

# Calgary

Ultimate hosts  
Ultimate host city

tourism  
**calgary**

Destination  
Strategy








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An aerial photograph of the Calgary skyline at sunset. The city is filled with various high-rise buildings, some with glass facades reflecting the orange and yellow light of the setting sun. In the background, the Rocky Mountains are visible under a hazy, golden sky. The foreground shows a dense area of green trees, likely in a park, with some lower-rise buildings interspersed among them.

**“ With this collective tourism strategy, we are taking another big step forward to invite the world to our home. We will share with them what we already know: that Calgary is a remarkable city in which to live and to visit, and we’re only going to get better.**

**Mayor Naheed Nenshi, City of Calgary**







## Now. Now is the time for Calgary to take another big step forward

Calgary is a city that has really come into its own. We are a big city, with a small town feel. In many ways we're growing up, as we focus inward on local improvements and look outward for inspiration. Our focus benefits Calgarians and those we welcome to our city.

Calgary is the centre of Canada's West, and the heart of the Canadian Rocky Mountains, where explorers discover immense beauty. We're home to the Calgary Stampede, where we celebrate our Western values and culture. We're known around the world for our hospitality, and it's a badge we wear with pride. We love to host, and it shows.

As a symbol of our warmth and friendliness, our visitors are greeted by White Hatters at the Calgary International Airport (YYC). And, while we love our cowboy hats and boots, we are much more. We are youthful, energetic and entrepreneurial. We collaborate and work together knowing that when we put our minds together, good things happen.

Look at the growth and development we've already achieved in the past few years: Studio Bell, home of the National Music Centre, the redeveloped East Village, the RiverWalk, the Peace Bridge, the new international airport terminal, and there is so much more still to come.

We have an excitement for life and a desire to experience it to the fullest. We take to our city's vast parks and green spaces where music festivals and cultural events invigorate and fill us with wonder. Our backyard is anyone's dream with four UNESCO World Heritage sites at our doorstep. Skiing the Rockies, discovering the dinosaurs that roamed beneath our feet thousands of years ago, exploring the hunting grounds of our native ancestors, or taking in the scenery of glacial waters are some of the many perks of living where we do.

We know we live in an amazing city, but imagine what it could be. We are a city built on potential and opportunity – we're always looking to the future. We are a city with intense drive and the will to succeed where others have failed. We have goals and use our collaborative, innovative approach to achieve them. We accept challenges and learn what it takes to overcome them.

We work together and we are better for it. We overcame the historic flood, which closed the centre of the city for days in June of 2013. In 2017, we're fighting through the worst economic downturn in decades. Despite these challenges, as the first Canadian city to host the Winter Olympic Games, nearly 30 years later we're exploring our next bid.

Now, imagine how else we might continue to elevate our city.

Imagine a multi-functional state-of-the-art conference centre capable of hosting thousands of visitors and bringing business from around the globe. Imagine a diverse and robust year-round event calendar, ensuring a vibrant contribution to the city's cultural and sport entertainment scene. Imagine a community that is working together to achieve these shared goals. As Calgarians we have the innate ability to take an opportunity and not only execute it, but to fully embrace and elevate it. It's the Calgarian way. It's time to share the Calgary way with the world.



The background of the entire page is a photograph of a city skyline at dusk. On the left, a tall, modern building with a distinctive blue-lit, crisscrossing structural frame is prominent. To its right, other skyscrapers are visible, their windows glowing with warm interior lights. The sky is a deep blue with some lighter clouds. In the foreground, there are dark silhouettes of trees and a body of water. A large, semi-transparent red overlay with a geometric, low-poly pattern covers the central portion of the image, serving as a backdrop for the text.

## **We are a city worthy of international eyes**

With a collective tourism strategy, we have the opportunity to take what we have and enhance it for the future. We will build on our success, as we always do, and make our city everything we dream it can be. Now is the time for us to take on new challenges and work together to bring the world to our city. It's time to come together and elevate our successes. Let's brighten what already shines, so we become the destination people can't wait to cross off their bucket list.

## **We're ready! Now.**





**“ Our strategy is all about Calgarians  
building our city and proudly sharing all that  
our community has to offer with each visitor.**

Rod McKay, Board Chair on behalf of the Board and  
Senior Leadership Team at Tourism Calgary



## Background

What's possible? What would be possible for Calgary as a destination if we aligned and worked together, toward common goals? Those questions set in motion the development of Calgary's destination strategy.

Cities with a strong 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.

To become a destination of choice for all visitors (leisure, business, convention, tour, sport, visiting friends and relatives from regional, national and international markets), the destination must commit to being attentive to the needs of visitors, in order to attract them.

The destination strategy is a long-term initiative, to help our city and tourism industry focus on a collective vision, strategy and action plan to achieve short-, mid- and long-term goals to drive a sustainable visitor economy.

The creation of a destination strategy demonstrates partnership with a wide-array of stakeholders, including Calgary Economic Development. This work was identified as a required component of CED's *Building on our Energy* economic strategy, of which the core indicators are: sense of community, sustainable development and shared prosperity; all themes which are supported by the destination strategy.





Other action items identified in Calgary Economic Development's economic strategy which are supported by this destination strategy, include:





The City of Calgary's Action Plan 2015 – 2018 outlines priorities which are also reflected in this destination strategy. In fact, each of The City's five areas of focus are supported by the destination strategy. The priorities set by Council are founded in a long-term view of the vision and aspirations for Calgary; the destination strategy will help shape the Calgary's future through support of the themes of: A prosperous city, a city that moves, a well-run city, a city of inspiring neighbourhoods, and a healthy and green city.

This strategy is aligned with Destination Marketing Association International's DestinationNext framework; a standard for destination benchmarking and development across the global tourism industry.

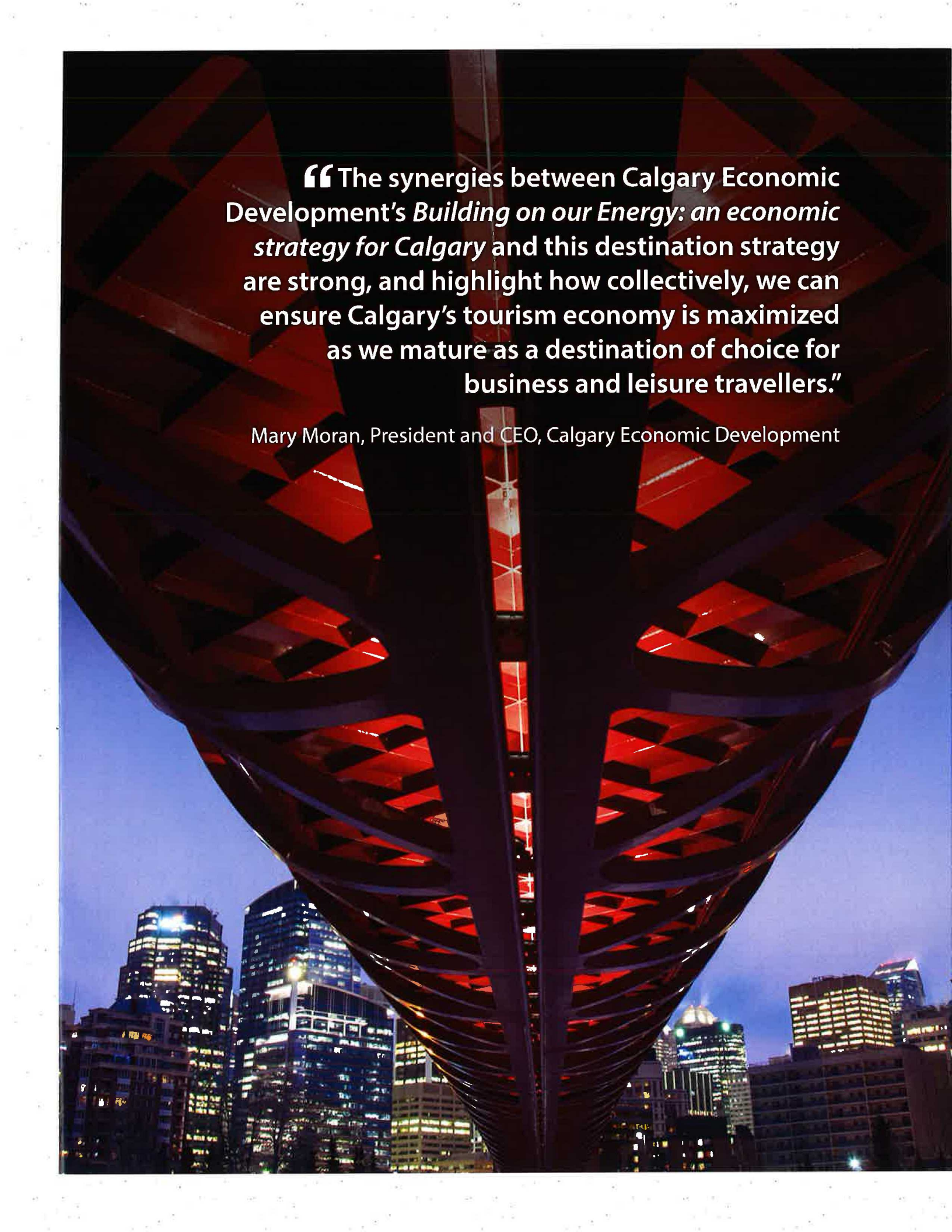
Tourism Calgary will champion the destination strategy and advocate for the findings, recommendations and tactics. We will report on its progress, successes and challenges. We will adopt the vision of this strategy and work with all stakeholders to make it a reality. For Calgary. For our visitors. And, for Calgarians.











