

Elevating Calgary *Together!*

Tourism
Calgary  BLUE
SKY
CITY

2025 Annual Report

Land Acknowledgement



The place where the Bow and Elbow rivers meet has long been a gathering point—a place of ideas, exchange, ceremony, and connection. For generations, this land has brought people together. As Calgary grows and welcomes the world, we recognize that this spirit of gathering continues to shape our city and guides the work we do.

Tourism Calgary humbly acknowledges that we live, work, learn, and welcome visitors on the ancestral and traditional territories of the peoples of the Treaty 7 region in Southern Alberta. This includes the Blackfoot Confederacy—Siksika, Piikani, and Kainai; the Îethka Nakoda Wicastabi Nations—Chiniki, Bearspaw, and Goodstoney; and the Tsuut’ina Nation. We also acknowledge the Otipemisiwak Métis Government, Districts 5 and 6, and the many Indigenous people from across Turtle Island who now call Calgary home.

Table of Contents

4 Message from Our Leadership

6 Organizational Overview

10 Industry Performance

13 Tourism Calgary Performance

34 Governance and Finance

Message From Our Board Chair

Calgary is rightly recognized as a hub for commodity and goods-based industries, sectors that have shaped our identity and sustained growth through challenging times. What is sometimes less recognized, and deserves greater attention, is the service sector and its critical role in our economic future, especially tourism and hospitality.

Tourism is Calgary's largest service export and a powerful driver of economic opportunity and community vibrancy. It is an important sector for our city, bringing inter-provincial and international dollars into our province while supporting significant employment. In fact, tourism employs one in 10 Albertans who, in turn, share our culture, stories and sense of place with the world.

But the impact of tourism extends far beyond its economic value.

It is the gateway to our city, shaping the first impression for those considering Calgary as a place to visit, live, invest or do business. Known for our warm Western hospitality, Calgary is also a place that brings people back time and again.

As you read this report, we hope you see Calgary for what it truly is: a city of opportunity and momentum. A Blue Sky City – the perfect metaphor for the limitless possibilities under our vast blue skies. A place where a dynamic mix of industries, cultures, and experiences merges to establish our place on the global stage.



Richard Bartrem
Board Chair, Tourism Calgary



Richard Bartrem
Board Chair



Message From Our President & CEO ✨



Alisha Reynolds
President & CEO

I'm so incredibly proud of this industry and our team. Last year, we welcomed more than 10 million visitors and successfully hosted back-to-back global events – the G7 Summit and the Rotary International Convention – before kicking off a busy summer season. And we're continuing that growth.

In 2025, we saw increases in both our International and U.S. visitation early in the year. Visitor spending surpassed \$3.3B in Calgary and \$15.2B across the province, 1.5 times faster than the national average in 2024.

Tourism Calgary's sales team continues to deliver record-breaking results, hosting 221 events in 2025 and securing 232 events for future years. Our international team is expanding into new markets, including luxury travel partners through a Consortia. Our marketing and brand efforts are drawing national and global attention to Calgary as the Blue Sky City, with recognition from leading publications, such as National Geographic, AFAR, and Lonely Planet. At the

same time, our planners and major event hosts consistently report satisfaction rates of 90 per cent or higher. And that is only part of the story.

We have a bold ambition to double visitor spend to \$6B by 2035. While we are making strong progress, achieving this goal will require us to think differently and sustain annual growth of approximately six per cent.

To support this, we have expanded our focus to include destination and experience development, while continuing to invest in our team to meet growing demand and adapt to an evolving tourism landscape.

We know that we can't do this work alone. Our 1,150 tourism partners are the backbone of our visitor economy. There are over 84,000 people working in tourism and hospitality to ensure that Calgary continues to show up as the friendliest city in the world, amplifying our reputation for warm, western hospitality.

Our organization is also committed to reconciliation. In 2025, we had the privilege

of connecting with many members of our Indigenous community. This relationship building and engagement led to the creation of an Indigenous Wisdom Advisory Circle, which will provide invaluable guidance to our team as we walk together in a good way.

Finally, 2025 marked a significant milestone in our growth when we signed a renewed Master Funding Agreement (MFA) with our partners at the Calgary Hotel Association. The increase from a three to six per cent Destination Marketing Fee (DMF) creates a more sustainable and competitive funding model to support the destination Calgary is becoming.

As you read this year's annual report, I hope you see the momentum we are building, and feel the same sense of optimism and excitement for Calgary's future as I do.

A handwritten signature in black ink, appearing to read 'Alisha Reynolds'. The signature is fluid and cursive, with a long horizontal stroke extending to the right.

Alisha Reynolds,
President & CEO Tourism Calgary

Organizational Overview

Howdy!

We're Calgary's destination management organization that enthusiastically shares and promotes the story of our friendly Blue Sky City to those near and far.



We
think
big

—like, Canadian Rocky Mountain big— using our sales and marketing expertise to drive annual visitor spend and advocate for our growing tourism sector. From conventions to leisure travel, sports events to music and arts, Tourism Calgary represents the city's diverse experiences, extending our welcoming hospitality to every visitor to our city.

 Vision

To be the friendliest city in the world.

Think boldly.

We bring curiosity and fresh eyes to our work, exploring what's possible and challenging assumptions.

Care deeply.

We show up with heart for each other, our partners, and our city.

Act together.

We align our efforts, share ownership, and move in the same direction.

Inspire possibility.

We bring optimism, energy, and belief in what can be achieved.

 Values

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.

 Mandate



Strategic Pillars

1

Fuel Excitement for Our Blue Sky City

Grow awareness, pride, and intention to visit.

2

Be a Year-Round Eventful City

Drive visitation and vibrancy in every season.

3

Be Canada's Leading Convention Destination

Compete and win on the global stage.

4

Build Community Through Tourism

Ensure tourism delivers value for Calgarians.

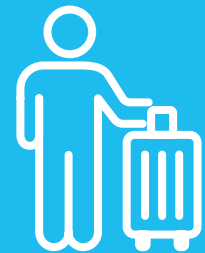
Industry Performance

Calgary's visitor economy is a connected ecosystem of industry partners, businesses, attractions, venues, and communities. Our collective efforts lead to a growing and thriving visitor economy.

