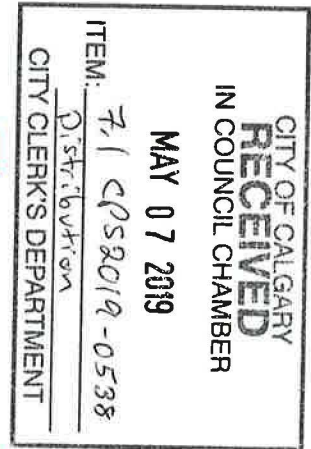
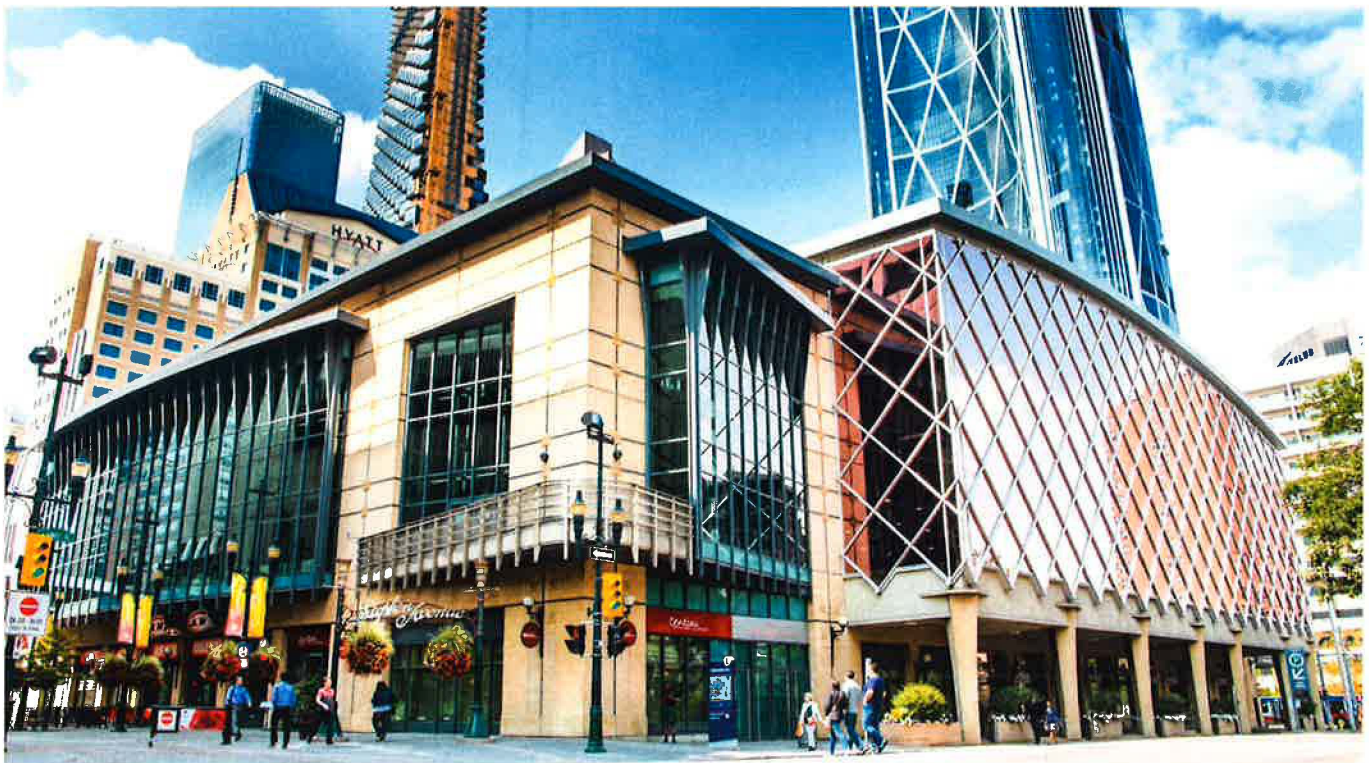


Calgary Convention Centre Authority (Calgary TELUS Convention Centre)



Special Standing Policy Committee on Community and Protective Services: 2019 Civic Partner Annual Report

Tuesday, May 7, 2019



The background of the slide is a composite of two night-time photographs of Calgary. The top half shows the illuminated clock tower of the Calgary City Hall against a dark sky, with a street lamp visible on the left. The bottom half shows a long-exposure photograph of a city street at night, with light trails from vehicles and reflections on a wet pavement.

Calgary



2018 Civic Partner Annual Report

*Calgary TELUS
Convention Centre*

2018 CTCC Guiding Principles + Strategic Initiatives



2018 Highlights: Our Results

Completed
12
Rejuvenation
Projects



Achieved a
10.5%
Increase in
Occupancy



Partnered on
6 Events



Activated
European
Market



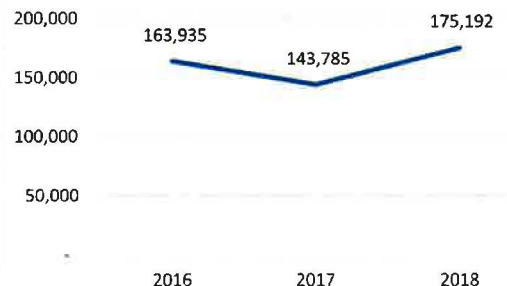
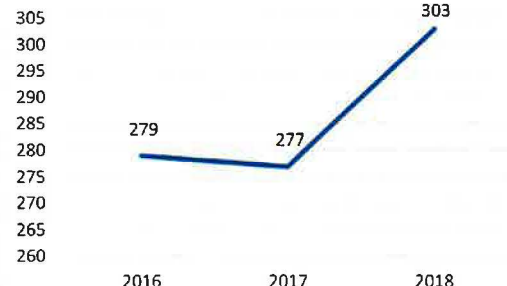
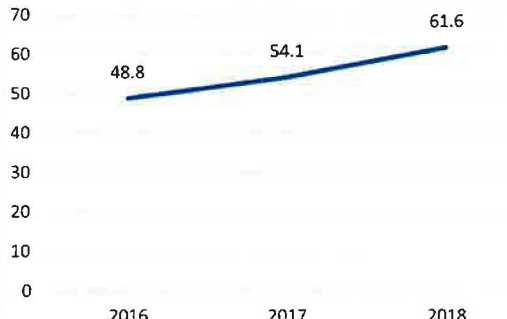
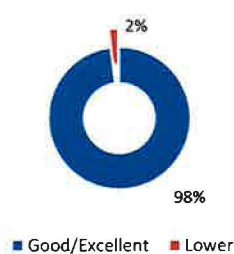
Initiated the
Convention
District