**“The synergies between Calgary Economic Development’s *Building on our Energy: an economic strategy for Calgary* and this destination strategy are strong, and highlight how collectively, we can ensure Calgary’s tourism economy is maximized as we mature as a destination of choice for business and leisure travellers.”**

Mary Moran, President and CEO, Calgary Economic Development







## Stakeholder engagement

To appropriately envision the future development of Calgary as a destination, rigorous research and stakeholder engagement plans were designed.

Tourism Calgary engaged Edelman as a research partner to provide a thorough and deep understanding of key themes and considerations. Edelman was chosen in large part for the breadth of its experience, including its international tourism work.

Through primary research, key metrics and other data, Calgary's current strengths and weaknesses as a tourism destination were analyzed, while secondary research evaluated the positioning and tactics undertaken by other successful urban destinations. Overall, the review aimed to identify salient information and best practices in order to support conversations with stakeholders and develop the strategy.

Following the preliminary research, a diverse group of stakeholders were invited to share their insights on how to make Calgary a destination of choice for all visitors. Over 80 stakeholders formally participated through interviews or roundtable discussions hosted between March and August 2016.

These conversations were hosted in various partner locations in Calgary or via conference calls. One-to-one discussions provided a deeper understanding of opinions and views of stakeholders, while roundtable settings facilitated active discussions where participants were able to contribute their opinions and discuss perceived opportunities and challenges with peers.





Stakeholders generously shared their thoughts about Calgary as a destination of choice and as the ultimate host city. The reported findings from stakeholders included a summary of conversations and a qualitative assessment of input and key emerging themes. This information led to the development and refinement of recommendations within the destination strategy.

Tourism Calgary also engaged with Destination Marketing Association International's DestinationNext framework, which was designed as a roadmap for destination marketing organizations seeking to further develop their destinations. Tourism Calgary's board of directors and senior executive were guided through the diagnostic tool to assess perceived performance in a variety of indicators, ensuring the destination strategy considered key competitive advantages, marketplace position and relevancy amongst stakeholders.

### Stakeholder input

Stakeholders appreciated being engaged and expressed their eagerness to continue supporting the development and execution of Calgary's destination strategy.

They made it clear that Calgary's people and culture differentiate us from other cities. Calgarians were identified as proud, entrepreneurial, open and friendly, with our agricultural heritage being emphasized as a highly influential factor in Calgary's culture. Stakeholders expressed the value and critical role the Canadian Rocky Mountains and areas surrounding the city have on what sets Calgary apart from other destinations.

### Calgary's destination strategy

Stakeholders were aligned with the vision for Calgary to become the ultimate host city for visitors of all kinds, regardless of place of origin, demographic or motivation for travel. Stakeholders were also aligned with the value of creating a destination strategy to deliver on that vision. Importantly, they felt the strategy would need to function independently from boom and bust economic cycles.

They also shared that a successful destination strategy will need to better engage and leverage the pride and energy of Calgarians. They confirmed that to successfully deliver on this strategy, it will be imperative to define a singular personality, under the *Be Part of the Energy* brand for Calgarians to rally behind.

### The role of Calgarians

Calgarians were recognized as great hosts, advocates and fundamental players in developing Calgary as the ultimate host city, noting that what's good for the visitor is good for the Calgarian, and what is good for the Calgarian is good for the visitor.

### Sector specific impressions, challenges and opportunities

Stakeholders recognized The City of Calgary's efforts in addressing infrastructure needs related to the rapid growth of the city. However, they highlighted the need for better convention and sport hosting facilities, enhanced mobility and way-finding, continued revitalization of the city centre and greater efforts to facilitate visitor day-



trips to the mountains. Stakeholders requested the prioritization of these infrastructure needs within the strategy.

Considering the number of sport, business and cultural events and activities in Calgary, stakeholders indicated the need to put more emphasis on supporting and activating existing events, as well as making it easier to seek approval for new events. Putting more emphasis on the variety of experiences available within Calgary throughout the year was a theme when discussing Calgary's brand experience.



### Collaborative Action

Collaborative action will determine the success of the destination strategy. Stakeholders will need to work together, in conjunction with Tourism Calgary, to deliver on the initiatives and themes identified in the strategy.

Stakeholders also highlighted the need for the destination strategy to include an implementation plan that outlines stakeholder roles and captures short-, medium- and long-term objectives of the strategy. The implementation plan will need to establish an effective measurement framework to track performance and identify opportunities.







**“Calgary is a young, energetic and diverse city, full of fresh ideas and innovative thinking. Tourism Calgary has started an important conversation by bringing together a multitude of organizations, institutions and interested partners to discuss how we build on this energy and collectively advance our city as a destination on the world stage. Transitioning these conversations into action will benefit Calgarians, our businesses and our community. I look forward to Tourism Calgary’s continued leadership on this initiative.**

**Dr. Elizabeth Cannon, President, University of Calgary**



## Key findings

1

### **Calgary has a deficit of hosting infrastructure**

- Calgary needs enhanced convention space in order to compete with other national and international cities able to accommodate and effectively host large groups
- Because of the importance and breadth of sports in Calgary, there is a strong need for enhanced sport infrastructure including a multi-purpose fieldhouse
- With revitalized performing arts infrastructure, more accessible space and a defined cultural district, Calgary's cultural scene will continue to flourish

2

### **Calgarians and visitors need to be better aware of the events, festivals, performances and experiences available to them**

- A citizen engagement strategy is needed
- An event promotion and activation execution plan is needed to support event producers
- A strategy to attract, develop, enhance, promote and strengthen premier cultural experiences year-round is needed

3

### **Calgary needs an emotionally compelling personality**

- This critical work must incorporate stakeholders and Calgarians
- Calgarians are our voice and our best advocates and need to be engaged to become advocates for their city
- This work will support the city's existing *Be Part of the Energy* brand

4

### **Tourism Calgary stakeholders want to work collaboratively to ensure the successful implementation of this strategy**

- Tourism Calgary has the permission of stakeholders to lead this work through action, support and advocacy efforts
- The success of this strategy is dependent on collaboration amongst partners

5

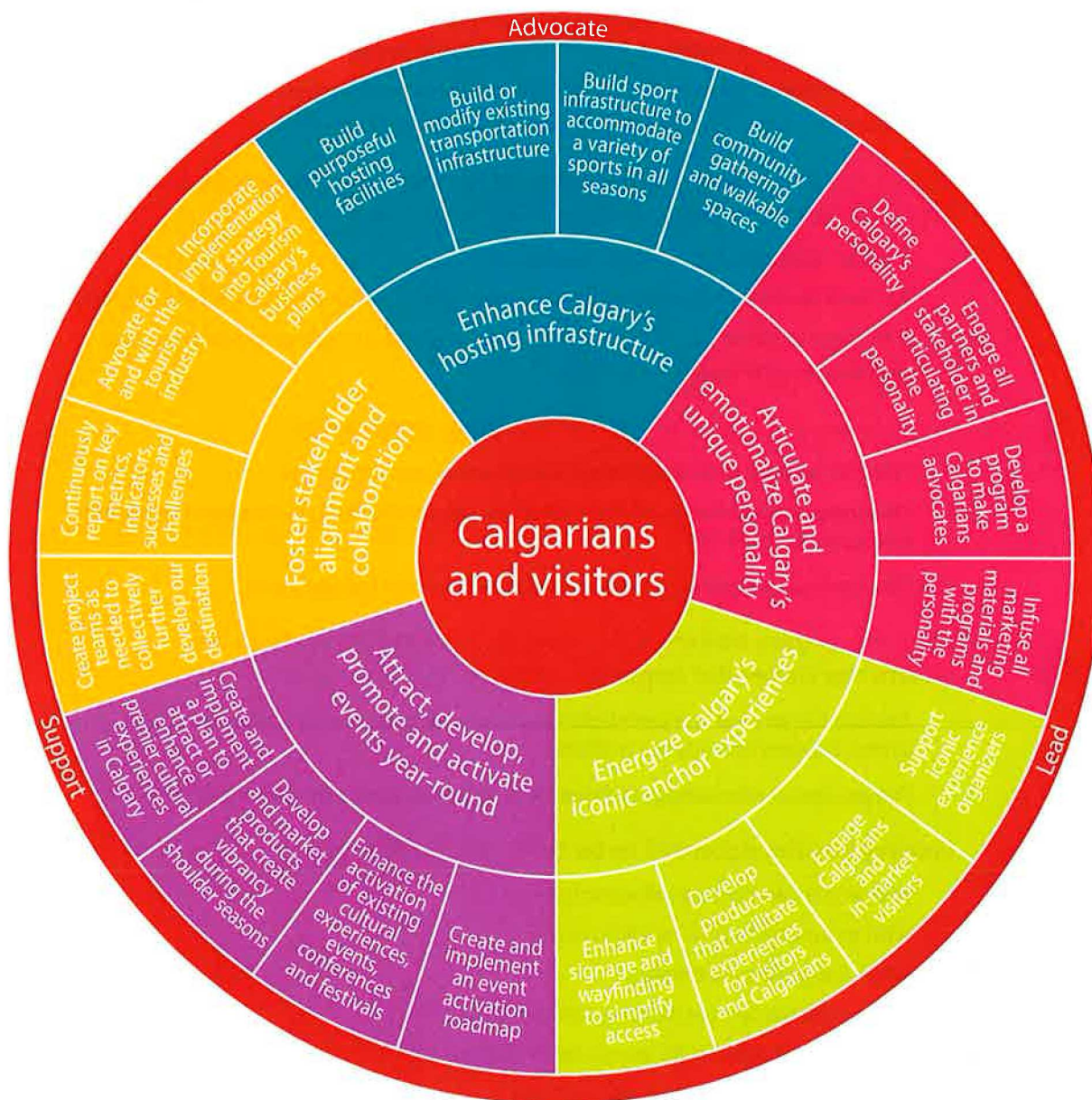
### **Calgary has the potential to be the ultimate host city**

