

Tourism Calgary

2011-2013 STRATEGIC PLAN



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CHAIR'S MESSAGE

On behalf of the Board of Directors and the Tourism Calgary team we are proud to present the 2011-2013 Strategic Plan to our members, partners and the Calgary tourism industry at large. The development of this plan has created a model for Tourism Calgary's future efforts – the entire process has been transparent, creative and collaborative. This plan represents a bold step forward for Tourism Calgary.

The energy that Tourism Calgary intends to inject into this city's tourism marketing will only be sustainable through the ongoing support of our tremendous membership and partners. The Calgary Hotel Association, The City of Calgary, Travel Alberta and the Canadian Tourism Commission are integral to Tourism Calgary's success. It is the ongoing and growing support from our colleagues at these organizations that makes our vision of becoming recognized as the benchmark for destination management in Canada attainable.

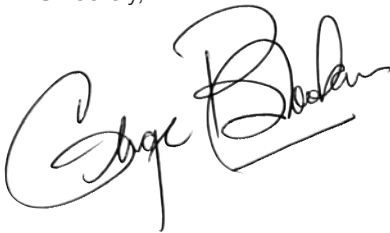
We must align strategically with all those who are promoting Calgary. Every marketing dollar must work in concert just as every campaign complements the next. There is just too much competition from other cities, parks and attractions for Calgary to compete effectively without co-operation among all of Calgary's tourism stakeholders.

The way Calgary attracts people to its attractions and hotels, restaurants and festivals is changing. And Tourism Calgary pledges to continue to work collaboratively and with the utmost integrity as we push towards the fulfillment of this plan.

I thank the members of our Board for their unwavering support and commitment and the countless individuals who have offered their assistance in the development of this plan.

I look forward to continuing to serve you in the coming year.

Sincerely,

A handwritten signature in black ink, appearing to read "George Brookman". The signature is fluid and cursive, with the first name "George" written in a larger, more prominent script than the last name "Brookman".

George Brookman
Chair, Board of Directors

PRESIDENT'S MESSAGE

It is my privilege and honour to present Tourism Calgary's 2011-2013 Strategic Plan on behalf of our staff and volunteers. The enclosed plan is the result of exhaustive consultation by Tourism Calgary's executive team and the feedback received at multiple tourism industry workshops. We are confident that this plan has the support of Calgary's tourism industry, and, more importantly, that it will provide the direction for our organization to surmount obstacles and excel in the execution of our goals.

This plan is fully devoted to the realization of our six strategic priorities. This document does not encapsulate the entirety of work performed at Tourism Calgary; however, every member of our team and every effort is focused on achieving our mission to bring more people to Calgary for memorable experiences. The six strategic priorities detailed in the Strategic Plan will provide Tourism Calgary with the means to accomplish our mission.

Tourism Calgary's strategy will be to concentrate its investments on domestic short-haul markets; building the critical mass of unique, authentic experiences needed to create a travel movie in the minds of our target audience and an urgency to visit Calgary now and more frequently.

We will achieve international success through strategic partnership and integration with Travel Alberta, the travel trade, media and the Canadian Tourism Commission. Strategic investments in online marketing and e-business capacity will become the backbone of Tourism Calgary's international and domestic marketing efforts over the course of the next three years.

Sustained success will only be achieved through our ability to accomplish our first strategic priority to secure stable, long-term funding. We believe that as we embark on the enclosed plan and report success back to our members and partners that the funding will follow. Tourism Calgary is Calgary's destination marketing organization and responsible for the stability of our city's \$1.1 billion tourism industry. It's a responsibility we take to heart in everything we do. Fortunately Calgary has tremendous advantages and experiences and most importantly incredible people who will help tell our story.

On a personal note, I thank all of Tourism Calgary's members who are at the core of what we do – your success drives our success. Above all, I thank the entire Tourism Calgary team whose expertise and limitless energy have led to the development of this plan and the foundation of our future success.

Yours in tourism,

A handwritten signature in black ink, appearing to read 'Randy Williams', with a stylized, looping flourish extending from the end.

Randy Williams
President & CEO

STRATEGIC DIRECTION

Vision

Be recognized as the benchmark for destination management in Canada.

Mission

Bring more people to Calgary for memorable experiences.

Organizational Values

Tourism Calgary's Board of Directors and staff have expressed the values they support and aspire to maintain for their own personal behaviour and for the organization as a whole.

Tourism Calgary is an organization that:

- Provides leadership;
- Operates with **integrity, transparency** and **accountability**;
- Is **collaborative** and **respectful** in working with co-workers and the community;
- Allows for **innovation** and **entrepreneurship** in the way we think and resolve challenges;
- Gives people a sense of **being valued** and provides everyone with an **opportunity to contribute** to the organization's success; and
- Respects the **balance** between work and personal life.

Goals

Goals are ideal states that the organization continually strives to achieve. Tourism Calgary has identified six goals:

1. Position Calgary as the destination of choice in our key markets.
2. Champion an exceptional visitor experience.
3. Be a strong, credible, trusted and leading voice for the tourism industry.
4. Integrate and collaborate planning and implementation efforts with our strategic partners.
5. Demonstrate return on investment to our stakeholders.
6. Strengthen the organization's human and financial resources to deliver on the mission.

Strategic Priorities

Several high level strategic priorities have been identified to achieve the organization's goals over the next three years.

1. Secure stable, long-term funding.
2. Identify, understand and select target markets.
3. Extend e-business capabilities.
4. Communicate results to key stakeholders.
5. Expand research and product development capacity.
6. Attract and retain the best talent.

TOURISM CALGARY'S COLLABORATIVE STRATEGIC PLANNING PROCESS

Tourism Calgary made a decision early in the strategic planning process to take advantage of the tremendous amount of energy, passion and experience in the Calgary tourism industry. A comprehensive and fully collaborative process was initiated that incorporated a wide variety of stakeholder groups throughout a six month period. The Tourism Calgary Board of Directors and staff, Canadian Tourism Commission, Travel Alberta, the Calgary Hotel Association and Tourism Calgary members are among those who provided invaluable feedback and direction. Exhaustive one-on-one consultation was instrumental in the initial crafting of the marketing plan, which was then augmented through industry workshops.

Three industry workshops were held in October, 2010 in north, south and central locations across Calgary. Members of Calgary's tourism industry responded in numbers and were generous with their time and knowledge.

Tourism Calgary is well aware that asking for advice is just the first step in the consultative approach – incorporating that advice is critical and necessary to respect the support of those who took part.

The sessions included a workshop component asking questions that yielded valuable comments and feedback. The answers and suggestions were used to inform and shape the final plan that follows this section. One recorded question was “How will this feedback be used?”

“ How will this feedback be used? ”

– 2010 Tourism workshop feedback

The answer is that the feedback was vital in understanding industry priorities and was instrumental in finalizing the 2011-2013 Strategic Plan. Throughout the following pages you will see quotes pulled from the October sessions that correspond to direction taken by Tourism Calgary. These quotes have been taken directly from group and individual comments collected from the three industry workshops.

The Tourism Calgary planning process is perpetual. Reporting will occur quarterly on most key performance indicators and monthly on others. A critical component of a successful strategic plan is the ability to adjust based on sound measurement. Industry consultation will remain an integral component of Tourism Calgary's strategic planning process with timelines communicated to membership in advance.

Tourism Calgary again thanks the entire Calgary tourism industry for their contributions to the development of this plan.

STRATEGIC PRIORITY #1

Secure stable, long-term funding

Situation Analysis

City ranked by population	Marketing \$	Total budget
Toronto	\$18 million	\$25 million
Montreal	\$17 million	\$24.5 million
Vancouver	\$11.1 million	\$13.8 million
Calgary (act 2009)	\$5.3 million	\$6.4 million
Edmonton	\$7 million	\$9.8 million
Ottawa	\$8.5 million	\$11.7 million

Tourism Calgary is under-funded relative to its competition in the marketplace. To be effective in growing the travel and tourism economy:

- The destination marketing investment must be secure and adequately funded;
- There must be unity and alignment among partners around Calgary's brand and positioning; and
- The marketing plan must be strategic in its execution – with all activities integrated into a 3-5 year plan.

The above table shows the budget levels in 2009 for five destinations that Tourism Calgary competes with for leisure, sports and the meetings, conventions and incentive travel markets. This situation is not a one year challenge but rather a chronic and long-standing issue. For example, in 2001 the level of marketing investment for Toronto was \$20 million, Montreal \$16 million, Vancouver \$15 million, Victoria \$8 million, Quebec City \$11 million and Calgary \$1 million.

