel outside their hometown for one or more nights but for a period of less than one year and who make use of commercial or private accommodations. Same-day visitors: Persons who travel at least 40 km outside their hometown and return on the same day. Visitors: Term that applies to both tourists and same-day visitors.

\(^3\) Results from the Tourism Economic Assessment Model (TEAM) at the Conference Board of Canada.
Montréal welcomed 9.6 million tourists, surpassing all previous records. I applaud Tourisme Montréal for their excellent work in making our cultural city an international-calibre tourist destination. Let’s now focus on preparing for 2017, which is sure to be a memorable year for us all!

– Denis Coderre, Mayor of Montréal

Tourisme Montréal recognizes the importance of religious tourism and the key role that Saint-Joseph’s Oratory plays in its development. We work closely with them to promote and highlight Montréal’s outstanding religious heritage. Today, the Oratory is preparing for the future and our new facilities will offer a distinctive tourist product. Together, we’re rising to the challenge!

– Father Claude Grou, C.S.C., Rector of the Saint-Joseph’s Oratory

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Tourisme Montréal’s mandate:

Promote Montréal to tourist clienteles

Tourisme Montréal is a private, not-for-profit organization and one of the city’s major economic players. With more than 800 members and partners from the local tourism industry, our goal is to promote Montréal as a tourist destination of choice for clienteles located outside the city, province and country.

Our focus areas

Promoting the destination

Tourisme Montréal supports its members and partners by recommending and excuting various prospecting and promotional initiatives internationally. The goal is to attract conferences and meetings to Montréal, in addition to convincing leisure and business travellers to stop and stay in the city.

Maximizing economic spin-offs

Tourisme Montréal creates business opportunities for its members and partners with a view to maximizing economic spin-offs and tourism benefits for the whole region.

Tourist welcome

Tourisme Montréal must ensure that all visitors are offered outstanding hospitality. This responsibility involves managing a tourist information office, raising awareness in the tourism industry about the importance of providing a quality welcome, and leading various initiatives to develop services as needed throughout Montréal.

Product development

We provide guidance for the development of Montréal’s tourism product, based on continually changing market conditions. We also produce development strategies aimed at enhancing Montréal’s appeal during all four seasons to ultimately reinforce and strengthen the destination’s unique personality.

Tourisme Montréal’s members: the heart of our tourism ecosystem

“Thanks to the Montréal Connects campaign developed by Tourisme Montréal, the general public was introduced to the various activities offered as part of Montréal Digital Spring. By promoting it heavily across all of Tourisme Montréal’s platforms, they informed a lot of people about the strength of digital events happening in the city. Tourisme Montréal gave Montréal Digital Spring superb exposure and helped make it a success.”

– Mehdi Benboubakeur, Manager, Montréal Digital Spring

“Tourisme Montréal has proven to be a strategic partner in our marketing ecosystem. The Olympic park relies on the organization to promote our attractions and activities to foreign markets.”

– Alain Larochelle, Marketing Director, Olympic Park

“McCord Museum is very happy with the support we received from Tourisme Montréal. Their expertise helped us promote our exhibitions to Montréalers as well as tourists and out-of-town patrons. Tourisme Montréal put McCord Museum in the spotlight and positioned us as a not-to-be-missed family and cultural destination for anyone visiting the city.”

– Suzanne Sauvage, President and CEO, McCord Museum

“By posting circus arts at the heart of a campaign targeting the French market, Tourisme Montréal provided excellent exposure for MONTREAL COMPLÈTEMENT CIRQUE, in addition to enhancing Montréal’s reputation as the world capital for circus arts.”

– Nadine Marchand, Director, MONTREAL COMPLÈTEMENT CIRQUE

“Working with Tourisme Montréal on the virtual reality project for Igloofest was a tremendous pleasure. As a jewel in our portfolio, this project allows us to share an immersive experience on social media.”

– Micah Desforges, President, Tribu Expérientiel

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Tourisme Montréal always a leader

Tourisme Montréal also ensured its role as a leader by bringing together its partners and members through mutually beneficial and innovative projects. These include the MTL Passeport and MTL Passeport Culture programs, which aim to connect Montréal attractions with target markets, along with the popular MTL à TABLE initiative, which was another resounding success in 2015.

Lastly, this year will also culminate with the passing of the VP torch. After 10 years of service to this vibrant and innovative organization, I will be handing over the reins of this passionate team to Danièle Perron. I'm confident that the team will support her through the challenges that lay ahead. I wish her the very best!

AWARDS AND DISTINCTIONS

2015 PRIX MÉDIA AWARD

The online series, Montréal Boy; Some Strings Attached was filmed as part of a campaign intended for the American LGBT audience in 2014, and took home the Grand prix Plateformes video award.

2015 PRIX BOOMERANG AWARD

Four Tourisme Montréal ad campaigns (MTL Connects in Toronto, the promo Fill-a-Train to Montréal, the publicity stunt MTL Ignites in Paris and the MTL Ignites campaign in New York) were recognized at the 2015 Prix Boomerang, an awards ceremony that celebrates excellence in the interactive communications and new technologies industry.

MARKETING, COMMUNICATIONS AND INFORMATION TECHNOLOGY

“A touriste Montréal has boldly positioned Montréal’s fresh new identity as a modern and vibrant city.”

Emmanuelle Legault Outgoing Vice President

Danièle Perron Vice President, Marketing

A Wave of Change at Tourisme Montréal

2015 has been a year marked by success and change for the Marketing, Communications and Information Technology team. This brought about progress, allowing us to surpass all of our goals, not only in terms of traffic across all digital platforms, but in terms of hotel operator site conversions and media spin-offs. This year, we were also able to strengthen our relationship with members and our commitment to our privileged partners, whose contributions remain essential to our organization’s existence and success.