2018 Rejuvenations



2018 Performance: Our impact

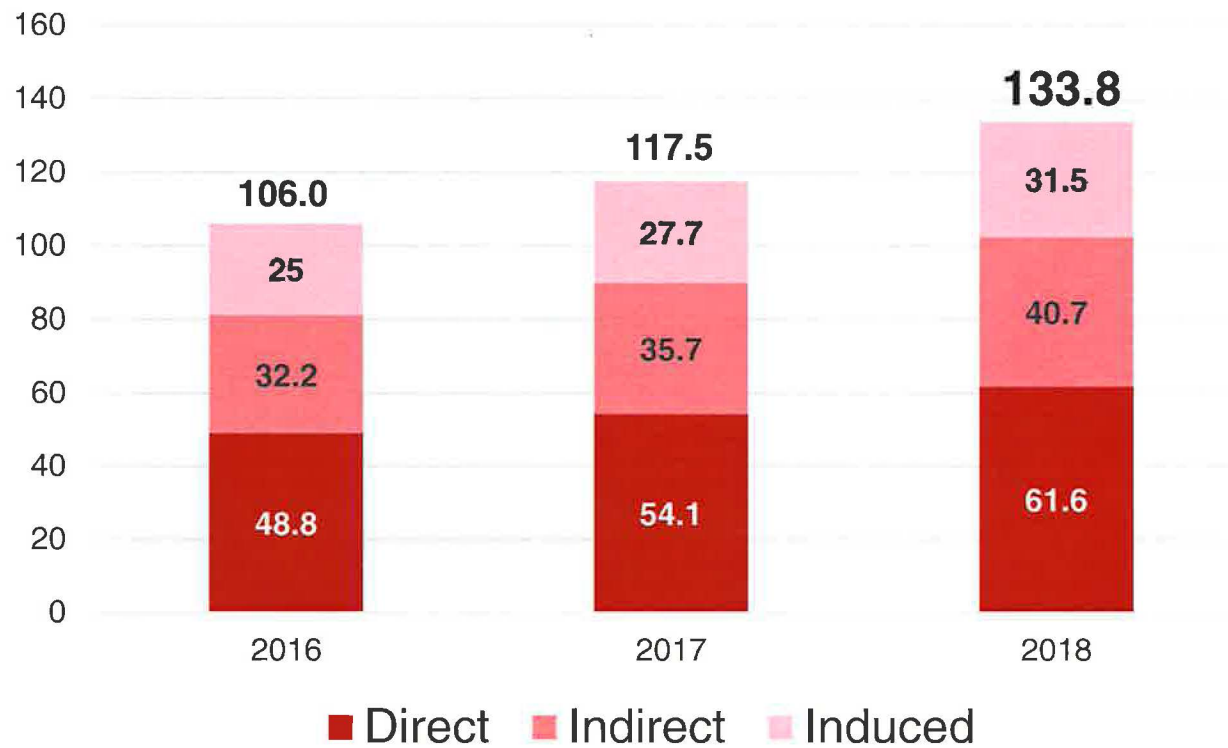
How much did we do?																	
Number of delegates  <table border="1"> <thead> <tr> <th>Year</th> <th>Number of delegates</th> </tr> </thead> <tbody> <tr> <td>2016</td> <td>163,935</td> </tr> <tr> <td>2017</td> <td>143,785</td> </tr> <tr> <td>2018</td> <td>175,192</td> </tr> </tbody> </table>	Year	Number of delegates	2016	163,935	2017	143,785	2018	175,192	Number of events  <table border="1"> <thead> <tr> <th>Year</th> <th>Number of events</th> </tr> </thead> <tbody> <tr> <td>2016</td> <td>279</td> </tr> <tr> <td>2017</td> <td>277</td> </tr> <tr> <td>2018</td> <td>303</td> </tr> </tbody> </table>	Year	Number of events	2016	279	2017	277	2018	303
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Story behind the baseline Numbers are increasing due to an increased number of non-local delegates.	Story behind the baseline Almost all clients rated their experience as good or excellent. Quarterly client satisfaction surveys were initiated in 2015.																