Destination Marketing Fund

“ Right team.
Right plan.
Right resources
to execute? ”

– 2010 Tourism workshop feedback

Because Calgary has struggled with secure and adequate funding for at least the past decade discussions took place with the accommodations sector in the early part of this past decade to introduce a Destination Marketing Fee (DMF) of 1% on a voluntary basis to provide an increased level of destination marketing investment. This initiative paralleled what was happening in many destinations across the country and was put in place in 2005 to correspond with the reduction in Provincial Room Tax from 5% to 4%.

Unfortunately, Tourism Calgary, after 2006, was not able to secure all of the DMF monies for destination marketing. The reasons for this are unclear and not relevant at this point in time. Since 2007, Tourism Calgary has been required to apply for funds on a project by project basis while other DMF dollars were allocated to other 'marketing' initiatives and organizations. Obviously, this approach did not allow for a strategic and aligned destination approach to marketing.

The following is a history of the funds directed to Tourism Calgary through the revenues derived from the DMF resources:

2006 - \$2,232,894

2007 - \$322,253

2008 - \$1,702,706

2009 - \$707,698

2010 - \$2,472,221 (\$1,564,000 web)

Tourism Destination Regional Funding (TDR)

Travel Alberta provides funds for regional marketing activities through the TDRs. There is a TDR Board and a TDR Manager to administer these funds. The criterion for approval of this funding is clearly communicated. There is \$1.5 million available annually for the Calgary and area region with about \$400,000 earmarked for Tourism Calgary initiatives that meet the criteria. The challenges related to this funding source is that they are approved on a project by project basis and that this funding is for new initiatives – not every year do you want to do new initiatives, as destination marketing in many ways is a commitment to an integrated strategy over two or more years.

The TDR program is being reviewed and a report and recommendations are due in the first quarter of 2011.

City of Calgary

Tourism Calgary receives an annual appropriation from the City of Calgary to meet its mission and objectives. We provide the City of Calgary our Business Plan on an annual basis and report on activities and results through different committee presentations and individual meetings with City staff.

In 2010, our funding was \$2,411,112. In 2011, this funding will be increased by \$35,912 to \$2,447,024.

Industry and Non-traditional Partners

Created in 2010, the purpose of the business development department is to secure incremental revenues for Tourism Calgary through the enhancement of Tourism Calgary's event sponsorship programs and securing new corporate partnerships, both from tourism industry partners (airlines, attractions, travel trade, etc.) and non-traditional partnerships (financial institutions, credit cards, telecommunications, energy sector, etc.).

Objectives

1. Negotiate airline partner agreement.
Target Date: February 28, 2011
2. Negotiate and secure a contract with a major credit card company.
Target Date: June 30, 2011
3. Secure two new corporate partnership contracts.
Target Date: December 31, 2011
4. Launch a 'Sponsorship Opportunities' page on VisitCalgary.com.
Target Date: June 30, 2011
Tactics:
 - Highlight all partnership opportunities; and
 - Develop online forms for submission of proposals.
5. Secure two new sponsors for Tourism Calgary Mini Maps.
Target Date: November 30, 2011
6. Support the Calgary Hotel Association in its enrollment of hotels to the Destination Marketing Fund program at 3% of room sales. Enlist at least 80% of the hotel rooms in the program.
Target Date: January 31, 2011
7. Contribute to the review of the TDR Program in Alberta in order to increase this program's effectiveness in meeting the needs of destination marketing organizations.
Target Date: February 28, 2011
8. Negotiate an agreement with the City of Calgary for funding 2012 through 2014.
Target Date: September 30, 2011

STRATEGIC PRIORITY #2

Identify, understand and select target markets

Market Analysis - Leisure

Alberta – Albertans love to travel within their own province. Of the 5 million person-visits (same day and overnight) to the Calgary tourism destination region (TDR) in 2008, 3.58 million or 72% of all visits were by Albertans. With the economic downturn, more Albertans stayed close to home in 2009 and 2010, vacationing in their own province. As the Alberta economy gains momentum in 2011, this trend toward ‘staycations’ will begin to decline. Yet even as more Albertans contemplate travelling out of the province, travel within Alberta by Albertans will remain strong as residents enjoy the natural wonders of their own province and continue to visit friends and family (VFR).

Regional Focus: According to 2008 trip expenditures by Albertans while visiting the Calgary TDR – residents of Edmonton TDR (representing 25% of all expenditures by Albertans in the Calgary TDR); South TDR (24%); Central TDR (20%); and Calgary TDR (15%).

Canada – Residents from other parts of Canada represent the next largest group of person-visits to the Calgary TDR. In 2008, 877,000 person-visits or 17% of all visits to the Calgary area were made by residents from the other Canadian provinces. Alberta attracts the highest number of visits from neighbouring provinces (British Columbia and Saskatchewan), while also attracting many visitors from Ontario. Most (roughly 8 in 10) overnight visits to Calgary are for pleasure or to visit friends and relatives.

Occupancy rates in Calgary in the first half of 2010 tracked slightly below 2009 levels (January-June 2009 vs. 2010: -1.3%). With an expectation of a ‘pothole’ recovery in 2010 and 2011, the Canadian economy will continue to be volatile. As a result, occupancy rates are likely to remain at 2009 levels for the near term.

Regional Focus: British Columbia, Saskatchewan.

United States – The United States remains our largest international market and has an abundance of direct air access to Calgary. American leisure travel to Canada represents 77% of the international travel volume. The increase in overseas travellers has not come close to compensating for the decline in U.S. visitors. Every year since 1999 has seen U.S. travel numbers decline. Overnight volumes are down 5.6% as of February 2010. The U.S. still has great long-term potential that cannot be ignored despite current challenges.

Regional Focus: California, Tri-State Area (New York, New Jersey, Connecticut)

Highlights

- Travel trade indicators in 2010 show increased travel bookings over 2009, most operators are up
- Travel Alberta’s non-traditional marketing initiatives currently in-market (Anaheim Ducks and the Honda Center)

United Kingdom – With 837,000 overnight trips in 2008, visitors from the United Kingdom are Canada's most important overseas tourism market. The number of travellers from the UK rose 6% over 2006. Despite the current economic uncertainty, the UK remains a resilient market. Canada ranks third as a near-term destination priority for British long-haul travellers. Naturally, Canada is high on the priority list for UK travellers for a number of fundamental heritage reasons:

- Canada is part of the Commonwealth
- Canada is English speaking
- Many friends and relatives live in Canada (VFR)
- The British consider Canada to have a unique culture of friendly, hospitable people
- Active holidays are a key trend
- Direct air service and charters (British Airways and Air Canada)

Market potential

- Very/somewhat interested in visiting Canada in the next 2 years 71%
- Will definitely/very likely visit Canada in the next 2 years 19%

Trip duration: Average nights in Canada: 13

Highlights

- Calgary overnight visitation improved by 3.1% from 2006-2008
- Air passenger duty (APD) may affect travel
- Value, not price, an issue
- Growing consumer confidence with election over but stringent cuts on public expenditures
- VAT (UK tax) will increase to 20% in January

Australia/New Zealand – Supplied 208,000 overnight trips in 2007 representing a 17% increase over the previous year. The outbound travel market continues to grow. Perhaps the most positive finding is that culture and people are growing motivators for visiting Canada. Sampling local flavours has increased significantly since last year (from 63% to 70%), while meeting Canadians, discovering unique Canadian culture and festivals/events are all trending upward.

Market potential

- Very/somewhat interested in visiting Canada in the next two years 71%
- Will definitely/very likely visit Canada in the next two years 19%
- Economy, consumer confidence and dollar are strong

Trip duration: Average nights in Canada: 13

Highlights

- They receive six weeks of vacation annually on average
- Should they incorporate an agri-tourism component on their vacation they are entitled to a rebate
- Like the UK, the similarities are an appeal (English speaking/commonwealth)
- Forecast for 2010 outbound is for a 4.1% increase, strong Australian dollar

Germany – In 2009, North America will remain Germany’s number one long-haul holiday destination. As other European nation economies are hard hit, Germany has become Europe’s most attractive outgoing market in 2009. The German market is dominated by large tour operators (TUI/ Thomas Cook, DER and FTI Touristik). Together they represent more than 50% of the tour operator market share.

Trip duration: Average nights in Canada: 15

Highlights

- The German long-haul pleasure travel market – sits at 15 million people in 2008
- Overall air access to Canada has increased every year since 2002
- Major 2009/2010 non-traditional marketing initiative was signed by CTC, Travel Alberta, Lufthansa, FTI and Globetrotter
- Overnight visitation numbers have remained relatively stable from 2006-2008
- Economic recovery underway
- Post-Olympic effect, but weak Euro

Japan – Almost 4 in 10 Japanese travellers to Canada indicate that they would be very likely to travel to Canada again within the next five years. After five years of decline, Japan’s outbound travel is forecast to increase in 2010 by 6-9% over 2009. The Japanese economy is improving and the Yen is up. Canadian agency and wholesale offices are working hard at bringing new, varied and experiential products to market as the trend is moving to short-haul destinations.

