

tourism  
**calgary**

2018-2020  
**Strategic Plan**



**Calgary**

Ultimate hosts. Ultimate host city.

# Ultimate hosts. Ultimate host city.

Now. It's time for Calgary to take another big step forward. We have the opportunity to build on our success, make our city everything we dream it can be, take on new challenges and work together to share Calgary with the world.

Calgarians are ultimate hosts, and Tourism Calgary's aspiration is to make ours the ultimate host city.

After listening to nearly 10 million online conversations from 500,000 digital sources over a two year period, we know that our community spirit sets us apart from others, and reinforces our position as ultimate hosts. Now, we have the opportunity to leverage that perception as we aspire to make Calgary the ultimate host city.

To achieve that, we will **market** Calgary in new and exciting ways. We will **advocate** for what's best for the quality of life of Calgarians and our industry. We will exemplify **hosting** as we bring more events and people to Calgary and showcase our community spirit. And, we will **activate** experiences in ways that attract, connect and inspire.

Our success will be measured against clear goals which reflect our vision, and the priorities of our stakeholders. This three-year strategy outlines how Tourism Calgary is aligning its efforts to achieve the objectives outlined in Calgary's Destination Strategy.

We're a city worthy of international eyes, so let's brighten what already shines and become the host city people can't wait to cross off their bucket list.

## We're ready. Now!



Marketers

Advocates

Hosts

Activators



# Marketers



As marketers, we will increase the likelihood that travellers will visit Calgary within two years. We will work with visitors and Calgarians to create strong ambassadors whose stories will generate consumer demand.

Growing intention to visit is not merely about creating a campaign. It's about amplifying positive stories about Calgary's compelling experiences that are aligned with the stories told about our city – in other words, our destination brand. It's being nimble – and bold – enough to disrupt the market with creative ideas. And, it's about ensuring visitors and Calgarians want to share our experiences with others – in person, and through digital channels.

Doing all of this will showcase everything Calgary has to offer, while inspiring visitors and Calgarians to seek out – and share – the experiences that are uniquely Calgary's.



### How success will be measured

- Increase intentions of Canadian travellers to visit Calgary within the next two years\*
- \*The baseline for new key performance indicators will be developed in 2018.



### Examples of key activities

- Evolve the brand committee to collaboratively build tools, resources and collateral for a unified message
- Encourage and capture shareable content from visitors and Calgarians to promote to our target markets
- Leverage partnerships to enhance international awareness and visitation



### How we'll track progress

- Grow likelihood to recommend Calgary by past visitors from 73% to 75% by 2020
- Grow social media engagement by 20%, annually
- Increase international visitation to 110,000 from 85,000 by 2020



# Advocates

As advocates, we will increase collaboration, advocacy efforts to develop our destination and alignment within our industry and stakeholders.

The nature of the tourism industry, coupled with funding realities, demand that Tourism Calgary function as an advocate, collaborator and leader. Our success and sustainability relies on increasing the alignment amongst our stakeholders, and advocating for issues of importance. Moreover, Tourism Calgary is the steward of the Destination Strategy, and responsible for championing its implementation.

As enablers across our industry, our focus in this area will be on identifying and solving problems, identifying opportunities and working tirelessly to make them happen. We are the primary advocate for our sector, bringing our tireless passion to communicate what is important to our stakeholders and representing them to the community, travellers and government partners.

  
**How success will be measured**

- 90% of stakeholders believe Tourism Calgary is an effective champion for industry by 2020
- 15 Destination Strategy initiatives advanced or completed by 2020 (five in each year of this plan)

  
**Examples of key activities**

- Evolve Tourism Calgary's partnership and membership programs to ensure they meet the needs of our industry, and are based on engagement
- Identify key Destination Strategy-focused partnerships and initiatives in which to invest and advance in the short- to- mid-term
- Advocate to appropriate stakeholders on behalf of the tourism industry

  
**How we'll track progress**

- 75% participation in Destination Strategy initiatives amongst identified stakeholders by 2020
- Develop baseline, then grow the number of stakeholders who feel engaged with Tourism Calgary
- Number of key advocacy initiatives advanced in support of the tourism industry



# Hosts

As ultimate hosts, we will attract more visitors and events to Calgary throughout the year.

A key function of Tourism Calgary is to support the attraction, development and delivery of sport, cultural and major events events. Not only do events enrich the community by adding to the vibrancy of the city, the options available to Calgarians, and the economy, they also attract visitors.

Attracting events - while ensuring the ones we already host are successful and sustainable - provides the opportunity to showcase our hosting abilities to organizers, participants and fans. Events offer Calgarians more options to experience their city, and to share their time as hosts.