Montréal had a record season in terms of tourist traffic, which is inextricably linked to this concerted effort to promote the city as a tourist destination and take action at several levels.

The year got off to a great start when Tourisme Montréal unveiled its new brand, boldly positioning Montréal’s fresh new identity as a modern and vibrant city that exudes fun and is known for its eclectic personality.

2015 also marked the beginning of collaborations with two new partner agencies: lg2, our new branding agency, and Cossette, our digital-strategy agency.

At the beginning of the year, Tourisme Montréal launched the first in its series of “highlight moments” campaigns, created by lg2. These were very successful on our traditional markets, including Ontario and the United States, but also on the French market.

Several major projects were also undertaken, including the standardization of platforms, redirecting content production and management to internal resources, and extensive brainstorming on our digital strategy, including a full makeover of our ecosystem. Since travellers are always looking for authentic experiences, Tourisme Montréal wants to have a digital ecosystem that allows us to share experiences that help tourists plan their trip from the initial decision through to their return home—and everything in between—with a marketing approach that is distinctive, personalized and immersive. In addition, the new ecosystem will also be an excellent way to showcase our members and partners.

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MONTRÉAL CONNECTS CAMPAIGN

Springtime is electric in Montréal, with more than 150 events highlighting the city’s digital creativity. In May, Tourisme Montréal took advantage of the spring’s full line-up of cultural and artistic activities to launch a digital-inspired ad campaign to promote flagship events including Chromatic, MUTEK and the FTA (Festival TransAmériques). This campaign was intended for generation-Y audiences in Toronto and along the Toronto-Montréal rail corridor.

STRATEGIES
/ Previewed a marketing video on YouTube
/ Broadcasted online banners on the Google Display Network
/ Sponsored publications on social media

Achievements
/ 49.4% increase in Toronto-based traffic on Internet platforms during May 2015 vs. May 2014
/ 309,000 entries on social media
/ 60,000 views for our YouTube video
/ Organic website traffic from Toronto up 40.2% (and +35% for Ottawa) during May 2015 vs. May 2014

MONTRÉAL IGNITES CAMPAIGN

The goal of this campaign was to establish Montréal as a first-rate winter destination for the Ontario market by creating a winter package, and highlighting key winter events.

STRATEGIES
/ Previewed a marketing video on YouTube
/ Broadcasted online banners on the Google Display Network
/ Produced viral Fill-a-Train to Montréal contest in collaboration with VIA Rail, MONTRÉAL EN LUMIÈRE and the Fairmont The Queen Elizabeth. Participants were invited to create a virtual 48-seat wagon for them and their friends to hitch a ride to the Nuit Blanche
/ Sponsored publications on social media
/ Created packages including VIA Rail transport, stays at participating hotels, and prizes at Igloofest, MONTRÉAL EN LUMIÈRE and Nuit Blanche

Achievements
/ 131,000 visits to Tourisme Montréal platforms
/ 23,275 entries on social media
/ 108,000 views for our YouTube video
/ 6,348 email addresses added to our database
/ 30,000 entries in the “Fill-a-train to Montréal” contest
MONTRÉAL IGNITES IN NEW YORK CAMPAIGN

This second Montréal Ignites campaign focused on summer in Montréal – a season filled with festivals and all sorts of cultural activities. It encouraged generation-Y New Yorkers to Kiss Your Plans Goodbye and to take advantage of a variety of Montréal-based touristic activities during a summer weekend. For this campaign, Montréal was positioned as a young, fun, accessible, safe, festive, vibrant, and sensual city brimming with youthful energy, nightlife, and good food and culture.

STRATEGIES

/ Broadcasted an interactive video on YouTube, in which browsers were able to decide how events unfolded
/ This interactive video is also being promoted on Xbox, as part of the “Montréal” experience, along with contests, “opt-ins”, an event calendar and even “Montréal” gear for players’ avatars
/ Produced five short videos for a Facebook campaign
/ The internet component consisted in enhanced banners, displaying some 20 photos of events, activities and iconic Montréal moments
/ A Tinder-inspired mobile contest was also launched, in which participants designed their prize by “liking” or “passing” on events, activities and hotels
/ The campaign contained links to a destination page that highlighted the limited-time Montréal Ignites package

Achievements

/ Among groups exposed to the campaign, 25-34 year olds were the most likely to want to visit Montréal (+7.6 %)
/ The 10-second videos on Facebook generated 1.2 million views lasting more than three seconds, for an overall cost per view of only $0.02
/ We had almost 94,000 visits to our destination page
/ A 240% increase in traffic on the site relative to the same period in 2014
/ 1,259 email addresses added to our databases

MONTRÉAL IGNITES IN PARIS CAMPAIGN

The Montréal Ignites in Paris campaign provided Montréal with an unexpected spotlight in the City of Lights, where several artists and acrobats emerged from the big screen and came to life. This publicity stunt was accomplished in close collaboration with our partners at Air Canada, the MONTRÉAL COMPLÈTEMENT CIRQUE FESTIVAL, Spectra and Just For Laughs.

STRATEGIES

/ Large-scale digital displays with 387 digital screens set up at 15 Parisian train stations, exposing nearly 4 million Parisians to Montréal’s daring, funny and talented side
/ In addition to the displays, we did a publicity stunt at Saint-Lazare station, where, for one day only, the displays came to life with a performance by the Machine de Cirque company
/ Broadcasted online banners on the Google Display Network
/ Sponsored publications on social media
/ Contest held in collaboration with the SNCF
/ Contest held for Montréalers of French ex-pats living in Montréal

Achievements

/ 202% increase in France-based traffic on Tourisme Montréal platforms in 2015
/ 170,000 visits to our platforms
/ 16,000 entries on social media
/ 125,000 views for our YouTube video
/ 35,138 email addresses added to our database
MONTRÉAL SHOWS OFF CAMPAIGN

This ad campaign was designed to showcase Montréal’s cultural diversity and inspire people to come visit the city and take advantage of these events. The MTL Passeport Culture was promoted to the Québec and Ontario market along with the limited-time “Culture” hotel offer.