- With enhanced hosting infrastructure
- With an emotionally compelling brand
- When Calgarians are engaged
- When stakeholders are working collaboratively
- With effective support for event-rights holders
- With a strong year-round event calendar

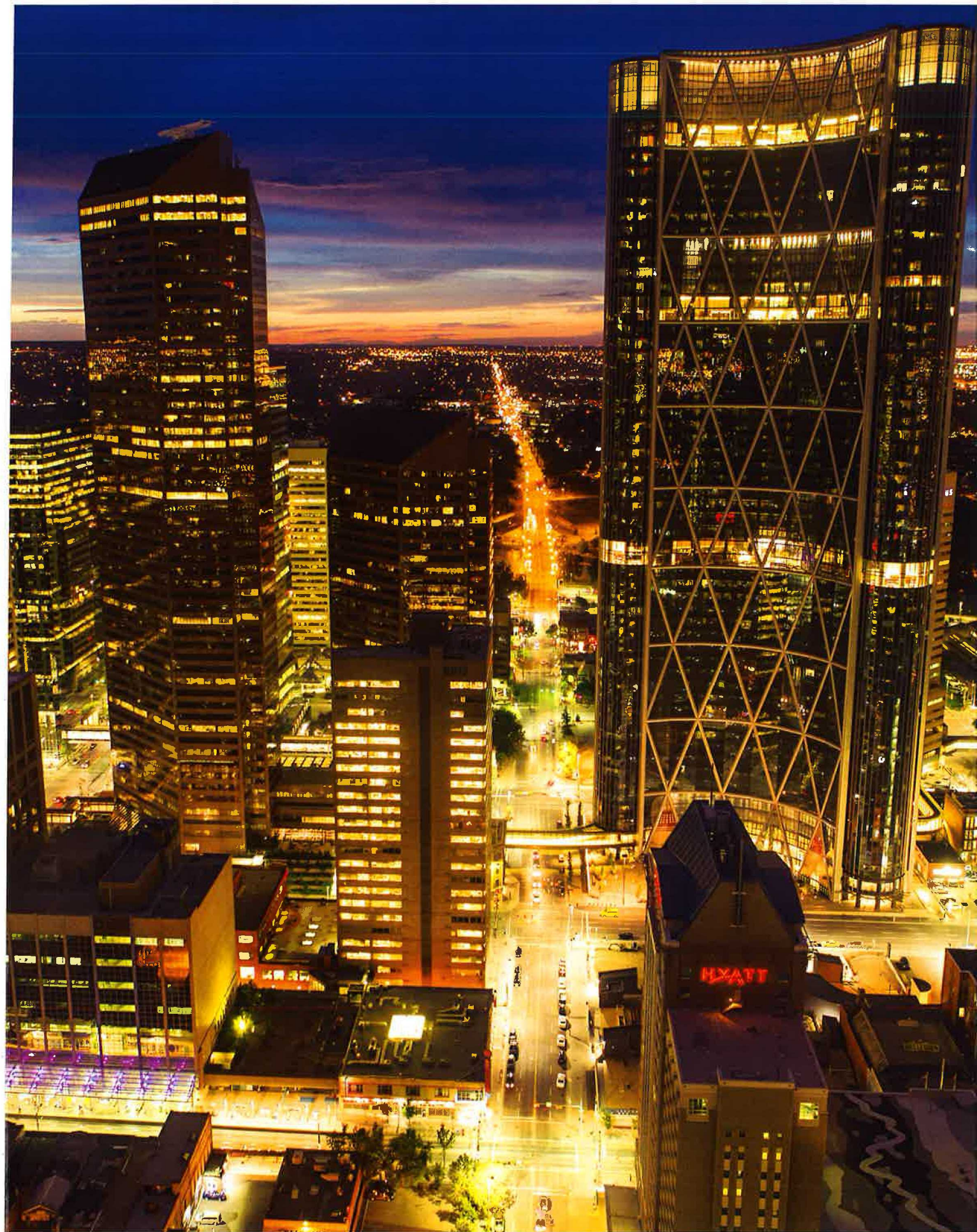


## Strategic framework

Based on comprehensive primary and secondary research, the following strategic framework was developed, further tested with key stakeholders, and agreed upon as the direction for the destination strategy:














## **Recommendations section**

- 23** Enhance Calgary's hosting infrastructure
- 28** Energize Calgary's iconic anchor experiences
- 31** Attract, develop, promote and activate events year-round
- 34** Articulate and emotionalize Calgary's unique personality
- 37** Foster stakeholder alignment and collaboration





**“While Calgary has a bright future, we're facing a critical time in our evolution as a significant tourism destination. We must continue to develop both our infrastructure and our people to ensure that we realize our true potential as a city committed to being a great host.**

Mel Belich, Chair, Calgary International Airport



# Enhance Calgary's hosting infrastructure

## What it means

Calgary is a city with hosting in its DNA. Great hosts require both the love of hosting and great hosting infrastructure. It's time to take our hosting to the next level as the ultimate host of events, festivals and performances of all kinds. Competition for attention and overnight visitation is fierce amongst other regional, national and international destinations, and with enhanced hosting infrastructure, we have the ability to leverage our competitive advantage of being ultimate hosts, neighbours and volunteers to make our city the ultimate destination for events.

Our designation as an Ultimate Sport City means we're already ahead of many competitors.

The SportBusiness Ultimate Sports Cities Awards are bestowed biennially to the internationally recognized and longest established rankings of the world's top sports hosts. Calgary was acknowledged as an Ultimate Sports City in 2012, 2014 and 2016. Criteria includes: venues, transportation and infrastructure, accommodation, event strategy, government and public support, legacy, quality of life, security and marketing and branding. Vancouver was the only other Canadian city on the 2016 shortlist, which includes long-established sport hosts including Beijing, Dubai, London, Melbourne and Tokyo.

Often overlooked is Calgary's growing arts and culture scene. In 2012, Calgary was named as Canada's Cultural Capital, thanks in large part to the premier performing art companies based in

Calgary, the development of the National Music Centre, and our city's commitment to growing arts and culture. With revitalized performing arts infrastructure, more accessible space and a defined cultural district, Calgary's cultural scene will continue to flourish, for the benefit of Calgarians and visitors.

In addition to sport and cultural hosting, with the proper infrastructure, Calgary also has the opportunity to become a premier-level host city to conferences and conventions. Business and convention visitors are very important to Calgary's visitor economy; in 2015, business travel (including convention delegates) accounted for approximately 25 percent of overall travel to the city. On average, business travel accounts for 11 percent of overall travel in other major Canadian cities. Ensuring that Calgary has the capacity, facilities and ability to be exceptional hosts to these travellers is a priority.

Meanwhile, the Calgary Airport Authority (YYC) has doubled in size and passenger volumes over the past 20 years, now welcoming 250 daily flights, and over 15 million annual passengers. The new international terminal has added two million square feet and 25 new aircraft gates for international flights, meaning YYC is well equipped to serve our growing destination long into the future.

However, to continue inviting the world to our city, we need to ensure we have the proper hosting infrastructure of all kinds.