Trip duration: Average nights in Canada: 7

Highlights

- Japanese and Canadian aviation authorities have agreed to lift restrictions on the number of flights/routes between the two countries in 2010
- Air Canada now offers non-stop seasonal flights from Narita to Calgary three times weekly
- Higher income and better educated travellers dominate

Mexico – Canada was the third most popular destination, after the U.S. and Europe (Spain), attracting 18% of Mexico’s international travellers. 82% ranked “Visiting Canada’s major cities” as one of the top influencers. Mexicans spent an average of \$1,400 per person-trip in 2008 with average stays of 20 nights.

Highlights

- This group is looking for nature-related tourism experiences that are on the doorstep of cosmopolitan cities
- Mexican visitors want to be in (or stay close to) vibrant urban centres that offer cultural activities, and dynamic shopping and dining opportunities

The implementation of the new visa requirement for Mexicans travelling to Canada came without warning in 2009 and has had continuing impact on tour operators (including Mexicana that is now out of business), and our industry partners. Overnight volume is down 34.4%.

Netherlands – The interest of Dutch tourists in Canada in general and Alberta in particular has been stable over the last few years. Most Dutch travellers combine a trip to Alberta with a visit to British Columbia and/or a visit to the United States. However, according to travel trade experts and consumers, Canada is not a top-of-mind destination, in part because it suffers from a lack of exposure in the Netherlands.

Overall, the experts (particularly Canada specialists) show a willingness to invest in Alberta as a destination, but they also see barriers and are resistant to the idea of promoting Alberta as a destination on its own. Dutch travellers spend two to three weeks in Western Canada. Mature families tend to stay a bit longer, with most staying three weeks or longer. Dutch travellers want to see as much as possible during their stay.

Highlights

- KLM direct flights to Calgary from Amsterdam continue to do well with added marketing support from Alberta partners
- This market continues to show its strength and is being re-evaluated by Travel Alberta (CTC and Travel Alberta no longer have offices in Netherlands)

South Korea – For Canada, South Korea represents a market with potential. The majority of South Koreans still prefer to book via a travel agent (75%), but online use is becoming increasingly important. Sightseeing is clearly the dominant reason for travel to Canada, but experiencing local culture, VFR and school related purposes are a relatively unique set of motivators. Among culturally oriented activities seeing old architecture, places of historical interest, museums/galleries, aboriginal culture experiences, celebrations and attractions are all in the top ten. These priorities confirm the importance of education in travel. All packages should be “packed with activities” according to the trade and the consumer. Koreans want to be busy. More than 80% of the market is dominated by the “Big 4” tour operators – Lotte, Mode, Jayu Freedom and Hana.

Highlights

- Korean Air has been bringing charters in annually from Seoul but not confirmed as yet for 2011, air access still limited
- Group travel trend moving to fully independent traveller (FIT)
- Economy expected to rebound in 2010
- Outbound travel to Canada is increasing



China – By 2020, China is expected to be one of the world's largest origin markets for tourists, with more than 115 million departures a year. Chinese travellers still seem to want to see and do everything. 59% of Chinese travellers will travel more in the next three years. Canada is ranked fifth in list of desirable destinations.

Chinese travellers are reluctant to stray too far from the big city and want to enjoy nature from a relatively safe vantage point making them ideal for city-nature products. They have a very strong interest in aboriginal product. Organized group travel is still the most popular form of travel for this market making work with the travel trade essential. Constrained situation for Chinese travellers with visa requirements, travel deposits, outside website and media sites blocked, government owned and operated travel agencies, censorship and media controls. Travel Alberta and partners are fully engaged in China.

Highlights

- Approved Destination Status (ADS) was finally signed with China in June of 2010 opening the doors for leisure travel to Canada and Canadian tourism marketing in China
- Inaugural CNTA (Chinese National Travel Administration) industry trips to Canada started August 18, 2010
- ADS is forecasted to increase Canadian visitation from China by 50% by 2015
- Air access already improving through Air Canada, Air China and Hainan Airlines, China Eastern
- Strong VFR market
- Canada-China inbound Tour Operator Accreditation program established by TIAC

India – A total of 12.7 million outbound arrivals from India were estimated in 2009, an 18% rise over 2008. The long-haul market in India is 4.5 million with a total outbound travel number of 13 million. The middle class is growing – 5% to 40% of population in 25 years. 90% of travel bookings are done by travel agencies, but there is no licensing program. India is a free market and very entrepreneurial. Travel Alberta to determine focus in India.

Highlights

- Air capacity is approximately 65 flights weekly into Canada with 13 different international carriers
- Air Canada predicted to begin Toronto/New Delhi flights in 2011
- Strong VFR market

Brazil – In 2008, Canada received approximately 72,000 Brazilian travellers, which is an 8.3% increase over 2007. Air access is still a challenge for Western Canada as visitors must travel through Toronto or the U.S. with visa requirement to get to Calgary. Travel Alberta still to decide their focus in Brazil.

Highlights

- Fifth largest global economy by 2025
- Middle and upper class expanding, travellers
- Shopping, entertainment with city packages important

Tactical Marketing Plan

Situation Analysis

Canada has improved from the #12 national tourism brand in the world to the #1 national tourism brand in just a few short years - largely due to the coordinated international marketing success of the Canadian Tourism Commission (NTO), the provinces (PMOs), the cities (DMOs) and tourism operators. Award winning and globally recognized improvements have been made to Canada's international traveller segmentation (Explorer Quotient™) and campaign effectiveness focusing on the use of social media channels.

Provincial marketers, in particular Travel Alberta, continue to enhance their marketing efforts to align and effectively integrate with the CTC in the face of growing domestic and international competition.

However, on the whole, Calgary is falling short. Calgary tourism marketing efforts are behind when it comes to the delivery of integrated tourism experiences, powerful identity building, stabilized funding, maximization of online opportunities, and partnerships required to stand out in a cluttered global tourism landscape. These are the 'make or break' factors when it comes to 'winning' in long and short-haul destination travel.

Successful urban tourism experience and brand building must be built upon a stable foundation – this allows for the long-term planning and ongoing investments required to build equity in the tourism brand. Calgary must seek to expand and establish stable sources of long-term funding. Beyond the financial equation, success must be achieved through well co-ordinated partnerships between private industry, signature events, and the public sector. Also critical is vying for and maximizing the urban destination's visibility and participation within provincial and national tourism campaigns.

Calgary must identify, understand and select target markets. This also means that Calgary must recognize it cannot be everything to everyone. With limited funds in comparison to other DMOs nationally and internationally, Calgary must focus on where the greatest return on investment exists. Calgary's greatest opportunity in the coming year is to strengthen its marketing foundation. This does not only include focused marketing efforts but also a focused message. In order to do this successfully, Calgary must refresh its dated image and imagery (visual assets – photos and videos) to better reflect today's reality. Over the past 10 years, the city has matured and so has its tourism offerings, expanded from western experiences to a diversity of cultural offerings, award winning food and wine and iconic landscapes and World Heritage Sites (WHS) just a day trip away.

“ Create a new brand image that keeps the cowboys but showcases the city & culture ”

– 2010 Tourism workshop feedback

All one must do to understand the importance of improving a destination's competitive positioning is to put on your traveller hat and say to yourself- where do I want to go (1. close to home, 2. internationally)? Immediately your personal travel values and perceptions of the world start to 'virtually' and 'visually' project yourself to where you want to go in response to these questions. This is fundamental to tourism marketing success – the creation of a travel movie or 'projection' for your target audience – what sensory anticipation (images, smells, tastes, experiences, moments etc.) comes to mind when you hear the destination's name. As for Calgary, the travel movie is incomplete.