STRATEGIES
/ Content strategies using articles published in Groupe Capitales Média Saturday morning papers (e.g. Le Droit, Le Nouvelliste, Le Soleil, etc.), in which four Québécois personalities (Gino Chouinard, Ariane Moffat, Karine Vanasse and Gregory Charles) describe their cultural agenda for the fall in Montréal
/ The articles were reused on the leisure blog and sponsored social media publications
/ The “Highlight Moments” video promoted on Facebook
/ Online banners used to promote the limited-time MTL Passeport Culture offer
/ Contest held in collaboration with the Le Soleil newspaper

Achievements
/ 23,774 visits to Tourisme Montréal platforms
/ 17,961 views of our video
/ 2,946 entries on social media

MTL À TABLE CAMPAIGN

This 360° ad campaign was designed in collaboration with Québécor Media and aimed to promote the MTL À TABLE event in the Québec and Ontario markets.

STRATEGIES
/ Anne-Marie Withenshaw designated as event ambassador
/ Ran campaign on TVA and CASA TV stations (including programs such as Salut Bonjour, Salut Bonjour weekend, Signé M, À Couteaux Tirés, etc.)
/ Section devoted to the event on the CASA website
/ Broadcast online banners on Québécor Media platforms (Journal de Montréal, Journal de Québec, CASA, Canoe, J5)
/ Editorial and ad content in the Journal de Montréal, Journal de Québec, and Metro newspapers
/ Sponsored publications on social media
/ Online banners promoting limited-time foodie offers

Achievements
/ A total of 2,100,045 page views on Tourisme Montréal platforms for all contact points
/ 4,791 entries on social media
/ TV visibility helped reach nearly 4 million viewers aged 25 to 54 years
/ Print media helped reach some 2,800,000 readers
/ 2,720 email addresses added to our databases
CRUISES

The role of Montréal’s Cruise Committee is to develop winning strategies to attract cruise ships to the city’s port, encourage companies to increase the frequency of visits to Montréal, and convince cruise passengers to spend time in Montréal before or after their voyage.

“Since the Cruise Committee was created, Tourism Montréal has shown strong leadership by bringing together the strengths of the various partners involved in this development project. Over the last three years, tourism activity originating from cruise ships has been taking off in Montréal.”

– Mario Lafrance, Executive Director, Vieux-Montréal SDC

MEMBERS OF MONTRÉAL’S CRUISE COMMITTEE

With support from Tourisme Québec and the Cruise the Saint Lawrence Association, Montréal’s Cruise Committee includes five local associations and organizations in addition to Tourisme Montréal and the Montréal Port Authority. These include Aéroports de Montréal, the Old Port of Montréal, the Vieux-Montréal SDC, the Hotel Association of Greater Montréal and the City of Montréal.

STRATEGIES

/ Designed ad campaigns targeting travel agents
/ Planned a marketing campaign with public relations and social media activities
/ Organized fam tours for travel agents and cruise ship companies’ itinerary planners
/ Broadcast webinars for travel agents

/ Developed and/or updated marketing tools, including a microsite, a report on the cruise-market, a calendar of ship visits, and passenger testimonial videos
/ Managed the passenger experience through training (taxi drivers, dock hands, tourist-information staff), along with a tourist-info partnership with the Vieux-Montréal SDC and renewed the passenger privileges program at shops in Old Montréal
/ Celebrated the Marco Polo’s arrival in Montréal 50 years ago, after a 35-year absence

Achievements

/ CSLA tours for five cruise companies and one reporter
/ Noble Caledonia: welcomed two delegates
/ Media: published 31 articles at an advertising cost of $33,983, with $67,769 in reputation enhancements, thanks to newsletters, media visits and local media relations created by Tourisme Montréal
/ The total amount of cruise ship-passenger expenditures on visits and stays in Montréal was $33 million in 2015
/ 67% of passengers who began or ended a cruise in Montréal prolonged their stay by an average of two nights. For passengers who began or ended a cruise in Québec City, 21% rounded out their vacation with a two-night stay in Montréal
/ Hosted over 71,285 passengers and nearly 20,000 crew members – a 27% increase over the 2014 season. We had a total of 64 days with at least one ship docked
/ Five ships made their inaugural visit to Montréal
/ Montréal was chosen as the home port for the new Rivages du Monde

CONVERSION CAMPAIGN

Tourisme Montréal offers the Sweet Deal package to customers who are looking for short visits to urban destinations. This package offers tourists half price on their second or third night stay, depending on the season, along with a coupon booklet.

The package gives visitors a discount on one of their room nights, special offers and exclusive discount coupons.

STRATEGIES

/ Purchased ad banners on Google and TripAdvisor
/ Purchased SEM keywords (search engine advertising)

Achievements

/ Campaign optimization helped us reduce the cost per visit to pages in our “Deals” section by 37.5% over 2014

LIMITED-TIME OFFERS

Theme-based limited-time offers were promoted to tourists all year long. These deals allow hotel operators to align with Tourisme Montréal’s key strategies and seasonal themes. They include stays at several different hotels, along with coupon booklets. The themes in 2015 were:

/ MTL Celebrates
/ Romance
/ Cruises
/ F1: The 2015 Canadian Grand Prix
/ LGBT
/ MLB
/ MTL Shows Off
/ MTL Indoors

SWEET DEAL PACKAGE

5,885 PACKAGES SOLD
16,112 ROOM NIGHTS
$3.2 M IN REVENUE FOR HOTEL OPERATORS

PACKAGES SOLD
ROOM NIGHTS
IN REVENUE FOR HOTEL OPERATORS

FAMILY PACKAGE

1,344 ROOM NIGHTS
$352,000 IN REVENUE FOR HOTEL OPERATORS

FAMILY PACKAGE

33 PARTICIPATING HOTELS IN 2015

*Tourisme Montréal’s knowledge of the latest trends allowed us to develop valuable strategies for connecting with client bases across all markets. Once again this year, the Sweet Deal Package proved very profitable.