### How success will be measured

- Calgary will host more conferences, high-level sporting competitions, major events and performances in every quarter of the year
- Cultural hosting facilities will be enhanced to accommodate more cultural experiences year-round
- Calgary will be recognized globally as the ultimate host city
- Calgary will continue to be recognized globally as an Ultimate Sport City (as awarded biennially by SportBusiness)
- Event producers and partners will actively pursue Calgary to host events
- Calgary will proudly and confidently host all events that come to our city
- Calgarians of all demographics will attend, participate in, or, volunteer at events

### What it means for our destination

Calgary has some elements of great hosting infrastructure, which we will continue to energize and promote. However, to achieve the next level we need to take action in the areas in which we're lacking; particularly in sport, convention and festival spaces.

While Calgary's sport infrastructure from the 1988 Winter Olympic Games is still used, many facilities are due for upgrades and expansions to serve the city's growing population and changing demographics. Calgary's population increased from 657,118 in 1988 to 1,235,171 in 2016. To serve that population, Sport Calgary cites over 85 different sport activities being offered by over 400 local sport organizations in our city.



Calgary has a deficit of sport infrastructure, particularly related to fieldhouse and multi-purpose spaces. Major sport and event hosting infrastructure are in need of upgrades or replacements, including McMahon Stadium, Winsport and Scotiabank Saddledome.

Sport infrastructure is critically important as it relates to the ability to bid for, and attract sport tourism opportunities. Sport tourism contributes over \$6.5 billion annually to the Canadian economy. Locally, sport tourism produces nearly 50,000 hotel room nights each year. With proper infrastructure, Calgary's economy will see significant increases in our ability to attract and host sport and event-related visitors.

Calgary's current major convention infrastructure consists of two facilities, the TELUS Convention Centre on Stephen Avenue and the BMO Centre at Stampede Park. Calgary is in need of expanded and enhanced convention infrastructure to contribute to our city's ability to effectively host major conventions for local, national and international events.

The TELUS Convention Centre is exploring how to revitalize its aging infrastructure, while the Calgary

Stampede's 20 year master plan includes an expansion of the BMO Centre. Both these projects have the potential to enhance Calgary's ability to host and would complement the existing, smaller, hosting capabilities around the city, particularly those at universities and hotels.

"An expanded BMO Centre is not about the branding of our city, it is about selling our great city with the unique differentiators that appeal to the international marketplace and to fulfill the desire and demand our international guests have today." Warren Connell, President & CEO, Calgary Stampede.

With additional convention space, enhanced sport infrastructure, and a thoughtfully redesigned, vibrant and pedestrian friendly connection to a cultural-hub, Calgary's ability to host the world for memorable experiences that drive repeat visitation will expand exponentially.

Finally, developing infrastructure that supports a vibrant, walkable, central cultural hub for gatherings, festivals and performances, particularly in the Rivers District in Calgary's downtown core, is vital to fostering Calgary's rising culture scene.





## How it will be achieved

- Develop purposeful hosting facilities that accommodate events, performances, cultural experiences and festivals year-round.
- Modify existing transportation infrastructure to integrate the movement of visitors between multiple venues, facilities and attractions, particularly linking East Village, Olympic Plaza, Arts Commons, Downtown and Stampede Park
- Where needed, build transportation infrastructure to facilitate the movement of visitors between multiple venues, facilities and attractions
- Build sport infrastructure with the versatility to accommodate a variety of sports in all seasons
- Build community gathering and walkable spaces for the benefit of visitors and Calgarians

## Tourism Calgary's role

Tourism Calgary will be an active advocate for enhancing hosting infrastructure of all kinds in our city. Whether that means building new facilities, repurposing existing infrastructure, or reimagining how we use our amenities, Tourism Calgary will advocate for projects that fit our criteria of:

- Generating tourism revenue and increasing visitation to Calgary
- Strengthening Calgary's brand and personality
- Making Calgary more accessible for visitors and residents
- Supporting pride-of-place and well-being for Calgarians and visitors

## Inviting involvement

Tourism Calgary will engage with many stakeholders when advocating for enhanced hosting infrastructure. Each will have different roles at different times. The list of stakeholders we will invite engagement from includes, but is not limited to:

- Calgarians
- Calgary Arts Development
- Calgary Hotel Association
- Calgary Municipal Land Corporation
- Calgary Sport and Entertainment Corporation
- Calgary Stampede
- City of Calgary
- Event producers and promoters
- Event rights-holders
- International sporting organizations
- Meetings & Conventions Calgary
- Mount Royal University
- Meetings Professionals International
- National sporting organizations
- SAIT
- Sport Calgary
- Spruce Meadows
- Studio Bell, home of the National Music Centre
- TELUS Convention Centre
- Travel Alberta
- University of Calgary
- WinSport







## Energize Calgary's iconic anchor experiences

### What it means

Calgary has several anchor experiences that have earned international followings, putting our city on the world stage; the Calgary Stampede, Spruce Meadows, the Calgary Marathon, High Performance Rodeo, Honens Festival, Beakerhead, Sled Island and the Calgary International Folk Festival to name a few.



In addition to Calgary-centric events and attractions, some iconic anchor experiences often associated with our destination extend beyond the boundaries of our city to the four UNESCO World Heritage sites within daytrip distance; Banff National Park, Dinosaur Provincial Park, Head Smashed-In Buffalo Jump, and Waterton Glacier International Peace Park.

Collectively, these experiences shape Calgary's cultural fabric, help tell our story to the world and contribute to our personality. They all play a role in what makes Calgary a vibrant, exciting and active city. Experiences must be energized and made easily accessible and inclusive to grow their importance and their contributions to the community and economy.





### How success will be measured

- Visitor and resident research demonstrates high awareness of and positive sentiment toward iconic experiences
- Attendance at iconic experiences continues to increase
- Visitors and Calgarians share their positive experiences through social media, becoming advocates for Calgary and its offerings
- Experience organizers collaborate and participate in mutually beneficial undertakings more frequently

### What it means for our destination

Strong signature events throughout each calendar year help entice visitation, while contributing to an active and vibrant community for all Calgarians.

The strength of these events contribute to the quality of life, pride-of-place and well-being of the city through economic stimulus, job creation, opportunities for volunteerism and participation and exposure to new and different experiences.

### How it will be achieved

- Support iconic experience organizers with awareness, product development and collaboration with other stakeholders
- Engage Calgarians and in-market visitors to enhance awareness of the breadth of experiences available in and around the city
- Develop products that facilitate visitor experiences in Calgary, and in the UNESCO World Heritage sites around the city
- Enhance signage and wayfinding to simplify access to venues, facilities, attractions and events

### Tourism Calgary's role

Tourism Calgary will work in close partnership with all iconic experience leaders in Calgary and beyond our city borders to support continued growth and success. We will foster relationships between organizations, make connections and facilitate conversations to ensure this important community reaches its full potential.

### Inviting participation

Tourism Calgary will engage with many stakeholders to energize our city's iconic anchor experiences. The list of stakeholder we may engage includes, but is not limited to:

- Banff / Lake Louise Tourism
- Beakerhead
- Calgary Arts Development
- Calgary International Folk Festival
- Calgary Marathon
- Calgary Stampede
- Calgary Zoo
- City of Calgary
- Heritage Park
- High Performance Rodeo
- Honens Festival
- Sled Island
- Spruce Meadows
- Tourism Calgary partners
- Travel Alberta
- UNESCO World Heritage Sites
- YYC Calgary International Airport







# Attract, develop, promote and activate events year-round

## What it means

Calgary, and Calgarians, host hundreds of festivals and events every year. The summer and fall event calendars are particularly robust, while the winter and spring seasons have less to offer. While there are multiple reasons for this, including climate, we have the opportunity to expand our event offerings throughout the year, rather than forcing more into a condensed summer festival and event season.

## How success will be measured

- The development of a plug 'n play model for new and existing events
- Increased awareness, activities and pageantry to support major events, conferences and festivals
- Addition of new products in the shoulder seasons
- Attraction and enhancement of cultural event offerings in Calgary
- Events-rights holders will know Calgary as the premier hosting city and will seek to host major events in our city

## What it means for our destination

A city that is vibrant and active year-round, that embraces and celebrates its seasons and that encourages participation and attendance in events throughout the year, is a healthy and exciting place for residents.

For visitors, it means a destination without an off-season; a city that has attractive and diverse offerings in each season. It ensures visitors always have something to do when they're here, as well as reasons to travel to Calgary. This will benefit all visitors, regardless of their motivation for travel, including leisure or business and convention.

For Calgarians, year-round activity ensures continuous economic impact, jobs and community-building while creating a compelling destination for visitors. Further, major events contribute to Calgary's renowned volunteer spirit by creating new and exciting opportunities for Calgarians to be involved in event execution.





