



2024 – 2027
Business Plan
Tourism Calgary

tourism
calgary

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Land Acknowledgement

The city of Calgary, where the Bow and Elbow rivers meet, was historically a place of confluence where the sharing of resources, ideas and opportunities naturally came together. Long before Scottish settlers named it Calgary, the original Indigenous Nations of this area had their own names for the land. In the Blackfoot language, it is called Moh-kins-tsis. The Îethka Nakoda Wicastabi First Nations refer this place as Wicispa Oyade and the people of the Tsuut'ina nation call it Guts-ists-I. The Métis call the Calgary area Otos-kwunee.

We would like to acknowledge that we welcome all visitors and guests to the traditional territories of the people of the Treaty 7 region in Southern Alberta. This includes: the Siksika, Piikani, and Kainai collectively known as the Blackfoot Confederacy;

the Îethka Nakoda Wicastabi First Nations, comprised of the Chiniki, Bearspaw, and GoodStoney First Nations; and the Tsuut'ina First Nation. The city of Calgary is also homeland to the Otipemisiwak Métis Government., Districts 5 and 6.

We acknowledge all Indigenous urban Calgarians, First Nations, Inuit, and Métis, who have made Calgary their home. We thank all Indigenous people for accommodating and hosting visitors and for continuing to welcome guests and share our history.



01

Executive Summary

The 2024–2027 Business Plan provides a framework for Tourism Calgary to further grow the visitor economy and enhance vibrancy and quality of life for residents.

While the three-year plan initially anticipated a continued focus on recovery, Calgary's visitor economy has recovered nearly two years faster than expected. Tourism revenues have grown beyond 2019 levels to a projected \$2.9 billion with 8.4 million visitors in 2023. Domestic leisure travel led the way in recovery, with U.S. markets and business travel expected to fully recover in 2024, followed by international markets by 2026.

Looking ahead, while further growth is expected, it will not be without headwinds. Economic pressures causing financial strain on prospective visitors and local business, labour challenges, and social issues including a housing shortage and safety and security of our city will continue to have negative impacts on the tourism industry.

To help drive continued growth and vibrancy in our city and support local business, Tourism Calgary will continue to focus on four key areas:

1. **Strengthen Calgary's Reputation through Brand**
2. **Become a Year-Round Eventful City**
3. **Elevate Calgary to a Top Convention City**
4. **Build Community and Collaboration**

The business plan was developed within the context of Tourism Calgary continuing to refine its role in destination management, with an enhanced focus on sustainable tourism development and growth. This involves considering not just economic, but social, and environmental factors in all aspects of our work.

The framework and initiatives of the business plan are supported by the findings and recommendations of a new 10-year Tourism Strategy for Calgary that involved extensive research and industry and community engagement. Set to be unveiled in early 2024, the strategy will be the roadmap for the long-term sustainable growth and development of Calgary's visitor economy.

The work to grow Calgary's visitor economy and create a vibrant city is not just the work of Tourism Calgary, but involves an ecosystem of industry and community partners and associations, local tourism-related businesses, funders, and all levels of government. Working together, we will continue to make Calgary one of Canada's best places to live, work, and visit.



02

About Tourism Calgary

Vision

To become a year-round destination of choice, known for our welcoming, vibrant atmosphere, memorable experiences, and commitment to sustainable tourism growth.

For the tourism industry to be seen as valued contributors to Calgary's economy and quality of life.

Mission

To inspire more people to visit Calgary for memorable experiences that contribute to Calgary's economy and enhance the quality of life for residents.

Mandate

As the official destination management organization for Calgary, the purpose of Tourism Calgary is to:

Promote Calgary as a destination of choice, marketing the city locally, nationally, and internationally to leisure and business travellers

Attract and support major events and conventions

Steward Calgary's destination brand

Lead or support development initiatives that enhance city vibrancy and the visitor experience

Advocate for and support city building decisions that contribute to the sustainable growth of the visitor economy, and enhance quality of life for local Calgarians