Tourism means business

2025 

Visitor Economy



10.5M



VISITORS



\$3.3B



**VISITOR
SPENDING**



84,000



**CALGARIANS
EMPLOYED**

*Includes seasonal
and part-time workers*



1,150



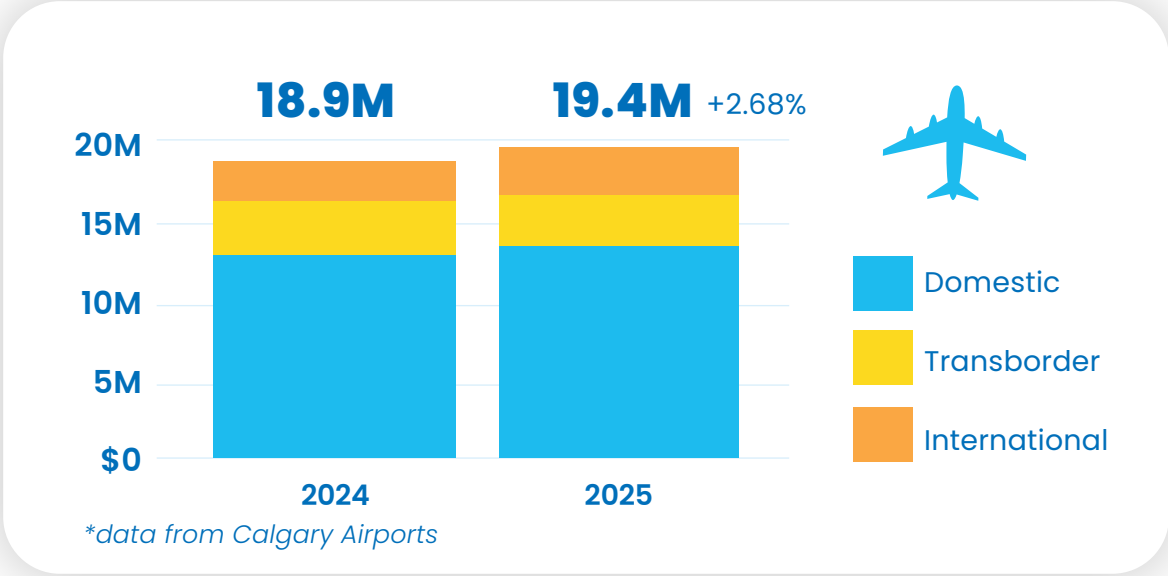
**LOCAL
PARTNERS**

2025 

Destination Performance Measures

PASSENGER PERFORMANCE*

108 NON-STOP DESTINATIONS FROM YYC
+13 new routes



VISITOR SPEND PERFORMANCE**

TOTAL SPEND
\$3.3B

UNITED STATES SPEND
\$537.9M
-4.9%

INTRA-PROVINCIAL SPEND
\$1.0B
+4.3%

OVERSEAS SPEND
\$520.7M
-3.1%

INTER-PROVINCIAL SPEND
\$1.2B
+7.6%

ACCOMMODATION PERFORMANCE**

HOTEL OCCUPANCY
67.5%
+1.5%

SHORT-TERM RENTAL
62%
-2.4%

** compared to 2024

Tourism Calgary Performance

Tourism is a powerful economic and social driver in Calgary, building attraction and visitation, growing local jobs, increasing economic contributions, and creating cultural connections that define our city. Our work is guided by four strategic pillars, each contributing to these outcomes in different but complementary ways.

Creating a vibrant city

2025 

Tourism Calgary Results

\$362M

ECONOMIC IMPACT
from meetings & events

221

MEETINGS & EVENTS HOSTED

OVER

895,000

REFERRALS TO PARTNER BUSINESSES

67

**JOINT
MARKETING
AGREEMENTS
SIGNED**

30% increase

IN FAMS HOSTED



FAM = Familiarization tours the Tourism Calgary team hosts with clients from outside of Calgary to showcase Calgary and our offerings, helping to secure future business for the market.

Build
Attraction
& Visitation



Fuel Excitement for Our Blue Sky City

Our focus is on amplifying the stories, people, and experiences that make Calgary distinct.

Tourism Calgary's role is to strengthen emotional connection to and demand for Calgary across priority markets, while growing pride-of-place among residents so they become active champions of our city. Through coordinated marketing, partnerships, and in-destination storytelling, we make Calgary shine even brighter on the world stage.

Increase
Economic
Contribution



Create
Calgary
Connections



Keeping Calgary Social

Our team raised Calgary's profile with domestic, national and international markets by sharing the curiosity, diversity, and authentically rich culture that makes our city special.

Digital channels drove measurable growth in awareness and engagement for Calgary, with social media, search, and content working together to convert interest into intent and, ultimately, visitation.

INSTAGRAM & TIKTOK

174,903

SAVES & SHARES

Campaigns That Perform

Colours of Calgary

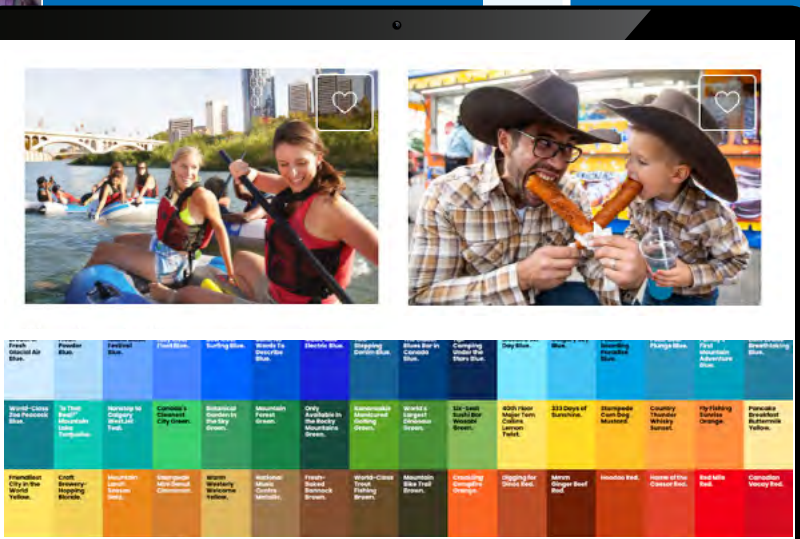
In spring, we took over Dundas Station in Toronto to target eastern Canadian travellers by showcasing the variety of things to do and see in Calgary.