### How it will be achieved

- Working with others to create and implement a simple plug 'n play model to welcome and support events that enhance Calgary's brand and personality
- Collaborating with The City of Calgary, business improvement areas, event promoters and venues, to enhance the activation of existing events, conferences and festivals
- Communicating event value to key stakeholders with the goal of enhanced focus, resourcing and commitment to helping events in Calgary succeed
- Developing and marketing products that create vibrancy for visitors and Calgarians during the shoulder seasons (winter and spring)
- Creating and implementing a strategy to identify, attract, develop or enhance and promote premier cultural experiences in Calgary.

### Tourism Calgary's role

Tourism Calgary will have roles in leading, enabling and advocating for the development, attraction, promotion and activation of events year-round.

### Inviting participation

Tourism Calgary will work with many partners to attract, promote and activate events year-round in Calgary, including, but not limited to:

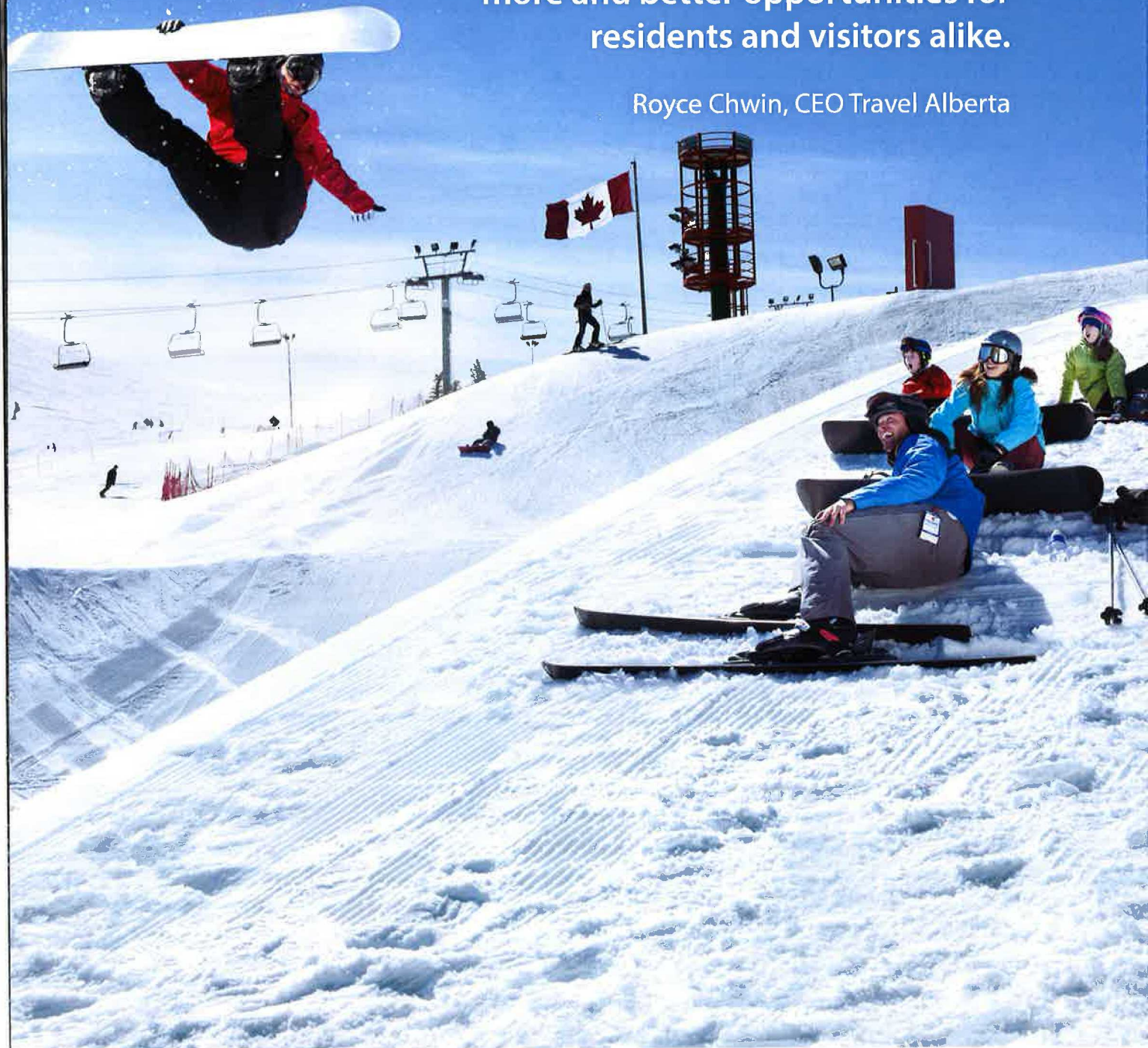
- Business improvement areas
- Calgary Arts Development and other arts and culture organizations
- Calgary Hotel Association
- City of Calgary
- Event hosting venues
- Event producers and promoters
- Event rights-holders





**“It’s no longer good enough for destinations to simply exist and hope for the best. Destination development strategies create a rallying vision that engages all stakeholders to work collaboratively. That ultimately results in a better community offering more and better opportunities for residents and visitors alike.**

**Royce Chwin, CEO Travel Alberta**





# Articulate and emotionalize Calgary's unique personality

## What it means

Why do we live where we do? Why do we travel where we do? Often, it's because something draws us in, making us feel a certain way and creating a desire to be part of the culture, the scene, the excitement, the energy or the atmosphere. How do Calgarians articulate that certain something about our city? How do those who want to visit Calgary? And, how do past visitors - our best advocates - articulate the feeling our city gave them?

By articulating and emotionalizing our city's unique personality, we will put words to the feelings of pride Calgarians feel for their home, and help to tell a deeper layer of Calgary's story to the world. This work will support the city's *Be Part of the Energy* brand, rather than change it.

## How success will be measured

- Calgarians agree with the articulation of the personality and see their values represented within it
- Tourism partners embrace the personality and use it consistently
- Calgarians will participate in advocacy programs
- Visitors articulate and promote their experiences, reinforcing the personality of the city

## What it means for our destination

Paris. London. New York City. Las Vegas. Portland and Austin. Each of these destinations evokes emotion; feelings uniquely associated with that place.





It's not a tagline or slogan, it's not a marketing campaign. It's the way you feel when you're there. Simply put, it's the emotional relationship to the destination.

Articulating and emotionalizing Calgary's personality will help visitors and Calgarians connect with our city in new ways. It will also help to develop advocates for Calgary, locally and beyond, as this work will be woven into the fabric of what Calgary is, what it offers, what it values and how it expresses itself.

### How it will be achieved

- Define Calgary's personality; how visitors, potential visitors and Calgarians tell us they feel about and experience Calgary
- Engage all partners and stakeholders in articulating the personality and in bringing it to life
- Develop a program to create resident advocates, to activate the personality
- Infuse all marketing materials and programs with the personality to ensure continued adoption and awareness

- Use existing visitor research to develop benchmarks

### Tourism Calgary's role

Tourism Calgary will lead this work, in close partnership with *Be Part of the Energy* co-lead, Calgary Economic Development.

### Inviting involvement

To ensure lasting success and continued adoption, we will actively invite participation from others including:

- Attractions
- *Be Part of the Energy* brand partners
- Calgarians
- Calgary Hotel Association
- City of Calgary
- Event developers and promoters
- Local entrepreneurs
- Visitors





**“We are honoured and excited that our stakeholders have asked us to represent them through our leadership of this important work. We are committed to championing this strategy as we further develop our destination.**

Cindy Ady, CEO Tourism Calgary





# Foster stakeholder alignment and collaboration

## What it means

The traditional tourism and hospitality industry has evolved from being comprised primarily of hotel and restaurant staff, to be inclusive of the broader community that delivers on the comprehensive destination experience. By fostering stakeholder alignment and collaboration, this community will strengthen and grow for the betterment of the city, and the advancement of Calgary as the ultimate host city.

This also means supporting our partners as they advance their work. We will continue to provide leadership to the industry through leveraging effective partnerships, communicating relevant and timely information and sharing useful research insights. We will also advance our efforts through educational programs and supporting skill and product development within our industry and community.

## How success will be measured

- Number of stakeholders engaged and actively participating in destination-related strategy implementation
- Achievement of collectively developed key metrics
- Strength of the tourism community

## What it means for our destination

Guided by this strategy for the advancement of our destination, Tourism Calgary will continue its work of uniting the industry and advancing our collective goals, leading to countless benefits for Calgarians and visitors, including infrastructure development, job creation, economic spending, major event attraction and accessibility to grassroots sport and cultural events.

Ultimately, the success of this strategy will come from meaningful, mutually beneficial participation and alliances with our stakeholders and industry partners. By working together, we will achieve more for the benefit of our citizens and visitors to our city.

## How it will be achieved

- Create project teams to collectively develop and implement strategies and tactics that will further develop our destination
- Continuously report on key metrics, indicators, successes and challenges
- Advocate for and with the tourism industry
- Incorporate the implementation of the destination strategy into Tourism Calgary's multi-year strategic and annual business plans



### Tourism Calgary's role

Through collaboration with key stakeholders, Tourism Calgary will lead the advancement of Calgarians as ultimate hosts, and Calgary as the ultimate host city with the support, input and shared goals of the industry through the development of a project team and action committees.