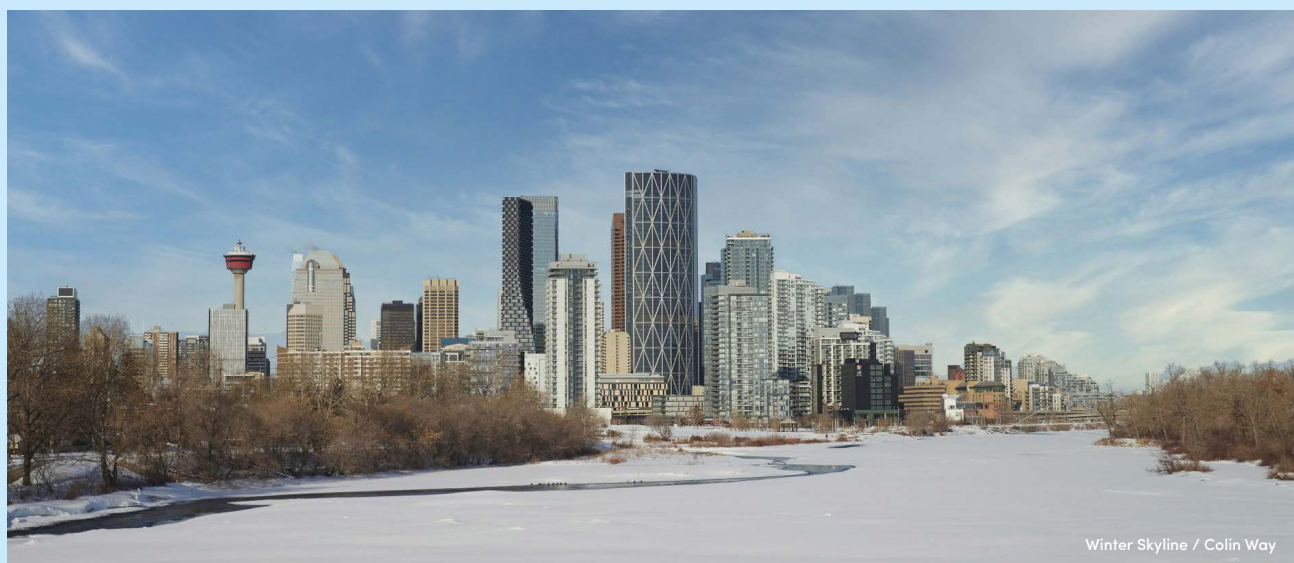


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Our Approach

When Tourism Calgary launched its inaugural Destination Strategy in 2017, it began its transition to a Destination Management Organization (DMO). Destination Management is the strategic coordination of almost all aspects of destination development and promotion that contribute to the visitor experience, while also considering the needs of the local community, member businesses, partners, and environment.

Cities that focus on destination development have diversified economies, a powerful network of connected and strategically aligned partners, collaboration with government and engaged citizen advocates. This translates to a robust visitor economy, pride of place for residents and a sought-after destination for travellers.



Winter Skyline / Colin Way

While promotion of our destination remains a key facet of our work, as a destination management organization, Tourism Calgary will:



Lead

the work we are mandated to do in support of responsible development of our destination and growth of the visitor economy



Support

the goals of our destination through collaboration with the community, industry and civic partners, and stakeholders in a way that moves us collectively forward



Advocate

for what's best for the quality of life of Calgarians and for Calgary's growing tourism industry

04

Sustainable Tourism and Events Framework

Tourism Calgary, and other DMOs around the globe, are experiencing a shift in post-pandemic consumer demand and visitor economy investments towards sustainable and regenerative tourism. Understanding how to remain competitive within these new expectations, is important to our destination.

With support from Destination Canada, Tourism Calgary participated in the 2023 Global Destination Sustainability Index (GDS-Index) to understand where the destination was excelling, and where it can improve. With over 100 destinations participating worldwide, the GDS-Index is a comprehensive assessment gathering data on nearly 70 questions focused on measuring Environment, Social, Supplier and Destination Management Organization commitments to minimizing impacts of visitation to a destination. It is fully aligned with the United Nations Sustainable Development Goals and relies on the Social Progress Index results for Canada.

Following this work and incorporating feedback from the extensive engagement on the Destination Strategy, Tourism Calgary has established a 2024–2027 Sustainable Tourism and Events Plan.

In alignment with the City of Calgary foundational commitments to achieve net-zero by 2050, Tourism Calgary is dedicated to fostering sustainable practices and creating social benefit for our destination, within our visitor and tourism economy. We are responsible for key elements of destination management and will continue to work closely with stakeholders, industry, and partners as we strengthen our sustainable and responsible visitor economy.

Our goal is to advance our organizational commitment and foster sustainable travel within our destination that not only provides a memorable experience for visitors and guests, but contributes positively to Calgary's environmental, social, and economic prosperity. Furthermore, our plan will align with key strategies in our industry, namely the Government of Canada Tourism Strategy, City of Calgary Climate Strategy, Destination Canada Business Events Sustainability Plan and UN Sustainable Development Goals.



