

International Meetings, Conventions & Incentive Travel

Strategic Plan **2011-2016**

Vancouver, BC



International Meetings, Conventions & Incentive Travel Strategic Plan

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Introduction

The Canadian Tourism Commission has long been at the forefront of the MC&IT market promoting the Canada brand in the United States. This is accomplished through in-market programs, direct solicitation and stakeholder partnerships to ensure the greatest possible impact of business tourism to Canada. In 2009 the successful US program went global supported by a one-time influx of stimulus investment from the Government of Canada. In that year, the MC&IT segment represented over \$2.3 billion in business tourism receipts for Canada from all international markets.

The MC&IT Strategic Plan will align itself with the corporate strategies and objectives outlined in the Global Marketing and Sales Plan 2011–2015 already in place and approved by the CTC's Board of Directors in 2010. They are:

- Increase demand for Canada's visitor economy
- Focus on markets where Canada's tourism brand leads and yields the highest return on investment and aligns with the efforts of partners
- Ensure customer relevancy and differentiate Canada
- Focus on high-yield travelers
- Consistently apply the Canada Brand and lead the tourism industry in international brand alignment and consistency
- Develop marketing programs that are flexible and responsive to changing market demands
- Harvest the afterglow of the Vancouver 2010 Olympic & Paralympics Games
- Foster organizational excellence

Having just hosted one of the world's premier events with overwhelming success - the 2010 Winter Olympics in Vancouver - Canada has set itself apart from its main competitors as a destination of choice for any event, big or small, having proven its ability to host the most complex of international programs. Key learnings from hosting events such as the Olympics, G8/G20 (also held in Canada in 2010) etc. will play a significant role in marketing Canada to the MC&IT sector going forward.

In 2009 the CTC made the strategic decision to deploy its successful US MC&IT template global. The funding was to last two years, allowing time to determine the viability of an opportunity in European markets. At the end of 2010, due to early success in the program, the CTC recommended to the Board of Directors that a global program become a permanent part of the unit's marketing mix. With the new global approach, key feeder markets such as the UK, France, Belgium (Brussels – seat of the EC) and Germany are now being targeted. These markets have shown the highest yield potential for international congresses, third party incentive agencies and corporate meetings. The CTC's MC&IT program positions Canada as a viable, first-tier alternative to other international destinations, providing the cachet of a foreign experience with the familiarity and ease of being at home. Canada offers a modern and diverse choice of destination, high service and quality levels, easy access from all feeder markets, ease of doing business, unique experiences, as well as a competitive price-point relative to many of its competitors.

The CTC's MC&IT team is presently deployed throughout the US, in London, England and Paris, France with each individual focusing on specific vertical markets and/or specific geographic areas where multi-industry segments are located. The program is managed from CTC's headquarters in Vancouver.

The CTC's MC&IT program positions Canada as a viable, first-tier alternative to other international destinations...



Executive Summary

The CTC has undertaken a long term commitment to developing MC&IT business within a global strategy set forth in 2009. The long-standing US strategy template was adopted and deployed globally in Canada's four major MC&IT European markets: UK, France, Germany and Belgium. The strategy has proven successful to-date with significant inroads having been established in these emerging markets for the CTC and its partners. The US component of the strategy (which had been well-established prior to 2009) continues to be successful; maintaining Canada's position as the number one outbound market with a strong 15.7% market share.

In 2011 the MC&IT strategy will be slightly altered to respond proactively to feedback from the sales team and partners alike. The concentration will be on the development of "new" business opportunities and better alignment with the efforts of in-market partners in the US. The two main US MC&IT markets, Washington and Chicago, are deemed mature and CTC efforts will be limited to servicing those accounts on a reactive basis, leaving the active sales solicitation to our partners who have established their own strong relationships in those markets. The Canada brand is very well-developed in these areas and our partners are anxious to work on advancing their own individual brand identities. The CTC sales team will alternately be actively deployed in markets identified as rich in potential business for Canada in the corporate and incentive sectors. The team will also actively solicit non-profit/association business in geographic areas where CTC partners currently do not have a strong in-market presence. The existing strategic platforms with major industry associations will also allow partners significant access to the association/non-profit segment and will continue to keep the Canada brand top-of-mind. New partnerships with

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HelmsBriscoe and ConferenceDirect have been negotiated and those along with the American Society of Association Executive, Experient and the Financial Insurance Conference Planners have been renewed. Given that most of these organizations have held their annual meetings in Canada in the last two years, the opportunity to continue to leverage the Canada brand is still very relevant. Two new North American, hosted-buyer tradeshow, IMEX (Las Vegas) and AIBTM (Baltimore) will be attended by the Canadian partners under the "Canada First" umbrella ensuring a strong and consistent brand identity.

In the European markets, the CTC will lead with the full Canada brand strategy. Although the country has always been well-regarded within the European planner community, research has indicated that Canada is not top-of-mind and the diversity of its products are lesser known than the US – its major competitor. Major annual tradeshow such as IMEX (Frankfurt) and EIBTM (Barcelona) will be

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All of Canada's main feeder markets are set to increase their travel by 5% as a whole, representing an overall increase in business receipts of 4.5% over 2010 (mainly from Europe).

executed with the "Canada First" strategy to present Canada as a true player on the international MC&IT stage. Several mission and event-based initiatives will take place throughout the year in Europe and will be co-ordinated through the GSA offices in London and Paris.

The global MC&IT market is beginning to show signs of recovery. All of Canada's main feeder markets are set to increase their travel by 5% as a whole, representing an overall increase in business receipts of 4.5% over 2010 (mainly from Europe). The US economy remains sensitive and given such a large portion of the Canadian MC&IT market is derived from the US, it must be closely monitored for any potential threat. Continuing to develop and increase business from new target markets will remain a priority to make up for any shortfall from the States.

Canada's main competitor, the US, will up the ante in 2011 with the formation of the Corporation for Travel Promotion set to become the country's primary marketing agency – modelled somewhat after the CTC. The CTP is expected to reach a budget of \$200 million annually dedicated to the promotion and sales of the US as both a leisure and a MC&IT destination. This will most certainly have an impact on the global tourism market and Canada's feeder markets as they are quite similar to those of the US.

In our continuing efforts to be innovative and reach new potential clients, a comprehensive digital strategy has and will continue to be developed for the MC&IT market. A new generation of planners have embraced social media, web-based education, on-line research and tool kits. The CTC will capitalize on this ever-evolving channel through its industry partnerships and within its own web initiatives including: a social media strategy, banner ads, webcasting, pay-per-click campaigns, expanded multi-lingual websites and targeted web press content.

The Vancouver Olympic legacy will be a main focal point in our solicitation strategy. Successfully hosting the biggest and most complex event in the world has anchored Canada as one of a few select destinations that can boast this accomplishment. Ensuring the success of such a large and complicated event can only reassure potential clients that Canada can certainly host their event equally as successfully. Incorporating the legacy 'Behind the Scenes' educational familiarizations and the 'Visit Canada' program within this strategy will continue to solidify Canada's reputation as a safe and dependable global player in the MC&IT segment.

As the market is predicted to improve and increase over the next several years, the CTC has set forth a comprehensive strategy to meet the challenge of consistent growth and securing its fair market share of the global pie.



Situational analysis

In 2009 the global value of business travel was estimated at \$130.2 billion. Canada's share of this market is estimated at 1.7%. According to the International Congress and Convention Association (ICCA), the MC&IT market in 2009 held 8294 events worldwide that meet the criteria of 50 delegates and more, held annually and rotating between more than three cities. This represented approximately 5.2 million delegates. The global MC&IT marketplace has, in the last decade, changed considerably and more so in the last few years. There was a time when only a handful of destinations were considered sophisticated enough to host meetings, conventions and high-end incentive travel and Canada held a top-tier position in this field of exclusive destinations for many years. The country is still well-respected and well-positioned as a safe and friendly destination in the minds of meeting and incentive planners; however, this also lifts the urgency to come to Canada by these same organizations. Emerging markets such as Eastern Europe, the Middle East and China have now taken significant market share away from the more traditional western destinations. Despite this increase in competition the CTC managed in 2010 to produce over \$173 million in future MC&IT receipts for Canada on an initial base investment of just \$4 million.

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The MC&IT market represents 15.1% (2.3 million trips) of overall travellers to Canada accounting for 20.4% (\$2.4 billion) of its overall travel receipts. On average these MC&IT travellers to Canada spend an estimated \$239 per night as compared to a leisure traveller spending \$91 per night. On average an international MC&IT traveller will spend 5.9 nights as opposed to 7.6 nights by a leisure traveller in country. These high-yield travellers tend to generate greater economic

First-time MC&IT travellers to Canada who may not have considered the country as a vacation destination may also become future repeat leisure travellers.

impact in related services such as hotels, convention centres, restaurants, bars and nightclubs, taxis and limos and professional services (Destination Management Companies, custom brokers, Professional Conference Organizers, bus companies, etc.) making this segment the most lucrative for any destination. First-time MC&IT travellers to Canada who may not have considered the country as a vacation destination may also become future repeat leisure travellers.