Tourism Calgary will continue to support our partners as they advance their work. We will continue to provide leadership to the industry through leveraging effective partnerships, communicating relevant and timely information and sharing useful research insights. We will also advance our efforts through educational programs and supporting skill and product development within our industry and community.

### Inviting participation

Tourism Calgary will continue to ensure stakeholder involvement, continued adoption and lasting success, by actively inviting participation from others including but not limited to:

- Calgary Economic Development
- Calgary Hotel Association
- City of Calgary
- Destination Canada
- Tourism Calgary partners
- Travel Alberta



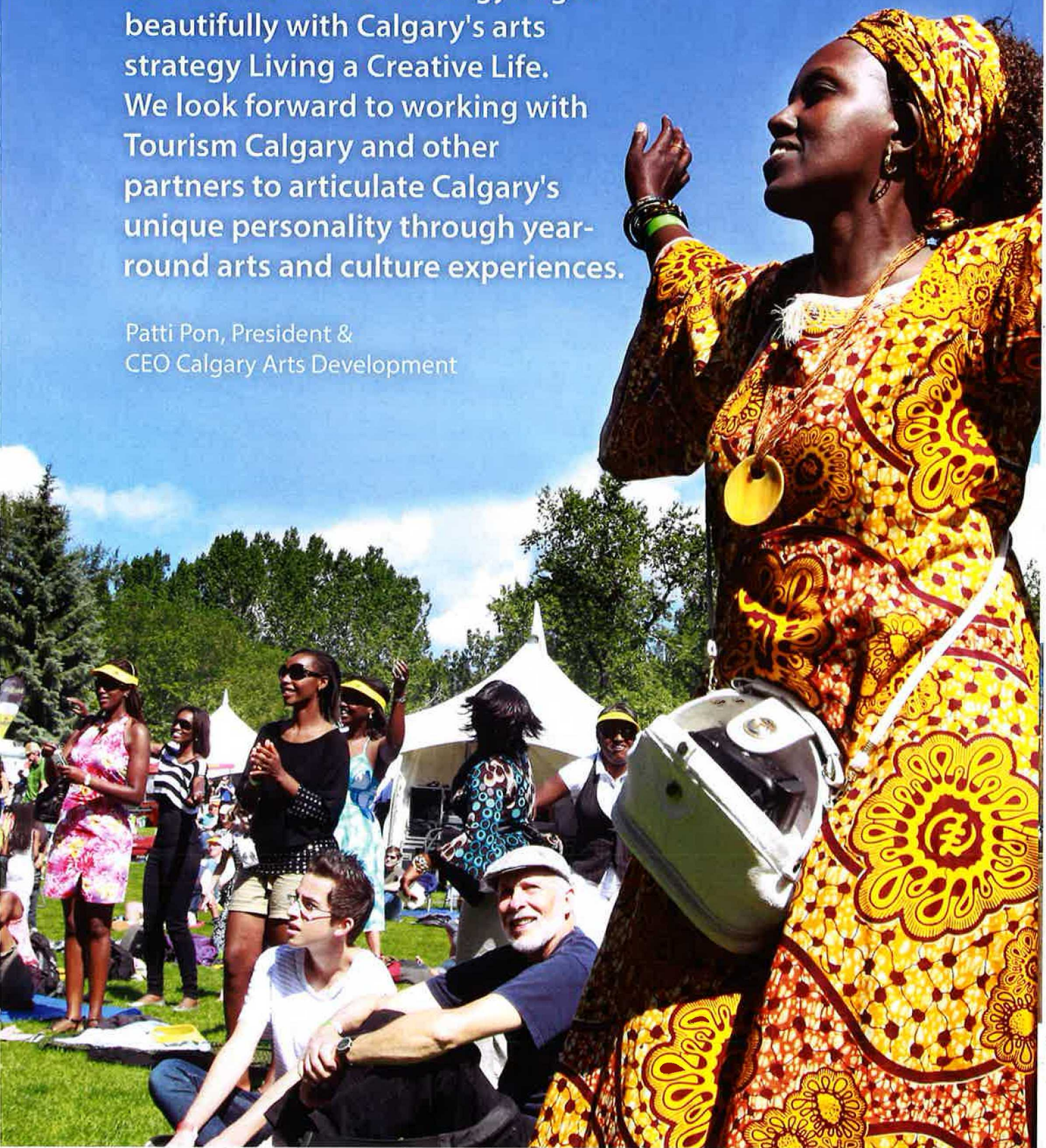






“The destination strategy aligns beautifully with Calgary's arts strategy Living a Creative Life. We look forward to working with Tourism Calgary and other partners to articulate Calgary's unique personality through year-round arts and culture experiences.

Patti Pon, President &  
CEO Calgary Arts Development





## Implementation

Tourism Calgary will champion the development of strategic initiatives and tactics necessary to achieve success as defined by our stakeholder community. It will take focused, aligned collaborative action, and support of a broad reaching group of contributors to deliver the strategic initiatives.

Throughout the stakeholder engagement process, there was an overwhelming willingness for ongoing participation and collaboration to bring this strategy to life. Tourism Calgary will champion this strategy, at times leading initiatives, at times supporting others in their pursuits and at all times advocating for the strategic development of our city for the benefit of Calgarians and visitors.

When appropriate, project teams will be recruited and tasked with developing strategic initiatives and collaborative metrics, guiding and aiding implementation, reviewing success measures and ensuring the lasting relevance of the work.

To successfully implement this strategy, there is a need for dedicated financial resources and a champion within Tourism Calgary to spearhead the advancement of the strategy, foster collaborative action and ensure regular reporting.

Many of the strategic initiatives resulting from this work will be incorporated into Tourism Calgary's annual business plans, ensuring the work becomes a natural part of Tourism Calgary's business, not a one-time activity.

The initiatives also offer another level of vision for Calgary, thereby serving as an overarching direction from which other strategies (including Tourism Calgary's) will flow.





## Timelines

As this strategic plan will evolve to be inclusive of strategic initiatives and metrics collectively agreed upon with our partners, many success measures have yet to be defined, and will change as the stakeholders' strategies for the destination advance.

As project teams are formed, metrics will be agreed upon. The progress of work against these measures will be reported on annually.

### **Goal** | Articulate and emotionalize Calgary's unique personality

Tourism Calgary's role	Tactics	Timelines
Lead	Define Calgary's personality; how visitors, potential visitors and Calgarians tell us they feel about and experience Calgary	Short-term (2017)
	Engage all partners and stakeholder in articulating the personality and in bringing it to life	Short-term (2017) and ongoing
	Develop a program to make Calgarians advocates, to bring the personality to life	Short-term (2017) and ongoing
	Infuse all marketing materials and programs with the personality to ensure continued adoption and awareness	Short-term (2017)

### **Goal** | Enhance Calgary's hosting infrastructure

Tourism Calgary's role	Tactics	Timelines
Advocate	Build purposeful hosting facilities that accommodate events year-round	Short-, mid- and long-term
	Build or modify transportation infrastructure to facilitate the movement of visitors between multiple venues, facilities and attractions	Mid- and long-term
	Build community gathering and walkable spaces	Mid- and long-term
	Build sport infrastructure with the versatility to accommodate a variety of sports in all seasons	Short-, mid- and long-term



## **Goal** | Energize Calgary's iconic anchor experiences

Tourism Calgary's role	Tactics	Timelines
Support	Support iconic experience organizers with awareness, product development and collaboration with other stakeholders	Short-, mid- and long-term
	Engage Calgarians and in-market visitors to enhance awareness of the breadth of experiences available in and around the city	Ongoing
	Develop products that facilitate visitor experiences in Calgary, and in the UNESCO World Heritage sites around the city	Short-, mid- and long-term
	Enhance signage and wayfinding to simplify access to venues, facilities, attractions and events	Mid- and long-term

## **Goal** | Attract, promote and activate events year-round

Tourism Calgary's role	Tactics	Timelines
Lead, advocate and support	Work with others to create and implement a simple plug 'n play model to welcome and support events that enhance Calgary's brand and personality	Short-, mid- and long-term
	In collaboration with The City of Calgary, business improvement areas, event promoters and venues, enhance the activation of existing events, conferences and festivals	Short-, mid- and long-term
	Communicate the value of events to key stakeholders with the goal of enhanced focus, resourcing and commitment to helping events in Calgary succeed	Short-, mid- and long-term
	Develop and market products that create vibrancy for visitors and Calgarians during the shoulder seasons (winter and spring)	Mid- and long-term
	Create and implement a strategy to identify, attract or enhance and promote premier cultural experiences in Calgary	Short- and mid-term

## **Goal** | Foster stakeholder collaboration and alignment

Tourism Calgary's role	Tactics	Timelines
Lead	Create a project team and sub-groups to collectively further develop our destination	Short-term
	Continuously report on key metrics, indicators, successes and challenges	Ongoing
	Advocate for and with the tourism industry	Ongoing
	Incorporate implementation of strategy into Tourism Calgary's resourcing, strategic and business plans	Ongoing



## Contributors

Between March and August 2016, discussions were held with numerous contributors from across Calgary, Canada and North America. These contributors brought expertise and insight that helped develop the Destination Strategy and truly define a vision of what's possible for Calgary as a destination.