  
**How success will be measured**

- Grow the number of Tourism Calgary-supported events from 68 to 75 by 2020
- Achieve incremental growth in attendees at Tourism Calgary-supported events by 3%, annually

  
**Examples of key activities**

- Evolve advisory committee to champion the identification, evaluation and oversight of bidding for major events
- Develop an organizational strategy to identify, support and enhance targeted events that complement our brand, offer shareable experiences and grow visitation
- Work with stakeholders to elevate hosting potential through activation and marketing

  
**How we'll track progress**

- 35 new events targeted annually
- Minimum of 10 events supported with additional pageantry and promotion, annually

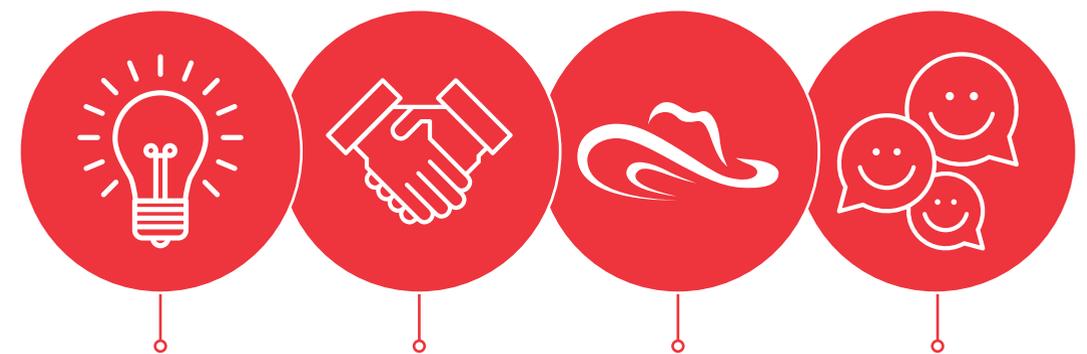


# Activators

As ultimate hosts, we exemplify our unique community spirit by fostering a destination that is welcoming, innovative and offers shareable experiences for our guests. Visitors find it easy to be here and are unencumbered in their pursuit of unique experiences. In doing so, we will be taking risks, collaborating and being agile in all we do, while playing to our strengths.

We'll enable visitors to unlock the best version of Calgary by tailoring their experiences through itineraries that meet their needs, and providing better information online and offline. We'll also support Calgarians who are hosting visitors, enabling our resident hosts to be the best possible ambassadors for our city and region, ultimately leading to repeat visitation and economic contribution from their guests.

## Ultimate hosts. Ultimate host city.



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<p>Increase intentions of Canadian travellers to visit Calgary within the next two years*</p>	<p>90% of stakeholders believe Tourism Calgary is an effective champion for industry by 2020</p> <p>15 Destination Strategy initiatives advanced by 2020 (five in each year of this plan)</p>	<p>Grow the number of Tourism Calgary-supported events from 68 to 75 by 2020</p> <p>Achieve incremental growth in attendees at Tourism Calgary-supported events by 3%, annually</p>	<p>Increased proportions of Calgarians believe tourism is an important contributor to Calgary's economy and quality of life*</p> <p>Increased proportions of visitors and Calgarians believe Calgary offers shareable experiences*</p>
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*\*The baseline for new key performance indicators will be developed in 2018.*

**How success will be measured**

- Increased proportions of Calgarians believe tourism is an important contributor to Calgary's economy and quality of life\*
  - Increased proportions of visitors and Calgarians believe Calgary offers shareable experiences\*
- \*The baseline for new key performance indicators will be developed in 2018.*

**Examples of key activities**

- Develop strategy to improve and enhance the complete visitor experience
- Enhance visitcalgary.com and other digital platforms to be more personalized for visitors and Calgarians
- Develop a robust email marketing program for Calgarians and visitors

**How we'll track progress**

- Increased awareness amongst Calgarians of attractions, events and festivals supported by Tourism Calgary\*
  - Increase visitor spending in Calgary by 2% annually
- \*The baseline for this indicator will be developed in 2018.*

## Senior Leadership Team

**Cindy Ady**

*CEO*

**Marilyn Bell**

*Vice President*

Travel Trade, Market & Product  
Development

**Jeff Daniels**

*Executive Director*

Sport, Culture & Major Events

**Jeff Hessel**

*Vice President*

Marketing

**Cassandra McAuley**

*Director*

Stakeholder Engagement &  
Destination Development

**Andrew Rodych**

*Director*

Operations

**Todd Shannon**

*Director*

Finance

**Shelley Zucht-Shorter**

*Vice President*

In-Destination & Event Services