By participating in Membership workshops and various training sessions, we were able to maximize our relationship with Tourisme Montréal’s various teams. We’d like to thank them all for their valuable support and advice.”

– Daniel Racine, General Manager, Auberge le Pomerol, Association des Petits Hôtels de Montréal
MEDIA AND LEISURE STRATEGIES
We focused our promotional media relations’ efforts on Canada, the United States and France.

/ Roll out promotional efforts to complement the arrival of Montréal’s first direct flight to China
/ Position city packages with French tour operators

MEDIA ACTIVITIES IN 2015
We took part in 11 media events, including the Canada Media Marketplace in New York and the Travel Media Association of Canada’s annual convention in Peterborough. All told, we met with 377 reporters.

Achievements
/ Sent out 114 newsletters in French, English, Spanish and Portuguese
/ Welcomed 383 editors/reporters
/ Broadcast a 45-minute television report called Hotel no Mado Kara on Japan’s BS Nippon Television Station, at a cost of over $1 million CAD
/ Published a complete report on Montréal in the French magazine I Heart, at a value of $648,000
/ Broadcast a report about Montréal on the TFI show After the Voice, valued at $283,074
/ Developed 233 media projects
/ Cover page in Bleu & Blanc by Quattro, “Travel” section of the Winnipeg Free Press, and “Life” sections of the Ottawa Citizen and the Philadelphia Inquirer
/ Press tour with five influential Instagrammers from France, reaching more than 860,000 users
/ Met with 50 reporters at the “Winter Survival Kit” operation in Ottawa and Toronto
/ Hosted a two-TV operation in Burlington, Vermont, to promote activities in Montréal during the Labour Day long weekend

MEDIA IMPACT
554 media spin-offs valued at $7,356,573 in advertising costs and $18,933,589 in reputation enhancements.

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LEISURE MARKET
A STRONG PRESENCE
We participated in 11 specialized events and fairs, including the National Tour Association’s annual convention in New Orleans, the Discover Québec Marketplace in Vancouver, and Top Resa in Paris. In all, we met with 1,033 potential buyers.

Achievements
/ Managed and organized 52 scouting visits
/ Hosted and met with 229 buyers
/ Hosted fam tours for Québec-based agencies interested in training staff on “soft-adventure”
/ Hosted fam tours for Air Transat Holidays
/ Hosted and met with 229 buyers
/ Bolstered the Chinese market by organizing six fam tours, including two with Aéroports de Montréal, to host a total of 38 representatives and managers
/ Visited several major tour operators in Brazil, including representatives from Kuoni Group Travel Experts
/ Provided Viator training to 40 members of Tourisme Montréal
/ Made a presentation on the Chinese market to the Vieux-Montréal SDC
/ Made a presentation to representatives of the local tourist industry (TATAT lunch)

MEMBER SERVICES AND PARTNERSHIPS
Tourisme Montréal strives to develop groundbreaking partnerships and marketing initiatives to promote Montréal around Québec and on a global scale. The MTL à TABLE project is just one of the exciting ideas we’ve come up with.

The fourth installment of MTL à TABLE was held from October 29 to November 8, 2015. 162 restaurants in 12 boroughs across Montréal participated in this gastronomic event.

Achievements
/ Table d’hôte (set price): $21, $31 or $41. New addition: brunch menu for $21
/ $6.1 million in revenue generated by participating restaurants, an increase of 20% over 2014
/ More than 100,000 people took part in the event
/ Visibility for restaurant owners on the mtlatable.com microsite, the YP Dine app, and on Tourisme Montréal social media accounts
/ More than 60 articles and reports produced by local media in Montréal, translating into 12 million media impressions and an advertising value of $120,000
/ Five articles in international media
/ 88% of restaurant owners believe that MTL à TABLE helped them reach new clientele during a slow period of the year. They also feel that their experience was very positive and plan on participating in next year’s event
/ For newly participating restaurants, there was an average increase of 53% in traffic compared to the same period last year
TOURISME MONTRÉAL ADOPTS A NEW MEMBERSHIP PROCEDURE

We have carefully rethought our member registration principle as we work to revamp our business practices and improve internal procedures. As part of our 5/5/5 plan and strategic guidelines for 2014-2018, Tourisme Montréal has set its sights on attaining better financial and operational efficiency. One of the vehicles for this was to overhaul several aspects of our member services, including registration periods and fee schedules. Changes will be implemented to facilitate the internal application process and the effectiveness of internal resources. These improvements will be integrated in two phases spanning a three-year period.

MEMBERSHIP

/ 114 new memberships

PARTNERSHIPS

Tourisme Montréal works with major partners to enhance our advertising campaigns. These include Air Canada, the Montréal Casino and VIA Rail. In 2015, our 15 major partners chose to stay on with us.

The 2015 edition of MTL à TABLE was made possible thanks to YP Dine, Desjardins, the SAQ, ESKA, Fromages d’Ici, VenueParking and the Association des restaurateurs du Québec.

Support from the Fédération des producteurs acéricoles du Québec also helped us represent Montréal with pride at Vancouver’s GoMedia event.