Slide 5

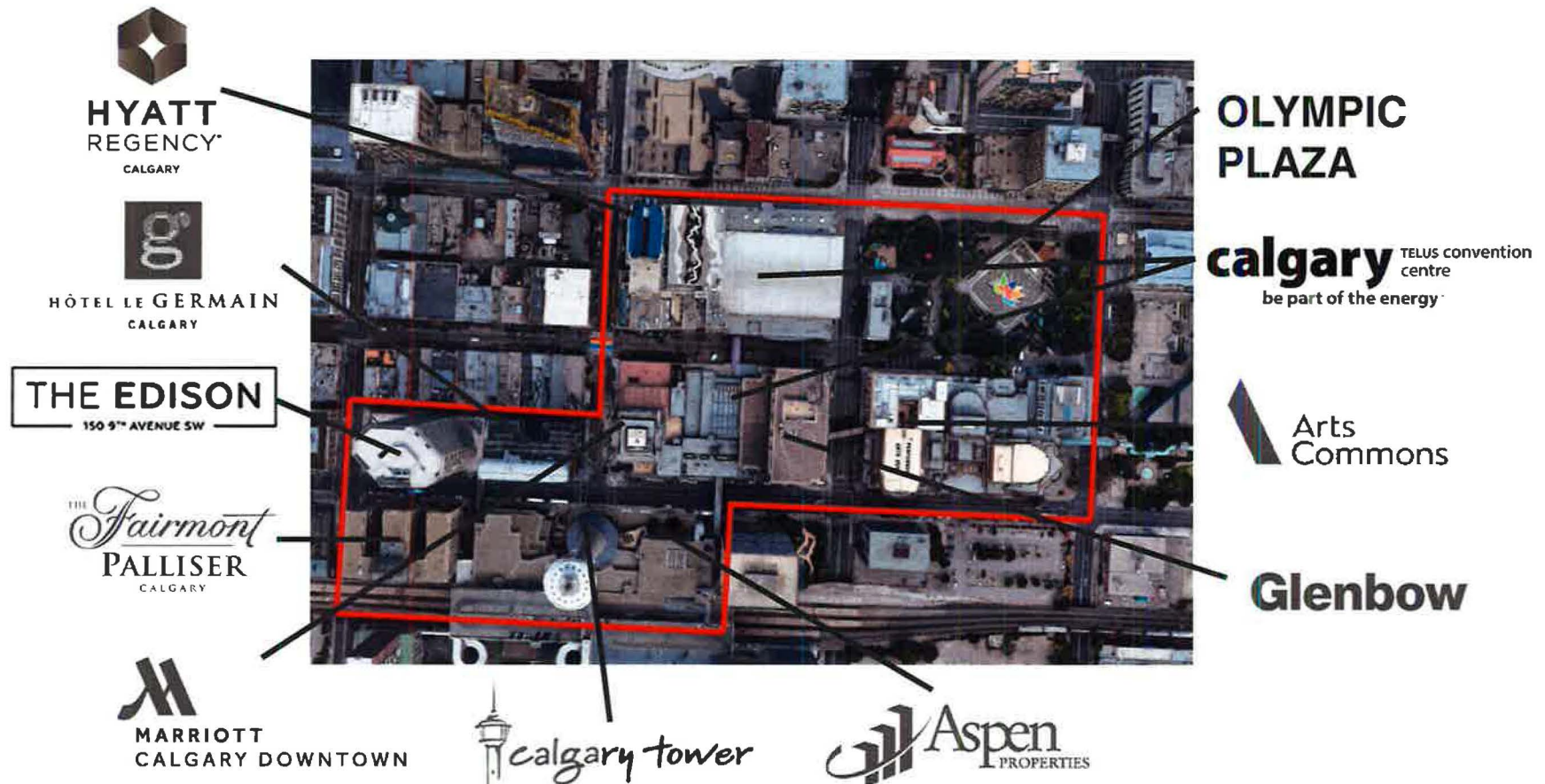
SE1 Savoie, Elaine, 4/26/2019

SE2 Clark - the economic impact is in this chart as well as information on page 5 and 6
Savoie, Elaine, 4/26/2019

Economic Impact (In Millions)



Convention District: Our Neighbourhood



Convention District Quotes



“We need more conventions! You don’t realize what the month looks like for us when a convention brings tourists to Stephen Avenue...I once sold \$25K worth of maple syrup in a day– I ran out of syrup.”
... **Kanata Trading Post**

“Events at the TELUS Convention Centre always have such a positive impact on our team. People that come for Teachers Convention...and Otafest – you get to know them year after year and hear their stories. ”

... **James Joyce Pub**



Convention District Quotes



“Tourists that are brought here because of conventions, meetings and events are the ones supporting the front of our store and buying flowers.”

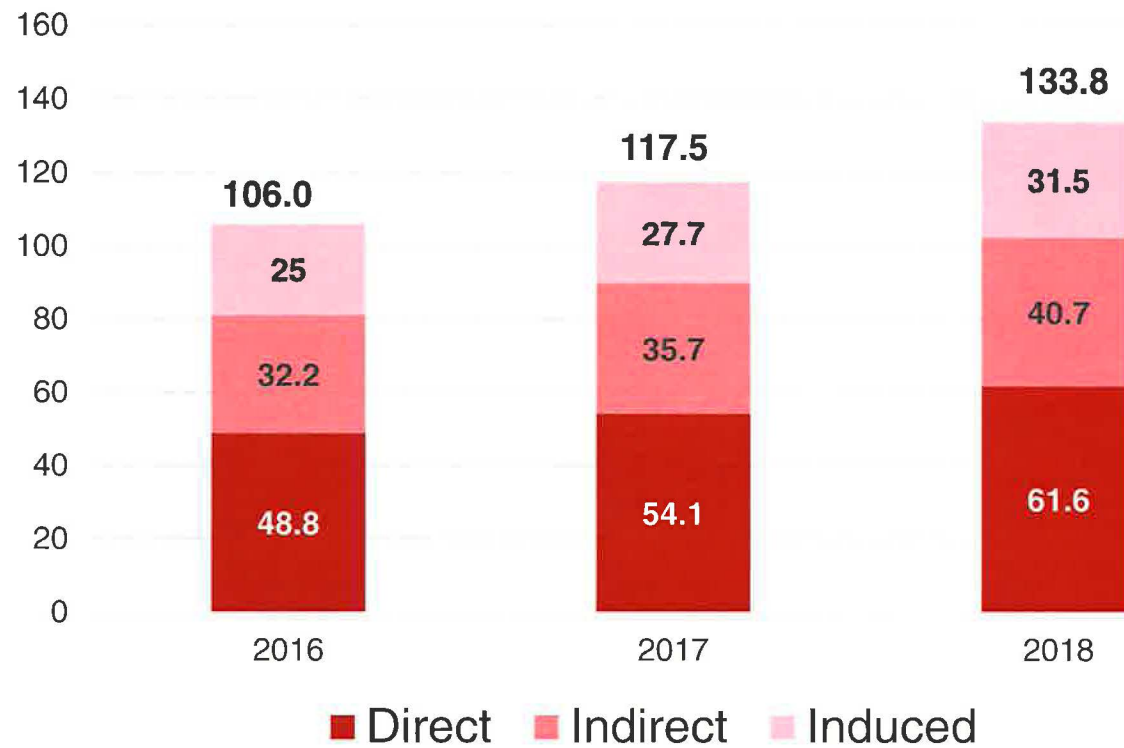
... Twigs & Company

“We love having convention delegates in because it’s a chance to tell Calgary’s story. We feel supported and connected to this community thanks to TCC. We continue to build relationships with other small business owners here, and showcase them to our guests too.”

... Klein / Harris



Economic Impact (In Millions)





TEMPLATE A: Due 2019 April 4

Please send a Word version to partnerships@calgary.ca with a cc. to your Civic Partnership Consultant.