Canada's scientific, business and higher learning institutions also play a significant role in the development of the MC&IT segment. Most major conventions and meetings are sponsored and/or are in some way hosted by these organizations. This is a natural pool of experts within the country that are ready and willing to play a role in attracting MC&IT business to Canada. Several Canadian Convention and Visitor Bureaus already have well-established sales and marketing plans targeted at these organizations, positioning them as Ambassadors for their destinations.



Business travel in general has been down over the last several years but is now seeing resurgence both on the short and long-haul destinations.

The MC&IT marketplace has matured and expanded and new emerging destinations realize the economic impact this market brings to their destination. Several countries have established national tourism policies that specifically target the MC&IT market. Together, along with their own industry leaders, these countries have upgraded their product and service offerings flooding the market with new options. The uniqueness and exotic nature of these products have caught the attention of meeting professionals, who in their own right, strive to offer their clientele new and exciting programs. As well, international associations/congresses are looking not only to expand their own memberships but also to engage new exhibitors and sponsors by expanding their meetings worldwide.

In 2009, the US government and tourism industry established the non-profit Corporation for Travel Promotion as the US's primary tourism marketing agency in reaction to the significant year-over-year increase in the US travel deficit. CTP is now in its post-incorporation phase establishing its marketing plan to be launched as early as October 2011. It will complement the "Discover America" marketing campaign which was launched in 2010, aimed at attracting more overseas travellers to the US. Within these plans will be an MC&IT strategy, mostly dedicated to major international tradeshow. CTP's funding will come primarily from a visa levy charge or a yearly fee for travellers coming from non-visa requiring countries, such as Canada. This funding is estimated to reach \$200 million dollars per year, far surpassing that of the CTC. As the US targets similar long-haul markets as Canada, we will be facing significant competition from this centralized US brand.

Business travel in general has been down over the last several years but is now seeing resurgence both on the short and long-haul destinations. The sluggish worldwide economy has forced the MC&IT market to retool itself not only to bear the brunt of cutbacks but also to prepare for the future. MPI's Futurewatch 2011 report indicates that planners are optimistic about the future of MC&IT business. Overall survey numbers show that 58% of planners surveyed state that more meetings will take place in 2011 and 18% indicate larger budgets will be allocated. The number of locations being evaluated by planners is up 6% over 2010 and number of delegates per meeting is up by 2% over 2010.

Companies are now putting greater accountability on their meetings departments to ensure that programs meet the strategic imperatives of their organizations and prove a measurable ROI. Planners are still struggling with ROI and strategy management measurement tools. Several international destinations are now offering such tools with varied success. Smaller regional meetings are on the rise. Planners and executives are finding that splitting up their large conventions into smaller and more focused meetings has led to cost savings and better productivity. Delegates want to go to conventions and meetings that will benefit them and their organizations. Learning what really matters to their delegates and tailoring the meetings to meet those needs is what planners are counting on to help grow convention attendance. Greater collaboration between clients and suppliers has been a by-product of the recent global economic downturn. Corporations and associations are asking tourism suppliers to be more involved as partners as opposed to mere vendors in ensuring the success of the overall strategic interests of meetings and conventions.

There is a growing trend toward incorporating a virtual component to meetings and conventions worldwide. Whether through live webcasting, twitter feeds, delegate tracking and polling tools, smart phone meeting apps, social media or online rebroadcasting - the MC&IT market is embracing these new technologies. Contrary however to initial theories, online technology has not reduced delegate participation in meetings. It has actually opened a new market of virtual delegates catering to students and third world participants, giving organizations greater exposure and notoriety. According to meeting professionals surveyed by the Center for Exhibition Industry Research and George P. Johnson Experience Marketing, 72% expect to have a digital event strategy in place by the end of 2010, 44% intend to build internal digital marketing capabilities in the future, 78% say digital marketing increases exhibition marketing effectiveness and 40% indicate that up to 10% of their exhibition budget is spent on digital offerings.

Despite these challenging economic times, the CTC and its stakeholder partners have continued to market aggressively to the MC&IT market. According to ICCA,

Canada ranked 13th in the world in 2009 for most international meetings held. Destinations such as Montreal, Toronto and Vancouver have had established, well-developed association/congress strategies in place for well over a decade and continue to rate as top tier global destinations. In 2009 ICCA ranked them 30th, 36th and 43rd respectively. The CTC has continued to play a key role in supporting Canadian destinations in this market by advancing the Canada brand first and foremost. The price of entry to pursue international association business is relatively high and the business cycle long in nature. Additionally, there is a trend developing over the past 5 years toward “buying the business” by many international destinations. The recent global economic downturn seems to have

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only increased the race to create incentives to woo potential large conventions. Cities are now creating convention development funds within their budgets as they realize it's an imperative to pursuing this market. Any destination wanting to play in this arena must adopt a long term strategy to develop this market - particularly so in Europe. New destinations vying for the non-profit/convention sector are mainly developing countries such as Brazil, China and the Middle East with associations looking to broaden their audience. As well, these countries have also made inroads in the incentive market which has helped them establish a reputation for meetings.

The Canadian incentive product has always held its own against the competition. Iconic wilderness and historical destinations such as Victoria, Whistler, Banff, Niagara and Quebec City have long drawn countless incentive groups. Nevertheless, Canada is less affordable now than it once was. The traditional US marketplace has been on a downward spiral over the past several years. Companies in the financial and medical sectors have curtailed the lavish incentive programs of the past relying now on more modest sales and training meetings in locations less exotic and less open to debate by shareholders. The Canadian dollar at par, WHTI restrictions, a weak US economy and a buy-American sentiment have also played a part in slowing business down for Canada in this market. This presents a significant challenge for the country in regaining its market share of the incentive sector. The domestic front has nonetheless, played a role in keeping the incentive market viable through these challenging times. Canadian companies, which have suffered less of an economic impact in the last two years, have continued to maintain a steady flow of meetings and incentive business to Canadian destinations. The majority of the domestic marketing organizations already have well-established strategies to pursue the domestic market leaving the CTC to concentrate its efforts outside the country.

In 2011 the CTC decided to modify its approach to the MC&IT US market. It was decided to concentrate more aggressively on 2nd and 3rd tier markets where stakeholder partners were not as active, leaving key association markets in Chicago and Washington to them. Budgets being tight, it is natural for cities to concentrate on the main feeder markets setting Canada up for some perceived redundancy in these areas. Given the fact that the Canada brand is so strong in the Association/non-profit sector, it is timely that our partners take over our efforts and advance their own individual brands. The CTC team will adopt a blue water strategy pursuing opportunities in markets and industries (primarily corporate meetings and incentive travel) not necessarily being solicited by Provincial/Destination Marketing Organizations. In Washington and Chicago (key association centres), the CTC will continue to play a supporting role as required. Support involves assistance with customs, tax rebates, FAMs/site inspections as well as being a reactive resource to direct customer site research requests.

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SWOT Analysis

Canada's strengths, weaknesses, opportunities and threats for the MC&IT market are as follows for the target markets outlined in this plan: US, UK, France, Belgium and Germany.

Strengths

- Canada's product diversity, product quality and high-level service deliverables
- Ease of air access both on short and long-haul destinations
- Strong industry commitment to the Canada brand sales and marketing initiatives
- Well-established high-yield customer base that is familiar with the Canadian product for the most part
- Four-season offerings
- Recognition as a safe and accessible destination
- Competitive pricing relative to our immediate competition
- Greater awareness of the Canada brand through the success of hosting the Olympics and Paralympics, and other large events

Weaknesses

- Long-term strength of Canadian dollar
- Government policy issues such as visa regulations for some international delegates, air assess fees, DUI felony restrictions for US delegates
- Cost of convention centre space rental
- Stronger demand for short-haul, non-stop destinations (US planners) limiting access to major Canadian resort destinations
- Limited amount of large capacity convention facilities as compared to US destinations
- Rx&D Canadian Pharma code and medical device restrictions which limit the financial support these companies can offer industry associations' meetings and conventions



Opportunities

- Educating a large European market on the wide product range of the Canada brand
- Targeting 2nd and 3rd tier US markets for incentive and corporate business
- Leveraging Canada's Olympic legacy and "Behind the Scenes" program as the world's leading MC&IT destination
- Leveraging partner stakeholder relationships and Canada brand initiatives in Europe
- Tapping into 3rd party agency network in Europe to develop partnership programs
- Fully leveraging existing industry organizations' programs (ASAE, HelmsBriscoe, FICP, ConferenceDirect) to close the gap between the US and International programming
- Creating a program against the SME sector in order to present more viable options to the market – particularly with regard to incentives
- Fully capitalize and execute on the two new global shows in North America (IMEX N.A. & AIBTM)
- Long-term commitment on target market development and Canada brand initiatives by partner stakeholders

Threats

- The new US Corporation for Tourism Promotion organization looking at the same feeder markets as Canada with very large budgets
- Practice of "buying business" for major US destinations i.e. Las Vegas etc.
- Continued weak target market economies (US, UK and France)
- Splintering of partner stakeholders on developing target markets
- Rx&D – the Canadian Pharma Code continuing to be highly restrictive making Canada less attractive to the medical meetings market
- Increased competition from emerging destinations and the continued practise of buying business. Wealthier counties (Dubai, Korea, offering huge incentives as part of their national policy for attracting the MC&IT business)
- Further reductions in the overall CTC budget by main stakeholder



The Plan

The CTC is currently starting its third year of the Global MC&IT strategy and plans to pursue the following direction for 2011-12: A total of \$4,394,810 CDN will be budgeted in 2011 for MC&IT sales and marketing initiatives. The main strategy of leveraging Canada's international tourism brand will continue to seek alignment wherever possible with leisure marketing initiatives. Incorporating MC&IT marketing within the Canada brand permits us to maximize and reinforce the awareness of Canada's reputation as a diverse and experiential destination.

