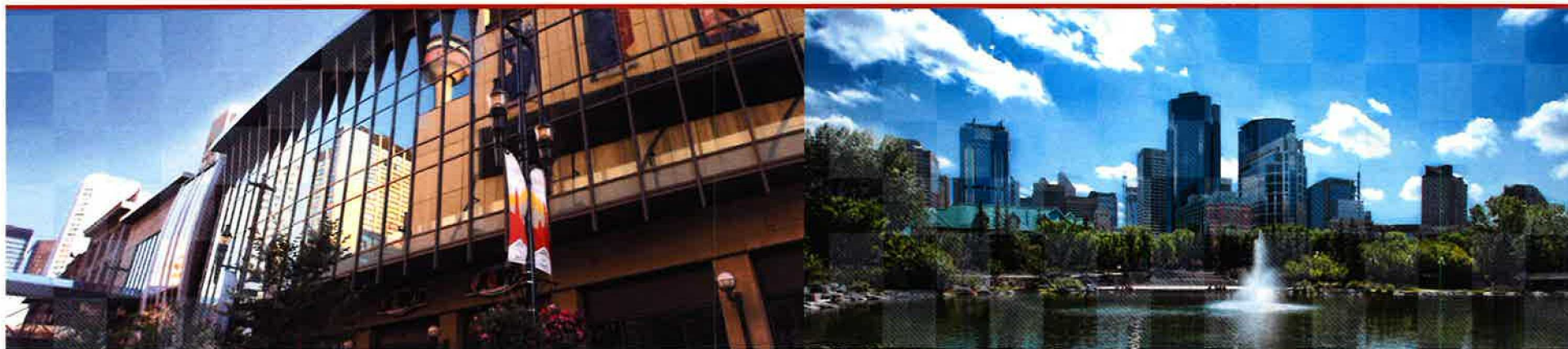




STRATEGIC PLANNING PRESENTATION



Calgary TELUS Convention Centre
April 25, 2017



SHIFTING DIRECTION

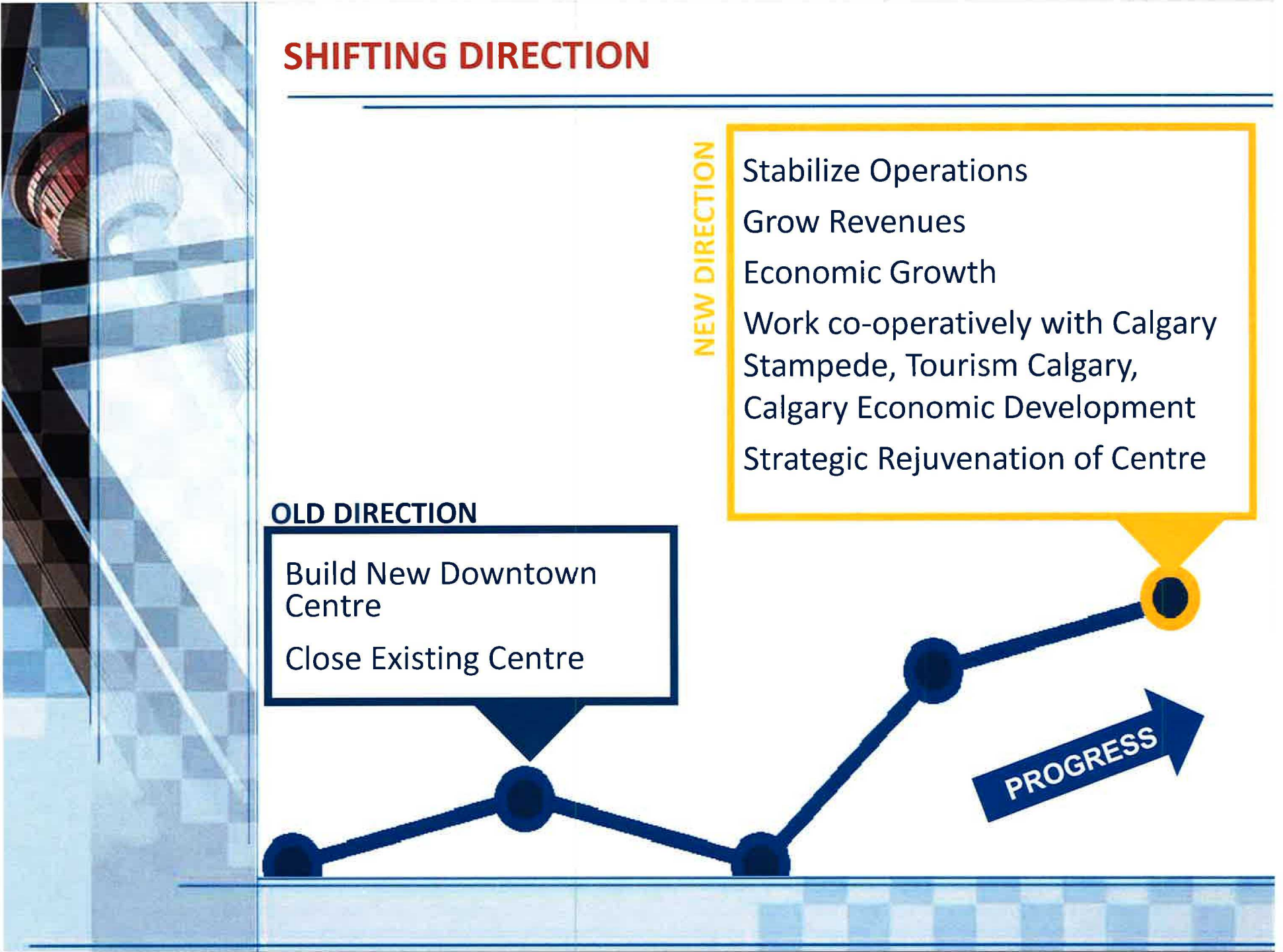
NEW DIRECTION

Stabilize Operations
Grow Revenues
Economic Growth
Work co-operatively with Calgary
Stampede, Tourism Calgary,
Calgary Economic Development
Strategic Rejuvenation of Centre