Key Sustainability Objectives

Education & Training:
Foster a Sustainable Tourism Industry

Operational Excellence:
Develop our Sustainability Acumen

Community & Visitor Engagement:
Showcase our Sustainable City



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Calgary's Tourism Industry

Calgary's tourism industry is an ecosystem made up of a variety of stakeholders and partners. Within Calgary we have nearly 8,000 tourism-related businesses, representing approximately 85,000 local jobs.¹

Tourism Calgary Members

Tourism Calgary champions the Calgary and area tourism and hospitality industry, representing more than 1,000 partner businesses in the sectors of accommodation, things to do, dining, shopping, tours, transportation, and visitor and business services.

Government, Community, and Industry Stakeholders and Partners

Tourism Calgary works closely with all levels of government and the tourism industry to support the continued growth of the visitor economy.

The organization operates within a network of civic partners, working closely with The City of Calgary, which provides key funding for the organization, as well as Calgary Arts Development (CADA), Calgary Economic Development (CED), Calgary Municipal Land Corporation (CMLC), the Calgary Downtown Association (CDA) and other Business Improvement Areas (BIAs) and many other local partners to create strategic alignment and direction for the city.

Tourism Calgary also works closely with Travel Alberta, Destination Canada, Indigenous Tourism Alberta, and other Destination Management Organizations across the country to align and support strategic tourism initiatives.

Tourism Associations

The Tourism Industry Association of Alberta (TIAA) and the Tourism Industry Association of Canada (TIAC) advocate on behalf of the tourism industry to support all aspects of the visitor economy provincially and federally.

The Calgary Hotel Association (CHA)

A primary funder of Tourism Calgary, the CHA supports programs and initiatives to help grow Calgary's visitor economy and experience.

Meetings & Conventions Partners

Tourism Calgary works closely with meeting and convention venues, including the Calgary TELUS Convention Centre, the Calgary Stampede/BMO Convention Centre, hotel partners, meeting and event planners and suppliers to attract, support, and host meetings and conventions in our destination.

Sports, Culture & Major Events Partners

Many organizations and venues contribute to Tourism Calgary's ability to attract major events to our city. Tourism Calgary works closely with major event and sport venues, event rights holders and federal, provincial, and local sport organizations to attract and host major events in our city. In addition, The City of Calgary and local partners such as Calgary Arts Development contribute significantly to local events that create vibrancy for our city.

Advisory Committees

Calgary Sport & Major Events Committee

Calgary Sport and Major Event Committee (CSME) is part of The City of Calgary's Boards, commissions, and committees division whose purpose is to strengthen our community by providing strategic direction, advice and due diligence in the proactive process of evaluating and attracting major sports, recreational and cultural events to the city of Calgary.

Meetings & Conventions Advisory Committee

The Meetings and Conventions Advisory Committee (MCAC) principal role is to provide strategic direction and advice to the Organization in the proactive process of evaluating and attracting meetings and conventions to Calgary.

Marketing & Advocacy Committee

The committee provides oversight and advice on Tourism Calgary's strategy and plans for marketing, communications, stakeholder engagement, and advocacy.

¹ Statistics Canada's December 2019 and 2022 Business Location Counts by Census Division/Sub-Division, North American Industry Classification Codes (NAICS) and Employment Size Range.

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Priority Markets

To increase tourism revenues, we will focus on key audiences that will contribute to the growth of Calgary's visitor economy.

A significant opportunity for growth in our market will be the convention traveller. With the expanded capacity of the new convention centre coming in 2024, we will have the ability to attract a greater volume of visitors to Calgary as well as new conventions and delegates from outside of Canada. We also have the opportunity to inspire this captive convention audience to extend their stay while in Calgary.

Due to the high cost of consumer marketing in international markets, Tourism Calgary is continuing to attract international travellers through our Travel Trade (business to business) activities while leveraging Travel Alberta and Destination Canada campaigns in international markets. As well, it will be critical to continue to promote Calgary as a destination of choice regionally and domestically, where our largest volume of travellers come from.



Regional & Domestic Leisure

High volume
Low-Medium spend



U.S./International Leisure

Low volume
Highest spend



Convention

High volume
High spend

Travel Trade (International Leisure)

Travel Trade supports the growth of visitation from key markets through industry-aligned business to business initiatives, while supporting partners in developing export-ready products and experiences.

