

Elevating Calgary Together.





Our Vision

**To Be the
Friendliest
City in the
World.***

Our Commitment

to Reconciliation.





Our Commitment to Reconciliation.

The confluence of the Bow and Elbow rivers has always been a place of gathering, exchange, and connection. That spirit continues to guide how Calgary welcomes the world—and how Tourism Calgary approaches its work.

We honour and acknowledge that we live, work, and welcome visitors on the ancestral territories of the peoples of the Treaty 7 region in Southern Alberta, including the Blackfoot Confederacy (Siksika, Piikani, and Kainai), the Îethka Nakoda Wîcastabi Nations (Chiniki, Bearspaw, and Goodstoney), and the Tsuut'ina Nation. We also recognize the Otipemsiwak Métis Government (Districts 5 & 6) and the many Indigenous people from across Turtle Island who call, what is now known as Calgary, home.

Our commitment is grounded in gratitude for the cultures, teachings, and histories that shape this place, and in a responsibility to ensure that Calgary's visitor economy reflects and respects the Indigenous roots and relationships that make this land unique. Over the next three years our efforts will be guided by an Indigenous Wisdom Circle and Indigenous partners, alongside our Reconciliation Action Plan. Together, we will work to advance authentic storytelling, support Indigenous-led tourism experiences, and expand shared prosperity across the visitor economy.

Strategic Pillars



1 Fuel Excitement for Our Blue Sky City.

Strengthening global demand and local pride through a unified and authentic city narrative.

THREE - YEAR STRATEGIC PRIORITIES

- **Elevate Calgary on the world stage** by advancing Blue Sky City as the unifying expression of place, grounded in authentic storytelling that reflects Calgary's culture, diversity, and Western heritage.
- **Grow intentions to visit** by increasing marketing investment across priority markets – strengthening brand awareness, relevance, and resonance with leisure travellers, event planners and delegates, and tour groups.
- **Strengthen resident pride-of-place** so Calgarians become advocates and hosts who reinforce our city as friendly and welcoming.
- **Deepen alignment with industry and civic partners**, ensuring consistent brand expression and a cohesive visitor experience across all touchpoints.
- **Position Calgary as a city of possibility with in-market travellers** extending stay and sparking repeat visitation with convention delegates, event participants and Visiting Friends and Relatives (VFR) audiences.



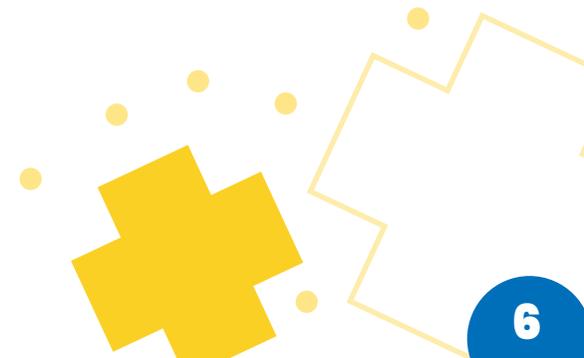
2 Be a Year-Round Eventful City.

Creating a vibrant, four-season destination with strong visitation every month of the year.



THREE-YEAR STRATEGIC PRIORITIES

- ✦ **Increase year-round visitation** by balancing seasonal demand, particularly through enhanced winter and shoulder-season offerings.
- ✦ **Strengthen the event ecosystem** by attracting, cultivating, and supporting events that elevate Calgary's vibrancy, drive visitor spend, and activate communities across all quadrants of the city.
- ✦ **Stabilize annual occupancy through business events**, leveraging conventions as anchors that provide consistent midweek and off-peak demand.
- ✦ **Create enhanced awareness of Calgary events through a new online planning tool**, improving consumer awareness, and partner alignment.



3

Be Canada's Leading Convention Destination.



Positioning Calgary as a premier global hub for meetings, conventions, and business events.



THREE-YEAR STRATEGIC PRIORITIES

- ✦ **Leverage the major infrastructure investments** being made in Calgary to attract an increased share of high-impact conventions to the expanded BMO Centre and Calgary TELUS Convention Centre (CTCC).
- ✦ **Strengthening Calgary's international competitiveness** through deeper engagement in Europe and the US, while beginning to engage with Central and South America as emerging markets.
- ✦ **Deliver seamless, world-class delegate experiences** through enhanced collaboration with convention venues, hotels, civic partners, transportation networks, and in-destination touchpoints.
- ✦ **Increase pre- and post-event exploration**, positioning Calgary and the region as compelling destinations for extended travel and future return visits.
- ✦ **Expand the Champions Program and partner networks** to accelerate bid competitiveness and broaden market reach.

4 Build Community Through Tourism.



Showcasing and strengthening the ways the visitor economy contributes to Calgarian's sense of prosperity, vibrancy, quality of life, and belonging.



THREE-YEAR STRATEGIC PRIORITIES

- ❁ **Demonstrate tourism's value** as a driver of economic diversification, talent attraction, global reputation, and community vibrancy.
- ❁ **Deepen relationships across sectors**—business, government, Indigenous partners, sport, culture, hospitality, and community organizations—to advance shared priorities.
- ❁ **Champion policy, investment, and infrastructure** that enhance Calgary's visitor economy and quality of life for residents.
- ❁ **Strengthen industry cohesion and resilience** through collaboration, data sharing, strategic insights, and collective impact.



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Tourism
Calgary  BLUE
SKY
CITY

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