



Strategic Plan

2023-2026

calgary hotel
association
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Message from the Chair and Executive Director

On behalf of the Calgary Hotel Association's (CHA) Board of Directors, the association is pleased to present our 2023 to 2026 strategic plan.

Since we delivered our last strategic plan in 2019, the CHA has helped our members weather the COVID-19 pandemic, grown our membership and elevated our presence with, and contributions to, stakeholders and the Governments of Canada, Alberta and City of Calgary.



The CHA has made significant progress towards our mission. We understand (and serve) our members needs better than ever, leading to membership growth. Our advocacy efforts helped our members weather the challenges of the pandemic and come out whole. Finally, we refined our approach to managing the CHA Destination Marketing Fund (DMF), focusing on high impact, long term investments that reflect the needs of our members from all parts of the city.

As Calgary quadruples its convention capacity by 2024, we are committed to supporting our industry, members and partners to flourish and meet the opportunities provided by being a Tier One convention city.

This plan will help us prioritize and plan effectively so our industry thrives and grows over the next decade. We are confident that it will help us deliver the high value that members and partners expect from the CHA. Our focus on outcomes and return on investment (both financial and impact) will ensure that we are an effective and accountable steward of the DMF in support of our community's needs.

We know that our strong relationships, reputation as a respected partner, and focus on making strategic investments will ensure that we rise to challenges and leverage every opportunity that comes our way.

Sol Zia, Executive Director

Peter Catarino, Chair

Our Vision

We elevate Calgary's hospitality, travel and tourism industry on the world stage.

Our Mission

We create an optimal business environment for the hospitality, travel and tourism industry in Calgary through collaboration, investment, advocacy.

Our Values

Service Mindset: We make intentional decisions and actions in service and support of our members, stakeholders and community.

Focused on Impact: We focus our attention so that we have the highest impact on our industry, members, people and our community.

Accountability: We keep our commitments and ensure that we steward our funding and investments wisely.

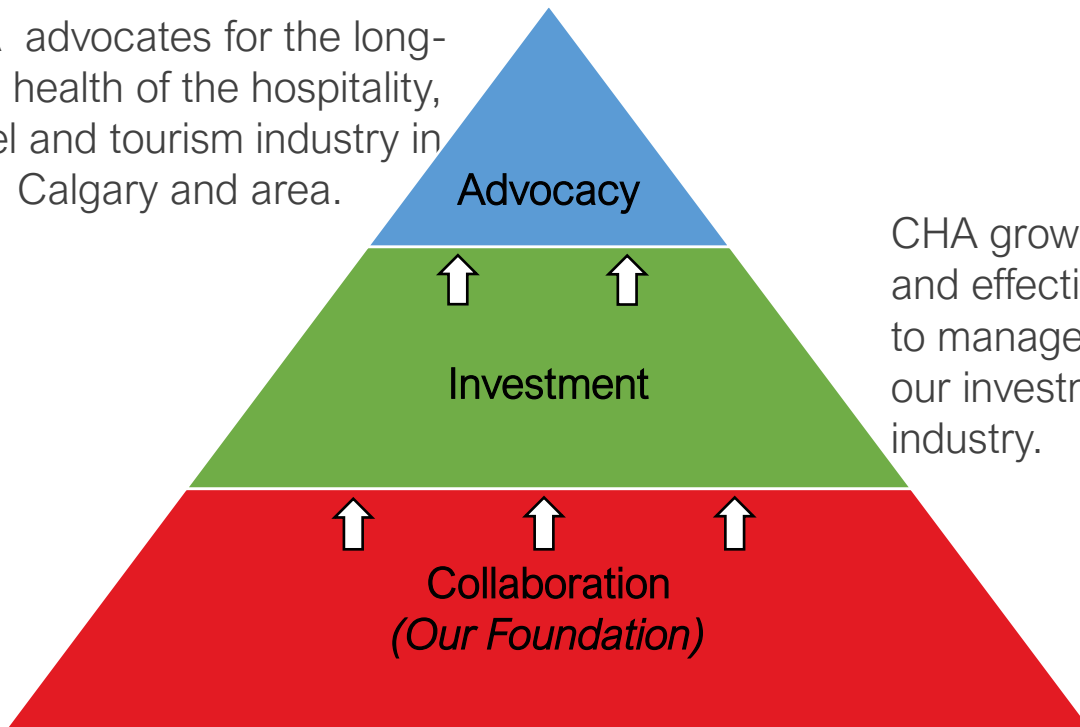
Preparedness: We are forward thinking, and we take action today with tomorrow in mind.