Key markets for the next three years:

Primary Markets



United States



Germany



Switzerland



Australia



United Kingdom



France



Netherlands



Japan



Mexico

Secondary Markets



Travel Trade's priority markets are selected based on:

- Alignment with Travel Alberta and Destination Canada investments
- Air Access
- Alignment with Destination Canada and Travel Alberta to target High Value Guests/Travellers in their primary markets
- Calgary's products which are well positioned to deliver on the international demand for safe destinations with plenty of outdoor spaces, sustainable tourism products and Indigenous experiences
- Business access to established tour operators and receptive tour operators



Stampede Midway / Colin Way

Consumer Marketing

Tourism Calgary invests in markets that have been historically strong for Calgary and show potential for future visitation. We continually analyze the following factors when choosing our markets:

- Awareness of Calgary and high intentions to visit
- Past market performance (visitation and spend)
- Economic outlook
- Access to Calgary
- Strategic priority of our partners (local, Travel Alberta, Destination Canada)

Tourism Calgary regularly reevaluates our key markets and adjusts them if needed due to changing global events, traveller behaviour and economic circumstances.

Tourism Calgary's markets for 2024–2027

Regional Markets

Any traveller within an eight-hour drive of Calgary including communities in Alberta, British Columbia, Saskatchewan, Montana and Washington.

Domestic Markets

Traditionally focused on travellers in the Greater Toronto and Lower Mainland / Coastal British Columbia markets and has evolved with less of a focus on geographic qualifiers as opposed to persona and interest-based targeting within Canada.

U.S. Markets

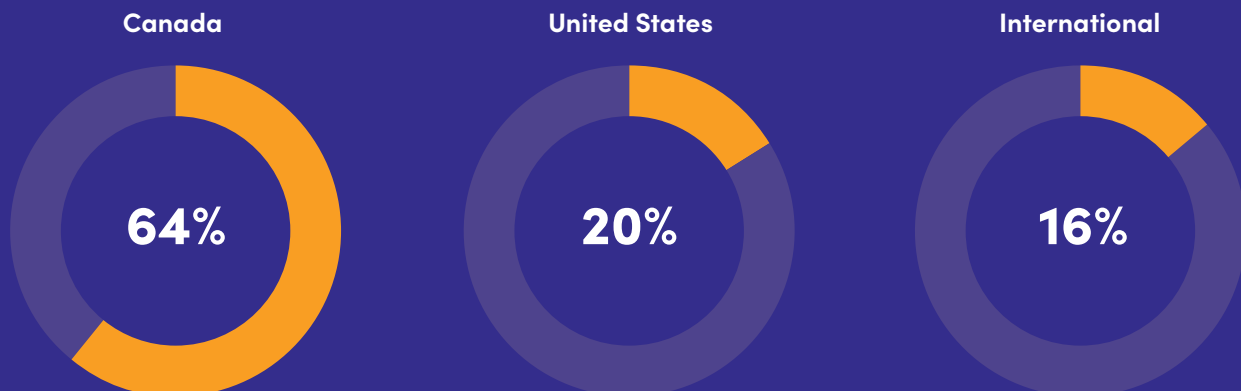
The U.S. market consists of any long-haul destination in the U.S. with a focus on direct flights to Calgary, namely, California, Texas and Washington. We utilize Travel Alberta and Destination Canada's segments, aligning closely with their U.S. programs.

Local Hosts

Although Tourism Calgary prioritizes bringing visitors to Calgary, Calgarians are an important audience that hosts friends and family in Calgary and are frequent patrons to our partners. Tourism Calgary executes several strategic local initiatives annually to help achieve our goals.

Sales – Meetings & Conventions

In 2022, sales by geographic location were as follows:



2022 represented an initial shift away from our traditional mix of 80 per cent Canadian business as we began to secure larger events for the new BMO Convention Centre in addition to our historical production. With our increased convention capacity, our expected sales mix over the next three years will move toward 50 per cent Canadian and 50 per cent USA and International.



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2024–2027 Strategic Focus Areas

All four of our focus areas are interconnected, each supporting the success of the other, helping to achieve our goal of growing the visitor economy in Calgary.





2024-2027 Strategic Focus Areas

Strengthen Calgary's Reputation through Brand



Objective: Create an emotional connection that inspires travellers and locals to choose Calgary and share their experiences.