OLD DIRECTION

Build New Downtown
Centre
Close Existing Centre

PROGRESS



STATISTICAL HIGHLIGHTS AT THE CTCC



279 Events



3,153,MwH in
Energy Savings



163,935
Attendees



42 Solar Panels



122,000 ft²



64 Calgary Champions



\$545,795
Operating Surplus

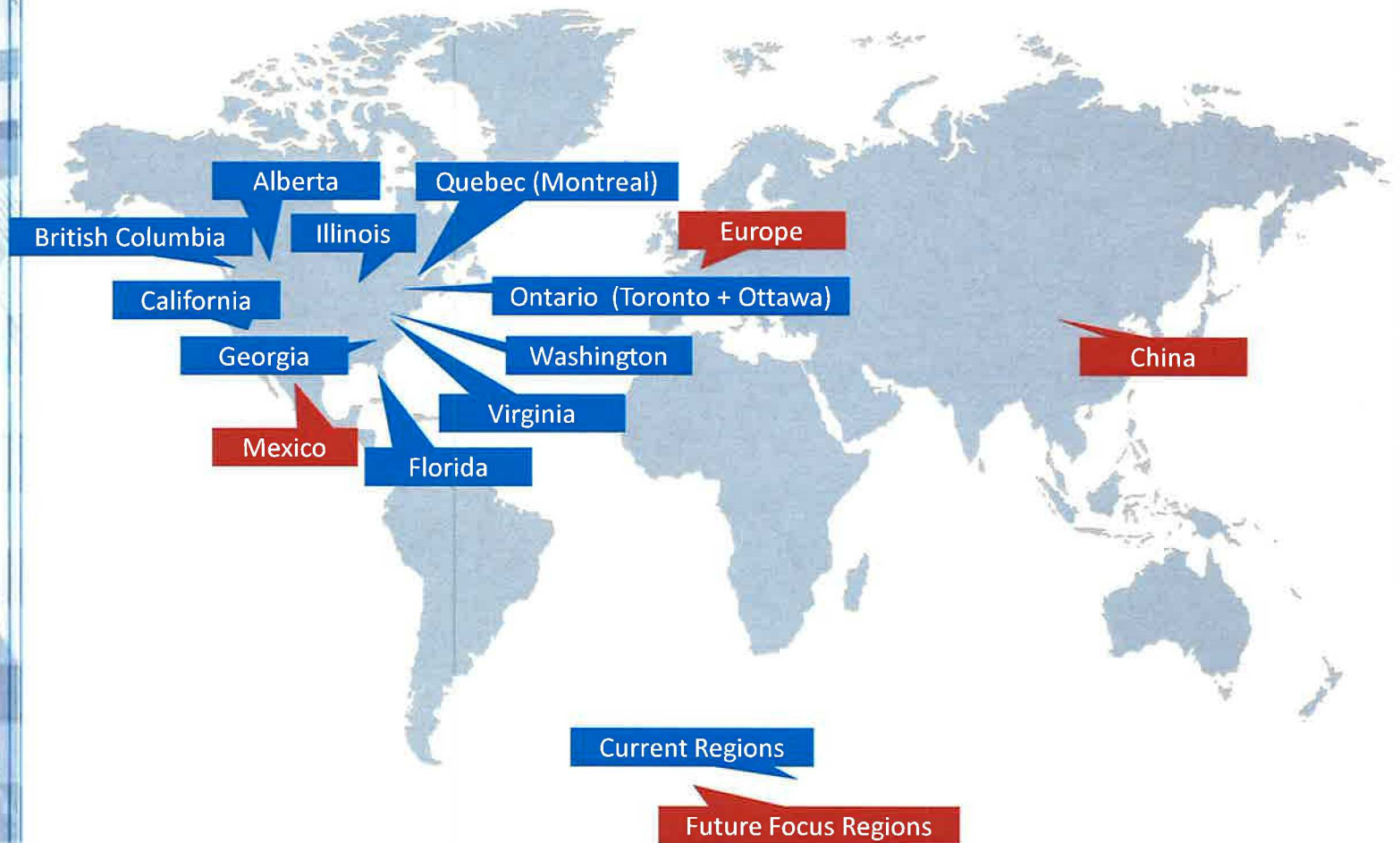


Contacted over 2,000
potential clients



Canadian Payroll Association
Kal Tire
RIMS Canada Conference
International Pipeline Exposition

TOP SALES REGIONS



RESTRUCTURING CALGARY'S CONVENTION CENTRE

- Council directed CCCA to provide new vision and strategic direction
- Former General Manager Departs
- Reconsidered expansion strategy
- Business development focus initiated
- Board gap analysis conducted
- Engaged external search firm

Nov '15
Jan '16 to Jun '16

July '16 to Sep '16

Oct '16 to Dec '16

Jan '17 to Mar '17

RESTRUCTURING CALGARY'S CONVENTION CENTRE

- New board members selected based on City Council approval of new vetting process
- Engaged stakeholders to determine qualities and skills desired in new CEO
- Initiated search for new President & CEO
 - 59 qualified applicants from across Canada
- Governance review initiated by CCCA