Based on the assumption that the value proposition of Canada to the major American markets is quite well-established, the CTC will adjust its strategies to pursue new fertile markets within the US. In 2011 the decision was made to re-align some of our industry organization partnerships to better meet the needs of our regional stakeholders and provide a broader deployment of our common goals. Several partner stakeholders presently have well-managed individual marketing and sponsorship agreements with these industry organizations such as MPI and PCMA. Therefore, the CTC has taken the opportunity to redeploy resources into other high-yield distribution channels reaching not only the association base but also the highly competitive corporate and incentive segments. This partnership strategy will permit the CTC to have ready and privileged access to a wealth of clients and data, increasing its ability to generate further business leads for Canada. New partnerships include: HelmsBriscoe and ConferenceDirect as well as the renewal of the FICP, Experient and ASAE partnerships. Under these partnerships, the Canada brand will be well-incorporated as in the past with the partner stakeholders buying into the pre-established programs offered. The Canada brand will lead for two new US-based international events, AIBTM (Baltimore) and IMEX (Las Vegas). These hosted buyer tradeshows highlighting country brands from around the globe, will hold their first North American shows in 2011 and bring together international clients through a sponsored buyer program. The CTC intends to fully execute and leverage (along with its partners) on these shows establishing the Canada brand as a global leader in the MC&IT market.

The CTC team will also continue to incorporate customer events within the realm of some of these major shows. However, a greater emphasis will be placed on developing a sales mission platform with Canadian partners in 2nd and 3rd tier American markets. Though these markets have not been prime targets in the past and research indicates that the Canadian value proposition is known, it does need further reinforcement. With this new focus we anticipate a greater potential to generate new business opportunities. The sales mission approach will allow for more in-depth and personalized contact with clients who have not previously been solicited on a regular basis by Canadian destinations. Increasing the potential client base (prospect pipeline) and generating new leads from these regional markets will be the primary strategy behind this initiative. Partners will be asked to participate under the Canada brand but will nonetheless, be able to represent their own destinations.

Based on the assumption that the value proposition of Canada to the major American markets is quite well-established, the CTC will adjust its strategies to pursue new fertile markets within the US.



Quebec City, Quebec

Increasing the potential client base (prospect pipeline) and generating new leads from these regional markets will be the primary strategy behind this initiative.

With the international market the approach will be somewhat different. The Canadian value proposition is less-known than in the US. In this market the Canada brand will play a larger leading role. As was done in the US decades ago, establishing Canada first as a top-of-mind, multi-faceted destination option will be the basis for the international strategy. Once we have gained a strong foothold in this market, we will be able to adjust our strategy to more of a regional partnership approach generating a greater number of leads. As in the past few years, the “Canada First” philosophy will be deployed for the two major European shows, IMEX (Frankfurt) and EIBTM (Barcelona). Aligning stakeholders under one umbrella and using the Olympic legacy as confirmation of the quality of meetings and conventions in Canada will be a key part of the European strategy. The CTC has also established two GSA offices in London and Paris to pursue European, high-yield corporate, incentive and 3rd party agency business while continuing to assist partner stakeholders with the international congress segment. European 3rd party agencies have made significant inroads in the last decade and managed to capture large portions of the outbound corporate and association business. Having built their models on the same strategies as their North American counterparts, clients have seen the benefit of using such a service. The CTC strategy is to work and partner wherever possible with these agencies to educate them and their clientele on the Canada brand. As of 2012 we will explore more formal partnership opportunities with these agencies, based on the US partnership models.

Aligning stakeholders under one umbrella and using the Olympic legacy as confirmation of the quality of meetings and conventions in Canada will be a key part of the European strategy.

E-Commerce will continue to play a vital and ever-developing role in the CTC’s MC&IT strategy. Launched in 2010, the MC&IT multi-lingual website www.meetings.canada.travel/mcit highlighting Canada’s major destinations and infrastructure, offers planners a broader look at business-related offerings in Canada as well as a planner tool kit. The site was developed in order to better meet the needs of potential business clients looking at Canada and enables them to quickly reference our diverse options and submit RFPs directly to CTC sales directors. In order to better reach these potential MC&IT clients, a web strategy has been developed to target high-yield geo-markets. Presented in English (both US and UK versions), French, German and Chinese, the website speaks directly to the planners in a concise, business tone. Working within our current industry organization partnerships and targeted client sites in the planner community, our web strategy aims to connect directly with potential clients through web banners ads, bi-annual pay-per-click campaigns, pushing story-based content and non-paid web-based press. Our efforts at engaging the press have proven to be successful in 2010 with both written and webcast press coverage at most shows attended. This gives Canada a prime, inexpensive platform to inform the international client base about its many MC&IT attributes. Particular attention will be given to increasing this type of media in 2011. A comprehensive web strategy has also been developed in all major social media areas to create a more organic platform allowing clients,

partners and suppliers to engage the CTC in real-time conversations leading to the generation of business. Through this new strategy we count on capturing the interest of a new, technology savvy generation of MC&IT executives. 2011 will also see the addition of the new Canada Customs video series as part of our web-based planner tool kit. This new information tool will fully explain the 'how to' process of crossing the border with your meetings and conventions. From webcasts and online radio, to Facebook, LinkedIn and Twitter, to driving media stories online through industry relationships, the CTC's social media strategy is in constant evolution looking at new and innovative ways to reach a greater number of potential clients.

Several programs already in place at the CTC will be renewed for the foreseeable future. The highly successful "Behind the Scenes" program, introduced in 2010, gives an unprecedented view of what it takes to produce the world's most high profile programming

will be continued. This initiative has significantly raised our level of engagement with planners. This strategy also ties in with the goal of harvesting the Olympic afterglow. Having hosted the biggest event in the world, Canada leads the way in organizational planning and execution of events, making us an ideal location for meetings and conventions. Ensuring "Gold Medal" moments and events for organizations choosing to book Canada, will inspire satisfied clients to refer to their "Gold Medal" Canadian conference. This strategy will also be supported by the continuance of the "Visit Canada" program. This program provides partner stakeholders the assurance that potential high-yield clients can be flown in to any destination in Canada for site inspections when Canada is competing against a foreign location (other conditions apply). The CTC continues to believe that this program is a vital part of the MC&IT strategy. Clients visiting a destination are much more apt to follow through on their booking than clients that have not experienced a destination firsthand. Currently 80% of clients that attend a site inspection book the destination.

In 2011-12 the CTC plans to upgrade its CRM systems in order to further enhance its ability to identify, evaluate, penetrate and pursue a larger pool of clients from all its main feeder markets. The CTC team's objective is to maintain a clean and up-to-date CRM, facilitating its ability to access information with ease for both partners and itself. Growing this data bank will be a part of the measurement matrix of the sales team.

A comprehensive web strategy has also been developed in all major social media areas to create a more organic platform allowing clients, partners and suppliers to engage the CTC in real-time conversations leading to the generation of business.

Having hosted the biggest event in the world, Canada leads the way in organizational planning and execution of events, making us an ideal location for meetings and conventions.

Market Analysis

United States of America

The US still remains Canada's main feeder market of the MC&IT segment. The economic woes of the US have certainly taken its toll on the outbound MC&IT business into Canada. There has been a 9.7% drop in overnight trips and 15% drop in receipts over 2008. Corporate cutbacks on travel and entertainment budgets have directly affected this market. Associations/non-profits have also had to make drastic changes in the way they do business. Even though booking patterns for associations are 24-48 months out, trends have shown that economic conditions today have caused a greater US-centric booking pattern as well as a delay in committing to future programs. Only recently has there been more of an openness by US clients to reconsider both Canada as a potential meeting destination and resuming their usual booking patterns. Even with these drops, Canada managed to expand its market share slightly by 0.2%. Direct air capacity to Canada also increased in 2010 by 4.2% and is expected to grow by 2.3% in 2011. This bodes well for increased business opportunities.