Post-campaign survey results show 69% of people interviewed intend to visit Calgary.



92%

OF THOSE WHO RECALLED THE CAMPAIGN reported that it successfully improved their perceptions of Calgary.



Things-To-Do

40
PARTNERS PARTICIPATING
+8.1% from 2024

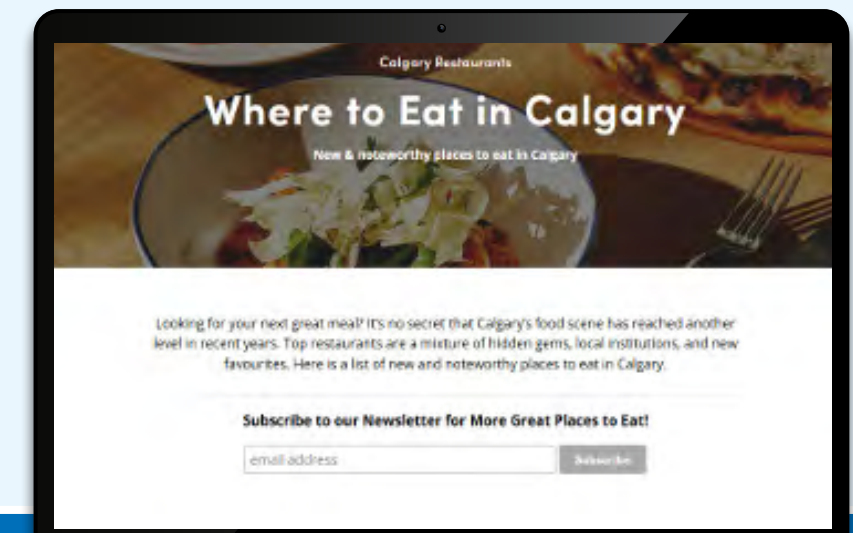


~3:1

MARKETING VALUE
for every dollar invested by partners

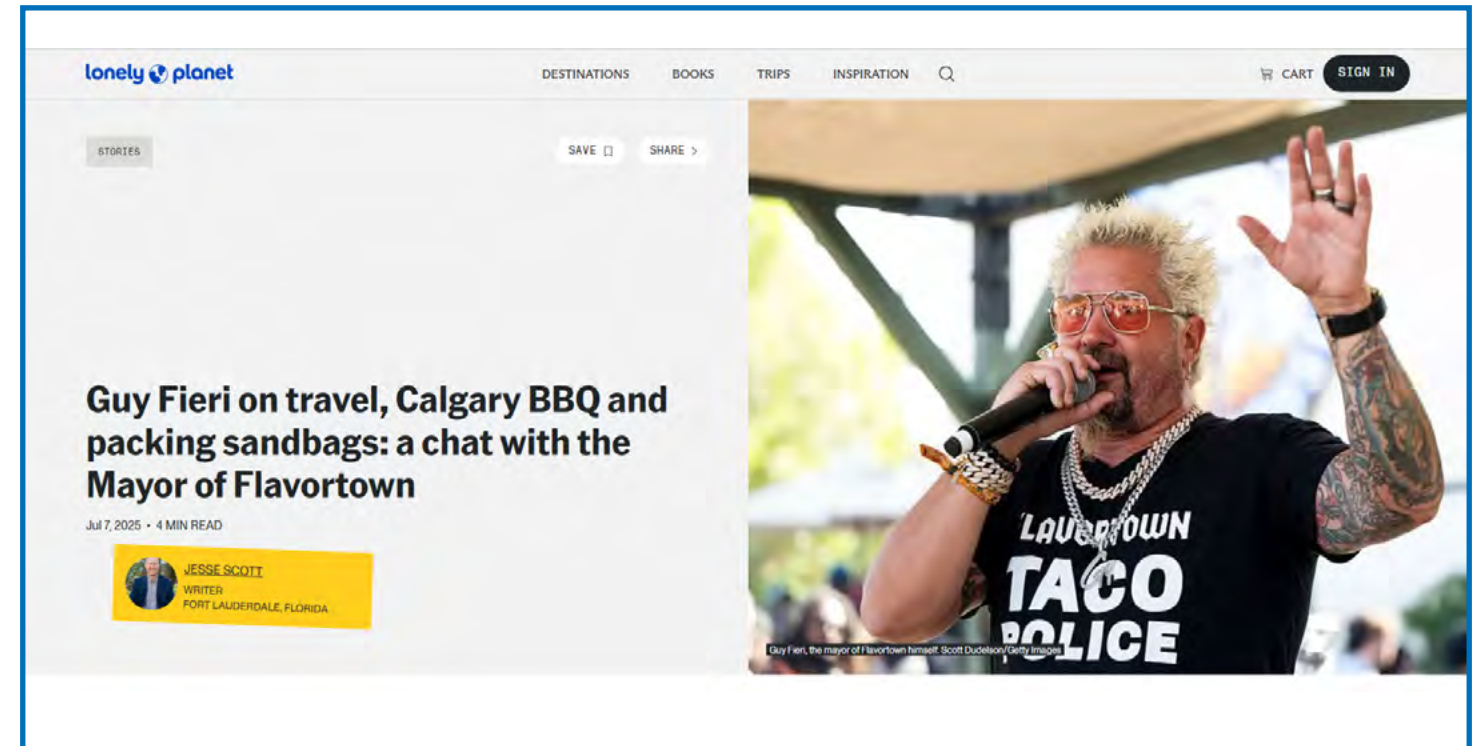
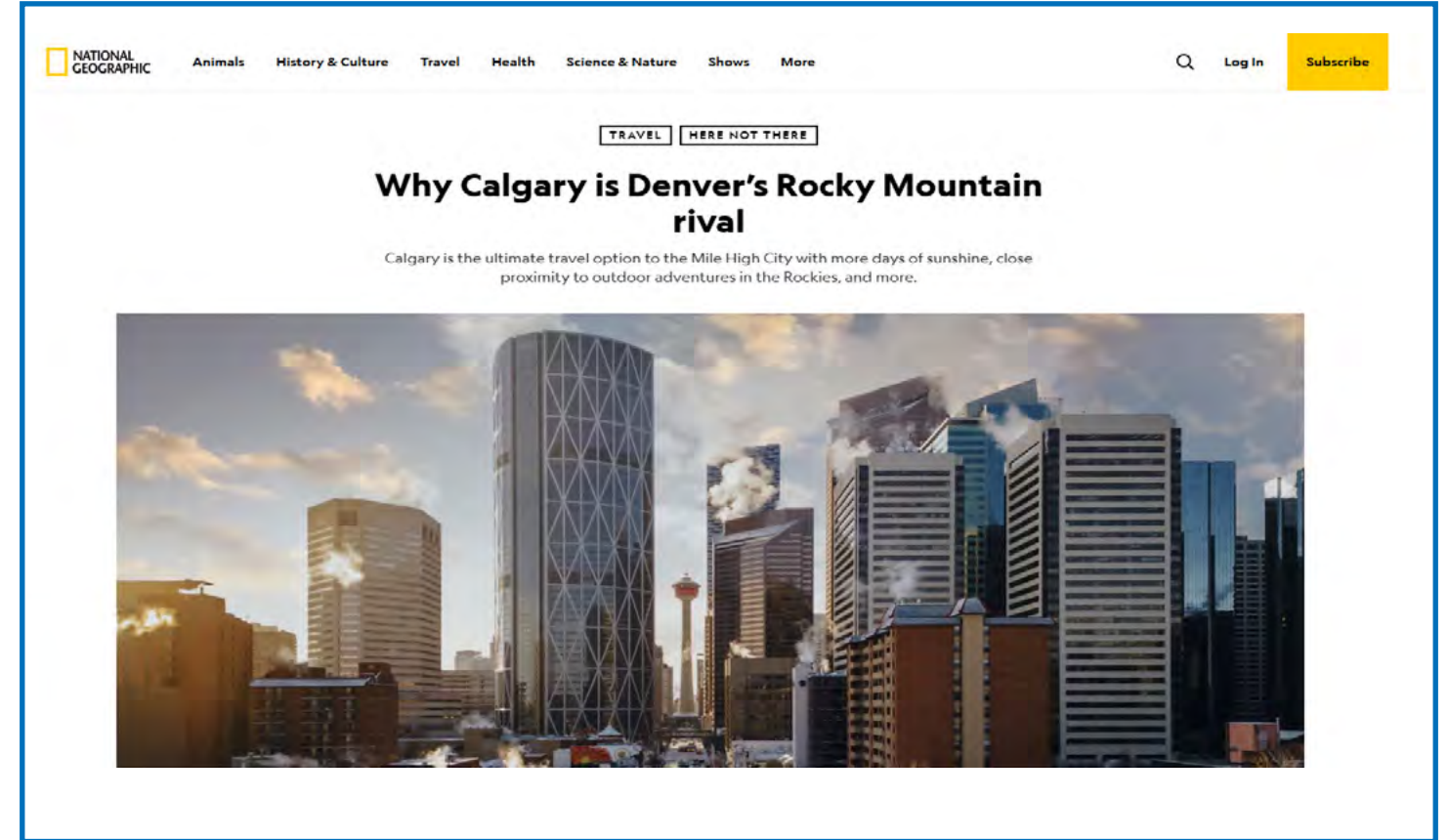
43M
IMPRESSIONS