Nov '15
Jan '16 to Jun '16

July '16 to Sep '16

Oct '16 to Dec '16

Jan '17 to Mar '17

RESTRUCTURING CALGARY'S CONVENTION CENTRE

- Added 3 seasoned executives to the Board



Gillian Basford
Formally VP
Human Resources
Pengrowth Energy Corp



Greg Yont
Formally VP
Global Logistics
Agrium



Wellington
Holbrook
Chief Transformation
Officer
ATB Financial

Nov '15

Jan '16 to Jun '16

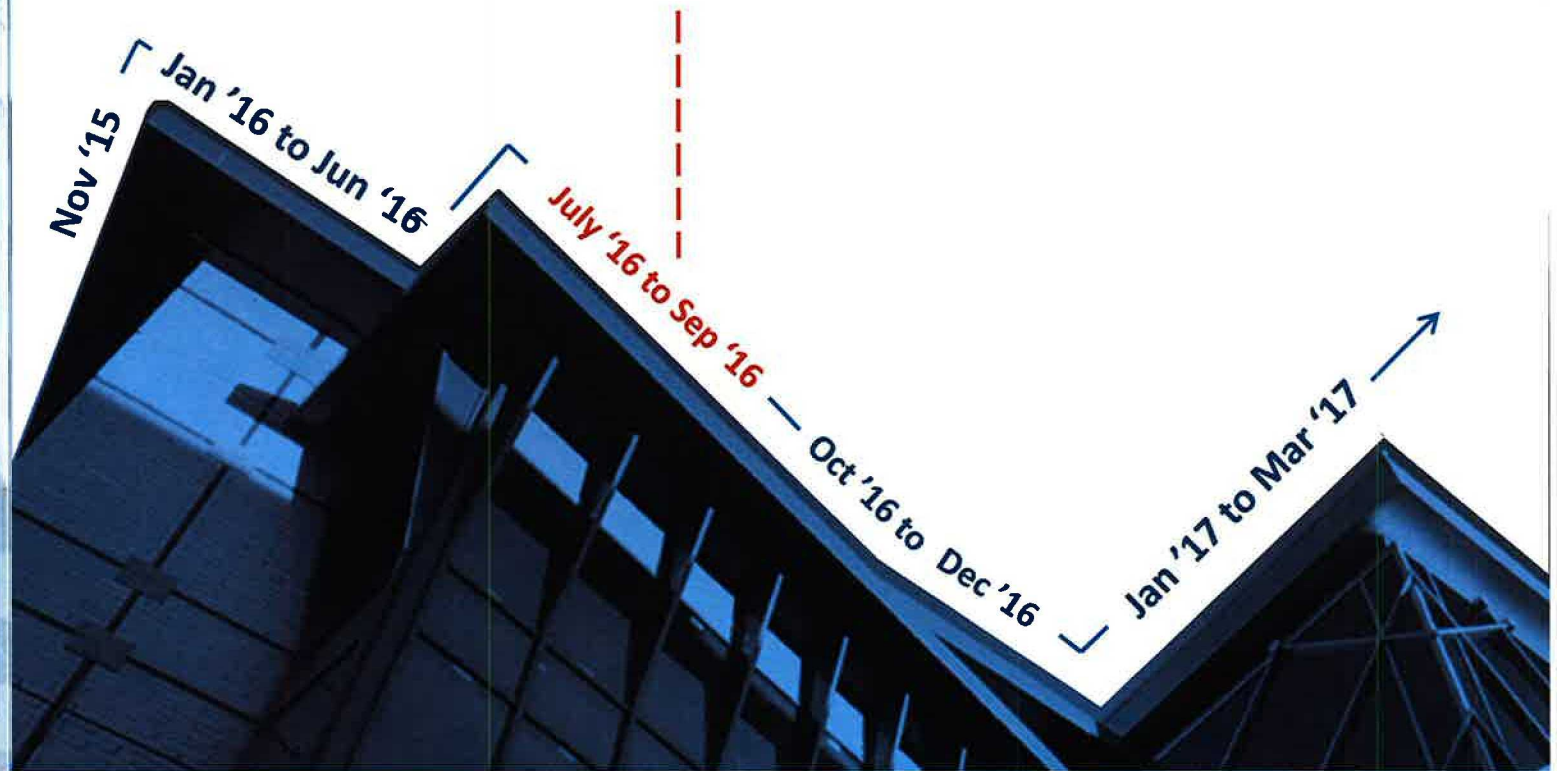
July '16 to Sep '16

Oct '16 to Dec '16

Jan '17 to Mar '17

RESTRUCTURING CALGARY'S CONVENTION CENTRE

- MNP conducted vital signs evaluation of organization
- MNP conducted scan of competitors to develop framework for future assessment
- Board endorsed using MNP framework moving forward