Within Canada, several destinations of comparable size to Calgary stand out as leaders in creating a successful 'travel movie' in the minds of travellers. These destinations achieve success in the creation of their well constructed brand and integrated travel experiences:

- Quebec City, QC (French and European culture, fine cuisine, winter joie de vie, historic hotels)
- St. John's, NL (East Coast hospitality, Maritime experiences, colourful, distinctive architecture (houses), vast landscapes, music)
- Ottawa, ON (exploring Canada's institutions – A&E, historical, political, the Rideau Canal)

Internationally, destinations of comparable size that boast well articulated brands and integrated experiences include:

- New Orleans, United States (Creole culture, Mardi Gras, jazz, culinary explorations)
- Memphis, United States (birthplace of blues, mighty Mississippi, Graceland)
- Sevilla, Spain (Flamenco, Spanish architecture, Andalusian fare)
- Dublin, Ireland (party till you drop, visit a castle, unspoiled countryside, walking)
- Zurich, Switzerland (money mayhem, luxury shopping, chocolatiers, Swiss cuisine)

Calgary-Domestic: At-a-Glance – Represents our biggest opportunity and focus (i.e. 'low hanging fruit')

The largest group of Calgary's short-haul visitors (44%) currently comes to Calgary to visit a friend or relative (VFR). The large regional VFR market provides many opportunities:

- Increase frequency of visits – create sense of urgency or a 'hook' – why should I go to Calgary now?
- Increase the length of stay – create clear awareness of what to do or see
- Correct market misperceptions on price (too expensive)
- Build pride through awareness of all there is to do: award winning dining, best in Western Canada retail industry, world-class hotels and inns, our long list of local and regional attractions (music, festivals, culture, sports, natural wonders)
- Maximize the potential of upcoming opportunities (Heritage Classic, 2012 IIHF World Junior Hockey Championships, Calgary Stampede 100th Anniversary, potential Cultural Capital of Canada, Canada's Sports Hall of Fame, TELUS World of Science)

Calgary-International: At-a-Glance

Calgary, while arguably lagging behind its global and domestic peers, is in the enviable position of having all of the necessary ingredients to elevate its position as a global destination of choice – our focus must be:

- Unique cultural 'hook' (the cowboy culture)
- Western hospitality
- World-class signature events (Stampede and culturally unique events such as "High Performance Rodeo" and others)
- Day trips to Southern and Central Alberta, including Dinosaur Provincial Park, World Heritage Sites and National Parks
- International accessibility (air)

On an international basis, we must recognize that what might be 'old' to us is most definitely 'new' to our target market. We need to play to our intrinsic strengths and promote the experiences Calgary offers that you cannot (truly) get anywhere else in the world. That's what puts people on planes. Calgary will not 'go it alone' – our international marketing efforts will focus on up-line partnerships and online promotion.

Positioning Statements for Calgary's Leisure Market

Dynamic city on the edge of nature

Calgary is a vibrant cosmopolitan centre that is inspired and dominated by its natural surroundings. Arrive in Canada's fourth largest city dwarfed by views of the majestic Rockies. World-class fly-fishing for brown and rainbow trout exists in downtown Calgary as the Bow River meanders through the city's core. Explore Nose Hill or Fish Creek Park; two of Canada's largest inner city parks. Cycle paths overlay the city map like a spider's web.

Active adventure among awe-inspiring natural wonders

Travellers find adventure in the midst of nature's wonders and wildlife. You cannot get closer to heaven when skiing or hiking the Rocky Mountain tops. Get soaked rafting down the Bow River. Ride a horse at your pace across rolling hills. Dig for the fossil remains of the largest creatures to ever roam the earth. Speed down a zipline or bobsleigh track.

Culinary, shopping and entertainment – urban experiences beyond expectation

Calgary's dining is as diverse and as high quality as the people who live here. Award winning culinary experiences, tantalizing all palates, are a surprising part of our western hospitality. Shopping opportunities that wow in world-class venues and with no provincial sales tax! Sit back and laugh or cheer at one of our theatres, philharmonic orchestra presentations, concerts or professional and amateur sporting events. Get a rubdown at a spa or rub shoulders and dance until you drop at the club.

Connecting with Calgarians

Immerse yourself in our western culture. When you throw on a white hat, put your cowboy boots on or jump on a horse you feel the change inside you – the spirit of the west grabs hold and becomes a reality that is not forgotten. The Calgary Stampede is a city-wide party on steroids. After you have a flapjack, grab a hand and dance on the street before eight in the morning!

Calgary is home to people from around the globe. It is a city that nurtures and supports the celebration of culture, through traditional dance, costumes and cuisine on display in our many festivals. Explore our heritage by visiting an operating town from the 1800's or a historic fort highlighting our early settlement of the west or a first nations site that pre-dates the Pyramids of Egypt.



Three Target Traveller Groups – Explorer Types

The Canadian Tourism Commission (CTC) has developed an innovative market segmentation tool to learn everything they can about travellers to Canada. They've gone beyond traditional market research to find out exactly why people travel and why different types of travellers seek out entirely different travel experiences. The result, after years of research, is the Explorer Quotient™ (EQ).

Instead of defining people based on age, income, gender, family status or education level – all of which is valuable information – psychographics look deeper at people's personal beliefs, social values and view of the world. Tourism Calgary has identified three key traveller types, which are consistent with the CTC and Travel Alberta, to focus marketing efforts towards. The three types are as follows:

The Free Spirit

Something of a thrill seeker, you travel to satisfy your insatiable need for the exciting and the exotic. You like the best of everything and enjoy the company of others who feel the same way. You have a lot of energy and want to see and do everything. Young, or young at heart, you travel for the thrill and emotional charge of seizing the day.

The Cultural Explorer

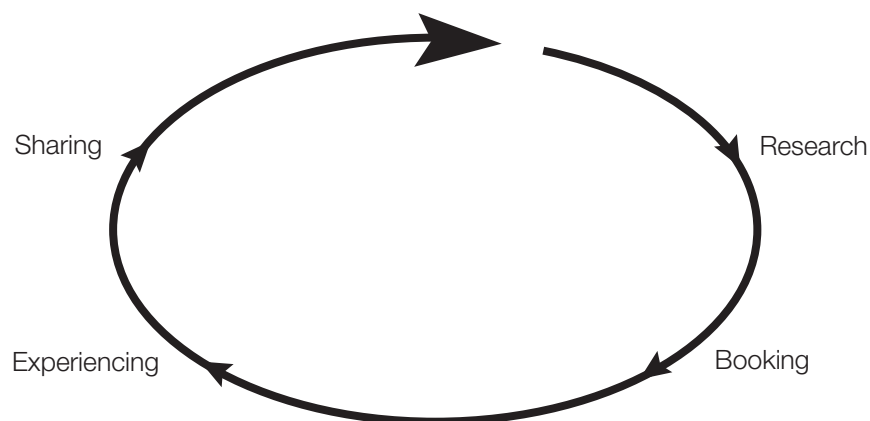
You seek constant opportunities to embrace, discover and immerse yourself in the entire experience of the culture, people and settings of the places you visit. Not content to just visit historic sites and watch from the sidelines, you participate in the modern-day culture as well. You converse with locals, attend cultural festivals, and go off the beaten track to discover how people truly live.

The No-Hassle Traveller

You are looking for worry-free and secure travel away from everyday stress and responsibility. You want to experience the outdoors with your family and you like to take weekend getaways within driving distance. Your needs can be addressed through the development of simple itineraries with everything taken care of for you.

The Customer's Path to Purchase

All travellers go through a cycle when making a travel decision. Below is the travel journey from dreaming about a destination to purchasing it and sharing their greatest memories with others.



Short-Haul Domestic

As it relates to short-haul, in the simplest of terms, Calgary can and will become a more welcoming place for visitors from our regional market. Specific training for front line staff (hotel) and a positive visitor experience can and will 'go viral' and create a fresh face in a very short time.

The simplest of actions, when implemented consistently, will make a tangible and sustainable ROI for our regional areas. While there is strength in marketing Calgary's 'urban' experience, we must do so in a way that is aligned with the value set and expectations of rural and regional visitors.

Campaign messages should focus on value/price, and 'coming back' – reclaiming Calgary's place of pride in the hearts and minds of our regional population – family values, and tradition building. Coordination with municipal government and implementation of signage programs to launch and reinforce this message would be a valuable partnership. The participation of media and Calgary personalities to 'put a face' to the city and get this word out is key.

“ Would like to see
SWOT for Calgary's
Strategic Plan ”

– 2010 Tourism workshop feedback

SWOT – Short-Haul Domestic

Strengths

- Calgary offers unique experiences found nowhere else close to home:
 - The Calgary Stampede
 - Cultural experiences (festivals, music and the arts)
 - World-class shopping
 - World-class hotels and inns
 - Olympic legacy facilities
 - National and international award winning dining

Opportunity

- Tap into Canadian national pride
- Proximity – great short getaway (domestic)
- Recession not over, travellers still wanting to stay close to home
- Leverage and promote 2-3 signature events as a primary focus (uniquely Calgaryian)
- Revitalize Calgary's messaging interest and allure
 - Authentic
 - Risk takers, innovators
 - Immersive
 - Adventurous
- Internet penetration high among Canadians – opportunity to maximize online space
- Family travel in demand
- Greater will to collaborate and strengthen marketing programs

Weaknesses

- Fragmented tourism industry (not unified)
- Funding and budget
- One dimensional brand (Cowboy and Western culture)
- Low awareness of what to do and see in Calgary
- Strength of the Canadian dollar makes it more affordable to travel abroad

Threats

- Increased competition
- Experiential tourism – experiences vs. product (Calgary out marketed / falling behind)
- Identity loss – off the travel radar
 - One dimensional (western only)
 - Low awareness of what to see and do
 - No sense of urgency
- Travel market costs and security (closing the market)

International – Long-Haul Domestic (e.g. Ontario and Atlantic Canada)

Calgary offers a unique western cultural experience - but as Calgary has grown-up as a city its potential global tourism uniqueness has diminished by trying to be too many things to too many people.