Organizational Structure: Legislated Body set up under the *Calgary Convention Centre Authority Act*

Fiscal Year End: December 31, 2018

Related Subsidiaries or Foundation: None

City 2018 Operating Grant: \$2,381,309

City 2018 Capital Grant: \$953,795

Current Vision, Mission and Mandate:

Mandate

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 with an acceptable range.

Vision

The Calgary TELUS Convention Centre is Calgary's meeting place which brings the community together in a central hub to connect, learn, innovate, celebrate, support and grow. The Calgary TELUS Convention Centre connects Calgary with the global community; leveraging our assets to create opportunities that impact the lives of Calgarians and Canadians.

1. How does your organization manage operational and strategic risk? What were your key risk management activities in 2018?

Risk Management has been an area of key focus for the Calgary Convention Centre Authority (CCCA) in 2018. Under the guidance of the CCCA Audit & Finance Committee, AON Global Risk Consulting was engaged to support the Executive Team in developing the right Enterprise Risk Management Program as it pertains to the Calgary TELUS Convention Centre (CTCC).

Key risk management activities were establishing the risk maturity index, risk identification and assessment. Based upon responses provided to the AON Risk Maturity Index, the CTCC is at a defined to operational level of risk maturity. This corresponds to a 3.5 on a 1 to 5 scale of Risk Maturity. AON verified that this is a very favorable position, as the global average among all industries is 2.0.

The CCCA receives updates on regulatory, operational, Human Resources/Health & Safety, Strategic/Business continuity and financial reporting at the committee and full board meetings regularly.

2. What are your organization's top three operating or strategic risks?



**Calgary Convention Centre Authority
(Calgary TELUS Convention Centre)
Civic Partner 2018 Audit Report**

The top three operating risks identified in 2018 were the economic downturn, competition and repairing of the City-owned infrastructure. The strategic risk identified was the expansion of the BMO Centre with regard to our respective roles in the marketing and provision of convention, meetings and exhibition services in Calgary without an updated Memorandum of Understanding. The changing demand matrix for the global meeting and convention planners is also a strategic risk.

3. For each of the following areas of board governance, please describe your organization's board practices and activities in 2018.

a) Governance structure overview (members/shareholder; board size; committee structure)

Established under provincial legislation, the City of Calgary is our only shareholder. The Calgary Convention Centre Authority is comprised of 11 members – 8 of which are drawn from the community and 3 from the City of Calgary. The Board as a whole appoints the Chair. There are two Standing Committees; Audit & Finance, and Governance and Human Resources (GHRC). In addition, the Board at times appoints task groups to undertake specific work as deemed appropriate.

b) Strategic planning

The Board provides strategic direction to the Executive Team through annual planning retreats and regular discussions at its meetings on current and future strategic issues that may impact the convention centre and its staff. At each board meeting, results of the activities year to date are reviewed and adjustments requested in the planning if warranted. The Board sets the overall direction of the strategic plan for each year and the CEO and Executive Team develop initiatives and activities to execute on the direction.

c) Compensation strategies (benchmarking, industry surveys, etc), including how often strategies are reviewed.

A compensation philosophy was developed by the GHRC and a third party consultant was contracted to undergo a compensation review for all of the CTCC staff. A review of our base compensation structure, job descriptions and market comparables was performed to ensure we have a sustainable compensation model based on performance and market conditions. The compensation analysis was extrapolated by the Boland and Mercer surveys.

d) Board evaluation (individual and full board)

The Board undertakes two evaluations each year – Director Evaluation of Board Conduct and Effectiveness, and Board Member Skills Matrix. The evaluations are conducted by the GHRC and the results and analysis are presented to the Board. The evaluations have proven to be

critical in ensuring that the board and its work are kept at a high standard. In addition, the skills matrix allows the Board to identify potential new skills specifically required to govern new strategic directions.

e) Board education

- CEO and Executive Team presentations
- Business Plan and Sales Activities Updates
- Special and Subject Matter Speakers
- Financial Statement Reporting including variance analysis
- Participation in ICD and other Director/Governance related courses
- Meetings with and presentations from related partners on their plans and activities
- Strategic Alignment Sessions

f) Nominations processes including skills matrix

Member terms end in October, and at the beginning of each year, the GHRC reviews any potential Board changes, assesses the alignment of board skills with the strategic plan and develops a strategy for the Board on how to address any changes. If new board members must be recruited, a set of selection criteria is developed and a recruitment firm is hired to assist with the recruitment of new members and a Selection Committee of the Board is established. The names of two candidates for each board position are then sent to the City for its Nominations process once the Board has approved the names. At the same time, the Chair meets with each board member to ensure that he/she wishes to continue their commitment and to define any specific interests they may have. Where members are seeking a second term, those names are forwarded to the City to be part of its Nominations Process in October.

g) Succession planning for 2018/19

The CCCA identifies current challenges and those that lie ahead, and the corresponding leadership qualities that are needed to navigate the challenges successfully. The GHRC considers board succession, taking into consideration the desired composition of the board; the strengths, skills and experience of current directors; expected retirement dates; and the strategic direction of the CCCA, and communicates with the City through appropriate channels to assist the City in selecting appropriate directors for the CCCA. There are three board members whose membership terms will expire in 2019.

h) Ethical guidelines (codes of conduct, whistleblower, conflict of interest, etc)

The CCCA has adopted the City of Calgary's Code of Conduct for Citizen Members (CC045) for our Board of Director members. Each year, members are provided with a copy of the Code of Conduct form and must sign the Declaration Form which is then sent to the City Clerk's office. In addition, each Board meeting has a standing item on its agenda regarding Conflict of

Interest items to be addressed or disclosed if any are present. Members are reminded of what constitutes a conflict and to declare any conflicts. To meet the new legal and regulatory requirements, the GHRC provided a governance model for policies including the Respectful workplace Policy and Fitness for Work Policy.

i) Term limits and other board renewal mechanisms

Community members can serve up to 2 full terms of 4-years each, which are staggered to ensure continuity. No community member may serve more than 10-years in total. With the exception of the Mayor, the City of Calgary representatives are each appointed for a 1-year term. If a member is not able to continue for a full term, he/she formally resigns from the Board and the GHRC consults the skills matrix and a list of existing potential Board candidates and recommends a replacement to fulfill the rest of the term. If there are no suitable candidates on the list, a recruitment firm is contracted to assist with recruitment.