To be effectively developed, a strategy of this scope requires the sharing of ideas and passions. Tourism Calgary extends the utmost gratitude to all of the organizations and individuals for sharing their time and talents for the good of our destination.



Organization	Role	Participant Name & Title
Arts Commons	A multi-venue arts centre in downtown Calgary; an inspirational gathering place for all Calgarians and visitors alike. Arts Commons seeks to support a vision of a creative and compassionate society, inspired through the arts	Johann Zietsman <i>President &amp; CEO</i>
Banff Lake / Louise Tourism	The destination marketing organization for Banff National Park, which means promotion of the destination as a whole to potential visitors around the world with the goal of increasing visitation and repeat visitation year round	Leslie Bruce <i>President &amp; CEO</i>
BeakerHead	A Calgary-based event that merges science and engineering with the welcoming world of art and entertainment for the core educational purpose of developing outcomes that are important to individuals and society	Mary Anne Moser <i>President &amp; Co-Founder</i>
Best of Calgary	Best of Calgary shares awards and public recognition of everything that Calgary stands for. Beyond celebrating our people, businesses and organizations, it also tackles challenges and puts forth solutions to make our city even more attractive	Gary Davis <i>Co-Founder</i>
Brewster Travel Canada	Brewster Travel Canada provides amazing natural experiences to guests of the Canadian Rocky Mountains. Through vacation packages or major Rocky Mountain attractions, Brewster helps guests get the very most out of their Canadian travel holiday	Dave McKenna <i>President &amp; CEO</i>
Brookfield Residential Properties	Brookfield Residential Properties Inc. is a leading North American land developer and homebuilder with operations in strategic major markets, including Calgary, focused on developing the best places to call home	Alan Norris <i>President &amp; CEO</i>
Calgary Airport Authority	Manage and operate the Calgary International Airport to advance economic and community development for the general benefit of the public in our region; a vision to be The Aviation Hub of Choice—connecting people and prosperity	Stephan Poirier <i>Senior VP &amp; COO</i>  Mel Belich <i>Board Chair</i>  Debbie Stahl <i>Manager Western Hospitality</i>
Calgary Chamber of Commerce	A non-partisan member organization focused on solving business problems, and developing the social and political agenda in the way necessary to make our city a better place to do business	Adam Legge <i>President &amp; CEO</i>



Organization	Role	Participant Name & Title
<b>Calgary Economic Development</b>	Calgary Economic Development works with business, government and community partners to position our city as the location of choice for the purpose of attracting business investment, fostering trade and growing Calgary's workforce	Mary Moran <i>President &amp; CEO</i>  Steve Allan <i>Chairman of the Board</i>
<b>Calgary Foundation</b>	The Calgary Foundation facilitates collaborative philanthropy by making powerful connections between donors and community organizations for the long-term benefit of Calgary and area	Beverley K. Foy <i>Board Member</i>
<b>Calgary Herald</b>	Calgary Herald's content reaches more than half a million residents of Canada's energy capital each week keeping readers informed with in-depth analysis and context	Deborah Yedlin <i>Business Columnist</i>
<b>Calgary Hotel Association</b>	Engaging in advocacy, awareness-building programs and cultivating meaningful partnerships, the CHA invests in our local tourism industry, creating many meaningful partnerships with our city's finest leaders and innovators	Dan Desantis <i>CHA Member &amp; GM Marriott</i>  Richard Main <i>Chairman of the Board</i>
<b>Calgary Marathon</b>	Canada's Longest Running Marathon, the Scotiabank Calgary Marathon is a challenging, competitive and fun event with a race designed for everyone of any level	Kristen Fleming <i>Executive Director</i>
<b>Calgary Municipal Land Corporation</b>	CMLC is Calgary's go-to placemaker for urban redevelopment brings new energy to old neighbourhoods, creates credibility and confidence, and inspires communities to build, grow and believe	Michael Brown <i>President &amp; CEO</i>  Susan Veres <i>Senior Vice President, Strategy &amp; Business Development</i>
<b>Calgary Police Service</b>	In concert with other agencies and the citizens of Calgary, the Calgary Police Service strives to preserve the quality of life in our community by maintaining Calgary as a safe place to live, work and visit	Roger Chaffin <i>Chief of Police</i>
<b>Calgary Stampede</b>	The Calgary Stampede is a not-for-profit community organization that preserves and promotes our western heritage, cultures and community spirit with a vision to create a world-class, year-round gathering place for the community	Warren Connell <i>CEO</i>  Jason Coxford <i>Marketing Manager</i>  Greg Newton <i>Sales &amp; Development Manager</i>  Paul Rosenberg <i>COO</i>

Organization	Role	Participant Name & Title
<b>Calgary Taxi and Limousine Advisory Committee</b>	The Taxi and Limousine Advisory Committee (TLAC) is an advisory committee to City Council. The committee was established to provide advice and recommendations on the taxi and limousine industry in Calgary	Tongjie Zhang <i>Chair of Taxi Advisory Commission</i>
<b>Calgary Zoo</b>	One of Canada's most visited zoos, the Calgary Zoo has a vision to be Canada's leader in wildlife conservation, inspiring action to sustain wildlife and wild places	Dr. Clemant Lanthier <i>President &amp; CEO</i>
<b>Check In Canada</b>	Check In Canada is a consortium of hotel associations that are working together to connect guests directly to the hotels and lodging that serve them	Bruce Okabe <i>Chief Strategy Officer</i>
<b>City of Calgary</b>	As the third largest municipality in Canada, Calgary's local government serves a city that 1.2 million people call home. The public service works to make Calgary a great place to make a living, a great place to make a life	Ben Barrington <i>Manager</i>  Sarah Iley <i>Manager, Culture</i>  Lori Kerr <i>Manager, Partnership Management</i>
<b>DMG Events</b>	DMG events was founded in 1989 and now manages over 80 events in up to 25 countries each year; currently active in North America, the Middle East, North Africa, Europe, Asia, and Australia	Wes Scott <i>EVP Energy Sector, North America</i>
<b>Downtown Association</b>	The Calgary Downtown Association is a Business Revitalization Zone which represents over 3,000 businesses in a 120 block area in the city centre with a vision of the Downtown as a premier place in Calgary for people to work, live and play	Maggie Schofield <i>Executive Director</i>
<b>Folk Fest</b>	A not-for-profit, volunteer driven organization that brings international musicians to Calgary and showcases locals, The Calgary Folk Music Festival is held at Prince's Island Park in downtown Calgary	Kerry Clarke <i>Artistic Director</i>
<b>Glenbow Museum</b>	The Glenbow Museum surprises and engages Albertans and visitors to the province with remarkable connections between art, culture and the world around us	Donna Linvingstone <i>President &amp; CEO</i>



Organization	Role	Participant Name & Title
<b>Grey Eagle Casino and Resort</b>	Grey Eagle Resort and Casino is one of Calgary's newest entertainment destinations, located on the Tsuut'ina First Nation in Calgary offering guests professionally conducted, exciting entertainment in a unique environment	Kevin Yates <i>General Manager</i>
<b>Heritage Park</b>	Heritage Park Historical Village has grown into one of Calgary's premier tourist attractions and one of North America's largest and most successful living history museums	Alida Visbach <i>President &amp; CEO</i>
<b>Honens</b>	The Honens Piano Competition takes place every three years and is considered one of the world's most prestigious events of its kind. The annual Honens Festival is one of Canada's premier piano events	Heather Bourne <i>Interim President</i>
<b>Hotel Arts; Alberta Culinary Tourism Alliance</b>	In the heart of downtown Calgary, Hotel Arts is a 185-room boutique hotel focused on renewing both the business and recreational spirit	Fraser Abbott <i>Director of Business Development</i>
<b>Inglewood BRZ</b>	Focused on promoting the community of Inglewood. Today, Inglewood is a vibrant, eclectic and ever-evolving arts and culture-filled district with more than 100 shops, boutiques and eateries attracting locals and tourists alike	Rebecca O'Brien <i>Executive Director</i>
<b>Manifesto Sport Management</b>	Manifesto Sport Management believes sport is a powerful tool to create social change, to generate economic impact for communities, and to influence consumers. Areas of focus include major event bid strategy and fund development, brand consulting and content production	Russel Reimer <i>President</i>
<b>Marriott</b>	Marriott International, Inc. is a multinational diversified hospitality company that manages and franchises a broad portfolio of hotels and related lodging facilities. With more than 4,087 properties in over 80 countries and territories around the world, Marriott continues its mission of putting people first	Joseph Clohessy <i>General Manager</i>  Martin Stitt <i>Area Vice President</i>  Laura Pallotta <i>Vice President Sales and Marketing</i>
<b>Mayor of Calgary</b>	Mayor Naheed Nenshi is currently serving his second term and is Calgary's 36th mayor. His passion is to make cities, especially Calgary, work better.	Naheed Nenshi <i>Mayor</i>