74K
PARTNER REFERRALS



Calgary's story was told on the pages of some of the biggest publications in the world. Through earned travel media, the stories that connect our city's experiences, culture, landscapes, and people are being amplified.

\$601.7M
EARNED MEDIA REACH



Encouraging Visitors & Locals to Explore



Our local expert team had a new home at the Calgary Public Library this summer!

When they weren't welcoming exploring visitors and curious locals, they were at Calgary's many summer festivals, conventions, and hotspots providing local insight and real-time referrals.

21,898 + **8,937** = **ONE**
FACE-TO-FACE REFERRALS **CHAT AND DIGITAL REFERRALS** **AMAZING SUMMER!**

CALGARY ATTRACTION PASS
for residents and visiting friends and relatives
33,835
SIGN UPS
 - up 17.7% from 2024 -

FRONTLINE PASS
for tourism ambassadors
1,400
SIGN UPS

EXPLORE MORE PASS
for sport and business event delegates
1,269
SIGN UPS



Immersive Experience Development

As Calgary looks to achieve \$6B in visitor spend by 2035, developing more immersive, market-ready experiences that attract high-value travellers is critical. Experience-based trends are enticing visitors to stay longer and spend more, which is essential to strengthening our year-round appeal.

In 2025, Tourism Calgary began working with the Veneto Collaboratory Design Studio, a specialist in immersive product development. Through an experiential destination assessment that looked at the complete offering of experiences in Calgary, 12 partners were chosen to participate in a pilot project.

Over the next two years, the project will deliver more than a dozen new, immersive experiences in the categories of:



WESTERN HERITAGE



INDIGENOUS EXPERIENCES



CULINARY & CRAFT BREWING



HEALTH & WELLNESS



MUSIC & CULTURE





International Markets

*added in Q1 2026

584
INTERNATIONAL CLIENTS HOSTED IN CALGARY

480+
ONE-ON-ONE SALES APPOINTMENTS

2,300
TRAVEL AGENTS TRAINED WORLDWIDE

13
GLOBAL TRADE SHOWS

71
MARKETING AGREEMENTS SIGNED

Key Markets



Selling Calgary to the World

Our International Markets team connects to a global network of sellers that includes tour operators, receptive tour operators, and travel agents who package and sell Calgary to international travellers. They ensure our city is well-represented to priority international markets that have direct flight connectivity and strong growth potential.

Our efforts in international markets attract high-value clients who stay longer, travel year-round, and come in larger groups. Our team works with agents across the world to ensure that Calgary is at the top of every traveller's Canadian bucket list.

RESULTING IN
164,597
ROOM NIGHTS
+11.5% over 2024

Build
Attraction
& Visitation



Be a Year-Round Eventful City

Calgary's reputation as an eventful city has continued to grow, supported by a strong event calendar, increased winter programming, and major convention activity that stabilized visitor demand throughout the year.