j) Board diversity practices and policy

The Board focusses first on having community members with the requisite skills to govern the organization and its strategic plan. While there is no specific diversity policy in place, we strive for gender parity via a 50/50 mix of male and female members, as well as a cultural and demographic mix.

k) Member or shareholder engagement (as applicable within and outside of the AGM)

The CCCA is not membership driven and has one shareholder: the City of Calgary. In addition to having strong representation on the Board and a formalized reporting structure, annually we schedule a minimum of two meetings with each Councillor to keep them abreast of our initiatives, results and issues. In addition, we have a number of community partners we work with including: Calgary Hotel Association, Calgary Economic Development, Tourism Calgary, Calgary Stampede, Calgary Downtown Association, Travel Alberta, Destination Canada Professional Convention Management Association, Meetings Professionals International, Business Events Canada, Meetings Mean Business Canada, Convention Centres of Canada Association and TIAC.

We consider the community to be part of the shareholder group by providing opportunities for the community to experience our neighborhood by supporting art installments, Glenbow exhibitions, Arts Commons and other fenceline/geographically relevant activities in our district.



**Calgary Convention Centre Authority
(Calgary TELUS Convention Centre)
Civic Partner 2018 Annual Report**

TEMPLATE B: Due 2019 April 12

Please send a Word version to partnerships@calgary.ca with a cc. to your Civic Partnership Consultant.

Organizational Structure: Legislated Body set up under the *Calgary Convention Centre Authority Act*

Fiscal Year End: December 31, 2018

Related Subsidiaries or Foundation: None

City 2018 Operating Grant: \$2,381,309

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

1. What key results did your organization achieve in 2018 that contributed to one or more of the Council Priorities in Action Plan 2015-2018 and created public value?

A Prosperous City: 2018 was a transformative year at the Calgary TELUS Convention Centre. Our new strategic plan was in full force driving increased activity into the Centre and by extension into the Downtown core. The CTCC's 10.5% increase in activity helped to animate our neighbourhood and inject sales revenue into Calgary's retail shops, restaurants, and by extension adding to a prosperous city. Our international delegate count increased as well, driving more fresh dollars into Calgary to stimulate prosperity. These visitors spend on average four times that of a leisure visitor and we increased this group by 8% over 2017 numbers.

The CTCC assists in promoting Calgary's reputation by positioning its many attributes to business travelers from international destinations. As well, we provides a central meeting space for local groups. It is a gathering place for high profile political events and annual general meetings for the oil and gas sector as well as other industries. It is a space where people gather to network, to educate themselves and to celebrate achievements.

A City of Inspiring Neighbourhoods: The CTCC embraced this City Priority with vigor in 2018. Building on our 2017 success in establishing key partnerships with our stakeholder community, the CTCC initiated the coordination of a "Convention District" concept. This initiative has developed a compelling partnership that, together will activate, energize and spark our neighbourhood and by extention Calgary's downtown core. Working as a collective, our partners will share opportunities, cross-market and deliver a more comprehensive service offering to our Professional Convention Organizers. This will engage our buyers and meet Calgary's strategic markets in a new, exciting way. This is an especially effective strategy in the European market, which is looking for unique, engaging turnkey experiences.

Despite turbulent times in the local economy, the CTCC achieved the goals and objectives set for 2018. Targeted and aggressive marketing efforts in partnership with Meetings and Conventions

Calgary and the Calgary Stampede continued to pay dividends. These efforts, coupled with CTCC's reputation for high standards of service and performance as a centre for national and international business – attracted more events to CTCC than in 2016 or 2017.

A Healthy and Green City: The CTCC upgraded a number of items and systems in the Centre with a vision of reducing our environmental footprint and increasing our operational efficiency.

Upgrades to facility to increase energy efficiency

- Replaced 497 lighting fixtures with LED compatible fixtures and deployed occupancy sensors into large consumption spaces.
- Installed a new commercial dishwasher creating a 30% reduction in energy and 20% reduction in water consumption and diverted the old dishwasher from landfill by recycling (2,400lbs).
- Upgraded 562 MIRV8 Fan Filters enabling less waste, longer life, better filtration and a 3% reduction in energy.
- South Building Exterior Entrance Door System Replacement – 40 Doors – Higher efficiency glass and weather stripping.
- 8 Skylight Replacements – Higher efficiency glass and seals.
- Installed motion sensors in areas of low traffic frequency.

Recycling

- Diverted 8,000 chairs from landfill
- Diverted 45 - 45 Gallon Drums (plastic and metal) from landfill
- Diverted 420 2'x4' Gypsum Ceiling Tiles from landfill
- Diverted 400 Pallets from landfill
- Diverted 20 4'x8' Riser Units from landfill
- Diverted 475 Tablecloth Linen from landfill
- Diverted 747 Meeting room chairs from landfill (Donated to Deeper Life Church)
- Recycled 397 Lighting Fixtures
- Recycled Dishwasher (2,400lbs)
- Recycled 120 Toner Cartridges

Waste Diversion

- Recycling Diverted 71,147 lbs
- Compost Diverted 21,266 lbs
- Total Diversion 92,415 lbs
- Waste 41,130 lbs
- Current Waste Diversion Rate is 69%

2. What challenges affected your operations in 2018 and how did you adjust?

- 1) Our operations were fortified in 2018. With many new staff settling into a new organizational structure, the CTCC developed KPIs and Performance reviews for all staff.
- 2) The approval of the BMO Centre Expansion has become a formalized challenge and increased our competitive environment. This has also caused questions in the community around how we will work together and in fact the future use of our facility.