Outbound travel from the United States

	2007	2008	2009
Outbound trips ('000)	78,955	77,717	74,060
US MC&IT Outbound Trips ('000)	13,193	12,458	11,078
Overnight MCIT Trips to Canada ('000)	1,952	1,932	1,745
Year-to-year change	0.1	-1.0	-9.7
Canada's Market Share	14.8%	15.5%	15.7%
MCIT Receipts (\$M)	1,565	1,619	1,378
Year-to-year change	1.2%	3.4%	-14.9%
Average spend per trip	802	838	790
Year-to-year change	1.1%	4.5%	-5.7%
Average spend per night	258	255	243
Year-to-year change	4.3	-1.5	-4.8

Sources: ITA, Tourism Economics and Statistics Canada

Air Capacity for the US

	2005	2006	2007	2008	2009	2010	2011
Air Seat Capacity (000's)	15,261	15,229	15,461	15,752	14,963	15,596	15,959
Year over year change	4.2%	-0.2%	1.5%	1.9%	-5.0%	4.2%	2.3%

Source: apgDat, the aviation market intelligence portal from Diio (includes one-stop flights)

The existing CTC strategy for the US market will be slightly altered in the 2011-12 plan. There is a plan to step back from active solicitation of US associations in the two largest centres, Washington and Chicago, where the greatest number of national association headquarters are based. Most major Canadian destinations already have longstanding and significant presence in both of these markets and have established a healthy client base and brand presence of their own. The Canada brand, which is well-known, established and quite strong, will play a supporting role assisting with customs and immigration and tax rebate issues. Support will be provided to partners with the 'Visit Canada' FAM and site inspection airfare program. The CTC will redeploy marketing funds to the active solicitation of second and third-tier, high-yield incentive and corporate markets in an effort to source out new potential clients. The industry partnerships with HelmsBriscoe, FICP and ConferenceDirect will play a key role in developing this segment further. Through in-market activities, segment specific tradeshow and joint initiatives with these industry strategic partners, the CTC will tap into a rich pool of client data with an aim to convert specific end-user business. The sales team will be in part measured on new business development in these markets.

Signs of recovery in the first two quarters of 2010 have looked promising with growth of 2.6% in MC&IT spending in Canada by the US traveller over the same period in 2009 and an increase in the average length of stay of 4.7%. Despite two years of declining MC&IT arrivals, the CTC sees growth opportunity over the next few years. 2011 is predicted to grow by 1.7% over 2010 and by 4.1% in 2012. This however, still leaves the market arrivals below 2008 levels. Travel receipts will nevertheless equal 2008 levels by 2015-16. The CTC believes that our new strategy against the US MC&IT market will accelerate both the increase in arrivals and receipts at a more rapid pace.

Travel Targets										
	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Overnight MCIT Arrivals to Canada (000's)	1952.2	1972.3	1744.9	1715.2	1744.4	1815.9	1,835.9	1,848.7	1,869.1	1,889.6
Year-to-year Change	0.1%	1.0%	-9.7%	-1.7%	1.7%	4.1%	1.10%	0.70%	1.10%	1.10%
MCIT Receipts (\$M)	1565.0	1639.5	1378.5	1396.4	1435.5	1530.3	1574.6	1599.8	1625.4	1651.4
Year-to-year Change	1.2%	4.8%	-14.9%	1.3%	2.8%	6.6%	2.90%	1.60%	1.60%	1.60%
Sources: Statistics Canada and CTC Estimates										

The strategy for large industry tradeshow will remain intact. Shows such as IMEX, ASAE and AIBTM will regroup partners under the Canada brand or within a Canada brand context. The CTC will work with partners to insure each show's full potential is reached. Client events will be incorporated within this strategy when deemed beneficial and not overlapping with other partner initiatives.

United Kingdom

The UK stands at the top of Canada's European feeder markets, both from a leisure and MC&IT perspective. All three major MC&IT segments are targets in the UK. The air lift to Canada from the UK had increased in 2010 over 2009 but will decline slightly again in 2011. The UK is still struggling with the impact of its economic woes in 2011. Overall travel from the country to Canada for the first 10 months of 2010 was down by 1.2% over the same period in 2009. Regardless of this decline, the UK continues to post the highest spend per night (\$107) of overseas markets. With several hundred international congress headquarters in London as well as over 1000 corporations and incentives houses apt to consider Canada as a meetings destination, the CTC sees both medium to long-term potential for increasing its MC&IT market share. Establishing a London-based General Sales Agent in 2009 was the first priority to compete with the vast

representation of most major countries and international cities already established in the UK. This market is by far the most competitive in Europe in the MC&IT segment. The Canada brand under its leisure umbrella has made significant progress in the last 5 to 7 years in this area. The MC&IT market has for the most part followed the major themes found in the overall Canada brand message. The UK buyer identifies with Canada's pure and pristine image regardless of the segment targeted. In 2011-12 the CTC will maintain the Canada brand strategy leveraging leisure efforts wherever possible and work in conjunction with Canadian partners. This will ensure we continue to gain significant traction and new clients within this market.

Outbound travel from the UK			
	2007	2008	2009
Outbound trips ('000)	69,450	69,011	58,614
UK MC&IT Outbound Trips ('000)	9,018	8,920	6,887
Overnight MCIT Trips to Canada ('000)	90.7	110.9	81.8
Year-to-year change	-7.5	22.3	-26.2
Canada's Market Share	1.0%	1.2%	1.2%
MCIT Receipts (\$M)	148.1	162.3	125.8
Year-to-year change	-8.6	9.6	-22.5
Average spend per trip	1372.3	1414.5	1301.0
Year-to-year change	0.6	3.1	-8.0
Average spend per night	108.4	104.2	95.8
Year-to-year change	0.1	-3.9	-8.0
Source: Statistics Canada			

Air Capacity							
	2005	2006	2007	2008	2009	2010	2011
Air Seat Capacity (000's)	1,849	1,934	2,196	2,066	1,763	1,841	1,754
Year over year change	11.6%	4.6%	13.5%	-6.0%	-14.6%	4.4%	-4.7%
Source: apgDat, the aviation market intelligence portal from Diio (includes one-stop flights)							

The international congress market commitment must be one of long-term strategy and significant investment. This approach has already been adopted by several Canadian stakeholders such as Vancouver, Toronto and Montreal. These three destinations have carved out a healthy reputation placing them in the top 50 worldwide destinations for international meetings. The Canada brand has nonetheless a purpose to serve in this context, offering clients an overall perception of Canada and point-of-reference. The CTC will act as support to partner stakeholders in this segment to facilitate client access to Canadian resources.

The incentive and corporate meetings segment offers a shorter timeline and broader, multi-destination potential for Canada. Canada has generally held onto about 1.2% of MC&IT outbound business from the UK, representing roughly \$150 million in receipts in an average year. The CTC's London-based GSA strategy is to continue to identify and solicit UK companies with offices in Canada as well as incentive houses dealing with major corporations apt to travel internationally. This UK-based business is generally looking for unique and sophisticated destinations offering a high-quality service standard. Using the Olympic legacy strategy of having hosted the world's biggest event in this market should resonate well with the clientele as they are already quite sensitive to the Olympic issue, being themselves hosts in 2012.

With a continued goal of establishing Canada as a top-of-mind destination, the Canada brand will continue to lead on the major European shows such as IMEX (Frankfurt) and EIBTM (Barcelona) as well as several in-market activities with Canadian industry partner events and in conjunction with events with HelmsBriscoe, Eventia and CSTA.

The UK market although soft in 2010 is expected to make moderate gains in 2011 followed by steady growth over the 2012-2015 period.

Travel Targets									
	2007	2008	2009	2010	2011	2012	2013	2014	2015
Overnight MCIT Arrivals to Canada ('000's)	91.3	110.9	81.8	85.6	91.2	95.9	99.8	103.3	106.8
Year-to-year Change	-6.9%	21.5%	-26.2%	4.7%	6.6%	5.1%	4.0%	3.5%	3.4%
MCIT Receipts (\$M)	148.1	162.3	125.8	115.2	117.0	112.8	115.1	118.4	122.2
Year-to-year Change	-8.6%	9.6%	-22.5%	-8.4%	1.5%	-3.6%	2.1%	2.9%	3.2%
Sources: Statistics Canada and CTC Estimates									

France

The French market has been a constant feeder market for Canada and the Canada brand has a strong presence in France. The French have always seen Canada as a natural destination choice, for both historical reasons and their adventurous nature, whether visiting on a leisure or incentive trip. French corporations in general have a strong tradition of offering incentive trips to their top performers; this in turn has created a strong 3rd party incentive house industry in France. The country's air capacity has remained fairly consistent with regular daily flights to several Canadian destinations, making entry to Canada easy. With a potential EU–Canada free-trade agreement soon to be ratified, Europe and more particularly France, due to its openness to Canada, could significantly increase its business travel volumes in the years to come.

Outbound travel from France			
	2007	2008	2009
Outbound trips ('000)*	6,931	6,469	6,648
France MC&IT Outbound Trips ('000)*	805	854	886
Overnight MCIT Trips to Canada ('000)	48.5	55.7	47.4
Year-to-year change	0.8	14.8	-14.9
Canada's Market Share*	6.0%	6.5%	5.4%
MCIT Receipts (\$M)	148.1	162.3	125.8
Year-to-year change	-8.6	9.6	-22.5
Average spend per trip	1333.1	1337.4	1319.6
Year-to-year change	3.8%	0.3%	-1.3%
Average spend per night	82.2	77.1	80.8
Year-to-year change	1.1	-6.2	4.8
* Excludes business trips of 1+ night to the European Economic Area and Switzerland Source: Statistics Canada, Eurostat			

Air Capacity							
	2005	2006	2007	2008	2009	2010	2011
Air Seat Capacity (000's)	764	801	901	994	992	1032	1120
Year over year change	17.9%	4.7%	12.5%	10.4%	-0.3%	4.1%	8.5%
Source: apgDat, the aviation market intelligence portal from Diio (includes one-stop flights)							

French MC&IT travellers to Canada accounted for 47,400 trips in 2009, giving it a 5.4% market share. Paris, like London, hosts a significant number of international congress headquarters, making it naturally a highly competitive market. The CTC has recently expanded our London based GSA into Paris to support account development, client solicitation and partner relations. Based on the same premise as the UK, the CTC will continue the Canada brand strategy and act as an enabler for the Canadian partners with international congress segment. Programs such as "Visit Canada", FAM trips and "Behind the Scenes" will play a key role along with the efforts of the partners to help solidify the Canada brand in France.