Our focus is to accelerate year-round vibrancy—ensuring that Calgary is known not only for summer festivals and the Calgary Stampede, but for memorable experiences and anchor events in every season.

By attracting more winter and shoulder-season events, enhancing convention-driven visitation, and working with partners to develop compelling seasonal products, we helped “flatten the curve” and drive stronger visitation when the community needs it most.

Increase
Economic
Contribution



Create
Calgary
Connections



Support
Growth & Jobs



2025 Sport, Culture & Major Event

Hosting

Sport, culture and major events bring concentrated economic impact to our city and support the community's vibrancy both for tourists and locals.

ECONOMIC RETURN ON INVESTMENT

62:1

\$122.9M
ECONOMIC IMPACT

62
EVENTS

+5% increase over 2024

60

SPORTS HOSTED
THROUGH OUR
EVENTS SERVICES TEAM

Events per Quarter

Q1

20

Q2

15

Q3

17

Q4

10

Event Spotlight

Sport Event Congress

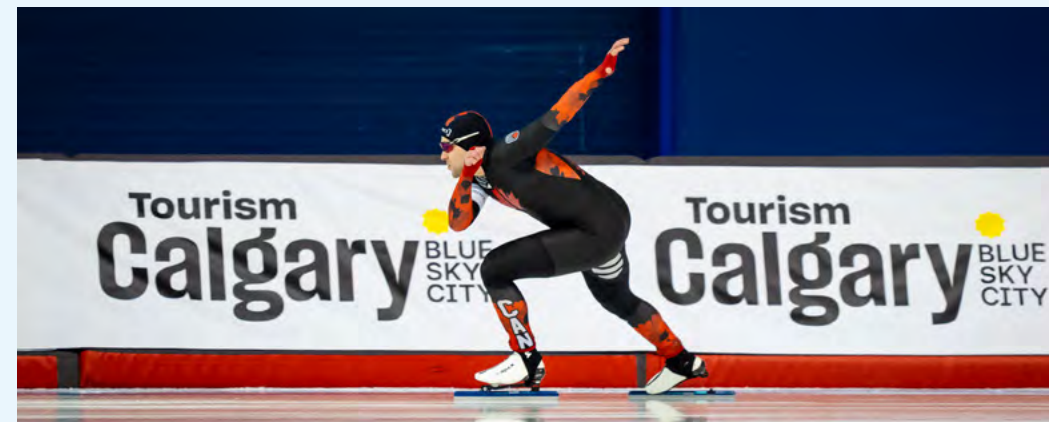
In 2025, Calgary was host to the Sport Event Congress – a gathering of sport leaders, national sport organizations, and destinations from across Canada. Our team was able to share Calgary's world-class venues, culture, and hospitality with key decision makers looking for the next destination for their major sporting event.

400

CANADIAN SPORT LEADERS

53

NEW SALES OPPORTUNITIES



Chinook Blast



ALMOST

180K
PARTICIPANTS

CELEBRATING

5
YEARS

30

PARTNERS
INVOLVED



2025 Major Events Highlights

ISU World Junior Short Track Speed Skating Championships



OLYMPIC OVAL

167
ATHLETES

400
ENGAGEMENTS WITH SCHOOL KIDS

\$1.7M
IN ECONOMIC IMPACT



Canadian Gymnastics Championships



OLYMPIC OVAL

1,500
PARTICIPANTS

\$4.6M
IN ECONOMIC IMPACT



Legion National Youth Track and Field Championship



FOOTHILLS ATHLETIC PARK

800
ATHLETES

\$3.5M
IN ECONOMIC IMPACT



Pacific Nations Cup in Partnership with Rugby Canada



MCMAHON STADIUM

CANADA MEN'S 15S VS. USA

11,500
TICKETS

150
COMMUNITY TICKETS SHARED

\$2.7M
IN ECONOMIC IMPACT



2025 Sport, Culture & Major Event Business Development

Pipeline

Our Sport, Culture and Major Events team works year-round to bid for and secure events for the future building a steady pipeline of sustainable economic activity for long-term planning, sustained visitation, and more opportunities for local businesses.

PROJECTED ECONOMIC IMPACT **\$268M**

267,442
PARTICIPANTS

75
EVENTS SECURED

260
BIDS ON QUALIFIED LEADS



✦ Big Wins in 2025 ✦

2026 FIS Park & Pipe World Junior Championships



500

ANTICIPATED ATTENDEES

\$3.6M

ESTIMATED ECONOMIC IMPACT

CALGARY 2026
FIS PARK & PIPE JUNIOR WORLD CHAMPIONSHIPS

2026 World Women's Curling



50,000

ANTICIPATED TICKETS SOLD

\$11.3M

ESTIMATED ECONOMIC IMPACT

 **BKT WORLD WOMEN'S CURLING**
CALGARY 2026

2027 MusicFest Nationals



5,000

ANTICIPATED ATTENDEES

\$6.5M

ESTIMATED ECONOMIC IMPACT

THE NATIONALS
MUSICFEST CANADA
FINALES NATIONALES

2028 & 2029 Canadian Ringette Championship



1,112

ANTICIPATED ATTENDEES/YEAR

\$14.3M

COMBINED ESTIMATED ECONOMIC IMPACT

 **RINGETTE CANADA**

Build
Attraction
& Visitation



Be Canada's Leading Convention Destination

Meetings and conventions deliver consistent, high-yield visitation that decreases seasonal fluctuation and elevates Calgary's position as a global business destination. With the Calgary TELUS Convention Centre and the expanded BMO Centre, Calgary boasts two world-class, purpose-built venues connected to the heart of the city. Combined with the investments in infrastructure, hotels and access, Calgary stands among the leading destinations for meetings and conventions in North America.

Consider what meeting planners are looking for when they choose a city: airlift, affordability, walkability, hotel inventory, and the delegate experience between sessions. On every measure, Calgary delivers.