At the macro level the opportunity exists for Calgary to grow its unique identity for maximum relevance to today's international tourism customers – by focusing on Calgary's top/unique tourism experiences rather than trying to be everything to everyone in its long-haul messages. Arguably, when looking at the world and choosing where you want to go, you can get 'urban' anywhere, and you can most certainly get more 'western urban' in other places in North America. You can get 'shopping' anywhere, and 'western shopping' at preferred destinations. You can 'dine' anywhere - and get award winning international fare in just about any big city, even today's small towns through the growing global embrace of 'culinary' experiences.

So the real question (always has been, always will be) for international travel is: What can you get in Calgary that you can't get anywhere else?

The answer to this critical question is currently being developed in conjunction with multiple tourism stakeholders to define Calgary's unique differentiator. This work should be completed in the first quarter of 2011 to positively position Calgary in ongoing marketing campaigns throughout the year.

SWOT – Long-Haul Domestic

Strengths

- Calgary offers unique experiences found nowhere else in the world:
 - Western heritage – the “cowboy” culture
 - The Calgary Stampede
 - Magnificent personal journeys – ideal one day getaways to world renowned National Parks, historic parks and UNESCO World Heritage sites (5 of Canada's 13 WHS are in Alberta)
 - Western hospitality, friendly and welcoming

Opportunity

- Tap into Canadian national pride
- Opportunity to build awareness of unique Calgary world-class experiences
- Own 'Cowboy' in a way that is uniquely Canadian (values based)
- Leverage and promote 2-3 signature events as a primary focus (uniquely Calgary)
- Greater will to collaborate and strengthen marketing programs

Weaknesses

- Fragmented tourism industry (not unified)
- Funding and budget
- Calgary's external tourism importance, tourism identity, and general reputation have been diminished via association with 'oil patch/oil sands'
- High investment of foreign destinations luring Canadians to travel abroad or global travellers away from Canada/Calgary
- Air travel is expensive
- Competitive global packaging outside of Calgary (more economical hotel packages)
- Integration with inbound tour operators

Threats

- Increased competition
- Experiential tourism – experiences vs. product (Calgary out marketed / falling behind)
- Travel market costs and security (closing the market)

Strategy

Elevate visibility and engagement of Calgary's unique travel experiences through a refreshed and highly tactical communication platform with an online focus.

- Leverage the successes of the Canadian Tourism Commission and Travel Alberta.
- Focus on markets of highest return – DOMESTIC (which accounts for 53% of total Alberta tourism revenues) * Travel Alberta 2012 strategy.
- Primary markets: Edmonton, Medicine Hat, Lethbridge, Saskatchewan
- Secondary markets: Southern British Columbia, representing the largest new revenue potential for Calgary.
- Increase length of stay and frequency during needs periods by leveraging unique events.
- Improve awareness and visibility for Calgary.
- Improve and increase our funding base for greater campaign reach/penetration and ROI.

Together with our partners, we will accomplish results by:

Segmenting our audience for greater marketing effectiveness, leveraging the CTC's and Travel Alberta's Explorer Quotient – a leading edge tool to better define our best prospective travellers. The most relevant include the Free Spirits, Cultural Explorers and No-Hassle Travellers (both domestically and internationally).

Differentiating Calgary vs. other travel options in a way that is relevant for each segment. Reframe the idea of a Calgary vacation – spark the 'I didn't know I could do that in Calgary'. Uncover the unknown.

“ Identify key experiences that will increase
the interest and the desire to purchase ”

– 2010 Tourism workshop feedback

Deploying multiple buy-in opportunities aligned to our marketing tactics in order to more effectively reach our target segments in priority markets.

Directing customer purchases by creating compelling calls to action based on the customer's path to purchase and their value levers that uniquely incentivize each market and segment to make a purchase decision.

Facilitating easier transactions for consumers.

Delivering a unique and relevant message focusing on enhancing the communication (experiential storytelling) and the 'value' of a Calgary experience, clearly articulating and building the key benefits of a one to three or more day vacation to Calgary.

Sharing the Calgary experience.

“ Who is better qualified as brand ambassadors
than proud Calgarians ”

– 2010 Tourism workshop feedback

Key Objectives

Unified approach

We will unite the tourism and hospitality industry behind a common purpose and message, focused on broader strategic outcomes for tourism and industry partners. Provide stronger marketing leadership and support by enhancing ongoing communication, from development of marketing plan to providing à la carte co-operative opportunities with a collective ROI. Measure results and adjust tactics based on feedback and ongoing reporting.

“ Effective info needs to be available well in advance
to help drive positive results & planning for partners ”

– 2010 Tourism workshop feedback

Package the Calgary experience

We will create urgency to visit Calgary now by packaging key signature events. Work collaboratively with industry to enhance the current product offering and packages to include hotel, dining, attractions. Develop a package strategy, highlighting experiences, increased value (shopping, attractions etc.) and target key segments with the greatest propensity to travel in the domestic markets (BC/AB/SK).

Drive return on marketing investment

We will focus on strengthening Tourism Calgary's collective marketing effort by developing co-operative marketing opportunities. Promote signature events in major needs periods including post-Christmas (January to March), March break and the November/December holiday period. Raise the profile of these events and Calgary through a robust online and social media strategy.

Enhance the digital experience

We will drive growth on VisitCalgary.com focusing on e-business infrastructure, customer relationships (acquiring new and managing existing customers), create and provide compelling customer experiences by developing, aggregating and syndicating fresh high-quality content (destination, user generated or product experiences).

Channel Strategy

The channel strategy will be targeted to respond to our key target segment where they are in the path to purchase cycle in order to speak directly to them at the right time and with relevant messaging.

As indicated throughout, the primary component of the Tourism Calgary destination marketing plan is integration; aligning our marketing efforts with Calgary's tourism industry, Travel Alberta initiatives and the CTC. We will partner where possible with Meetings and Conventions Calgary (MCC) to ensure a consistent voice and look and feel in the market. We will also partner with Edmonton, Banff and the surrounding areas where we see the greatest propensity to grow tourism revenue.

We will harness the power of the internet, where almost 80% of our target audience is shopping and receiving travel information. We will use the digital space to influence and persuade; investing the majority of our advertising dollars in this channel. We will amplify our activities with a social media strategy penetrating social networks in order to inform, create buzz and evolve perceptions of Calgary as a vacation destination. The use of media and public relations will be aligned to our social media strategy in order to stay top of mind, manage our reputation and potentially lead to conversion. Contests may be used in order to engage locals, build our image database and help break through the clutter and generate attention.

Our call to action will be **VisitCalgary.com**, driving consumers to the site to close the sale. A package strategy will increase partner participation, increase leads to partners and sales (hotels, operators and attractions).

“Online and social media very important – need to balance between old and new media”

– 2010 Tourism workshop feedback



Tactics

The four key marketing objectives are aligned and support the delivery of Tourism Calgary goals for 2011.

All campaign metrics will be aligned to TDR and DMF measurements including: conversion, website visits, length of stay on site, database growth, industry satisfaction, industry participation, leads to industry, unpaid media value, and tourism revenue.

Marketing Objective #1 - Unified approach

We will continue to learn about and connect with consumers by making use of our current database, growing it and enhancing the segmentation of our customer data.