In addition to the two main European shows, IMEX & EIBTM, the GSA's main focus will be to approach the lucrative incentive and corporate segments to build greater awareness of Canada's diverse offerings. This will be achieved through direct solicitation, in-market client events and joint programming with Canadian partners. Steady growth over the next several years is anticipated in both arrivals and receipts following an overall low in 2009.

Travel Targets									
	2007	2008	2009	2010	2011	2012	2013	2014	2015
Overnight MCIT Arrivals to Canada (000's)	48.9	55.7	47.4	51.6	53.9	55.9	58.1	60.6	63.1
Year-to-year Change	1.7%	13.9%	-14.9%	8.8%	4.5%	3.8%	3.9%	4.2%	4.3%
MCIT Receipts (\$M)	74.9	90.6	64.2	69.9	74.0	77.9	82.4	87.6	93.3
Year-to-year Change	6.8%	20.9%	-29.1%	8.9%	5.9%	5.3%	5.8%	6.3%	6.4%
Sources: Statistics Canada and CTC Forecasts									

Germany

The German economy has generally fared better than that of its neighbours during the global downturn and German companies have cut back less than anticipated. Germany, not unlike France has a high proportion of leisure travellers coming to Canada and a similar volume of business travellers; 46,200 in 2009. Long-haul, inbound flight scheduling to several Canadian cities has remained in a growth pattern despite the global recession of 2009 and will remain so for the next several years. There are very few international congresses headquartered in Germany, therefore the main thrust of the CTC's efforts will be on the incentive and corporate meetings segments. The German MC&IT market tends to have more of an adventurous nature than most. Mountain, skiing, and wilderness destinations tend to attract German incentives more than urban destinations. Germans identify strongly with the idea that Canada offers an untouched, natural environment that is easy to explore. Due to the nature aspect of these incentives, the Canada leisure strategy aligns quite well with this market. Therefore, in 2011 the strategy around marketing to the German MC&IT market will align with what is developed for the leisure segment. As in France, Germany also has a strong 3rd party/incentive house network representing German companies. The pending EU-Canada free-trade agreement soon to be ratified could also play a significant role in increasing business travel volumes in the years to come. The German market will be overseen by the UK GSA and will be developed in conjunction with Canadian partners. It will consist of in-market client activities, FAM trips and the "Behind the Scenes" programming.

Outbound travel from Germany			
	2007	2008	2009
Outbound trips ('000)	13,318	14,347	13,505
Germany MC&IT Outbound Trips ('000)	2,379	2,631	2,931
Overnight MCIT Trips to Canada ('000)	51.9	62.6	46.2
Year-to-year change	-8.9	20.6	-26.2
Canada's Market Share	2.2%	2.4%	1.6%
MCIT Receipts (\$M)	100.2	97.9	68.5
Year-to-year change	18.7	-2.3	-30.0
Average spend per trip	1930.4	1563.6	1483.6
Year-to-year change	30.3%	-19.0%	-5.1%
Average spend per night	147.1	161.2	145.1
Year-to-year change	-14.3	9.6	-10.0
Source: Statistics Canada			

Air Capacity							
	2005	2006	2007	2008	2009	2010	2011
Air Seat Capacity (000's)	843	873	883	945	961	992	1,090
Year over year change	13.3%	3.6%	1.1%	7.1%	1.7%	3.2%	9.9%
Source: apgDat, the aviation market intelligence portal from Diio (includes one-stop flights)							

Travel Targets									
	2007	2008	2009	2010	2011	2012	2013	2014	2015
Overnight MCIT Arrivals to Canada (000's)	52.4	63.0	46.9	53.3	57.2	57.1	58.4	63.0	66.9
Year-to-year Change	-8.1%	20.2%	-25.6%	13.7%	7.4%	-0.3%	2.3%	7.9%	6.5%
MCIT Receipts (\$M)	100.2	97.9	68	73.4	79.0	79.5	82.8	90.1	95.8
Year-to-year Change	18.7%	9.6%	-22.5%	8.0%	7.7%	0.6%	4.2%	8.8%	6.3%
Sources: Statistics Canada and CTC Forecasts									

The German market had regained its strength in 2008 only to be affected in 2009 by the global recession. 2010 however, has shown steady growth with all markets and is anticipated to continue doing so throughout 2011 with both arrivals and receipts.

Belgium

The Belgium market and more specifically Brussels is one of the major European hubs for international and European associations/congresses. Overall MC&IT outbound travel from Belgium to Canada is relatively small, approximately 11,700 trips. However, this market is not so much sought after for its travellers but more for its decision-making power and influence. Being the seat of the European parliament, international and European associations/congresses naturally gravitate to and set up their headquarters in Belgium. The CTC's strategy is to work with partner stakeholders interested in developing this market in a support capacity and to enhance the Canada brand presence among this clientele. The Brussels market will also be managed by the Paris GSA office. Speaking French is a key factor in being able to approach this market but not yet developed enough to warrant a full-time GSA presence.

Brussels is not as highly prized as an incentive or corporate meetings market. Though some 3rd party operators do exist in this market the lion's share of in-market initiatives and solicitations will focus primarily on the international association/congress segment. Similar to the other markets in Europe, the Canada brand will lead and a particular emphasis will be placed on the Olympic legacy strategy, the "Visit Canada" and the "Behind-the-Scenes" programs. The two main European shows, IMEX and EIBTM will play a key role in insuring a cost-effective way to solicit the maximum number of these clients.



Conclusion

In conclusion, the CTC and its board are taking a long-term approach to the MC&IT market. Having committed to increase funding year over year and to expand the MC&IT strategy globally, the CTC has positioned the Canada brand to move forward and compete within this ever-growing and competitive market. Partnering with our partner stakeholders will be a crucial element in the overall strategy. Working as a cohesive group, the Canada brand will be able to grow exponentially within established markets and gain a strong foothold in markets still under development. Each target market will be evaluated individually and specific initiatives deployed to best meet the needs and wants of the clientele. As we look beyond the 2011-2012 cycle, the MC&IT Advisory Committee will be asked to play a significant role in evolving the MC&IT strategy. Downplaying the recurring elements/tactics and giving more thought to long-term, high-level strategies and vision will be the new direction the committee must take.

Based on the plan outlined, the CTC is confident that the future remains bright for the MC&IT market in Canada. A proactive and innovative approach along with a well-developed partnership template will guide our strategies and team in maintaining Canada as top-of-mind in the MC&IT planner world as well as help us to gain valuable market share in the coming years.

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Appendix A

The Team

The CTC MC&IT team consists of the following members:

Michele Saran	Executive Director, MC&IT	Vancouver
Susan Frei	Director, International Meetings & Incentives	Washington
Danielle Foisy	Director, Northeast MC&IT Sales	Washington
Ava Sones	Director, Insurance Sales & Special Projects	Vertical Mkt
Heather Phelps	Director, International MC&IT Partnerships	Detroit
Steve Felahis	Director, Southeast MC&IT Sales	Atlanta
Sandi Galloway	Director, Southwest MC&IT Sales	Dallas
Melanie Kuranda	Director, Midwest MC&IT Sales	Chicago
Robin Thompson	Director, Northwest MC&IT Sales	San Francisco
Axis Travel Marketing	GSA, France, Belgium,	Paris
Axis Travel Marketing	GSA, UK	London

The CTC sales team performance measures will be based on the following criteria:

- # of sales calls
- Sales missions executed and potential business volumes
- # of leads sent to partners including SMEs
- Leads generated from tradeshow
- Conversion of leads to booked business
- # of new client development
- Value of unpaid media
- Partner contributions
- Variance to forecast of financial management - must be within 1%
- Website visitation/social media followers

In 2011 the CTC will undertake to upgrade to a new CRM system better tailored to the needs of the sales team. The goal being better overall tracking of our client base and the ability to better measure results and coordinate with our partner stakeholders. A strong emphasis will be put on new client development and key account management. Following the end of the 2011-2012 business cycles, the CTC will take on a full review of both its overseas and US strategies and results to evaluate any changes that may be necessary to continue gaining market share.