Increase
Economic
Contribution



Support
Growth & Jobs



2025 Meetings & Conventions

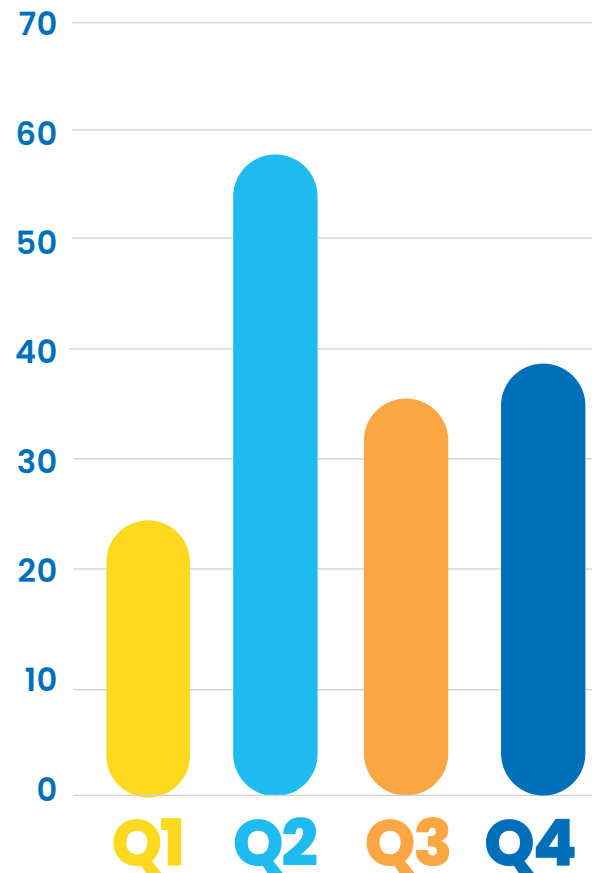
Hosting

Meetings and conventions support year-round activity that generates new opportunities for Calgary businesses and thought leaders. Hosting opens the door to further trade and investment that diversifies and strengthens Calgary's economy.

ECONOMIC IMPACT
Almost 2x 2024 **\$240M**

75,000
DELEGATES

Meetings & Conventions Hosted by Quarter



159
MEETINGS & CONVENTIONS HOSTED
Increase from 122 in 2024

98
MEETINGS & CONVENTIONS SUPPORTED
through our events servicing team

Convention Spotlight

Rotary International Convention



See the full impact of the 2025 Rotary International Convention!

15,000+
PARTICIPANTS

140
COUNTRIES

\$100M
ECONOMIC IMPACT
Post-event actual

1,500
VOLUNTEERS



2025 Major Convention Highlights



**Canadian Women in
Medicine Organization**



1,000
PARTICIPANTS

\$1.8M
ECONOMIC IMPACT



**National
Payroll Institute**



800
PARTICIPANTS

\$4.8M
ECONOMIC IMPACT



**Risk and Insurance
Management Society
(RIMS)**



1,785
PARTICIPANTS

\$6.8M
ECONOMIC IMPACT



ArcticNet



1,200
PARTICIPANTS

\$4.2M
ECONOMIC IMPACT

2025 Meetings & Conventions Business Development

Pipeline

Our Business Development teams work hard to build lasting relationships that result in future business for our city.

Meetings and conventions is a long-lead business with conventions secured past 2030. With world-class venues like the BMO Centre at Stampede Park and Calgary TELUS Convention Centre, Calgary is winning more opportunities for international and city-wide conventions.

PROJECTED ECONOMIC IMPACT **\$257M**

93,000
DELEGATES

171
DEFINITE PROGRAMS

508
BIDS ON QUALIFIED LEADS



* Big Wins in 2025 *

Alliance for Telecommunications Industry Solutions

PROGRAM
ATIS 3GPP
 Working Groups 2026



\$10.1M

PROJECTED ECONOMIC IMPACT

2,800
 DELEGATES



American Society of Mechanical Engineers

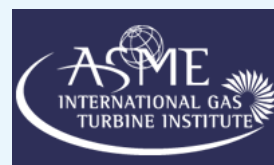
PROGRAM
ASME 2027
 Turbo Expo



\$8.4M

PROJECTED ECONOMIC IMPACT

4,025
 DELEGATES



Society for College and University Planning

PROGRAM
SCUP 2028
 Annual Meeting



\$5.5M

PROJECTED ECONOMIC IMPACT

1,400
 DELEGATES



The Society for College and University Planning

International Society for Computational Biology

PROGRAM
ISMB 2028
 Intelligent Systems for Molecular Biology Conference



\$7.2M

PROJECTED ECONOMIC IMPACT

1,800
 DELEGATES



Build Community Through Tourism

Aligning our work with our tourism and civic communities ensures that Calgary is ready to welcome visitors and maximize the economic and social benefits of visitation growth.

Tourism is a powerful industry that brings people together - whether visitors from around the world, local Calgarians, or partners looking to collaborate.

When we come together, Calgary wins.

Create Calgary Connections



Support Growth & Jobs



Connecting Our Tourism Community

Our industry is comprised of diverse businesses and voices. Because of that, Calgary is more agile and adaptable to changes that impact our industry, and that is why we work hard to create meaningful connections between partners and with community.

1,150

TOURISM BUSINESS MEMBERS

8 INDUSTRY EVENTS & ROUNDTABLES

999
NOMINATIONS
FOR THE CALGARY
WHITE HAT AWARDS

588
NEW WHITE HAT
ACADEMY PARTICIPANTS
COMPLETED THE
PROGRAM

237
RECERTIFIED
WHITE HAT ACADEMY
PARTICIPANTS



One of the best nights in tourism is our Calgary White Hat Awards where we recognize outstanding individuals that go above and beyond to reinforce Calgary's reputation as the ultimate host city.



Experience a night at the Calgary White Hat Awards.



Our commitment to reconciliation continues to guide how we listen, grow, and walk together.

In 2025, we undertook extensive community engagement to develop our Indigenous Reconciliation Action Plan and Indigenous Wisdom Advisory Circle to ensure that Indigenous voices are meaningfully embedded into our decision making and long-term growth.



Governance and Finance

Strong governance and financial position means that we can set ambitious targets for the future. We make strategic investments and hold ourselves accountable to deliver results on behalf of the industry.

Responsible investment for growth

Financial Summary

Tourism Calgary operates on a fiscal year ending December 31.