At its Board retreat on September 12, 2018, the CCCA approved the motion that:

- I. We fundamentally believe there is not room for two competitive convention centres
- II. Do believe there are synergies in a joint convention, trade centre strategy for Calgary
- III. The CCCA is willing to commence discussions and negotiate

3. **Briefly describe how your key results in 2018 contributed to the following Council approved strategies (as applicable. Please note if you steward the strategy)**

Strategy	Key Results
<p><u>Calgary in the new economy: an updated economic strategy for Calgary</u></p> <p>Convention marketing is in fact a business-to-business process. This fact aligns us well with Calgary Economic Development and the strategies embedded in Calgary's Economic strategy. The CTCC has aligned its marketing focus to the industry pillars of this strategy and established an event creation initiative that also works to align events we are building to the industry strengths of Calgary. In fact, our approach to selling Calgary is also focused on our industries of expertise.</p> <p>We have also embraced the focus in the strategy on "Place", working with our neighbours to engage in new ways to activate the area and present it as an experiential opportunity unique in North America.</p>	<p>With increased support from the City, the CTCC leveraged the attraction of key events that align with the city's economic strategy and create economic impact and jobs for Calgarians. We deployed the funding to create new jobs in the hospitality sector and sustain our ratio of 19:1 (\$19 of economic impact for Calgary for every dollar invested with the CTCC). For clarity, this impact tracks new dollars coming into our city that would not arise without these strategic events being attracted to the Convention Centre.</p> <p>In 2018 the CTCC achieved the following;</p> <ul style="list-style-type: none"> • Built Experience Rooms • Created Social Spaces • Updated Meeting Technology • Enhance Food Services • Increased Visibility & Accessibility • Focused on selling in new markets – settling on Europe
<p><u>Cultural Plan for Calgary</u></p> <p>The CTCC resides on the National Historic Site of Stephen Avenue. We are proud of this heritage and proud of our location, straddling one of Canada's signature turn of the century shopping districts. Building on this history and the fact that the CTCC was Canada's first purpose built convention centre, it is important that we connect with the culture surrounding us. "This involves engaging with the Glenbow Museum, Arts Commons and the Calgary Tower to provide Delegate experiences that are one of a kind.</p>	<p>The CTCC is the backbone of our community and has been here supporting businesses and community minded individuals since 1974. We have been through the economic highs and lows and have thrived through both. This has been thanks to the world-class talent, the competitive cost of doing business and a lifestyle that provides terrific work-life balance for employees.</p>

4. **Do you support any Civic Partner approved strategies? For example, Calgary Arts Development Authority's [Living a Creative Life](#), or Tourism Calgary's [Destination Strategy](#)?**

In March of 2018, the CTCC formally acknowledged support to Calgary Arts Development Authority's Living a Creative Life as follows;

Calgary's TELUS Convention Centre benefits greatly by being connected to the arts community in our city. The Convention Centre hosts delegates from the province, country and around the world who linger in our city either before or after their conventions and meetings. The artists and performers in our community play a vital role in creating exceptional experiences for our delegates and guests.

The arts in Calgary adds to the mosaic and the impact of Calgary on our visitors. This then translates into direct, indirect and induced economic impact for Calgary.

When we market Calgary to the world, it is important to be able to say that we have a vibrant arts scene and a community that supports and engages with these artists. This message



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allows us to add to the brand that is Calgary and attract more and more convention delegates to our city. We are a great supporter of Creative Calgary!"

CTCC's endorsement of Tourism Calgary's Destination Strategy states as follows;

"Building on Tourism Calgary's Destination Strategy, our vision for working with TC is to align our communications and marketing strategies and to look for opportunities for further collaboration. Leveraging our unique perspectives and talents, combined with our shared goal of marketing our city and region, we will work to find ways to shine the spotlight on Calgary and bring more visitors and businesses from around the globe to our doorstep."

In general, the CTCC has been leading collaboration by

- *Advocating for Convention District coordination*
- *Advocating for community hub for activation of downtown*
- *Advocating for Calgary at the Destination Canada Advisory Committee Meetings*
- *Advocating against two competing convention centres*
- *Advocating for Calgary to become the 2nd largest convention city in Canada*
- *Advocating for Calgary at Meetings Mean Business Canada Meetings nationally*
- *Advocating for awareness of the meetings business in Canada*
- *Advocating for CTCC to be a destination of choice for Innovative Canadian Conventions*
- *Advocating to Calgary Hotel Association, Tourism Calgary, Meetings + Conventions Calgary*
- *Advocating for the meetings industry in Calgary globally*
- *Advocating for a City Convention attraction strategy*
- *Advocating for financial support for the CTCC Rejuvenation plans*
- *Advocating for the awareness of the Conventions industry*
- *Advocating for a new approach to the Destination Marketing Fund*

5. Please estimate how The City's operating funding was allocated in 2018. Mark all areas that apply by approximate percentage. For example, 45% allocated to staffing costs, 10% to evaluation or research, etc.

0%	Advertising and promotion
0%	Programs or services
0%	Office supplies and expenses
0%	Professional and consulting fees
0%	Staff compensation, development and training
0%	Fund development
0%	Purchased supplies and assets
100%	Facility maintenance
0%	Evaluation or Research
0%	Other, please name:

6. Did volunteers support your operations in 2018? If yes:

How many volunteers?	125
Estimated total hours provided by volunteers:	2,250

7. What resources did your organization leverage to support operations in 2018?

Resources are used to achieve earned revenues, which provide the majority of the funds required to operate the Centre. Other funding is received to provide services to the Glenbow and to the retail spaces in the Centre, which supports labor efficiencies. The \$1,941,309 operating grant received from the City of Calgary helped to offset the cost of building maintenance

The CTCC leverages resources to increase business potential by partnering with;

- Meetings & Conventions Calgary
- Calgary Hotel Association
- Calgary Economic Development
- Calgary Stampede
- Tourism Calgary
- Travel Alberta
- Calgary Downtown Association
- Calgary Chamber of Commerce
- Energy Cities Alliance
- Business Events Canada
- Meetings Mean Business Canada
- Professional Convention Management Association
- Meeting Professionals International
- International Congress and Convention Association
- International Association of Venue Managers
- International Association of Convention Centres

8. Using the chart below, please report your 2018 performance measures that demonstrate: how much you did, how well you did it, and how Calgarians are better off. *Please identify through BOLD font, 1-2 measures that are most significant and could be presented in a chart.*

Performance Measure	2016 results	2017 results	2018 results	What story does this measure tell about your work?
Number of Events	279	277	303	Facility utilization; continued awareness for the city; assisting the struggling local economy.
Number of Delegates				Calgarians and non-
Local	144,179	120,094	149,614	Calgarians spending
Non-Local	<u>19,756</u>	<u>23,691</u>	<u>25,578</u>	money in and gaining
Total	163,935	143,785	175,192	exposure to downtown Calgary; making connections;