PASSEPORT MTL

In an effort to structure Montréal’s tourist product offer, Tourisme Montréal also launched Passeport MTL, a card that gives users access to Montréal’s most iconic attractions and public transit provided by the STM (Société de transport de Montréal). The card comes equipped with a chip that is compatible with partners’ transaction counters, and Passeport MTL also comes with a case that includes information on attractions in both official languages. Tourists can purchase them at a cost of $84 for 48 hours or $95 for 72 hours.

EVENTS

/ 290 people participated in the Gueuleton touristique roundup on the 15 tourism trends in 2015, organized in collaboration with UQAM’s Tourism Chair
/ 145 people took part in the 29th annual Grands Prix du tourisme québécois gala
/ 575 people were in attendance at the members’ annual Christmas party
/ 375 people and 61 exhibitors took part in the 2015 tourist-season launch
/ 75 people attended the annual general meeting
/ 379 people took part in the 2015 Rendez-vous de l’industrie touristique du Québec
/ Several wine and cheese events were also held in collaboration with the HAGM

TRAINING AND CONFERENCES

/ 12 Membership 101 training sessions: 111 companies took part for a total of 117 people
/ Conference on the 2015 tourism forecast, in collaboration with PKF Consulting and Aéroports de Montréal. A total of 200 people took part
/ Conference on Tourisme Montréal strategies and highlights, with a total of 295 participants

PASSEPORT MTL

/ 114 new memberships

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In 2015, Montréal signed the World Artistic Gymnastics Championships, which will be attended by 1,200 athletes, coaches, support staff and officials from more than 80 countries. Interestingly, we hosted the same event in 1985, but no other Canadian city has ever landed these championships. This confirms that Montréal is increasingly making a name for itself as a choice host city for sporting events. Several other big-ticket sporting events were confirmed in 2015, including a Major League Baseball exhibition game; Ski Tour starring Alex Harvey and the best cross-country skiers on the planet; as well as the Canadian Senior Handball Championships, to name just a few.

While 2015 was a great year for confirming conventions and meetings for the coming years, it was also a busy one for hosting delegates. Numbers were very high, with more than 160,000 delegates whose room nights amounted to 285,000.

Tourisme Montréal’s Sales team generated more than 747 new business opportunities in 2015 for a potential of 910,000 room nights for coming years. With a 32% conversion rate, the team surpassed the year’s target of 315,000 room nights by confirming 351,160 room nights. Collaborating with the Palais des congrès de Montréal has been essential for achieving these goals.

By carefully analyzing the results and looking at the specific geographic and segment markets, we observed that the American market generated more than 126,000 room nights and the Canadian market generated more than 75,000 room nights. Meanwhile, 112,000 were attributed to the international market while nearly 40,000 were from the sports event market. These unprecedented figures prove that the team has achieved the level of leadership that they were aiming for.

Combining expertise, credibility and hard work in promoting the destination, the team attracted six fam tours and welcomed 248 clients coming for 134 site visits. In total, this potential business amounts to 200,000 room nights.

Team Montréal’s work for the business campaign also led to meetings with 1,170 clients through 20 activities held outside of Montréal for the Canadian, American and international markets. All of these activities were planned in collaboration with members of the business campaign, whose contribution is very important for their success. The active participation of these members and the group’s collaborative spirit are what have made it possible for Montréal to stand out.

Recognizing that the business environment is very competitive and that Montréal has to distinguish itself in order to attract events, Tourisme Montréal has invested more than $2.5 million in two financial assistance programs. The first allows organizations to reduce the cost of holding events in Montréal through initiatives such as partially covering rental fees owed to the Palais des congrès de Montréal or helping organize gala events. The second program is a tool that remits funds back to organizations based on the number of delegates or confirmed room nights. This incentive has proven useful in convincing planners to choose Montréal from the various destinations that are vying for their business.

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2015 ACHIEVEMENTS

The team set an objective of 300,000 room nights for 2015. 351,160 room nights were confirmed, of which 305,200 were through the Tourisme Montréal team for 2015 and upcoming years.

2015 ACTIVITIES

In addition to ensuring Montréal’s success in the business market, sales activities enable Tourisme Montréal to reach carefully selected target audiences that represent strong potential for the destination.

We work with members of the business campaign to organize these popular events. This gives our partners the chance to spend time with clients and build strong relationships in a creative and friendly environment that is representative of Montréal’s spirit.

INTERNATIONAL MARKET

/ Frankfurt: IMEX, The Worldwide Exhibition for Incentive Travel, Meetings and Events, Soirée à la Montréal and Shoeshine à la Montréal station (corporate, associations, incentive)
/ Mission in Europe: Spa à la Montréal events in London and shows featuring Montréal artists in Paris and Brussels (incentive and associations)
/ Barcelona: IBTM, The Global Meetings & Events Exhibition, Soirée à la Montréal (U.S. associations and European incentive)
/ Paris: Montréal Networking Forum event (international associations)

CANADIAN MARKET

/ Toronto: Spa à la Montréal event (corporate and associations)
/ Ottawa: Spa à la Montréal event and sales mission (associations)
/ Toronto and Ottawa: C2-MTL breakfast conference event (corporate and associations)
/ Calgary: American Society of Association Executives (ASAE), Spa à la Montréal event (associations)

AMERICAN MARKET

/ Chicago: Professional Convention Management Association (PCMA), Spa à la Montréal event (associations)
/ Chicago: Professional Convention Management Association (PCMA), Breakfast in Bed à la Montréal – breakfast served in clients’ rooms (associations)

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MARKETING CAMPAIGN
2015 BUSINESS MARKET

Targeting meeting planners from various associations and companies, this campaign aimed primarily to position Montréal as a choice destination for business meetings and to promote the outstanding services offered by Tourisme Montréal.