Appendix B

MC&IT Calendar of Events

2011 Dates	Event	Location	Venue	Owner (Market Director)
January 27-30	ASAE Five Star Weekend	Cancun, Mexico	Le Blanc Resort & Spa	Danielle Foisy
February-National Partners Only	ASAE Great Ideas Conference	Colorado Springs	Broadmoor	Heather Phelps, Melanie Kuranda
February 10	MPI N California Educational & Tradeshow	San Francisco	Moscone West	Robin Thompson
February 13-15	MPI European Meetings & Events Conference	Dusseldorf, Germany	TBA	Susan Frei
February 17-19	SITE SE Chapter - Share the Love event	Destin Florida	Sandestin Resort	Steve Felahis
February 27-March 3	CESSE 2011 Mid Winter	Ft. Myers, Florida	Sanibel Harbour Marriott Resort & Spa	Danielle Foisy
March National Partners Only	ASAE-International Conference	Washington DC	TBA	Heather Phelps, Danielle Foisy
March 1-3	*Experient EnVision	Cincinnati	TBA	Melanie Kuranda
March 6-8	Cascadia MPI Conference 2011	Portland	Portland Marriott	Robin Thompson
March 7-9 National Partners Only	ASAE Great Ideas Conference	Colorado Springs	Broadmoor	Heather Phelps, Ava Sones, Melanie Kuranda
March 16	MIC of Colorado Educational & Tradeshow	Denver	CO Convention Center/ Denver & Sheraton	Robin Thompson
March 27-31	*ConferenceDirect	Washington D.C.	Omni Shoreham Hotel	Steve Felahis
March 27-29	Pharmaceuical Meeting Management Forum	Philadelphia, PA	Marriott Downtown	Danielle Foisy
*March 30 & 31 National Partners Only	ASAE-International Conference	Washington DC	TBA	Heather Phelps, Danielle Foisy
March 30-April 1	*ASAE -International Conference	Washington DC	TBA	Danielle Foisy
TBA	NEMICE	TBA		Danielle Foisy
April 27	ASAE – Springtime	Washington DC	Washington Convention Center	Danielle Foisy, Heather Phelps
May 3-5	Bay Area Sales Mission & client events (Vanc/Whistler)	San Francisco	all over Bay Area/ SOLD OUT	Robin Thompson
May 19-20	SITE SE Chapter - ingrediants for Success	Atlanta, GA	TBA	Steve Felahis
May 24-26	IMEX (Canadian Pavilion)	Frankfurt, Germany	Messe Frankfurt	Susan Frei, Heather Phelps
May 25 or June 29	Live Canada Denver	TBA	TBA	Robin Thompson
June	St. Louis Sales Mission & client event	TBA	TBA	Melanie Kuranda
June	Minneapolis Sales Mission & client event	TBS	TBS	Melanie Kuranda

2011 Dates	Event	Location	Venue	Owner (Market Director)
June 9-10	*ASAE Invitational Forum on Leadership & Management	Toronto	Fairmont Royal York	Heather Phelps/ Danielle Foisy
June 15-17	*FICP Education Forum	San Diego	Grand Del Mar	Ava Sones
June 20-22	Incentive Travel Exchange	Las Vegas	Mandalay Bay	Robin Thompson
June 20-23	PCMA Education Conference	Baltimore	Baltimore Convention Center	
June 21-23	AIBTM (Canadian Pavilion)	Baltimore	Baltimore Convention Center	Heather Phelps - Danielle Foisy
July 19-22	CESSE Annual Meeting	Vancouver	Hyatt Regency	Danielle Foisy
July 14-18	Trailblazers	Whistler	Fairmont Chateau Whistler	Robin Thompson
July 23-26	MPI WEC	Orlando	Orlando Convention Centre	Heather Phelps, Sandi Galloway, Steve Felahis
August 6-9	ASAE Annual Meeting & Expo (Canadian Pavilion)	St. Louis	America's Center Convention Complex	Heather Phelps - Danielle Foisy
August 11	SITE SE Chapter - Summer Supper	Atlanta, GA	TBA	Steve Felahis
August 14-17	*Experient E4	Indianapolis	JW Marriott	Melanie Kuranda
August 21-24	GBT A (Formerly known as NBTA)	Denver	Colorado Convention Center	Sandi Galloway, Steve Felahis
September 8	Live Canada Seattle	tba	tba	Robin Thompson
October 5-6	IT&ME/Motivation Show	Chicago	McCormick Place	
October 11-13	IMEX America (Canadian Pavilion)	Las Vegas	Sands Expo Convention Center at the Venetian/Palazzo	Heather Phelps, Robin Thompson
November (TBA)	*ASAE Healthcare Conference	TBA	TBA	Melanie Kuranda
November 13-16	FICP Annual Meeting	San Antonio	Grand Hyatt San Antonio	Ava Sones
November 21-23	Toronto Sales Mission & Cirque	San Francisco	All Bay Area	Robin Thompson
November 29 -December 1	EIBTM (Canadian Pavilion)	Barcelona	Fira Gran Via	Susan Frei, Heather Phelps
December 6-8	Holiday Teas...BC cvb sales mission/annual (Vic/Wh/Vanc)	San Francisco	All over Bay Area SOLD OUT	Robin Thompson (CVBs only)
December 11-14	SITE SE Chapter - Vision 2020 SE Summit Conference	New Orleans	Roosevelt Hotel	Steve Felahis
December	Minneapolis Hockey Game	Minneapolis	Arena	Melanie Kuranda
December 13	Holiday Showcase	Chicago	Hyatt Regency Chicago	Melanie Kuranda

Appendix C

MC&IT tactical calendar – Europe

MC&IT International - Dates	Event	Location	Venue	Responsible
Jan. 6	Cirque Client Event	London	Arena	Emma Cashmore/ Roger Bradley
Jan. 28	Eventia Winter Networking Event	London	Abbey Road Studio	Susan Frei
Feb. 9-12	IAPCO annual meeting (QC Hosting)	Quebec City	Fairmont Chateau Frontenac	Susan Frei
Feb. 13-15	MPI International Meeting	Dusseldorf, Germany	Convention Centre	Roger Bradley
Feb. 28	Meetings and Incentive Travel Awards Dinner	London	Park Plaza Westminster Bridge	Emma Cashmore
March 1-3	Confex Tradeshow	London	Earls Court Exhibition Centre	Susan Frei
March 3	Helms Briscoe International Client Event	TBD	Manchester	Susan Frei
March 4	NBA Basketball Client Event	London	O2 Centre	Susan Frei/Roger Bradley
April 3-8	Sport Accord Annual Meeting	London	Park Plaza Westminster Bridge	Susan Frei
May 19	France/Paris Client Event	Paris	Royal Monceau	Susan Frei/Audrey De Baghy
May 24-26	IMEX Europe (Canadian Pavilion)	Frankfurt, Germany	Convention Centre	Susan Frei
June 26-28	Eventia Summer Conference	London	Cardiff	Susan Frei
July 7	Oysters summer event	London	The Royal Exchange	Emma Cashmore/ Roger Bradley
July 12	C&IT Forum (Conference and Incentive Travel)	London	Macdonald Berystede, Ascot	Susan Frei
Sept. 6-10	SITE Classic	Venue TBD	Monteray CA	Susan Frei
Sept. 19-23	London Client Event	London	Venue TBD	Susan Frei
Oct. 22-26	ICCA Annual Meeting	Leipzig Germany	Leipzig, Germany	Susan Frei
Nov. 29-Dec. 1	EIBTM (Canadian Pavilion)	Barcelona	Fira Gran Via	Susan Frei

Appendix D

Tier one strategic partnership opportunities

ASAE (American Society of Association Executives) 2011 National Program

*Cost to participate: \$50,000 per partner

*minimum number of partners: 4

*maximum number of partners: 6

ASAE and the Centre – Invitational Forum

*Cost = \$24,840 per partner

*Maximum number of partners: 4

*SOLD OUT THROUGH 2012

Experient

Cost - \$15,000 per partner

Minimum number of partner: 6

Maximum number of partners: 8

FICP (Financial and Insurance Conference Planners)

Cost = \$17,000 per partner

Minimum number of partners: 5

Maximum number of partners: 7

HelmsBriscoe

Cost = \$12,000 per partner

Minimum number of partners: 4

Maximum number of partners: 7

ConferenceDirect

Cost = \$12,500 per partner

Minimum number of partners: 5

Maximum number of partners: 5

SME (Small & Medium Size Enterprises) Program

Cost - \$1500 per partner

Maximum number of partners: 12

Benefits for partners:

