

Tourism Calgary Kicks Off the Second Year of its Three-Year Strategic Plan

BUILDING ON THE FOUNDATION ESTABLISHED IN 2018, TOURISM CALGARY FORGES AHEAD



BY BRIDGETTE SLATER

Unveiled in 2017, Calgary's Destination Strategy articulates Calgary's competitive advantages and marketplace position. Furthermore, it establishes key recommendations and the strategic framework from which Tourism Calgary developed its 2018-2020 strategic plan; a three-year approach focused on aligning the organization's efforts and achieving the vision of making Calgary the Ultimate Host City.

The 2018-2020 strategic plan defines Tourism Calgary's role as marketers, advocates, hosts and activators and describes how the organization will meet the needs of visitors, Calgarians and its stakeholder community. With 2018 marking the start of seven new organizational key performance indicators (KPIs), the first year of the plan served to establish baseline measures. As Tourism Calgary moves into the second year of its three-year plan, these metrics will be used to gauge the organization's success.

As marketers, Tourism Calgary is focused on increasing the likelihood that travellers will visit Calgary within two years. While 2018 served as a baseline year for this KPI, Tourism Calgary established strong ambassadors for the city and leveraged the power of storytelling to generate consumer demand. Building on the framework established in 2018, Tourism Calgary will continue to amplify positive stories that promote Calgary's offerings and inspire visitors to share their experiences.

The nature of the tourism industry, coupled with funding realities, demand that Tourism Calgary function as an

advocate, collaborator and leader. In February 2018, over 800 Tourism Calgary stakeholders were surveyed to gauge sentiment about the organization and determine how it could further support partners and the industry. Results indicate that 90 per cent of stakeholders believe the organization is an effective champion for the industry. As the sector's primary advocate, Tourism Calgary will continue to communicate what's important to its stakeholders and represent them to the community, travellers and government partners throughout 2019.

As ultimate hosts, Tourism Calgary supports the attraction, development and delivery of sport, culture and major events. As of October 2018, a record 88 Tourism Calgary-supported events were hosted – exceeding previous records with one quarter left in the year. Building on the momentum of 2018, Tourism Calgary will continue attracting events, while ensuring the ones the city hosts already are successful and sustainable.

As activators, Tourism Calgary's goal is to increase the proportion of Calgarians who believe tourism is an important contributor to the economy and to quality of life. In 2017, Calgary welcomed 6.9 million visitors who contributed \$1.6 billion to the local economy and supported jobs in multiple industries. Guided by its vision to make Calgary the Ultimate Host City, Tourism Calgary looks forward to advocating for the industry, developing the destination and marketing Calgary to the world into 2019.

To learn more about Tourism Calgary, and to read the 2018-2020 strategic plan, see visitcalgary.com. **B**