Supporting Corporate Goals	Key Tactics	Measurement of Success
4. Integrate and collaborate planning and implementation efforts with our strategic partners.	Planning Establish our marketing and tactical plan moving forward in consultation with industry	Marketing and tactical plan reflecting industry feedback collected at workshops and one-on-one consultations. Plan complete by Nov 30, 2010
	Engagement Create ongoing opportunities for industry feedback to measure success and evolve our strategies and tactics	Develop a marketing committee by Jan 30, 2011 Develop sharing portal for industry updates and to communicate marketing buy-in opportunities Design co-operative marketing opportunities leveraging investments from industry partners Conduct industry survey once a year garnering 70% satisfaction in year one
	Funding Enhance funding model and top-line growth	Secure 3-year funding for 2011, 2012, 2013 Secure opportunity to leverage quadrant funds in order to amplify existing marketing initiatives and align to overall Tourism Calgary marketing plan

Marketing Objective #2 - Package the Calgary experience

Supporting Corporate Goals	Key Tactics	Measurement of Success
1. Position Calgary as the destination of choice in our key markets.	Develop a seasonal pricing strategy for packages and attractions offerings for Tier 1: Seasonal, needs period campaigns Tier 2: Developmental event campaigns Tier 3: Year-round packaging (niche)	Introduce a competitive package strategy i.e. 3rd night 50% off Achieve 2,160 room nights through booking engine purchases Achieve \$288,000 in revenue for hotel sales
	Develop editorial and promotional calendar in order to maximize opportunities for packaging and promotion of partners and events in Calgary	Achieve 7,200 transactions for attractions Achieve \$108,000 in revenue for attractions/retail booking engine partners
	Develop a clear strategy for international marketing based on leveraging up-line partnerships, channels and opportunities	Synergy and alignment with CTC, Travel Alberta, media, and travel trade. Increased visibility in campaigns. Increased click-through
	Develop website revenue generating sales strategy (banner ads, etc.)	Incremental \$60,000 in revenue from advertising and feature positioning
	Increase partner participation in all Tourism Calgary programs	Increase to 75 (currently 43 hoteliers/7 attractions)
	Position Calgary as a hub vs. gateway	Develop 10 day-trip itineraries in consultation with industry (upload packages where suitable)

Marketing Objective #3 - Drive return on marketing investment

Supporting Corporate Goals	Key Tactics	Measurement of Success
5. Demonstrate return on investment to our stakeholders.	Develop 2 travel demand generators leveraging key signature events. Pull visitors to Calgary for repeat visits and increase their length of stay during needs periods. (summer/shopping)	May-June <i>Summer in the City (pre- and post Stampede)</i> <i>Cirque de Soleil</i> Oct.-Nov.-Dec. <i>Shopping/Classical Calgary</i> Travel demand generators and developmental marketing promotions will generate 2,160 in room night bookings
	Build awareness of Calgary experiences among locals	March Increase tourism revenue among VFRs (44% Visiting Friends and Relatives)
	Expand reach and increase bookings using online marketing campaigns with focus on promoting 3-5 developmental events	Key needs periods HPR, Dine out, festivals and events
	Develop a year-long social media strategy to support all marketing initiatives and raise awareness of Calgary's key experiences	Social media metrics: Increase fans on Facebook to 6,000 and followers on Twitter to 4,500 to grow overall social media profile for VisitCalgary.com
	Execute a pilot marketing campaign with the CTC, Travel Alberta and Tourism Calgary in California	Spring 2011

“Our highest priority should be the education of locals & visitors about our experiences”

– 2010 Tourism workshop feedback

Marketing Objective #3 con't - Drive return on marketing investment

Supporting Corporate Goals	Key Tactics	Measurement of Success
5. Demonstrate return on investment to our stakeholders.	Enhance Tourism Calgary campaign research capability	Invest in key research data to improve campaign ROI (e.g. tracking studies, online studies, conversion studies, travel intention index, consumer response rates, competitive analysis etc.)
	Joint Marketing Agreements in Canadian, U.S., UK, Asian markets (TBD) with key accounts aligned with Travel Alberta and CTC	5 agreements resulting in 1,000 incremental room nights
	Marketplace and sales missions to make new contacts, consolidate established relationships and promote business development	8 North American and international in scope (RTO missions, RVC, CWM, Showcase Asia, NTA) with travel trade 3 with travel media (CMM, TMAC GoMedia)
	FAM tours showcasing Calgary product to media and trade supporting business development	25 travel trade / 5 new product inclusions or itineraries 80 Media / media impressions of \$3M
	Support 3 air access programs that stimulate travel to Calgary	Airline reports on load factors (KLM, AC Japan, Korean Airlines)
	Secure business opportunities in the North American incentive market in partnership with Banff Lake Louise Tourism	250 room nights
	Enhance general servicing and Welcome Program to maintain strong conference base and stimulate repeat business and visitation	Develop new measurement to validate impact of servicing. Increasing length of stay of convention attendees

Marketing Objective #4 - Enhance the digital experience

Supporting Corporate Goals	Key Tactics	Measurement of Success
3. Be a strong, credible, trusted and leading voice for industry	Execute the \$680,000 digital CHA/Tourism Calgary strategy	Achieve 30:1 conversion through hotel/attraction purchase on booking engine. (Ottawa 15:1/Toronto 80:1) Increase to 67,000 visits per month and increase time on website to four minutes for visitors
	Develop CRM strategy Build customer relationship (CRM strategy: acquire, enhance and retain) <ul style="list-style-type: none"> Increase email newsletter subscribers/opt-ins Pre/post campaigns 	Grow opt-in list to 22,000 consumers
	Enhance the web experience with new video and new imagery/content	Invest \$150,000 in new assets, partner with industry, Travel Alberta and CTC With industry, implement a shared Calgary photography and video digital asset management system
	Improve web presence for China	Launch Chinese website aligned to Travel Alberta site by March 2011
	Develop partner e-commerce communication and reporting structure for VisitCalgary.com	Report key metrics to industry (timing and format TBD)

Sources of Data

Travel Alberta 2012 Strategy

CTC 2012 Strategy

Statistics Canada Cities Research

Meetings & Conventions Calgary Marketing Partnership

The meetings, conventions and incentive travel (MC&IT) market represents a high-yield opportunity for Calgary's tourism and hospitality community.

In 2008, business travel to Calgary accounted for 368,000 overnight visitors and \$246 million in tourism expenditures. This represents 14% of Calgary's total overnight visitation and 27% of total revenues.

Efforts relating to the MC&IT segment are delivered in partnership by Tourism Calgary, the Calgary TELUS Convention Centre and the Calgary Hotel Association under the umbrella of Meetings & Conventions Calgary.

Both Tourism Calgary and the Calgary TELUS Convention Centre are promotional authorities for the city and a collective approach capitalizes on each organization's distinct attributes. Respective roles are clearly defined within the Meetings & Conventions Calgary partnership with the Calgary TELUS Convention Centre responsible for MC&IT "sales and marketing" and Tourism Calgary accountable for the "event servicing" component of MC&IT. Tourism Calgary also plays a key role in creating destination awareness for the city, which helps influence sales and marketing efforts directed specifically to meeting organizers and decision makers.

The year 2010 has been a start-up and transition year under the new Meetings & Conventions Calgary model. Metrics indicate that the partnership is succeeding at generating business opportunities (MC&IT leads), establishing strong in-market presence, and servicing clients selecting Calgary as a meeting destination. Equally important is the positive support and feedback pertaining to Meetings & Conventions Calgary's efforts being received from Calgary partners directly targeting the MC&IT segment.

The Meetings & Conventions Calgary sales and marketing strategies can be accessed by contacting the MCC business division at the Calgary TELUS Convention Centre at info@meetingscalgary.com.

Sport, Culture and Events Market

Situation Analysis

Sport tourism is one of the fastest growing segments of the tourism industry and is becoming more competitive every day. In fact, more than 300 cities in the United States have at least one person dedicated to attracting sport events to their respective communities. It's widely accepted in the industry that aside from immediate economic activity, there are also many long-term economic, social and cultural benefits associated with bidding for and hosting sport events. In addition, sport events play an invaluable role in branding host cities.

To capitalize on this market, Tourism Calgary operates the Calgary Sport Tourism Authority (CSTA). The CSTA is officially recognized by City Council as Calgary's authority to lead a collaborative and proactive process to secure national and international events. While ensuring that a high level of professionalism and accountability are upheld throughout the evaluation, investment and bidding process.

Equally important, is the procurement and acquisition of non-major events. To better serve this segment, Tourism Calgary has created a Sport Tourism Marketing Plan to develop bidding capacity through services offered to local organizations bidding for regional events. The goal is to position Calgary as the premier host of sport events in Canada and build a portfolio of events that produce economic benefit, branding and promotional opportunities, as well as meaningful community legacies.

Since 2007, Tourism Calgary and the CSTA have supported 40 national and international events, attracting visitors from around the world; generating 70,000 hotel room nights; and stimulating significant economic activity. For example, the 2012 IIHF World Junior Hockey Championship is expected to produce \$50 million in economic activity throughout the province of Alberta.

Major events can also deliver legacies that transform communities. Bringing the 2009 World Water Ski Championship to Calgary helped develop the facilities at Predator Bay into a world-class venue. And the CSTA's bid to relocate Canada's Sports Hall of Fame brings one of Canada's most important cultural attractions to Calgary. Legacies come in other forms than facilities as in the 2009 CN Canadian Women's Open donation of \$1.6 million to the Alberta Children's Hospital to benefit children across the province.