Funding comes from a variety of sources, with the majority from the Calgary Hotel Association (CHA) through the Destination Marketing Fund (DMF), as well as the City of Calgary and the Government of Alberta/Travel Alberta.

Our Funding Model

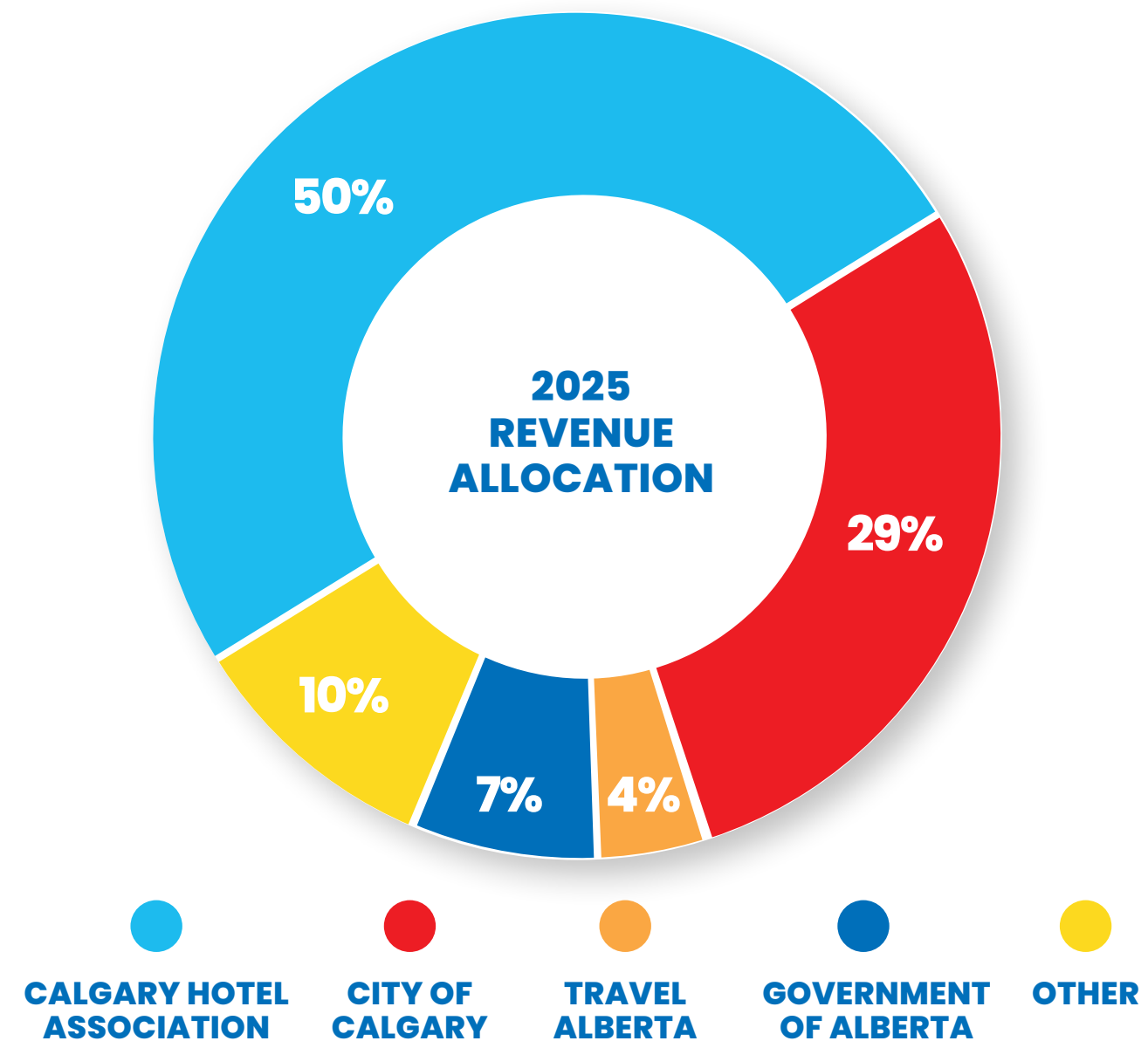
Tourism Calgary's funding comes from the Calgary Hotel Association (CHA) through the Destination Marketing Fund (DMF), as well as the City of Calgary and the Government of Alberta/Travel Alberta. In 2025, Tourism Calgary also received funding through a variety of federal programs.

The monies contributed from the CHA are remitted from collections of the DMF levy and directed to base operational funding of Tourism Calgary, as well as for program-specific funding for Meetings & Conventions and a partnership with Indigenous Tourism Alberta. In 2025, Tourism Calgary and the CHA entered a new Master Funding Agreement that establishes a stronger foundation and positions the organization to operate more efficiently and strategically in the years ahead.

The City of Calgary provides Tourism Calgary with base operational funding along with a Special Event Fund (SEF). Tourism Calgary invests 100 per cent of the SEF into bids and hosting to secure events for Calgary. Our ability to leverage funding from the CHA, the Province of Alberta and others, allows the organization to have an even greater impact, delivering a 62:1 return on investment into sport, culture and major events in our city.