*one feature in the MC&IT e-newsletter

*product featured on the MC&IT website for one month

*two client testimonials on the MC&IT website

*one time 50% partner discount on the US event/sales mission of partner's choice

*annual con call with Executive Director, MC&IT to discuss market opportunities

*ability to host a FAM or Focus Group

*one customized US client list

*feature in the new MC&IT brochure "Undiscovered Gem" section

Appendix E

Strategic Partnership Baseline Benefits

- **Use of official “ASAE Strategic Partner” / Proprietary Platform logo in advertising and promotions**
- **Right to make a promotional offer to ASAE members**
 - Offer limited to specified period of time in connection with pre-determined member action, e.g., receive free product/service/trial from Partner if member buys specified minimum amount of ASAE product/merchandise, specified minimum amount of exhibit space or registers early for Annual Meeting; may not include general member discount
- **Opportunity to create a fundraising offer to ASAE members**
 - e.g., \$25 donated to The Center for every test drive or for every order over a specified amount
- **Letter to members from ASAE & The Center Association Leadership President/CEO promoting partnership and special offer**
- **Category Exclusivity that Applies to Both Non-Endemics and Endemics**
 - Receive category exclusivity to their respective proprietary platform (e.g., FAM Trip, Seven Measures of Success) only; category exclusivity does not extend to donors or to advertising or exhibit space that is freely available to non-sponsors based on a rate card
- **Right for non-endemic partners to pass through pre-approved benefits to pre-approved business partner**
 - e.g., Nextel running a member discount joint promotion with Blackberry; endemic Partners may not pass through rights to any company, endemic or non-endemic
- **Unique access to membership**
 - 5 ASAE & The Center Memberships
 - Access to mailing list/insert in mailing to ASAE & The Center members
 - » once per year
 - Opportunity to conduct roundtable with ASAE & The Center leadership and industry leaders
 - » invitations to be facilitated by ASAE & The Center
 - Opportunity to conduct one focus group study with members
 - » invitations facilitated by ASAE & The Center
 - Access to ASAE & The Center quotes/content for company press releases
 - » when applicable
 - Copies of ASAE news releases/research upon distribution to news media
 - Inclusion of one question in ASAE member surveys
 - » when applicable – subject to approval and re-wording by ASAE & The Center
 - Opportunity to conduct member surveys/database acquisition in connection with sponsored interest section/event/program/component
 - » surveys must be pre-approved and results shared with ASAE & The Center
 - Access to attendee/participant survey results in connection with sponsored Mega Platform event/program
 - Access to ASAE/sponsored event/program videos/photos/marketing materials for external/internal broadcast/promotions
 - Opportunity to share/view proprietary research from ASAE & The Center
 - » upon approval from ASAE & The Center

- **Promotional Rights**

- Exhibit space at ASAE Annual Meeting (20 X 20)*
- Exhibit space at Springtime (10 X 10)
 - » Strategic Partners receive premium positioning exhibit space on first-come-first-served basis; all Partners may utilize activation credit to purchase larger display space or to upgrade positioning
- Opportunity to provide room amenities for Signature Programs¹
- Access to mailing list/insert in mailing of Signature Programs
- Activation Credit: Access to \$32,600** for promotional inventory/expenses, including ASAE event registrations, mailing costs, Conference Center and Learning Complex room rentals, development of educational materials and event hospitality

- **Will sponsor Innovation Scholarships**

- **Networking and Other Access**

- Opportunity to host reception for faculty/speakers at sponsored platform events
 - » Select up to 2 events per year
 - » Based on availability
- Use of private hospitality suite/reserved table at sponsored platform events
- Use of private hospitality suite at Signature Programs
 - » Complimentary space if hosted at main event property – e.g. Annual Meeting: Complimentary if suite is at Convention Center; partner will pay for suite if at hotel property
 - » All additional costs covered by Partner

- **Client Service**

- Annual fulfillment report
- Monthly E-newsletter
- Quarterly strategic meetings
- Participation in partnership summit

- **Event Registrations²**

- For each event, the Strategic Partnership Package provides a set number of included event registrations. These registrations can be increased at an additional cost and after approval by ASAE & The Center. Once events have been selected, registrations will be non-transferrable
 - » 10 registrations
 - » Summit Awards Dinner
 - » Food & Wine Classic
 - » 5 registrations
 - » ASAE & The Center Signature Programs
 - » Annual Meeting & Exposition
 - » Springtime
 - » Great Ideas Conferences
 - » Healthcare Conference Future Leaders Conference
 - » International Conference

1 Right included, but out of pocket paid by sponsor

* Booth Value to be transferred to activation credit for 2009

** Reflects transfer of 20x20 Annual Meeting booth (17,600) in addition to 15,000 activation credit per baseline Strategic Partnership

2 Once inventory is exhausted, a 25% discount will be available if the sponsor chooses to replenish their credits.

- » Sponsored Platform Events
- » Annual Meeting Leadership Breakfast
- » Great Ideas Conferences
- » GW Network Receptions
- » Signature Program VIP Receptions

• Advertising

- \$45,000 Advertising Credit
 - » A bank of funds, paid by the Partner upfront, to utilize for purchasing advertising and inserts in ASAE & The Center periodicals [includes *Associations Now*, *Daily Now*, *Associations Buyers Guide*] and banner ads on the ASAE Web site; Strategic Partner should receive first option to purchase premium positions, provided such space has not already been sold
 - » Once inventory is exhausted, a 25% discount will be available if the sponsor chooses to replenish their credits.
- Recognition:
 - » ID in Partner Recognition Ad in (grouping of logos):
 - » *Associations Now* – 12 times per year
 - » Journal of Association Leadership – 2 times per year
 - » *Daily Now*, *Springtime* & *Annual Meeting*
 - » ID in Publications:
 - » *Associations Buyers Guide*
 - » *Online Buyers Guide* – highlighted box around listing and strategic partner logo next to name
 - » Year-Round Rotating Logo ID and link on all ASAE & The Center Web pages

Signature Programs

• Premium sponsorship of ASAE Signature Programs

- Annual Meeting & Exposition
- Springtime
- Great Ideas Conference
- Healthcare Conference
- International Conference
- Special Fundraising Events

Signage and Recognition

• ID in Mega Platform event advertising

- e.g. Partners will be recognized in a minimum of five four-color full page advertisements promoting specific mega platform events

• ID on sponsor recognition signage (includes band of logos) at:

- Registration/Ticket collection area
- At all general sessions
- Exhibit hall entrance (when applicable)

• Verbal recognition by ASAE representative at opening and closing sessions at ASAE Signature Programs

• Opportunity to create/present educational sessions at ASAE & The Center Signature Programs

- When appropriate and with prior approval; all sessions must undergo standard ASAE & The Center review process

Publications, Collateral Materials and Web Site

- **ID on sponsor recognition ad and/or ID in band of logos in Signature Programs collateral**
 - i.e. includes materials such as event/registration brochures, flyers, onsite programs, emails, event-related newsletters, etc.
- **Partner recognition ads in Conference Daily, *Daily Now* (when applicable)**
- **ID (in band of logos or rotating) on ASAE Signature Programs Web pages**

GW Networking Reception

- **Sole sponsor status for GW Network Monthly Reception (each Strategic Partner chooses one reception)**

Signage and Recognition:

- **Sole sponsor ID on:**
 - Reception signage
 - Sponsor ribbons on all badges
- **Verbal recognition by ASAE & The Center representative at reception**
- **Partner Speaking/Introducing opportunity available**

Publications, Collateral Materials and Web Site

- **Logo in email invitation with a link to Partner's Web site**
- **Logo with link to Partner's Web site on asaecenter.org**

Display, Sampling and Mailing List

- **Access to event attendee mailing list (once per year)**
- **Optional display table for promotional products/materials**

Mega Platform Strategy

The Strategic Partnership offers the exclusive opportunity for The Canadian Tourism Commission to align with a selected mega platform; a maximum of 4 sponsors per platform. The mega platform was created to provide the sponsor with marketing rights to a specific subset of sections within the ASAE & The Center membership. There are four mega platforms, each with an anchor section and two or more additional sections.

Mega Platform #4: B2B

- Healthcare
- International

Mega Platform Benefits Include:

Signage and Recognition

- **ID in Mega Platform event advertising**
 - e.g. Partners will be recognized in a minimum of five four-color full page advertisements promoting specific mega platform events
- **Shared Partner/Logo ID on platform event signage**
- **Verbal recognition by ASAE & The Center representative at sponsored platform events**

- **Opportunity for welcome remarks with sponsored platform event – where applicable**
 - e.g., opening session of International Conference, Healthcare Conference

Publications, Collateral Materials and Web Site

- **Shared Partner/Logo ID on:**
 - Section e-newsletters (12 total per year)
 - Recognition in all related marketing material/collateral related to platform event/program
 - Partner recognition ads in programs
- **Right to co-create ASAE & The Center collateral for partner use in connection with sponsored Platform Event**
- **Shared Partner/Logo ID on Mega Platform Event Web page**
- **Front page of sponsored platform/event section on ASAE & The Center Web sites**
 - e.g., DC Invitational page, Executive: International Conference Event Page
- **Opportunity to develop co-branded content/area on pages in connection with sponsored platform/event**
*** NEW FOR 08**

Display, Sampling and Mailing List

- **Opportunity to distribute promotional materials at section meetings and relevant educational events**
 - subject to approval by ASAE & The Center
- **Access to mailing list/insert in mailing of Mega Platform section/event list**
- **Display/Sample opportunity when applicable**
 - e.g., tabletop literature display at Signature Programs;
 - Partner may develop more elaborate display for sponsored interest section events with prior approval from ASAE & The Center; when appropriate
- **Opportunity to insert product sample/promotional literature in sponsored platform event registration packets when applicable**

Canadian Tourism Commission - International Propriety Platform Rights

The Strategic Partnership is inclusive of annual sponsorship rights fee that includes a \$25,000 fund dedicated to the marketing rights and benefits of a proprietary platform. Based on the Partner's objectives and ASAE policies, the proprietary platform fund may be used to underwrite a specific event, program or initiative.³

International Conference – Lunch Sponsorship

- 5 complimentary registrations
- Logo in all related marketing materials
- Logo on reception signage – extended to all participating Canadian Partners
- Recognition from stage at Conference
- Opportunity for welcome remarks at reception

Healthcare Reception – Annual Meeting

- Logo in all related marketing materials – extended to all participating Canadian Partners
- Special invitation sent to Healthcare Section Members
- Logo on all related signage – extended to all participating Canadian Partners
- Opportunity for welcome remarks
- Opportunity to distribute promotional materials

Global Good Mornings – Annual Meeting

- Logo in all related marketing materials – extended to all participating Canadian Partners
- Special invitation sent to International Section Members
- Logo on all related signage – extended to all participating Canadian Partners
- Opportunity for welcome remarks
- Opportunity to distribute promotional materials

³ Additional underwriting costs may be needed from Strategic Partner based on the proprietary platform chosen.