RESTRUCTURING CALGARY'S CONVENTION CENTRE

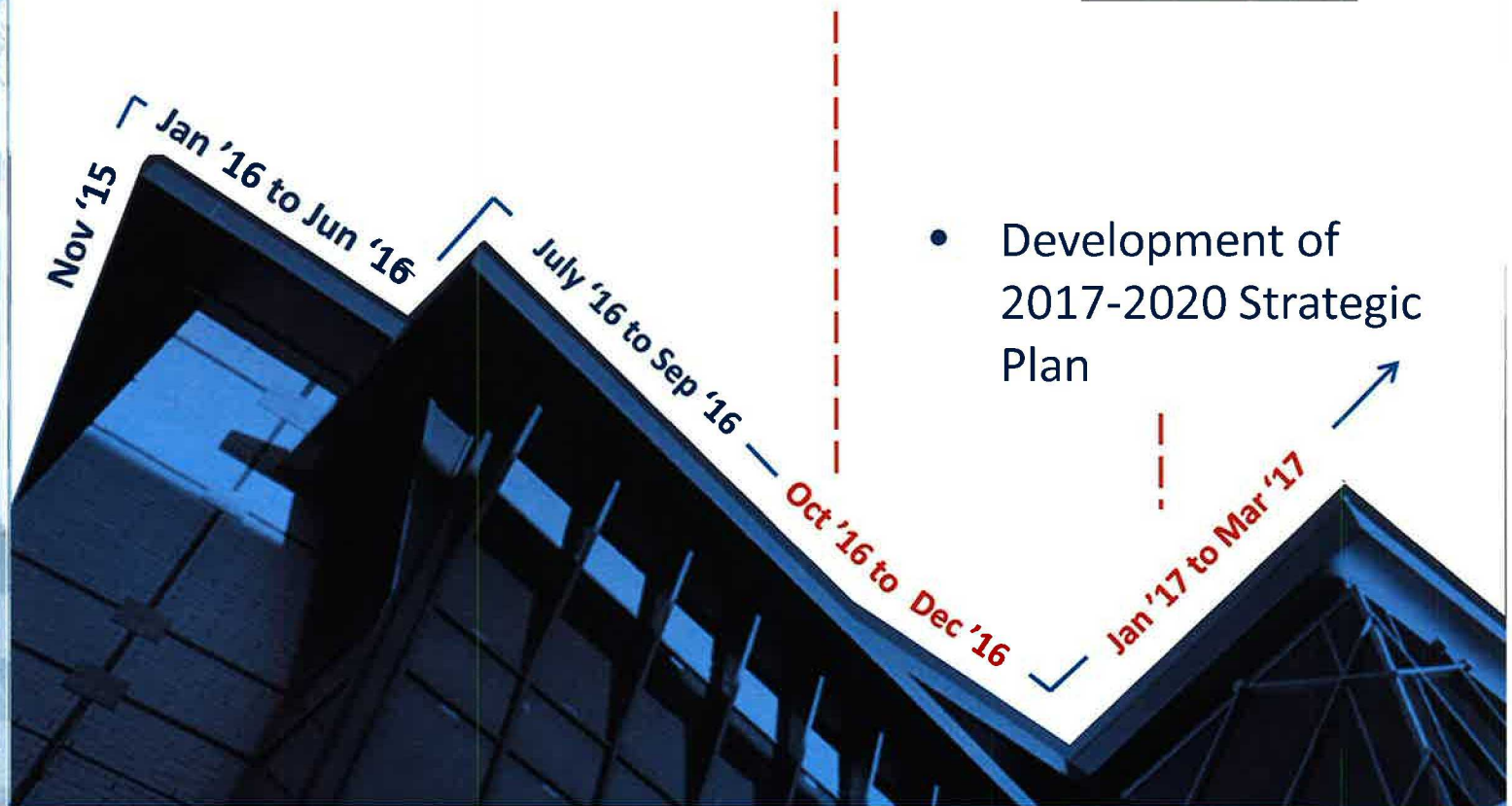
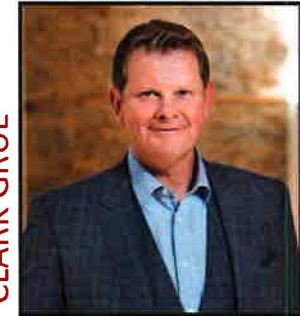
MNP STRATEGIC VITAL SIGNS



RESTRUCTURING CALGARY'S CONVENTION CENTRE

- Executive Search Completed
 - New President & CEO begins Nov 1st
- Vision development begins
- Outreach to key stakeholders begins

CLARK GRUE



CEO OUTREACH – DECEMBER 2016 TO APRIL 2017

The Mayor and Chief of Staff	City Councilors	Jeff Fielding, City Manager
Calgary Stampede	Calgary Economic Development	Tourism Calgary
Government of Alberta(Edmonton)	Richard Godfried, MLA	Lieutenant Governor Lois Mitchell
Travel Alberta	Calgary Chamber of Commerce	Calgary Municipal Land Corporation
University of Calgary	Bow Valley College	SAIT School of Business
Calgary Parking Authority	Downtown Association	Calgary Airport Authority
Arts Commons	Glenbow Museum	TELUS Spark
TELUS (Calgary & Vancouver)	Calgary Zoo	Canada West Foundation
Anne McGrath, Executive Director, Premier's Southern Alberta Office	Shaw Conference Centre, Edmonton	Minister Bilous, Economic Development
Calgary Hotels	Calgary Hotel Association	Air Canada
City of Calgary Public Works	Convention Centres of Canada	Vancouver Convention Centre
Conroy Ross	DMG	Evans Hunt
Convention & Meetings Industry	Atco	TransAlta
Innovate Calgary	Spruce Meadows	MNP
Theatre Calgary	JWN Energy	Calgary Petroleum Club
CTCC In-house suppliers	CCCA Board	CTCC Staff