STRATEGIES
/ Content marketing strategy supported by content sponsorship on social media, email marketing and advertorials
/ Print advertising in specialized media
/ Web banners in specialized networks
/ Keyword purchasing

Achievements
/ 111% increase in traffic on the business blog over 2014
/ 48% increase in average time spent on business blog over 2014
/ 46.5% increase in subscribers to our LinkedIn page over 2014
/ 41.5% increase in the number of @meetMontréal Twitter followers over 2014

CONVENTION SERVICES

Tourisme Montréal’s meeting and event planners are local experts who make it easier to organize conferences and events in the city.

The meeting and event planners who benefitted from Tourisme Montréal’s services in 2015 gave us a score of 9.4/10. This excellent score further motivates us to offer quality services to meeting planners. It’s the best way to ensure repeat business from these major conventions.

Achievements
/ Coordinated and hosted 36 site visits
/ Participated in 17 promotional year-prior visits
/ Invested $200,000 in promotional tools to increase delegate participation
/ Members were referred more than 1,000 times to convention organizers
/ Participated in five local committees that helped organize major conventions
/ Created custom-made microsites for delegates from 17 different conventions
/ Distributed more than 45,000 brochures

SOCIAL RESPONSIBILITY

When a pharmaceutical company held their convention in Montréal in winter 2015, they bought warm winter clothes for all their delegates. Once the event was over, some 275 coats were donated to Dans la rue, a local organization that helps youths living on the street. An inspiring example of generosity!
Tourisme Montréal is without a doubt the leading expert in promoting Montréal to the tourism industry and in enhancing the city’s tourism offer. In 2015, our organization strengthened and reaffirmed its reputation in local political and economic circles thanks to the collaborative approach initiated in 2014 with different levels of government and our partners. By demonstrating our willingness to engage in discussions and share our expertise, we also played a major role in developing the new tourism business model announced by the Québec government last fall.

Standing out with an innovative tourism product

To improve our tourism product with more diverse tourist attractions and events, Tourisme Montréal launched an initiative to attract new investors from all business sectors to Montréal. We recognize that increasing the variety and total number of attractions is the key to drawing more tourists and enhancing the quality of their experience in the city. In the same spirit, Tourisme Montréal created an investors’ alliance aimed at increasing international tourism investments in Montréal. We also set up a tourism incubator to promote new businesses in the industry.

To further our commitment to finding innovative ways of improving the local tourism product, our Research department developed some very specific economic indicators on Montréal’s tourism performance, allowing us to measure the direct impact of tourism throughout the city more effectively. These indicators also make it possible for Tourisme Montréal to better understand its target audiences, produce more effective marketing campaigns and develop strategic actions to ensure the greatest possible impact on our markets.

To support cultural tourism, Tourisme Montréal continued its efforts in better organizing and structuring Montréal’s tourism offer with the creation of Passeport MTL culture. This product makes it easier for tourists to discover the originality and creativity of Montréal’s arts and culture scene. We have plans to continue developing this tourism product and to adapt it to other segments in the future.

Finally, as we pursue our goal of becoming North America’s most welcoming destination, Tourisme Montréal initiated the Montréal vous accueille project, which is designed to standardize service at all key tourist gateways, as well as the Montréal à pied project, which will improve signage in the city. We expect these projects to be complete in time for Montréal’s 375th anniversary celebrations.

Pierre Bellerose
Vice President, Public Relations, Hospitality, Research and Product Development

2015 ACHIEVEMENTS

PUBLIC AND GOVERNMENT RELATIONS

- Maintained local media relations on corporate issues: more than 30 interviews on various issues granted on behalf of senior management; more than 40 press releases written and issued on Tourisme Montréal’s initiatives and campaigns, including MTL à TABLE and the cruise segment
- Wrote speeches, including the one delivered in April at a Montréal Metropolitan Chamber of Commerce event; prepared official statements from the president under the Event Support program, as well as strategic arguments and recommendations for senior management
- Provided significant input, including strategic advice, for the development and implementation of Québec’s new tourism business model
- Assisted our Sales and Convention Services department by showcasing Tourisme Montréal’s contribution to the business travel and sports sectors
- Oversaw communications and liaison activities with various government partners, including the City of Montréal, CRE de Montréal, Tourisme Québec, Economic Development Canada, the Ministère des Affaires municipales, des Régions et de l’Occupation du territoire (MAMROT), etc.
- Participated in various local, provincial and national organizations (chambers of commerce, marketing and development agencies, TIAC, AQIT, ATR associées du Québec, etc.)

TOURIST HOSPITALITY

- Continued our efforts on the Montréal vous accueille project, which is part of the Je Fais Montréal platform. It aims to standardize service across the city’s many tourist gateways and destinations
- Developed a study to assess the Centre InfoTouriste de Montréal’s current practices and clientele, to understand the digital era and the importance of human interactions in tourist hospitality practices, and to benchmark the best hospitality practices from Québec and around the world
- Continued our efforts in the mobile welcome and cruise hosting project at the tourist information kiosk in Old Montréal
- Managed our tourist information centre in Old Montréal from April to October
- Participated in the development of the Ministère du Tourisme du Québec’s tourist reception strategy

“In 2013, a map of public art circuits was developed by Tourisme Montréal, the City of Montréal and other partners. It strengthened and helped promote the improvements to our public art offer. With the Art public Montréal initiative, Tourisme Montréal, the City of Montréal and the Ministry of Culture and Communications combined their efforts to position Montréal as a public art destination and to integrate the offer into a broader overall experience for locals and visitors alike.”