Strengthen Calgary's Reputation through Brand

In collaboration with our civic partners, Calgary Economic Development and The City of Calgary, Tourism Calgary recently conducted extensive research and engagement on our city's brand. Findings of this work indicated that for us to be successful attracting more visitors, conventions, and events to Calgary, a bold, new brand was important for our city. This collaboration is resulting in an updated Calgary story that is relevant and aspirational for our civic organizations, locals and guests.

Our aim is to bring the Calgary brand to life with our partners by consistently telling genuine Calgary stories that reflect the city's diverse culture and heritage. Through our marketing efforts, events, and in-destination experiences, we want to showcase Calgary to the world and turn local Calgarians, visitors, influencers, and others into brand ambassadors. We want to promote Calgary as a global destination of choice by connecting emotionally with our audiences and creating excitement and urgency to visit the city.

Key initiatives

1
Infuse new brand into all Tourism Calgary programs & activities
2
Collaborate with strategic partners to create and grow brand awareness and alignment
2024-25

Develop brand guidelines, assets, and tools and refresh Tourism Calgary channels with brand-aligned content

Execute awareness marketing campaigns in longer-haul markets

Develop new brand-aligned travel trade content for international markets

Build brand awareness through major meeting & event promotion, servicing, and activations

Evolve Calgary's White Hat Ceremony to reflect and align to new Calgary brand

2024-25

Rollout brand strategy, tools, and resources with partners to build brand alignment across city

Leverage Special Olympics Winter Games and other events to build brand awareness

Work with civic partners on collaborative brand initiatives to raise awareness for Calgary

Work with travel trade partners to grow brand awareness in international markets

2025-26

Continue development and use of brand-aligned content and traveller centric photo and video assets across organization

2025-26

Leverage key events and conventions to build brand awareness for Calgary

Continue to build brand alignment with civic partners through enhanced resources and tools and collaborative brand-led initiatives

Create brand awareness with international visitors through travel trade activities

2026

Evaluate and continue to refine brand-aligned content and traveller centric photo and video assets

2026

Leverage key events and conventions to showcase Calgary's brand

Continue to build brand alignment with civic partners through enhanced resources and tools

**3**

Create an ambassador program for Calgarians that enhances civic pride, increases visitation and the overall visitor experience

2024-25

Create and implement an ambassador program and aligned marketing/communications strategy

Evolve LoveYYC into brand-aligned citizen advocacy program collaborating with other civic partners

Evolve industry frontline programs to reflect new brand and enhance visitor experience

2025-26

Develop and grow brand ambassadors program and initiatives

Refine and build on frontline programs to enhance destination experience

2026

Continue to review and refine ambassador program, and showcase ambassadors in communications, promotions and activations

4

Implement a Sustainable Tourism & Events Plan, including a focus on Diversity, Equity, Inclusion and Accessibility, and Indigenous Relations

2024-25

Improve score in 2024 GDS-Index

Facilitate third-party sustainability certification for partners, including Rainbow certification and Goodwill Employer Inclusion Accelerator Program

Incorporate sustainability, DEIA, and Indigenous education and involvement into Tourism Calgary programs and events

Establish sustainability award as part of White Hat Awards

Update content and brand assets across the organization to reflect sustainable tourism approach, Calgary's diversity and rich Indigenous history

2025-26

Improve score in 2025 GDS-Index

Establish grant programs to advance LEAF Certification, and Rainbow Certification for tourism partners

Establish a legacy program for meetings & conventions and highlight major event legacy initiatives

Grow awareness and promote City of Calgary initiatives impacting tourism industry partners, including CalgaryEATS! And Circular Economy Grants Program

Launch sustainability module for White Hat Academy

2026

Maintain or improve GDS-Index score

Assess Tourism Calgary operational practices and update or refine in alignment with sustainability strategy



2024-2027 Strategic Focus Areas

Become a Year-Round Eventful City



Objective: To attract exciting events to Calgary and position the city as a vibrant, diverse destination with an abundance of things to do year-round.



Become a Year-Round, Vibrant Eventful City

Historically, summer is the busiest time of year for visitation in Calgary. With the Calgary Stampede and many large, well-known local festivals and events, there is much to promote and attract visitors to our market. The challenge Tourism Calgary wants to address is attracting more visitors in our softer seasons -- winter, late fall and early spring. We are looking to enhance the vibrancy of our city year-round, so that visitors and locals alike know there is always something fun and exciting to do in Calgary.

To achieve this, we work to attract events that will draw visitors during our partners' high needs periods. At the same time we work collaboratively with local partners and Indigenous communities to develop and enhance seasonal experiences, including our winter anchor, Chinook Blast. Chinook Blast is going into its fourth year and Calgary's tourism offerings have significantly increased with new events, festivals, winter markets and sporting events like NitroRally Cross.