Economic Impact				Direct economic impact registers spending tied to the delegates specifically. Indirect and Induced impact refers to spending by businesses which are affected by the meetings and conventions happening at the CTCC.
Local¹	21.6M	18.0M	22.4M	
Non-Local²	18.2M	26.2M	28.2M	
Exhibitor²	9.0M	9.9M	10.9M	
Total Direct	48.8M	54.1M	61.6M	
Indirect³	32.2M	35.7M	40.7M	
Induced³	25.0M	27.7M	31.5M	
Grand Total	106.0M	117.5M	133.8M	
Number of fulltime equivalents	90	91	89	Providing employment for Calgarians; personal service for clients.
Quarterly Client Satisfaction Surveys	95% overall experience (good/excellent)	95%	98%	City reputation enhanced; experience leaves good impression with visitors.

CAPITAL AND ASSET MANAGEMENT (for applicable partners)

Asset: *Calgary TELUS Convention Centre*

- a) Provide a summary of your organization's 2018 capital development, including specific lifecycle/maintenance projects.

Calgary TELUS Convention Centre Capital Expenditures to December 31, 2018		
Additions	December 31, 2018	December 31, 2017
Main Breaker Replacement S Bldg.	4,050.00	23,350
Glen 201-204 Lighting Dimming System Replacement	150.00	101,287
Exterior Doors & Skylights	125,358.77	663,513
Carpets Replacement	56,197.60	771,693
Banquet and Meeting Chairs	-	1,253,768
In House Sound System Refresh	7,902.27	142,346

¹ Estimated based on average spend of \$150 per local delegate per day

² Based on "Measuring the Economic Impact of the Calgary TELUS Convention Centre: 2016 Fiscal Year", Sentis, June 2017

³ Calculated from "The Economic Contribution of Business Events in Canada" MPI Foundation, July 2014

Rejuvenation Projects TELUS 111	32,648.40	-
Public Spaces Audio	-	15,000
Rejuvenation Projects Ideation Chinook 4	7,632.53	
Rejuvenation Projects Ideation Chinook 1	13,657.69	
Rejuvenation Projects Ideation Chinook Foyer	1,303.80	
Rejuvenation Projects TELUS 112	11,396.58	
Rejuvenation Projects Glen 210	68,199.60	
Phone System Replacement	134,460.26	
Breaker Replacement South Building	86,352.40	
Loading Dock Expansion Joint	53,900.00	
North Building Lighting Control System	320,855.00	
Security CCTV / Access Upgrade	518,235.05	
North Building Ceiling and Fixtures	57,662.71	
Rejuvenation Projects Arts Commons +15 Walkway	26,287.66	
Dishwasher Replacement	281,964.50	
Building - Misc.	201,003.58	7,899
Security Equipment - Misc.	10,584.03	-
Communication Equipment - Misc.	-	4,480
Computers - Misc.	77,570.84	60,780
Event Services Equipment - Misc.	11,081.46	74,994
Event Services Equipment Under Capital Lease	385,747.59	-
Housekeeping equipment - Misc.	3,600.43	-
Housekeeping equipment Under Capital Lease	41,366.94	
Shop Equipment - Misc.	-	31,424
Software - Misc.	37,058.18	26,117



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(Calgary TELUS Convention Centre)
Civic Partner 2018 Annual Report**

Total Additions	<u>2,576,228</u>	<u>3,176,650</u>
Disposals		
Communication Equipment	-	(12,325)
Computer Equipment	-	(57,482)
Event Services Equipment	-	(401,553)
Renovations	-	(541,134)
Software	-	(218,095)
Total Disposals	<u>-</u>	<u>(1,230,589)</u>
Funding		
Major Replacement Reserve	-	174,912
City of Calgary - CPRiiPs	953,796	1,336,716
Leased	427,115	-
Operating Reserve	<u>1,195,318</u>	<u>1,665,022</u>
	<u>2,576,228</u>	<u>3,176,650</u>

b) What funding did your organization leverage to support capital activities in 2018?

Operating Reserves

- Operating surpluses are transferred to the reserve fund. \$28,630 was transferred in 2018, and \$1,195,318 funded capital expenditures.

City of Calgary

- CPRiiPs \$953,796

Leases

- Furniture and Equipment valued at \$427,115 was leased

Experience Art And Culture At Glenbow

Glenbow
130 9 Avenue SE
Calgary, Alberta
Canada T2G 0P3
T 403 268 4100
glenbow.org

January 20, 2019

Dear Clark and City of Calgary Councillors,

Glenbow is pleased to endorse the activation of the Downtown Convention District with our partner, the Calgary TELUS Convention Centre. Over the last two years, as we have developed plans to revitalize our own building, we have been delighted to work more closely with the new administration at the CTCC and to discover so many areas of potential synergy. We share a key space in the downtown and our discussions show that there is greater potential to make this a destination for both Calgarians and their visitors.

We know that together we can significantly enhance our offering to groups and deliver a unique downtown Calgary experience that welcomes them to our city and brings them back to our city in the future.

The revitalization plan as outlined in the executive Summary for the Downtown Convention District is exciting, clear, and achievable. We are looking forward to this important collaboration with our partners and the City of Calgary.



Donna Livingstone
President & CEO
Glenbow



Amy Johnson
General Manager

Hyatt Regency Calgary
700 Centre Street SE
Calgary, Alberta T2G 5P6
Canada

January 14, 2019

Dear Clark and City of Calgary Councillors,

Hyatt Regency Calgary is in full support of the Calgary Connection which includes TELUS Convention Centre along with hotel partners. The Group is very focused on finding ways to drive additional group and convention business into the City of Calgary. The meeting on December 14, 2018 was a great success with all the key partners in attendance. A follow up meeting is scheduled on Jan 21st to discuss barriers and opportunities we can address to continuing to contract additional city wide conventions.

We look forward to continue to work in collaboration to book future business to positively impact the Calgary TELUS Convention Centre and our hotel partners in the connection.