Strategic Priorities

CHA's strategic priorities reflect the importance of **collaboration**. Our industry succeeds when our goals and goals of our partners are aligned, working together towards a common vision. This foundation ensures that our **investment** and **advocacy** priorities are successful.

CHA advocates for the long-term health of the hospitality, travel and tourism industry in Calgary and area.



CHA grows our funding and effectively collaborates to manage and leverage our investments in our industry.

CHA partners effectively with our members, stakeholders and government.

Collaboration: a foundation for success

At the Calgary Hotel Association, we know that our city has what it takes to be a leading tourism and convention destination in Canada and beyond. And, we have a deep commitment to supporting our partners in tourism, meetings and conventions, hospitality, and entertainment. Why is this so important to our vision?



The best collaborative outcomes in our industry share some key elements:

1. The collective ability to influence and create change increases exponentially through consistent messaging and demonstration of aligned objectives.
2. Collaborative branding and marketing efforts create a powerful and far-reaching impact;
3. Partners share a common goal: the long-term sustainability and growth of the destination and its assets (e.g., attractions, convention space, entertainment, etc.);
4. Resources are leveraged and risks are shared and mitigated; and,
5. Collaboration leads to innovation leads to new value creation.

CHA's core values enable our ability to be an effective partner. We facilitate relationships to ensure that our key partners are aligned and working together at all levels in pursuit of making Calgary a top tier destination.

Our service mindset ensures that we are focused on lasting benefit for our members, partners and our community. We know that the greatest impact comes from collaboration. Our commitment to accountability means that we are always searching for opportunities to work with our partners to ensure we have the funding that our destination needs, and our investments create broad impact. Finally, we are prepared to meet the challenge of our vision because our partnerships make us more resilient.

Collaboration is the foundation that helps us achieve our mission.

Our Future: 2026



By 2026, the collaborative efforts of CHA and our partners will have:

- Worked in “lock-step” to elevate Calgary’s status as a top tier destination capable of hosting meeting and convention delegations of over 100,000 delegates in a year, and,
- Supported Tourism Calgary’s goal of growing the visitor economy to >\$2.7 billion per year by 2026.

We will achieve this through:

EFFECTIVE COLLABORATION

- We are a connector and convenor
- We focus executing our mandate effectively and partner with others to achieve collective impact
- We find new ways to support complementary industries
- We deliver significant benefit to our members by understanding our members’ needs and providing value where it is most important and for maximum impact

BEING A LEADER IN MANAGING AND INVESTING DESTINATION MARKETING FUNDS

- We leverage other revenue sources
- We use leading practices to source, select, evaluate and measure our investments
- We will be national leader in achieving the highest investment impact and ROI

EFFECTIVE ADVOCACY FOR THE HOSPITALITY AND TOURISM INDUSTRIES

- We are a strong driver for growth in visitation to Calgary
- We invest in things that will improve visitor experience
- We are an effective advocate for the needs of members, partners, and tourism.

Business Sustainability

We proactively plan, execute, evaluate, and adjust to ensure the CHA achieves its mission, and is financially and operationally sound. Our investments will be based on financial and purpose driven decision criteria to ensure we capitalize on growth opportunities and effectively meet the needs of our members, stakeholders and the community.



- › Develop long term succession plans for the board and management
- › Elevate governance capacity
- › Make operational and governance decisions based on our strategic plan
- › Leverage the board for advocacy and stakeholder engagement
- › Refine our investment model