Chinook Blast / Neil Zeller

Creating a more vibrant and eventful city year-round and focusing our communications and promotions helps create traveller urgency, supports our goal to increase the volume of visitors each year and enhances the overall visitor experience.

The work in this strategic pillar also contributes to the quality of life and satisfaction of Calgary residents by creating a more vibrant community, giving locals more things to do year-round and activating many areas of their community.



NitroRally Cross / Colin Way

Event Highlights

Tourism Calgary supports many events annually with a goal to create a year-round eventful city. In 2023, Tourism Calgary brought 61 major events and 108 meetings and conventions to the city, with total projected economic impact of more than \$225 million.

In conjunction with this work, Tourism Calgary executes a seasonal anchor strategy designed to collaborate with local partners and encourage additional events, programming and activations in Calgary. The strategy also creates a promotional platform that focuses our content and promotions seasonally to build urgency with regional and national audiences.

This work has seen considerable success in the winter as our teams work to give Calgary a winter boost through Chinook Blast, our collaboration with Calgary Arts Development, Calgary Economic Development, The City of Calgary, 200 partner organizations and over 920 artists. In addition, our sales teams have been able to attract several signature events for Winter 2024 (for February and March) including: NitroRally Cross, Snow Rodeo, the Scotties Tournament of Hearts, and Special Olympics Canada Winter Games Calgary 2024. In 2023, we saw the impact of this work through measures of room night sales, economic impact, volunteer and partner engagement and success.

Tourism Calgary continues to work with our 1000+ partners to further build out Calgary's seasonal offerings making any season a great time to come to Calgary for remarkable experiences.

Key initiatives

1 Attract and support 1-2 large signature experiences each year that create brand-aligned profile for the city		2 Attract/develop larger 'anchor' events in shoulder/winter season		3 Work with partners to strengthen year-round experiences and events, showcasing all our city and area has to offer	
2024-25	Review and refine event scorecard/guiding principles for events secured for market; align with 10 year tourism strategy	2024-25	Enhance Chinook Blast's reach, offerings, and experiences by leveraging the 2024 Special Olympics and Scotties Tournament of Hearts	2024-25	Create strategy with key partners to increase or enhance hub & spoke opportunities from Calgary to regional experiences
	Close key events for 2025-27 and prospect signature events for 2028-29		Work with partners to attract, enhance and refine spring and fall anchor experiences		Collaborate with civic partners and the cultural community to build experiences (plug & play) that can be activated during major events and conventions. i.e. Indigenous art market, Music Mile
	Leverage Special Olympics Winter Games and other major events to showcase all that Calgary has to offer and build awareness of Calgary		Further develop our suite of familiarization tour and site itineraries to highlight year-round range of experiences		Work with tourism industry partners to enhance menu of scalable experiences for conventions and events
2025-26	Grow breadth of international relationships to find new unique events for Calgary	2025-26	Enhance Indigenous tourism experiences and Indigenous involvement in events	2025-26	Launch plug and play activation pilots
	Grow breadth of international relationships to find new unique events for Calgary		Attract a new event to take place in conjunction with Nitrocross weekend		Continue to build and refine menu of scalable experiences and entertainment (plug and play) for convention and event clients
	Determine key partner opportunities with Province of Alberta to grow event portfolio		Grow Chinook Blast awareness, reputation and experiences		
2026	Continue to review and grow types of events and evolve relationships	2026	Continue work with partners to further enhance and refine spring and fall anchor experiences	2026	
			Grow Chinook Blast's reputation and experiences		Continue to refine and leverage programs and tools for future events
			Reevaluate Chinook Blast governance and five-year plan		



4

Enhance awareness of events among locals and visitors

2024-25

- Build event excitement and attendance through focused marketing and communications strategy
- Together with key partners, to explore opportunities around enhanced digital promotional tools for events
- Enhance volunteer program and opportunities for locals to participate in Calgary-hosted events
- Connect with local community through event legacy programs
- Map visitor and delegate in-destination journey to identify experience and service gaps
- Grow referrals year-round by continuously evolving visitor servicing model
- Host travel trade familiarization tours outside of peak season to showcase Calgary as a year-round destination

2025-26

- Implement event communications strategy and promotional tools
- Leverage content to extend stays for group business
- Launch a customized trip planning tool on visitcalgary.com
- Monitor and research how visitors are choosing to be engaged and adjust as needed
- Continue to promote year-round experiences and events with international audiences via travel trade activities