Sport events also serve to raise Calgary's profile on the world stage. The 2012 IIHF World Junior Hockey Championship is expected to attract an international television audience of 15 million viewers from countries all over the world – including Russia, Sweden, Finland, large parts of the U.S. and Europe. And the 2009 CN Canadian Women's Open received 13 hours of television coverage distributed to 126 million households in 100 countries.

Lastly, Tourism Calgary also supports and leads initiatives to attract and secure a variety of culture and special events. In 2008, Tourism Calgary played a pivotal role in hosting what was arguably one of the most successful JUNO Awards to date. In fact, for more than two years prior to the event, the bid program was led and executed by Tourism Calgary. Since that time, Tourism Calgary has played a leadership role in helping to secure and/or host the 2009 Gemini Awards, 2009 World Skills Competition, 2010 Cirque du Soleil – KOOZA, 2011 Alberta Motion Picture Awards, and the 2012 Magnetic North Theatre Festival.

Objectives

1. Tourism Calgary and the Calgary Sport Tourism Authority will support bids presented before December 31, 2011 to secure 14 sport, culture and/or special events to be hosted in Calgary in future years.

Target Date: December 31, 2011

2. Tourism Calgary and the Calgary Sport Tourism Authority will confirm a minimum of 20,000 hotel room nights from the sport, culture and special events market for Calgary hotels for future years.

Target Date: December 31, 2011

Sport, culture and special event tactics:

1. Lead the collaboration of a proactive major event bid framework through the operation of the Calgary Sport Tourism Authority;
2. Recommend sport events for bid or investment that yield incremental and positive benefit to the tourism industry, the sport community, and the city of Calgary;
3. Lead the process of establishing working committees for recommended bids;
4. Identify and cultivate local champions;
5. Provide exceptional service and bid assistance to local sport organizations; and
6. Enhance capacity for sport event tourism through:
 - Raising awareness of services offered in the community;
 - Showcasing the value of sport event tourism to local stakeholders;
 - Positioning Calgary as the premier host of sport events in Canada; and
 - Event activation and leveraging of hosting opportunities to maximize ROI.



STRATEGIC PRIORITY #3

Extend e-business capabilities

Situation Analysis

The e-business strategy is one component of the overall tactical marketing plan. VisitCalgary.com is the leading source for visitors thinking about or ready to book a Calgary vacation. VisitCalgary.com offers consumers a one-stop-shop for hotel accommodations and tickets to area attractions. Launched in June of 2010, VisitCalgary.com is showing strong numbers in terms of traffic generation and engagement on the site. The first two quarters of 2011 will continue to be a benchmarking period as we build our e-commerce capacity within Tourism Calgary. VisitCalgary.com is one component of an overall e-business strategy that incorporates the primary call to action VisitCalgary.com for all marketing campaigns, social media channels, partnership collaboration and email communication

Objectives

1. Grow monthly revenue from booking engine through VisitCalgary.com over 2010.
Target Date: December 31, 2011
Tactics:
 - Work with hotels to develop corporate rates in order to differentiate pricing for VisitCalgary.com;
 - Develop a seasonal pricing strategy for packages and attractions offerings; and
 - Introduce a competitive package strategy i.e. 3rd night 50% off*For sales targets see objective #4 in marketing plan tactics section
2. Drive 67,000 visits per month to the website in 2011 and increase engagement on VisitCalgary.com through integrated marketing strategy for regional and domestic markets.
Target Date: December 31, 2011
Tactics:
 - Grow number of partners on booking engine to 75;
 - Achieve 30:1 conversion through hotel/attraction purchase on booking engine;
 - Develop editorial and promotional calendar in order to maximize opportunities for packaging and promotion of partners and events in Calgary;
 - Enlist opt-in of 22,000 consumers for e-contact through VisitCalgary.com; and
 - Increase time on website to 4 minutes for visitors.
3. Increase fans on Facebook to 6,000 and followers on Twitter to 4,500 to grow social media profile for VisitCalgary.com.
Target Date: December 31, 2011
Tactics:
 - Develop strategy for video implementation on website; and
 - Use social media to gain exposure for member attractions and offers.
4. Develop website sales strategy with a goal of \$60,000 in revenue from advertising and feature positioning.
Target Date: February 28, 2011
5. Establish a shared Calgary photography and video digital asset management system between Calgary promotional agencies.
Target Date: June 30, 2011

STRATEGIC PRIORITY #4

Communicate results to key stakeholders

Corporate Communications Situation Analysis

The communications department has not been operating with a formalized communication plan, processes, mechanisms, or accountabilities for communications either internally or externally with key stakeholders. This document, along with the development of additional guidelines and processes, will ensure consistent long-term communication for Tourism Calgary.

Two priorities exist for communication at Tourism Calgary. First, internal and external stakeholder relations are critical to the success of the organization and Calgary's overall tourism efforts. Engaged and inclusive communication will lead to greater collaboration among the city's tourism stakeholders making for better tourism products and more efficient marketing programs.

The second priority is to build an understanding of the importance and reach of Calgary's tourism industry with the public and media. Tourism Calgary will continue to be a leading resource for media on all things related to tourism.

Tourism Calgary's corporate communication tools will undergo an audit and each piece will be evaluated for strategic value and brand consistency. Virtually all departments and individual staff at Tourism Calgary communicate directly and frequently with members, funding partners and attractions. It is critical that Tourism Calgary's staff be provided with consistent messaging and appropriate tools.

A further opportunity exists for Tourism Calgary to take advantage of supportive stakeholders like the Board of Directors, long-standing members and key Calgary influencers. Tourism Calgary needs to cultivate its champions and keep them engaged in the progress of the fulfillment of this strategic plan.

Objectives

1. Develop a consistent corporate brand across Tourism Calgary's breadth of corporate communication vehicles.
Target Date: March 30, 2011
2. Conduct a minimum of four tourism industry/member workshops to engage Tourism Calgary's various stakeholder groups.
Target Date: December 31, 2011
3. Develop the corporate communications section of VisitCalgary.com.
Target Date: February 28, 2011
4. Develop a benchmark for Tourism Calgary media monitoring and increase media mentions by 10% year over year.
Target Date: December 31, 2011
5. Participate in discussions regarding the City of Calgary's brand and ensure that any determination of a final brand meets the tourism industry's needs.
Target Date: March 31, 2011

“ More face-to-face (collaborative) info sharing sessions for big opportunities ”

– 2010 Tourism workshop feedback

Tourism Calgary Overall Key Messages

1. Tourism Calgary is the destination marketing organization for the city of Calgary.
2. Tourism generates more than \$1.1 billion in revenue for Calgary annually and employs 1 in 10 Calgarians.
3. Tourism Calgary is a catalyst for collaboration, bringing Calgary's various tourism stakeholders together to enhance product offerings and leverage existing marketing resources.
4. We work on behalf of our more than 500 members and partners through promotion, providing economic and promotional opportunities, and services that maximize the customer and visitor experience.

Audiences

Tourism Calgary works with seven key stakeholder groups that require tailored forms of communication and key messages.

1. Tourism Calgary Board of Directors: The board was overhauled with a new chair and board members selected or elected in August 2009 and a new governance model.
2. Members: Tourism Calgary's more than 500 members require regular communication. These members are varied and communication must be relevant to all members when possible. It is critical that membership value be affirmed at every opportunity.
3. Partners (CHA, DMF, TDR, CADA, CED, CSTA, TA, CTC, STMC and others): Tourism Calgary works closely with a variety of partners to promote Calgary to the world. Through consistent collaboration among these groups Calgary will enjoy world-class programming and the world will hear about it.
4. Calgary tourism industry at large: Tourism Calgary will act as a leader in the tourism industry supporting those in the industry at need and promoting the successes of Calgary's great attractions and industry contributors.
5. City of Calgary: The municipal government is a critical funding partner, important regulator (signage, taxes and transportation), investor in infrastructure, and shareholder in tourism.
6. Public / Media: In large part, this audience reflects the targets for Tourism Calgary's corporate communications outreach and primarily includes Calgary and surrounding area public as well as local, regional and national media. Marketing efforts will also be directed at this audience to develop the knowledge of Calgarians about Calgary's great experiences.
7. Staff: The Tourism Calgary team includes everyone at the head office and at the Visitor Centres. The internal audience is critical; a united Tourism Calgary team will be a much stronger force.

STRATEGIC PRIORITY #5

Expand research and product development capacity

Research

Tourism Calgary will build research capacity and capability that is aligned with industry needs. Re-established in 2010, the purpose of the market research department is to provide timely and relevant tourism market research information that supports marketing initiatives and helps guide promotional efforts.