STEPS TO CTCC STRATEGIC PLAN DEVELOPMENT





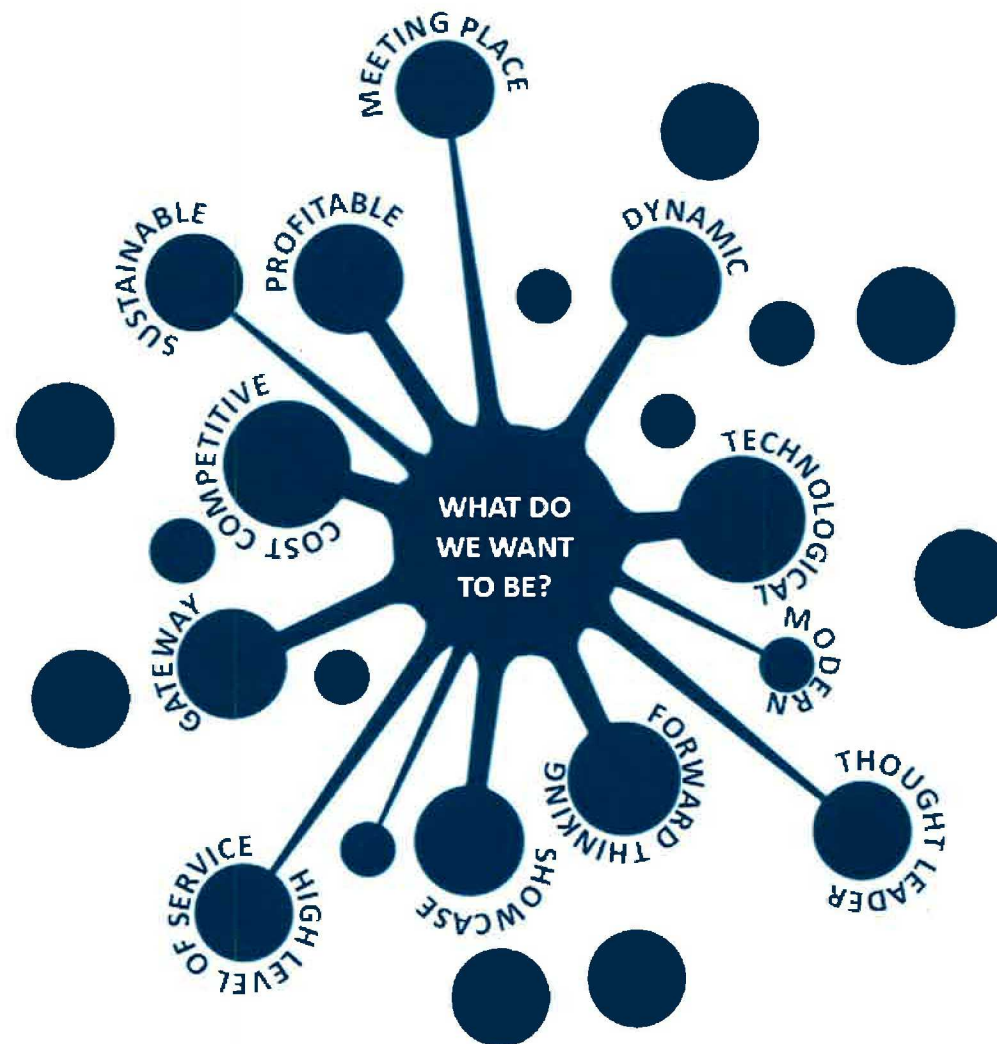
CTCC STRATEGIC PLAN 2017 - 2020

The Calgary Convention Centre Authority's Mandate

(approved by City Council December, 2005)

To manage, market and operate the Calgary TELUS Convention Centre in an efficient and market-competitive manner in order to maximize overall economic benefits to the city of Calgary while maintaining financial performance within an acceptable range.

CTCC STRATEGIC PLAN 2017 - 2020





CTCC STRATEGIC PLAN 2017 - 2020

The Calgary TELUS Convention Centre Vision

(approved by Calgary Convention Centre Authority, January 2017)

The CTCC is Calgary's meeting place which brings the community together in a central hub to connect, learn, innovate, celebrate, support and grow.