Organization	Role	Participant Name & Title
Meetings and Conventions Calgary	Sales organization with a mandate to assist meeting planners, corporate clients and association executives interested in Calgary as a prime location for their meetings, conventions and incentive programs	Dave Sclanders <i>Executive Director</i>
National Music Centre	The National Music Centre gives Canada a place that amplifies the love, sharing and understanding of music. The Centre is a national catalyst for discovery, innovation and renewal through music	Andrew Mosker <i>President &amp; CEO</i>
Office of the Mayor	The Mayor's Office at the City of Calgary plays an important role in city building. The team is responsible for helping to implement the vision set out by Mayor Nenshi	Chima Nkemdirim <i>Chief of Staff</i>
Rocky Mountaineer	Rocky Mountaineer offers over 65 unique Canadian vacation packages and four distinctive rail routes, rich in history and natural wonders, through British Columbia and Alberta	Alroy Chan <i>Director of Corporate Development</i>
Rozsa Foundation	The Rozsa Foundation works to build capacity in arts leaders, organizations and the sector as a whole through philanthropic and management activities	Mary Rozsa de Coquet <i>President</i>
SAIT	A Southern Alberta Institute of Technology (SAIT) education is designed to provide students with practical experience as well as theoretical knowledge; it supports the development of sector professionals through its School of Hospitality and Tourism	Dr. David Ross <i>President</i>  Tom Bornhorst <i>Dean, School of Hospitality and Tourism</i>
Shaw Charity Classic	The Shaw Charity Classic is an annual golf tournament, part of the PGA Tour Champions, contested at Canyon Meadows Golf & Country Club	Sean Van Kesteren <i>Executive Director</i>
Sport Calgary	Sport Calgary is a volunteer non-profit society, representing sport in the city of Calgary. Through strong partnerships, Sport Calgary assists, supports, and influences the growth of amateur sport throughout the city	Murray Sigler <i>Executive Director &amp; CEO</i>
Spruce Meadows	Spruce Meadows is an award-winning internationally recognized facility that hosts major equestrian events year-round alongside other hosting and community events	Ian Allison <i>Senior Vice President</i>



Organization	Role	Participant Name & Title
tinePUBLIC	tinePUBLIC organizes major events having served over 200,000 spectators in total with speakers such as former British prime minister Tony Blair, former U.S. president Bill Clinton, Arnold Schwarzenegger, and Oprah Winfrey	Christian Darbyshire <i>Partner</i>
Tourism Calgary Board of Directors	Comprised of 11 volunteer directors, the Board of Tourism Calgary oversees the governance, the administration of its affairs and Bylaw requirements, and guidance of its strategic direction of the organization	<i>Directors</i> Rod McKay Michael Casey Dan DeSantis Karim Ismail Vern Kimball Shauna MacDonald Richard Main Jeff Robinson Spencer Villam Mark Wilson Tracey Zehl
Tourism Calgary Senior Leadership Team	Tourism Calgary is Calgary's destination marketing organization. Representing the tourism industry, and more than 570 partners, we bring the world to Calgary and Calgary to the world for leisure travel, and sport, culture and major events. Tourism in Calgary annually contributes over \$1.7 billion in economic impact to the local community	Cindy Ady <i>CEO</i>  Marilyn Bell <i>VP, Travel Trade, Market &amp; Product Development</i>  Marco De Iaco <i>VP, Sales, Sport &amp; Major Events</i>  Jeff Hessel <i>VP, Marketing</i>  Cassandra McAuley <i>Director, Corporate Communications &amp; Strategy Development</i>  Andrew Rodych <i>Director, Operations</i>  Shelley Zucht-Shorter <i>VP, Industry Relations</i>  Aldon Wells <i>VP, Finance &amp; Administration</i>
Travel Alberta	Travel Alberta is the tourism marketing agency of the Government of Alberta. A team of youthfully spirited adventurers lead in marketing Alberta's experiences in breathtaking landscapes, with a vision of inspiring the world to experience Alberta	Royce Chwin <i>CEO</i>

Organization	Role	Participant Name & Title
Twenty31	Twenty31 seeks to partner and collaborate with leaders of organizations to define unique tourism opportunities. They help to create and execute innovative tourism strategies around the globe	Greg Klassen <i>Principal</i>
University of Calgary	The University of Calgary is a leading Canadian university with more than 30,000 students enrolled in undergraduate, graduate and professional degree programs. The University attracts and nurtures the talent that drives new knowledge creation, improves lives and betters our world	Kim Lawrence <i>Associate VP Marketing</i> Diane Kenyon <i>Vice-President (University Relations)</i>
Village Brewery	Village Brewery began on the premise that some of the best things happen over beer. Focused as a community brewery, Village supports Calgary's artists and craftspeople and is a major partner in Calgary's brewery tours	Jim Button <i>Founder</i>
West Canadian Industries	West Canadian Digital Imaging Inc. has established itself as one of the premier independent digital printing, graphic design, microfilming, document management, and digital imaging operations in Canada	George Brookman <i>CEO</i>
Winsport	A not-for-profit organization, WinSport owns and operates major sporting infrastructure in Calgary and Canmore, creating one of the most unique winter sport environments in the world, where athletes of all levels and disciplines will have world class facilities and services to train and maintain an active lifestyle	Barry Heck <i>President &amp; CEO</i>



## Definitions

For the purposes of this strategy, the following terms were used in the contexts described here:

### **Advocate**

Working with, for and through others to achieve a desired outcome.

### **Brand**

The marketing lens applied to the city. Calgary's brand is *Be Part of the Energy*.

### **Collaboration**

Working with others to achieve a common objective.

### **Collaborative action**

Actively working together to achieve a common objective.

### **Cultural events**

From the JUNO Awards to Theatre Calgary, Alberta Ballet to the High Performance Rodeo and everything in between, Calgary has a rich and diverse cultural community that draws tens of thousands of visitors to our city every year.

### **Destination personality**

Not a tagline or slogan, nor a marketing campaign. This refers to the emotional connection one feels for a place.

### **Destination strategy**

Building on Tourism Calgary's current mandate, a comprehensive destination strategy will offer an overarching direction for collaborative action amongst stakeholders to develop our city as Canadian destination of choice for all travellers.

### **Identity**

The visual content assets which identify a destination.

### **Lead**

The organization which holds responsibility and accountability for the strategic initiative.

### **Shoulder seasons**

Defined by Calgary's tourism community primarily as winter and spring seasons.

### **Sporting events**

From major, professional sporting events to grassroots competitions, sporting events account for approximately 50,000 hotel room nights every year in Calgary. In Canada, sport tourism contributes \$5.2 billion annually to the Canadian economy.

### **Stakeholders**

For the purpose of this strategy, stakeholders refer to those who were formally or informally consulted about this particular initiative, chosen for their expertise and insight into the destination and its potential for development.

### **Support**

Supporting the pursuit of a partnering organization's goals, though a number of possible actions.

### **Tourism Calgary partners**

Tourism Calgary is proud to partner with over 500 businesses that impact the tourism and hospitality industry in and around Calgary.

### **Visitor**

Any visitors to our destination regardless of motivation for travel or place of origin (leisure, business, tour, sport, visiting friends and relatives from regional, national and international markets).

## Board of Directors

**Rod McKay**  
*Chair*  
*Partner (retired)*  
KPMG

**Michael Casey**  
*Chair, Marketing & Stakeholder Relations Committee*  
*Counsel*  
Field Law

**Dan DeSantis**  
*General Manager*  
Calgary Airport Marriott  
In-Terminal Hotel  
Delta Hotels Calgary Airport  
In-Terminal

**Karim Ismail**  
*General Manager*  
Coast Plaza Hotel &  
Conference Centre

**Vern Kimball**  
*Retired CEO*  
Calgary Stampede

**Shauna MacDonald**  
*Principal & Founder*  
Brookline Public Relations

**Richard Main**  
*Dual General Manager*  
Courtyard & Residence Inn  
Calgary Airport Information

**Jeff Robinson**  
*Regional Managing Consultant*  
Kepner-Tregoe

**Spencer Villam**  
*General Manager*  
Clarion Hotel &  
Conference Centre

**Mark Wilson**  
*Chair, Governance & Human Resources Committee*  
*General Manager & Vice President*  
Hotel Arts Group

**Tracey Zehl**  
*Chair, Finance & Audit Committee*  
*Managing Partner - Alberta South*  
Grant Thornton LLP

**Cindy Ady**  
*Ex-Officio*  
Tourism Calgary

## 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*  
Industry Relations

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