Regards,

A handwritten signature in black ink, appearing to read "Amy Johnson", with a long horizontal flourish extending to the right.

Amy Johnson
General Manager
Hyatt Regency Calgary

January 10, 2019

Dear Clark and City of Calgary Councillors,

On behalf of the Calgary Marriott Downtown Hotel, we are excited to endorse the activation of the Downtown Convention District with our partner, the Calgary TELUS Convention Centre. We know that we can significantly enhance our offering to groups and visitors to Calgary if we work together to deliver a unique downtown Calgary experience that welcomes them to our city and have them excited to return to enjoy what Calgary has to offer

We believe that a unified approach in collaboration with all key industry stakeholders in the development of the Downtown Convention District is the key to moving forward. I look forward to this exciting collaboration and working closely with our partners and the City of Calgary.

Sincerely,



Peter Catarino
General Manager
Calgary Marriott Downtown



Fairmont Palliser

palliser@fairmont.com

133-9th Avenue S.W.
Calgary, Alberta
Canada T2P 2M3
T + 1 402 262 1234
F + 1 403 260 1260

January 14, 2019

Dear Clark and The City of Calgary Councillors,

On behalf of Fairmont Palliser, I am pleased to endorse the activation of the Downtown Convention District with our partner, the Calgary TELUS Convention Centre. By working together to create a unique downtown Calgary experience, we can enhance our offering to groups and visitors Calgary, and inspire visitors to return again and again to enjoy all that our City has to offer.

I believe that a unified approach in collaboration with all key industry stakeholders in the development of the Downtown Convention District is critical to our future success. I look forward to this exciting collaboration and working closely with our industry partners and the City of Calgary.

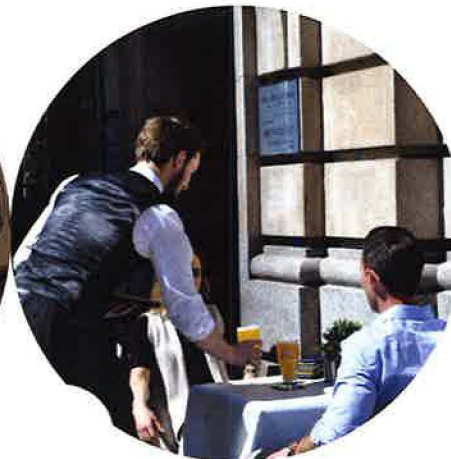
Sincerely,

**Sunny Joseph
General Manager**

CALGARY TELUS CONVENTION CENTRE

CONVENTION DISTRICT

THE REAL IMPACT OF CONVENTIONS ON DOWNTOWN CALGARY



calgary TELUS convention
centre
be part of the energy™

CALGARY TELUS CONVENTION CENTRE CONVENTION DISTRICT

THE REAL IMPACT OF CONVENTIONS ON DOWNTOWN CALGARY



Nikisha Mohamed

"We need more conventions! You don't realize what the month looks like as for when a convention brings tourists to Stephen Avenue. Last Otafest at the Convention Centre, a tourist bought \$1K worth of maple syrup alone. One year when there were international guests here for a week-long event at the TELUS Convention Centre, I had to restock my key chain display six times over four days! That was \$18K in keychain sales! I also sold \$25K worth of maple syrup – I ran out of syrup."

Nizar Mohamed
Kanata Trading Post



Ewelina Jurek

"There is a huge difference for sales when there is a conference in the North Building of Calgary Telus Convention Centre. Our store is right in here and we always get really positive feedback about how we add more vegan and vegetarian options for the downtown core."

Ewelina Jurek
Rosso Coffee Roasters



Cullen Cousins

"We do see more sales and business increases noticeably when there is a convention next door. It would be great if we could get more meetings here on Stephen Avenue because the store gets busier, we sell more First Nation's blankets and get to meet really interesting people."

Cullen Cousins
Glenbow Museum Gift Shop

CALGARY TELUS CONVENTION CENTRE CONVENTION DISTRICT

THE REAL IMPACT OF CONVENTIONS ON DOWNTOWN CALGARY



Bryce Hickson

"I've worked here as a bar manager for three years and I always notice the difference when there is a convention or event happening – even if folks don't come in to dine, it will still add to the vibrancy of the street life on Stephen Avenue. I take the weekly event schedule that TELUS Convention Centre sends me and plan shifts accordingly so I know I have enough staff on convention days."

Bryce Hickson
SALTLIK Calgary



Christina Mah

"We love having convention delegates in because it's a chance to tell Calgary's story. The Telus Convention Centre team always let's us know in advance what the weekly event schedule is so that we can plan for it well – we feel supported and connected to this community which allows us to continue to build relationships with other small business owners here, and showcase them to our guests too."

Christina Mah
KLEIN / HARRIS



Colin Logiss & Dottie the Scottie

"It's the tourists who actually keep the businesses going on Stephen Avenue and in downtown Calgary. Tourists are the ones making purchases not Calgarians – tourists that are brought here because of conventions, meetings and events are the ones supporting the front of our store and buying flowers."

Colin Logiss
Twigs & Company

CALGARY TELUS CONVENTION CENTRE CONVENTION DISTRICT

THE REAL IMPACT OF CONVENTIONS ON DOWNTOWN CALGARY



Omar Jivraj

"There is a very significant impact when a conference or event is on Stephen Avenue. We all benefit from this activity – for us, it means a sale for forgotten toiletries or snacks but even if people don't make a purchase and only came in to ask for directions or local recommendations, it is still very interesting to meet people from other cities and countries. In the winter when the foot traffic is a lot slower due to the cold weather, the convention delegates keep us going."

Omar Jivraj
Downtown Drugmart



Spencer Arthurs

"Delegates at the Telus Convention Centre keeps us busy and the environment positive during the day when there aren't any shows happening at Arts Commons yet."

Spencer Arthurs
Ca'Puccini Café



Patrick Lynn

"I've been working at this location for 13-years and what I love about conventions are seeing my annual regulars. Sometimes they have post-event receptions and we bring in band/artists."

Events at the TELUS Convention Centre always have such a positive impact on our team. Our restaurant was completely empty one day but then people from the Robert Burns Supper let out and suddenly were a full house with a line-up at the doors out into the street.

Jen Dean
James Joyce Irish Pub