The CTCC connects Calgary with the global community; leveraging our assets to create opportunities that impact the lives of Calgarians and Canadians.

CTCC STRATEGIC PLAN 2017 - 2020

INTERNAL GOALS



Activate Calgary's largest sales team



Rejuvenate the current Centre



Align with City's approved economic development strategy



Leverage key relationships



Increase activity at the Centre

CTCC STRATEGIC PLAN 2017 - 2020

EXTERNAL GOALS



Contribute to
a more
dynamic
downtown



Being
recognized as
one of
Canada's 2
business
gateways



Increase
Economic
Impact



Increase
International
Exposure for
the City

CTCC STRATEGIC PLAN 2017 - 2020

GUIDING PRINCIPLES



CTCC STRATEGIC PLAN 2017 - 2020

STRATEGIC INITIATIVES



CTCC STRATEGIC PLAN 2017 - 2020

NOW:



Calgary's new TELUS Convention Centre

Projects

delivered by:

Action Plans

driven by:

Accountability

Calgary's new TELUS Convention Centre

Accountability

achieving:

Results

delivering:

Success

CALGARY'S TELUS CONVENTION CENTRE ASKS:

Of Council

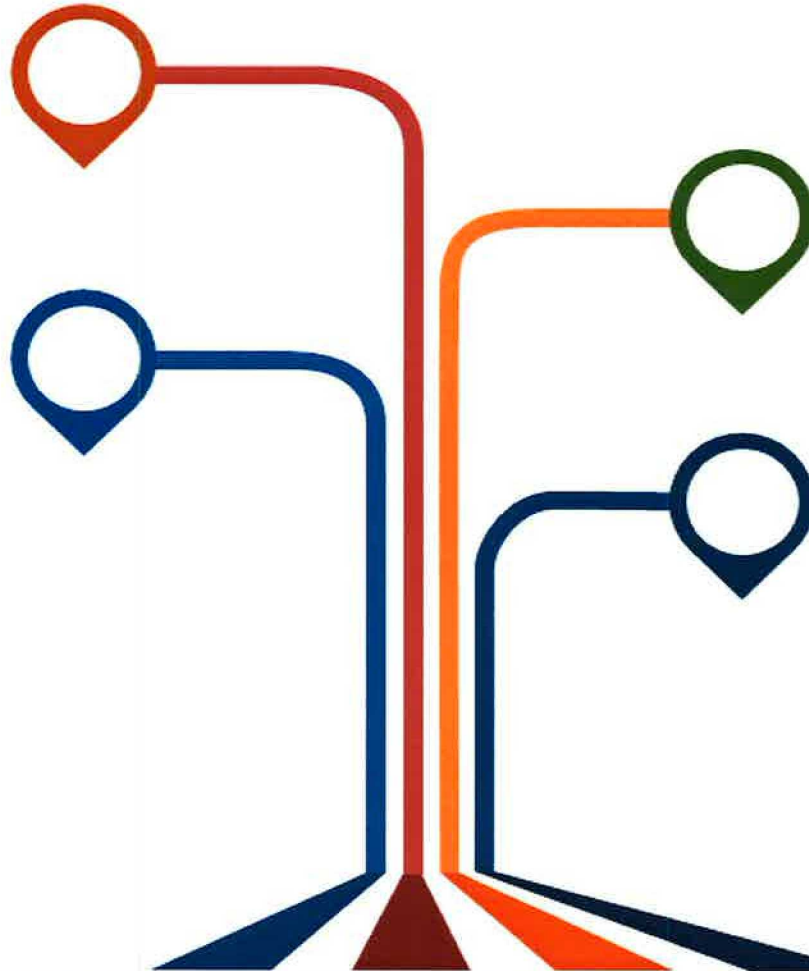
Of City Administration

Support the
Strategy

Become
Ambassadors
of the Centre

Advocacy
Support

Building
Improvement
Support





CALGARY'S TELUS CONVENTION CENTRE WILL:

- ✓ Rejuvenate the current Centre
- ✓ Leverage partnerships with key stakeholders
- ✓ Grow the business to become a world class organization
- ✓ Grow the Calgary brand globally
- ✓ Become a Community Hub



Your

Calgary TELUS Convention Centre

Thanks you