– Claude Labossière, Project Manager, Art public Montréal, City of Montréal
RESEARCH

/ Surveyed cruise passengers to develop an understanding of their spending profiles in Montréal
/ Conducted an opinion poll among Tourisme Montréal members
/ Produced, updated and distributed various reference documents and performance indicators aimed at developing Montréal’s tourism industry and actors: database, tourism reports, event data sheets, etc.
/ Updated research findings on various leisure and business travel sectors that are high-priority for Montréal
/ Performed a comparative analysis of air transport costs between various cities in North America and abroad
/ Supported the organization by producing quantitative and qualitative data as needed
/ Carried out ad hoc research projects, including an economic impact study of the Grand Prix de Montréal, in collaboration with Octane Racing Group, the Ministère du Tourisme du Québec the City of Montréal
/ Completed a research assignment for ATR Associées du Québec to support a larger initiative to gain a better strategic understanding of tourism in Québec’s regions

/ Produced a summary report on urban tourism products available in comparable cities around the world to see how we can enhance Montréal’s permanent tourism attractions
/ Followed up on the 375th anniversary legacy projects

CULTURAL TOURISM

/ Continued collaborating with the City of Montréal and the Ministère de la Culture et des Communications as part of a joint protocol aimed at improving active partnerships between Montréal’s cultural and tourism sectors
/ Integrated new criteria into the Event Assistance Program protocol
/ Launched Passeport MTL culture
/ Launched a public art platform
/ Initiated the Montréal à pied project (categorizing Montréal’s cultural destinations)

EVENT ASSISTANCE PROGRAM

Throughout 2015, Tourisme Montréal granted nearly $2.4 million to local festivals and events that attract significant numbers of tourists to the city.

Tourisme Montréal’s Event Assistance Program provided support to 51 events. The main purpose of this program is to promote proven strategies for attracting tourists to Montréal.

SUSTAINABLE TOURISM

Tourisme Montréal pioneered an ambitious environmental undertaking several years ago. Working with our partners in the tourism industry, we believe it is essential that we respond to major sustainable development issues and the growing environmental concerns of key industry actors.

Backed by the Green Committee of Montréal’s tourism industry, Tourisme Montréal is implementing the Montréal tourism industry’s Green Plan, which aims to position Montréal as one of the best places in Canada to hold environmentally responsible conferences.

Achievements

/ Obtained APEX/ASTM certification, which is awarded to environmentally responsible conference destinations, in partnership with the City of Montréal and the Palais des congrès
/ Provided assistance to Tourisme Montréal members (workshops and advisory services)
/ Continued to work with the group of festivals engaged in our sustainable practices program and analyzed eco-responsible actions within the context of our aid program for events
/ Shared information on sustainable tourism trends and best practices through various communication tools
/ Supported the local and sustainable food sector by adding seven new restaurants to our green restaurant listing

INTERNAL SUSTAINABILITY PROGRAM

Tourisme Montréal is currently implementing sustainable development practices throughout our organization’s various departments. The Green Committee regularly tracks our progress on commitments using a dashboard that includes more than 15 quantitative and qualitative indicators. This allows Tourisme Montréal to set a good example and demonstrate our leadership in sustainability as the Montréal tourism industry looks to implement their own Green Plan.

Achievements

/ Moved our offices to a building with BOMA BEST Level 3 certification
/ Added a new waste collection and management system in our offices
/ Ensured that corporate events are organized in accordance with environmentally responsible event management standards with the help of a firm that is certified by the Bureau de Normalisation du Québec
/ Reduced our paper consumption by more than 40% from 2010 to 2015
Our goal in human resources is to make sure we offer a welcoming work environment that allows employees to achieve excellence and truly feel that they are behind the success of Tourisme Montréal. In December 2014, our organization moved into new offices in the downtown core. In addition to creating significant economies of scale, our open-concept workspace promotes creativity and collaboration among employees.

New energy was brought into the management team in 2015. Our new Vice President of Finance, Bastien Biron, joined us in June, and we recruited a new Vice President, Marketing, Danièle Perron, who started with us in January 2016.

Another initiative worth mentioning is our new employee recognition program. It’s a way for us to honour employees who have delivered exceptional and innovative results, such as a major accomplishment or unique initiative. By adopting a participative approach that encourages all of our staff members to reach their full potential, Tourisme Montréal is putting skills and innovation at the heart of our values.

“Our goal in human resources is to make sure we offer a welcoming work environment that allows employees to achieve excellence and truly feel that they are behind the success of Tourisme Montréal.”

2015 ACHIEVEMENTS

CUSTOMIZED TRAINING AND WORKSHOPS
At Tourisme Montréal, we promote engagement through exciting projects that allow employees to grow professionally. To break down barriers and encourage collaboration, we offered a series of training sessions, discussion workshops and team-building activities. This paved the way for initiatives to improve our processes, including the creation of an internal newsletter, which we consider an essential tool for sharing information among our employees.

PAY EQUITY AND SALARY SCALES
Tourisme Montréal’s remuneration policy aims to recognize skills, stimulate creativity and encourage employee performance. In 2015, we implemented salary scales for all positions and overhauled our performance appraisal process to favour outstanding performance. Salary scales were established in accordance with best practices in pay equity and Quebec’s Pay Equity Act.
FINANCE AND ADMINISTRATION

2015 Achievements

- Made ongoing improvements to month-end procedures related to financial reporting and budget tracking
- Rigorously managed cash assets leading to reduced financing needs
- Renegotiated credit facilities and obtained better terms for 2016
- Reviewed the organization’s group insurance plan to generate cost savings in 2016

Tourisme Montréal has not only managed to balance its budget for the second consecutive year, but the organization also posted a $3 million surplus over expenses in 2015. This allowed us to bring member equity back to a more acceptable level and thereby ensure that the organization can continue to run smoothly. This also reduces our financial expenses by more than $150,000.