2026

- Refine and evolve event aggregation activities and communication plan

5

Enhance Indigenous tourism experiences and Indigenous involvement in events

2024-25

- Work closely with Indigenous communities and Indigenous Tourism Alberta (ITA) to enhance Indigenous relationships and education for the industry
- Work with event clients to incorporate Indigenous involvement, experiences, and education
- Together with Indigenous Tourism Alberta, align efforts to develop Indigenous tourism experiences in Calgary and the surrounding region
- Work with the 2027 North American Indigenous Games Host Society to develop opportunities for involvement in events

2025-26

- Continue to grow relationships with Indigenous communities and connection with Indigenous Tourism Alberta
- Grow Indigenous experience and education offerings
- Support work of the 2027 North American Indigenous Games Host Society

2026

- Continue to Implement Indigenous Relations Strategy and Indigenous involvement in events



2024-2027 Strategic Focus Areas

Elevate Calgary to Be a Top Convention City

Objective: Showcase Calgary as a world-class destination where event planners want to do business and delegates want to visit – and stay longer to explore.





Elevate Calgary to Be a Top Convention City

One of the biggest opportunities for future growth in the visitor economy will be the opening of the expanded BMO Centre in 2024 which – together with the TELUS Convention Centre, who will be celebrating 50 years of operations in 2024 and other meeting space – will double our capacity to host conventions and meetings in Calgary.

Not only will Calgary be able to host a greater number, larger and more high-profile conventions, but this represents a tangible opportunity to attract large numbers of high-value visitors to Calgary that would not have visited otherwise. This translates to

a captive audience to further promote Calgary and all we have to offer, extending delegates' stay and desire to return.

Growing investment and people resources to support this opportunity will be crucial, as will be identifying, prioritizing, and addressing gaps in our destination that will allow us to be a competitive convention city. Ensuring we have an appropriately sized hotel on-site, the right connections to the mountains and other nearby attractions for pre-and-post trips, and are working closely with our local partners to create unique Calgary experiences for event planners and delegates, will be key.

Key initiatives

1 Implement an integrated marketing, sales and event servicing plan to attract an increased number and variety of conventions to our city		2 Develop programs and offerings for delegates that enhance visitor experience, attendance, and length of stay	
2024-25	Evaluate and refine sales activations to optimize ROI and leads	2024-25	Conduct a needs/gap analysis to identify pre and post programs and experiences that help extend a delegate's stay
	Refine marketing strategy to increase awareness of Calgary, engage key audiences and grow marketing leads		Work with industry partners to enhance offerings for day trips to the mountains and other regional experiences
	Create awareness amongst industry partners of convention opportunity; work collectively to build current experience offerings		Develop a platform to streamline marketing of the destination for convention visitors
	Grow our familiarization tours from one in 2023 to three in 2024 including a winter event based to showcase Calgary as a year-round destination		Launch the Calgary Explore More pass for convention delegates featuring deals for restaurants, shopping and things to see & do
2025-26	Work collaboratively with partners to communicate the opening of BMO Convention Centre with industry media	2025-26	Pilot digital communications initiative for delegates
	Secure a major international event planner conference to showcase destination		Implement pre and post program offerings to convention delegates and continue to develop and refine experience offerings
	Refine and build on service offerings as convention capacity increases		Review and implement digital marketing/communications strategy for delegates
	Refine our marketing strategy to engage our followers and grow marketing leads		
2026	Evaluate and refine sales tactics to optimize ROI and leads	2026	Review and refine delegate/attendee programs and offerings
	Leverage travel trade relationships to generate international awareness of convention opportunities for the city		
	Host major international event planner conference to showcase destination		
	Review and refine Champions program to further engage local market		
	Evaluate and refine sales tactics to optimize ROI		

4 Together with partners, support and advocate for increased hotel infrastructure and enhanced transportation options in and around our city		5 Further develop Champions program, creating enhanced connections with local business community	
2024-25	Together with local stakeholders, develop a working group to prioritize and address current gaps in market competitiveness Align advocacy positions with partners and create communications strategy to highlight gaps in competitiveness	2024-25	Enhance Champions Program from reactive to proactive outreach and engagement with the local business community to drive leads
2025-26	Refine and implement working group advocacy and communications plans	2025-26	Review and refine Champions program to further engage local market, drive leads and profile local business community
2026	Review progress and continue to refine	2026	Review and refine Champions program to further engage local market, drive leads and profile local business community





2024–2027 Strategic Focus Areas

Build Community & Collaboration

Objective: Lead Calgary's visitor economy by bringing together industry partners and the broader community, strengthening alignment and collaboration to improve the destination and raise Calgary's profile as a destination of choice.