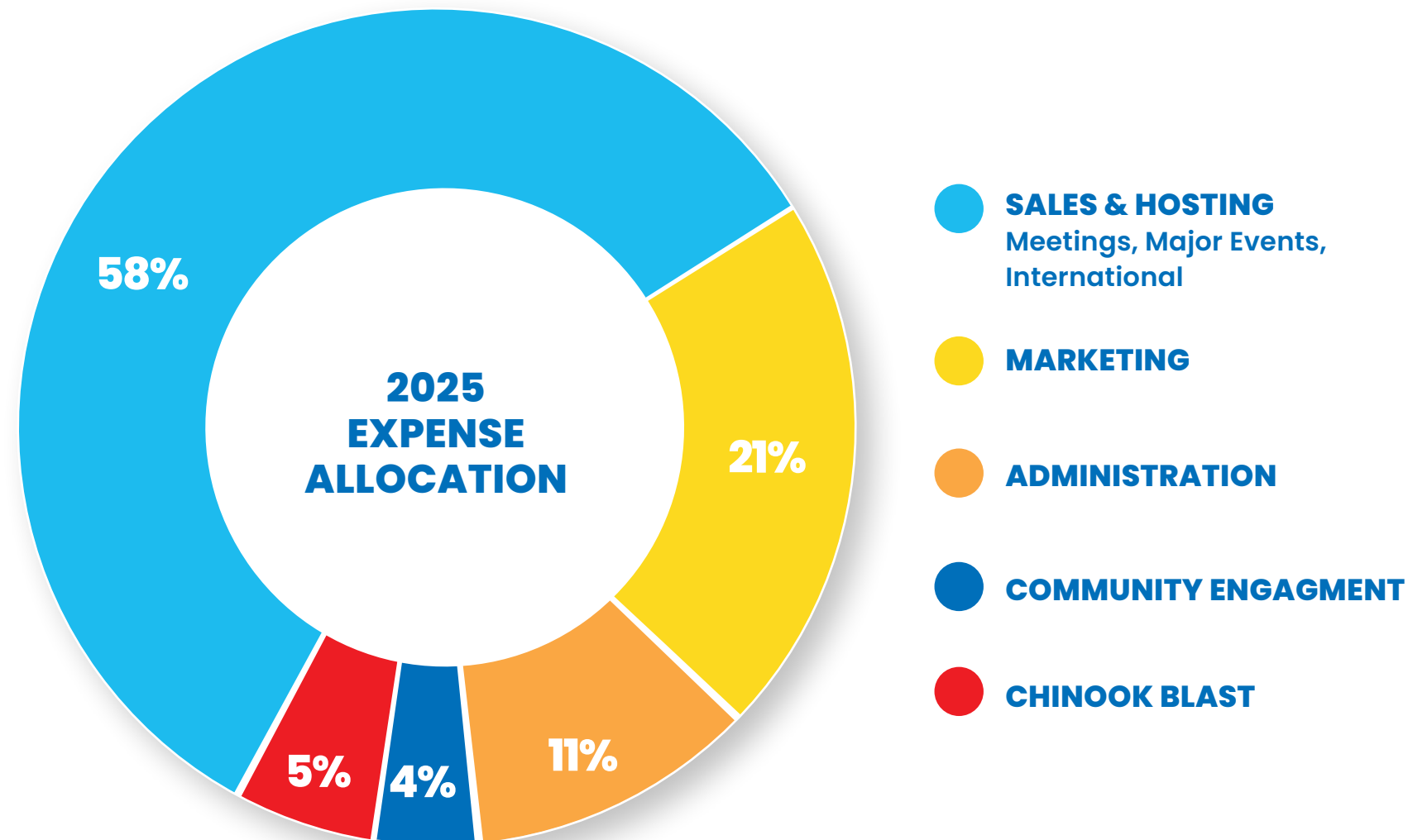
In 2025, the City of Calgary continued funding support for our signature winter event, Chinook Blast, furthering our unique festival season. This event inspires Calgarians and visitors alike to explore our city throughout February, a typically softer month for tourism, supporting our year-round eventful city strategy.

Finally, Tourism Calgary received one-time, multi-year funding to evolve Calgary's civic brand, resulting in development, deployment and activation of the Blue Sky City brand that launched in 2024.



Investing with Purpose

In 2025, expenses were strategically concentrated in core economic impact-driving activities, with sales and hosting representing the majority of total spend at 58 per cent. This reflects a strong emphasis on attracting and supporting meetings, major events, and international opportunities. Marketing accounted for 21 per cent, these efforts, while administrative expenditures remained modest, demonstrating a disciplined approach to overhead and targeted program investment.



85% DIRECTED TO REVENUE & MARKET GROWTH ACTIVITIES

Our Governance

Tourism Calgary is a non-profit society, with a team of over 75 employees guided by dedicated, professional, community representatives who volunteer their time to support the organization's operations and programs.



Board of Directors

Richard Bartrem – BOARD CHAIR

Dave Dunlop – CHAIR
Audit & Finance

Jacqui McGillivray – CHAIR
Governance & Human Resources

Laurie Stretch – CHAIR
Marketing, Communications & Advocacy

Dr. David Legg – CHAIR
Sports, Culture & Major Events (Ex-Officio)

Rod McKay – CHAIR,
Meetings & Conventions (Ex-Officio)

Mark Wilson – PAST CHAIR

Muhammad Ashraf

Cheryl Bernard

Peter Catarino

Timothy Mitchell

Barry Morrisette

John O'Connell

Dan DeSantis (Ex-Officio)

Committees

Sports, Culture & Major Events

Dr. David Legg – CHAIR

Elise Ahenkorah

Jeff Booke

Carlo Bruneau

Kay Choi (Ex-Officio)

Naomi Grattan

Kjelti Kellough

Chethan Lakshman

Sarah Leishman

Steve McDonough

Tiffany Richards

Alex Sarian

Destiny Whitney

Meetings & Conventions

Rod McKay – CHAIR

Dan DeSantis – VICE-CHAIR

Kristin Anderson

Kay Choi (Ex-Officio)

Kurby Court

Mark Garner

Jeff LaFrenz

Christopher Miles

Greg Newton

Allister Paterson

Janeen Scott

Sabrina Utting

Sean Van Kesteren

Executive Team

Alisha Reynolds
PRESIDENT AND CHIEF EXECUTIVE
OFFICER

Carson Ackroyd
SENIOR VICE PRESIDENT, Sales

Shae Bird
SENIOR VICE PRESIDENT, Strategy
& Community Engagement

Kelly Bowman
SENIOR VICE PRESIDENT, Policy,
Research & Communications

Jeff Hessel
SENIOR VICE PRESIDENT, Marketing
& Destination Development

Chad Kuechle
CHIEF FINANCIAL OFFICER

Marilyn Bell
VICE PRESIDENT, International Markets

Reid Bilben
EXECUTIVE DIRECTOR, Sport,
Culture & Major Events

Victoria Goldie
DIRECTOR, People & Culture

David Woodward
EXECUTIVE DIRECTOR,
Meetings & Conventions

Shelley Zucht-Shorter
VICE PRESIDENT, Destination
Experience & Services

Thank you for a great year!



This report was made with the support of the Calgary Hotel Association

[f](#) [@](#) [d](#) [in](#) VISITCALGARY.COM