Governance

- Reviewed the travel and sponsorship policies
- Followed up on expressions of interest submitted by board members
- Initiated the board of directors’ self-assessment process
- Set up a strategic committee for conventions/business travel

Financial Information

Summary Financial Statement

<table>
<thead>
<tr>
<th>Years Ended on December 31</th>
<th>2015</th>
<th>2014</th>
<th>Difference</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>$ million</td>
<td>$ million</td>
<td>$ million</td>
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<tr>
<td>Accommodation tax</td>
<td>25.2</td>
<td>23.5</td>
<td>1.7</td>
</tr>
<tr>
<td>Public funding</td>
<td>3.9</td>
<td>4.1</td>
<td>(0.2)</td>
</tr>
<tr>
<td>Partnerships and other</td>
<td>6.1</td>
<td>5.3</td>
<td>0.8</td>
</tr>
<tr>
<td>Total revenue</td>
<td>35.2</td>
<td>32.9</td>
<td>2.3</td>
</tr>
</tbody>
</table>

Expenses

- Marketing and advertising: 21.0
- Contributions to events: 8.1
- General management, administration and IT: 2.9
- Total expenses: 32.0

Surplus over expenses: 3.2

The following charts illustrate the source of revenue, breakdown of expenditures for each of the organization’s main areas of activity.

Tourisme Montréal Revenue in 2015

- Accommodation tax: 72%
- Public funding: 11%
- Partnerships and other: 17%

Distribution of 2015 Expenses for Each of the Main Categories

- Marketing and advertising: 66%
- Contributions to events: 25%
- General management, administration and IT: 9%

Marketing and advertising initiatives, as well as contributions to events, still constitute our major investments designed to maximize potential economic spin-offs for Tourisme Montréal members and the entire tourism industry.
2016 PRIORITIES

PUBLIC RELATIONS, HOSPITALITY, RESEARCH AND PRODUCT DEVELOPMENT
/ Support our partners involved in the Montréal vous accueille project’s Gateway initiative by offering a personalized approach to meet previously determined goals
/ Raise awareness about Tourisme Montréal’s accomplishments and expertise
/ Position Tourisme Montréal as a leader in the new Alliance de l’industrie touristique du Québec and in various other local, provincial and national organizations (chambers of commerce, marketing and development agencies, TIAC, AQIT, ATR associées du Québec, etc.) in matters concerning product development and the implementation of Québec’s new business model for tourism
/ Participate in efforts to improve accessibility to Canadian destinations for tourists from the U.S., China and other countries in the Francophonie
/ Survey various tourist clienteles once during the year
/ Enhance the local tourism product for Montréal’s 375th anniversary celebrations
/ Continue implementing the Cultural Tourism Development Plan

MARKETING, COMMUNICATIONS AND INFORMATION TECHNOLOGY
/ Launch a major overhaul of the digital ecosystem
/ Roll out and promote the business market’s new value proposition
/ Considerably increase promotional activities targeting the U.S. market
/ Host Rendez-vous Canada and GoMedia events and maximize related spin-off benefits
/ Complete and introduce the redesigned Membership model

SALES AND CONVENTION SERVICES
/ Attain sales objectives of 310,000 room nights
/ Develop the value proposition platform and ensure buy-in
/ Broaden the client base from the American west coast and southwest
/ Seek new clients from the life sciences and engineering sectors
/ Create a tourist welcome and customer service action plan for taxi drivers by the end of 2016
/ Develop a strategy for the potential expansion of the Palais des congrès de Montréal

HUMAN RESOURCES
/ Set up training sessions to improve project management capabilities and to support teams in attaining their goals
/ Maintain a satisfactory retention rate and improve the sense of belonging among employees by developing a productive and friendly work culture

FINANCE AND ADMINISTRATION
/ Analyze the organization’s risks and implement contingency plans for the most significant risks
/ Improve budget tracking by automating certain project management reports
/ Manage cash assets to significantly reduce financial expenses
/ Review our general by-laws and committee charters
/ Coordinate the Board of Directors’ self-assessment process

PROMOTION OF MONTRÉAL’S 375TH ANNIVERSARY
/ Integrate the MONTREALIVE communications platform into the Highlight Moments to promote the festivities
/ Create buzz around the activities and promotional efforts leading up to Montréal’s 375th anniversary abroad through international media relations
/ Roll out a tourist welcome strategy aligned with Montréal’s 375th anniversary
/ Raise awareness within the tourism community about the 375th anniversary’s legacy

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There’s no question that 2017 will be Montréal’s year. More than ever before, the city will stand out as an international-calibre tourist destination and cultural hub. Montréal is a lively and vibrant place where anything is possible—and in 2017 it will celebrate 375 years of excitement. Tourisme Montréal is part of the driving force behind the commemorative event. Together with our partners and members, our employees will highlight local pride and strengthen a sense of belonging among residents while showcasing the city on international markets.

Tourisme Montréal, a proud partner of the Société des célébrations du 375e anniversaire de Montréal, is thrilled to be promoting the 2017 festivities. Montréal has countless unique qualities—from a vibrant arts and culture scene, dynamic economy, diverse and a continually refreshed food scene, great nightlife, quaint neighbourhoods and numerous festivals—and we’ll be highlighting it all in our campaigns.

When the party gets started in 2017, all eyes will be on Montréal. Tourisme Montréal is encouraging everyone who loves Montréal to share their enthusiasm by using the #MTLmoments and #375MTL hashtags. It’s a way of putting Montréal on the world stage and showing how proud we are to call the city home.

In 2017, the bustling metropolis of Montréal will be a destination of choice with more than 150 events, including inaugurations, conventions, major sports events, exhibitions, neighbourhood festivals, a wide variety of shows and exceptional international gatherings.

For the past 375 years, Montréal has been a living city.

See MONTRÉALIVE!