Build Community & Collaboration

In short, we cannot do this important work alone. As a destination, we are always better working together. Building relationships within our community, the industry, and with our civic partners is paramount to our success as an organization

and a destination. Creating alignment brings more value to our destination partners, the industry, and the community enabling us to leverage our strengths and opportunities.

Key initiatives

1

Increase collaboration and strategic alignment with industry, community, and civic partners for greater impact

2024-25

- Together with industry, civic and community partners, begin to create awareness of and implement recommendations from 10-year tourism strategy
- Develop civic partners working group to identify key areas for increased collaboration, determine roles and responsibilities, and develop shared KPIs
- Review and refresh Tourism Calgary's Partnership Program to best reflect current needs of industry
- Create and foster relationships in the community that enhance diversity and inclusion
- Further develop relationships with Indigenous communities
- Develop a communications strategy and plan to create enhanced awareness amongst industry and community of activity, events and conventions coming to our market

2

Increase understanding, support, and awareness of the visitor economy among Calgarians

2024-25

- Develop and implement a communications strategy to inform key audiences of the role tourism plays in growing and diversifying the economy, stewarding the Calgary brand, and contributing to an increased quality of life for residents
- Create research and planning role to gather and share research, data and insights and support organizational planning

2025-26

- Work together to implement key findings of 10-year tourism strategy and communicate progress
- Refine Partnership Program based on feedback and needs of industry; create a better understanding of Tourism Calgary's role and offerings with partners
- Continue to foster diversity and inclusion
- Continue work with Indigenous communities and industry partners to share Indigenous stories and experiences
- Expand our partner database enabling us to highlight a variety of diverse year-round experiences

2025-26

- Review and adjust the communications strategy based on results
- Continue to refine and share data and intelligence based on key priorities

2026

- Continue to advance key priorities and report on progress
- Continue to refine and adapt offerings to partners
- Refine partner engagement plan based on results

2026

- Continue to monitor and refine communications strategy to align with 10-year tourism strategy
- Refine and adjust data and research needs

Operational Excellence

Foundational to our plan will be ensuring we have a strong, engaged team, good governance, and a diversified, sustainable funding model to support the work ahead. Evaluating and updating our processes, systems, and tools to allow us to be efficient and agile will also be a key component of our work. Essential to the way we operate, is our commitment to our more than 1,000 industry partners who trust us to advocate on behalf of our industry.



Key Focus Areas

A Diversified Funding Model

To fully support the growth and opportunities outlined in our business plan, additional revenue will be required.

Exploring opportunities to enhance our current funding while diversifying sources of funding will be key in our ability to execute our plan.

Diversity, Equity & Inclusion

Tourism Calgary is committed to ensuring members of our community feel welcome and represented in our work and the stories we share about Calgary.

Building an inclusive culture where all team members feel like they belong, are engaged and valued will be a key component of this work.

Digital Transformation

To strengthen Tourism Calgary's work, as part of our three-year plan, we are implementing a digital transformation strategy. The strategy incorporates our digital vision, aligns to organizational needs, and defines a list of specific initiatives and project goals.

This work will allow us to adapt and respond to changing technology, incorporate audience feedback, while helping to elevate the four focus areas of our business plan.

Data & Research Strategy

The ability to understand what's happening in the market, including traveller and local sentiment, will be vital to informing our work and how we share the value of the visitor economy with our audiences.

In 2024 we will identify gaps in current data and intelligence and further align data and research needs with our business plan and 10-year tourism strategy to better tell the story of tourism's contribution to the visitor economy.

Industry Alignment

We continue to work closely with Travel Alberta and Destination Canada to align on targeted strategies and educational opportunities to grow the visitor economy. We also work with the Tourism Industry Association of Alberta and Indigenous Tourism Alberta to expand the number and diversity of tourism experiences, help operators be market-ready, and grow the Indigenous tourism industry.

The background is a solid blue color with several large, overlapping, organic shapes in a slightly darker shade of blue. These shapes are reminiscent of water droplets or flowing liquid, creating a sense of movement and depth. The shapes are positioned in the top left, top right, and bottom left areas, leaving the center-right area more open for the text.

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