Starting with a review of the tourism statistics currently available, the market research department will seek to interpret data so that it has context and meaning for the Calgary tourism industry. In conjunction with third-party research, Tourism Calgary will also take care to meet the unique information needs of Calgary's tourism industry in order to identify information gaps and opportunities. Primary market research will be conducted to fill these information gaps and drive improved decision making. Industry input will be solicited to help define some of the research priorities.

Objectives

1. Tourism Calgary will collaborate with members and industry to create and deliver six economic impact evaluations.
Target Date: December 31, 2011
2. Tourism Calgary will develop and implement a tourism exit survey.
Target Date: December 31, 2011
3. Tourism Calgary will develop and deliver 12 monthly production reports to measure room night usage in 2011.
Target Date: Within 15 days of each month end in 2011

Product Development

Tourism Calgary is focused on collaborating with the arts, attractions, sports and business communities. The organization will be responsible for building on existing tourism product by working collaboratively to gather non-traditional partners to enhance tourism offerings and attract a diversity of guests to "niche" events in Calgary for unique and exciting experiences.

Objectives

1. Tourism Calgary is committing to develop two travel demand generators and promote various developmental key events in Calgary to drive visitation in needs periods throughout 2011. This number will grow in 2012 and 2013 (based on research and package sales). The objective for each of these events is to increase occupancy in the city by 5-10% on Friday and Saturday nights for a total of 2,160 room nights in 2011.

Target Date: December 31, 2011

The economic effect of these travel generators will cut across sectors and bring new people and dollars to Calgary's attractions, restaurants, festivals, galleries, hotels and much more. Tourism Calgary has worked collaboratively throughout 2010 supporting events and festivals including Cirque du Soleil's KOOZA and the Calgary International Film Festival.

The model for this approach moving forward is illustrated by Classical Calgary – a collaboration between Tourism Calgary, the Calgary Philharmonic Orchestra (CPO), EPCOR CENTRE for the Performing Arts, Calgary Arts Development Authority, Calgary Downtown Association, Mount Royal University and the Art Gallery of Calgary. Tourism product development provides the opportunity to develop packages to reside on VisitCalgary.com incorporating multiple partners and creating the motivation to encourage travel.

STRATEGIC PRIORITY #6

Attract and retain the best talent

Situation Analysis

According to the Canadian Tourism Human Resource Council (CTHRC), in 2009, jobs in tourism industries declined by 0.6%, a smaller decline than for all other industries in Canada (-1.7%). In 2009, 10,000 jobs were lost in tourism industries: full-time jobs (-12,000) decreased but some part-time jobs (+2,000) were created.

Tourism industries in Canada generated a total of 1.6 million jobs in 2009. Notwithstanding current economic conditions, labour shortages for the tourism sector in the medium to long term will continue to be a challenge. Therefore, human resource and talent retention remains a strategic priority for Tourism Calgary.

In today's competitive market linking human resource management with strategic goals and objectives is important in order to improve business performance and development. Components such as health and well being, growth and development, support and employee engagement are all integral to retention.

Human Resource Priorities

Growth and development

We commit to supporting the growth and development of employees through effective performance planning that gives people a sense of being valued and provides everyone the opportunity to contribute to the organization's success.

1. Tourism Calgary will work to maintain an employee turnover rate of 10% or lower (turnover is defined as anyone leaving the organization for any reason).

Target Date: December 31, 2011

2. Tourism Calgary will ensure that 100% of employees receive regular performance reviews.

Target Date: December 31, 2011

Management support

We commit to supporting the managers responsible for the human resource management of their staff.

1. Tourism Calgary recruitment will achieve a job offer acceptance of 95%, once an offer letter has been issued.

Target Date: December 31, 2011

2. Tourism Calgary will attract an average of 67 responses for open job positions.

Target Date: December 31, 2011

Employee engagement

We commit to supporting employee engagement that creates an environment that enables employees to contribute their full potential.

1. Tourism Calgary will ensure employee engagement with regular monthly staff meetings, 1 team building workshop, 2 employee recognition days, 1 employee charity day and 1 business plan workshop annually. As well as ongoing training investment.

Target Date: December 31, 2011

Health and well being

We commit to ensuring a supportive and healthy culture that respects the balance between work and personal lives.

1. Tourism Calgary will maintain and enhance a competitive benefit plan, and engage in employee compensation and employee satisfaction surveys.

Target Date: December 31, 2011

KEY PERFORMANCE INDICATORS FOR 2011-2013

The success of Tourism Calgary is defined by the success of Calgary's tourism industry. As such, Tourism Calgary's key performance indicators are directly linked to the revenues of Calgary's hotels, attractions and wide variety of tourism-related businesses. While this document is full of specific and measurable objectives for each area of our tourism efforts, the majority of those objectives drive increased visitation demand and ultimately result in sales.

The following key performance indicators will increase tourism revenue in 2011 and beyond.

Key Performance Indicators that Result in Increase Sales

1. Develop two travel demand generators for weekends in 2011, research and package sales will determine further travel demand generators in 2012-2013.
2. Engage in 5 joint marketing agreements with inbound tour operators resulting in 1,000 incremental room nights in 2011.
3. Secure 14 sport, culture and/or special events to be hosted in Calgary in future years.
4. Confirm a minimum of 20,000 hotel room nights from the sport, culture and/or special events market for future years.
5. Achieve 2,160 room nights booked through VisitCalgary.com.
6. Achieve \$288,000 in revenue for hotel sales through VisitCalgary.com.
7. Achieve 7,200 transactions for attractions through VisitCalgary.com.
8. Achieve \$108,000 in revenue for attractions through VisitCalgary.com.
9. Establish relationships with two North American incentive travel agents resulting in 250 room night sales in 2011.

Other Important Organizational Indicators

10. Drive 67,000 visits per month to the website.
11. Grow number of partners on booking engine to 75.
12. Enlist opt-in of 22,000 consumers for e-contact through VisitCalgary.com.
13. Maintain an employee turnover rate of 10% or lower.
14. Service 150 meeting and event planners.
15. Improve annual membership retention to 89%.

“Share results as well as ideas and feedback”

– 2010 Tourism workshop feedback

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STATEMENT OF OPERATIONS

Department from 10 to 67 – combined

Project from 0001 to 9999 – combined

December 31, 2011

	2010 Actual	2011 Budget	Variance Bud-Act
Operating and one-time grants	2,624,054	2,597,024	(27,030)
Industry partnership	734,868	451,136	(283,732)
Grants - TDR	555,340	479,500	(75,840)
Destination Marketing Fees	2,738,054	2,829,506	91,452
Miscellaneous	150,673	226,200	75,527
Membership	472,753	425,416	(47,337)
Commissions	–	43,080	43,080
Building Operations	173,072	133,814	(39,258)
City Grant - Tower assets	25,000	25,000	–
Sub-total cash revenue	7,473,814	7,210,676	(263,138)
Donated services	790,747	819,100	28,353
Revenue	8,264,561	8,029,776	(234,785)
Salary, wages, commissions & benefits	2,876,107	3,244,981	(368,874)
Advertising and promotion	1,570,322	2,052,994	(482,671)
Travel & trade shows	868,056	867,804	252
Consultant fees	1,658,780	535,922	1,122,858
General and administrative expenses	138,606	134,480	4,125
Office supplies & servicing	168,377	213,887	(45,510)
Professional fees	39,462	36,500	2,962
Amortization expense	76,577	76,577	(0)
Interest and bank charges	18,540	19,500	(960)
Sub-total cash expense	7,414,828	7,182,645	232,182
Donated Services	790,747	819,100	(28,353)
Expense	8,205,575	8,001,745	203,829
Surplus (Deficit)	58,987	28,031	(30,956)

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Stagewest Hospitality

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Tourism Calgary

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Vice President, Special Features
Spruce Meadows

Accommodations

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General Manager
The Westin Calgary

City of Calgary

Rod McKay

Partner (retired) KPMG

Transportation & Visitor Experience

Peter Wallis

President & CEO
The Van Horne Institute

Meetings, Conventions & Incentive Travel

Vacant

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Reception

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Coordinator, Sport & Major Events

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Coordinator, Site/FAMS

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Managing Director, Services

Tammy Andric

Coordinator, Services

Lauren Hankins

Coordinator, Services

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Director, Communications

Trent Cross

Manager, Creative Services

Corporate Development & Membership

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Vice President, Corporate Development & Membership

Vacant

Manager, Business Development

Sonja Dasiuk

Manager, Membership Services

Jeanie Mahan

Manager, New Member Sales

Shellie Crittenden

Coordinator, Membership Services

Cindy Good

Manager, Events

Shelley Moulton

Manager, Visitor Services

Elaine Bauman

Supervisor, Airport Visitor Centre

Clayton Chief Body

Counsellor, Tower Visitor Centre

Tourism
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