Appendix F

Proposal

2011 Destination Partnership between HelmsBriscoe & the Canadian Tourism Commission

The following are proposed elements for inclusion in the 2011 program for the Canadian Tourism Commission. These elements are based on the new direction for the CTC in the coming year which is focused on emerging European markets and corporate and incentive segments. Proposed new items in the 2011 program are highlighted below.

Benefits to CTC:

- a) Attendance at the HelmsBriscoe Annual Business Conference (ABC) including space in the Global Village, complimentary registrations for the CTC and each partner and partnership recognition (logo of each partner) in all ABC materials. The Global Village provides a lounge atmosphere for HB associates during the two days of the partner fair. The Global Village lounge consists of roughly a 20x20 space with comfortable seating areas, tables and signage. No decoration is required but allowed and giveaways are not allowed.
 - » Exclusive one hour session at the ABC with HB international associates (non North America) and ResourceOne associates invited to attend. (Subject to final approval by HB).
 - » 30 minute session prior to the opening of the exhibit floor on Thursday and Friday exclusively for Global Village partners. All associates will be invited to attend prior to the official opening of the exhibit floor. (Subject to final approval by HB).
 - » Attendance at HB Destination Partnership orientation during the Annual Business Conference to learn what's new at HB and how to maximize CTCs investment in the program.
- b) Strategic Partnership recognition at all HB events including the following (subject to change):
 - » Annual Business Conference (ABC) – typically held once per year.
 - » Business Advancement Training (BAT) - this meeting is typically held in the spring of each year and includes approximately 175 - 225 associates and HB leadership. All new associates within the last 12 months attend as well as any other associates looking to further develop their business.
 - » Leadership Meetings – these meetings are randomly scheduled three times per year and approximately 20-30 leaders attend each meeting.
 - » Regional Team Meetings – there are approximately 18 regional HB teams across North America. Each of these teams schedules meetings throughout the year. Typically, these are done on a quarterly basis but that varies by team.
 - » MOM's Conference – this meeting is held once per year and is attended by HB Associates who are juggling the demands of motherhood along with running and managing a business. Each associate brings a customer who is also facing similar challenges. This meeting consists of approximately 15 HB associates and 15 clients.
 - » Velocity Training – this is a 3 day intensive training course for new HB associates. These sessions are approximately 25-30 associates in size and we currently have 9 sessions planned for the calendar year.
 - » IT&ME Lounge – this event occurs in Chicago each year in September and the lounge is active for the three days of the event. Approximately 40-45 HB Associates attend IT&ME each year and many bring customers along as well.
 - » The opportunity for CTC and partners to attend these meetings will vary and will need to be reviewed on a case by case basis.
- c) First right of opportunity to host HB international events as applicable.

- d) Ability to host HB experiential trips for associates/clients targeted to corporate and incentive accounts with HB corporate communication assistance. (In-bound markets).
- e) Ability to host associate/client events in key North American markets targeted to corporate and incentive accounts with HB corporate communication assistance. (In-market).
- f) Ability to host associate/client events in key European markets with HB corporate communication assistance. (In-market).
- g) Ability to host associate/client events at AIBTM (Baltimore), IMEX (Las Vegas), IT&ME (Chicago), ASAE Annual Meeting and CESSE Annual Meeting with HB corporate communication assistance.
- h) Ability to host associate/client events at EIBTM (Barcelona), IMEX (Frankfurt) with HB corporate communication assistance.
- i) Ability to host webinars for HB Associate destination education (1 per CTC partner) with HB corporate communication assistance.
- j) Ability to make in-person presentations to HBs multiple regional offices and teams including international offices (with HB corporate communication assistance).
- k) Ability to create Canada Specialist Certification program for HB Associates with HB corporate communication assistance.
- l) Ability to create CTC Top Producer Award for HB Associates. Qualifications and award details to be mutually determined.
- m) Access to Mastering the Site Inspection Experience workshops by James Gilmore and Tom Hinton. Extra fees apply.
- n) Ability to provide content for HB newsletters available by regional team.
- o) Destination marketing exposure on HBs Technology Resources – HBs Intranet, InSite & HBConnect:
 - » Intranet listing under “Partner Destinations” heading with Strategic Partner recognition
 - » InSite listing under “Destinations” with Strategic Partner recognition
 - » Partnership recognition on HBConnect (Cvent)
 - » Ability to link to country destination videos, text, images, PDFs and hyperlinks
 - » Ability to list special promotions and offers by destination
 - » Rotating Banner ad on HB Intranet home page
 - » Custom micro-site/homepage for destination linked from Intranet and InSite (provided by CTC)
 - » Email blasts to HB Associates (1 per CTC destination partner)
- p) 10% off Cvent Supplier Network/eRFP marketing packages, event registration software, and online survey product offerings.
- q) HB associates will be requested to copy country destinations on RFP/leads whenever appropriate via HBConnect. RFPs will be shared for informational purposes only and are not to be distributed without HB associate approval.
- r) Quarterly country production report including destination seasonality and need periods.
- s) Quarterly production report for each CTC partner destination including destination seasonality and need periods.
- t) Annual HB associate top producers listing (February of 2011). This report will not include specific booking, account or production numbers.

- u) Other custom reports and benefits as mutually agreed.
- v) Priority consideration for future events, tools and resources such as Advisory Boards, Client events, HBConnect and HB Destination Guides.

Benefits to HBPG:

- a) Central point of contact within CTC sales organization and each CTC partner to serve as HelmsBriscoe specialist.
- b) Complimentary airfare for up to two individuals for site inspections for groups with more than #____ total room nights (group size to be mutually agreed upon by each CTC partner).

Value of CTC destination partnership elements

The following prices are based on the estimated a la carte value of each component of our partnership plan:

• Global Village at Annual Business Conference	\$25,000
• ABC registration expense	\$2,795 per person
• Exclusive one hour education session at ABC	\$15,000
• HB Destination and Country Partnership orientation	N/A
• Recognition at all HB events	\$25,000
• Priority opportunity to host HB events	\$15,000
• Ability to host HB experiential trips	\$10,000 each
• Ability to host assoc/client events in key NA markets	\$5,000 each
• Ability to host assoc/client events in key European markets	\$5,000 each
• Ability to host associate/client events at select NA shows	\$5,000 each AIBTM (Baltimore), IMEX (Las Vegas), IT&ME (Chicago) ASAE Annual Meeting and CESSE Annual Meeting
• Ability to host associate/client events at European shows	\$5,000 each EIBTM (Barcelona) & IMEX (Frankfurt)
• Ability to create Canada Specialist Certification program	\$10,000
• Ability to create CTC Top Producer Award for HB Associates	\$10,000
• Ability to host webinars	\$5,000 per webinar
• Ability to make in-person presentations	\$2,500 each
• Ability to provide content for HB newsletters	\$2,000 each
• Marketing on HBs Intranet, InSite & HBConnect	\$20,000
• 10% off Cvent Supplier Network offerings	10% off Cvent
• HB Production Reports	Priceless

Appendix G



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August 19, 2010

TO: Heather Phelps

FROM: Catherine A. Brown, CAE

CC: John Oliver, ConferenceDirect
Peter Shure, *ConferenceDirect's Meeting Mentor*

RE: 2011 Strategic Alliance Proposal

Heather,

Thank you in advance for reviewing this 2011 Strategic Alliance Agreement to suggest a program of opportunities for the Canadian Tourism Commission as it relates to ConferenceDirect and our associates. The proposal will feature opportunities with both ConferenceDirect and *ConferenceDirect's Meeting Mentor*.

About ConferenceDirect:

ConferenceDirect is a full service Meeting Solution Company that specializes in the following services:

- Site Selection and Contract Negotiation
- Registration Management
- Housing Services
- Conference Management

It is estimated that companies like ConferenceDirect, hotel representation firms like Hinton & Grusich, and association management firms such as Smith-Bucklin, now account for more than 50% of national group bookings. The fundamental business for site selection continues to skew that percentage even higher.

In 2008, ConferenceDirect associates booked 30,585 room nights in Canada; that number grew to 32,101 in 2009.

Despite a difficult economy—or perhaps as a result of downsizing—ConferenceDirect's YTD overall performance through July, 2010 reveals a 71 percent increase in Room Nights Booked. The year-over-year revenue (See Accompanying Chart) is up 74%.

2011 Strategic Alliance Proposal

This proposal is predicated on the assumption that the strategic plan of CTC and its marketing partners is to capture a greater share of the growing ConferenceDirect market.

Sponsorship Opportunities

- The single most important event is our Annual Partners Meeting (APM), which attracts upwards of 250 Conference Direct Sales Associates, who this year will book well over \$400 million in room revenue.
- Annual meetings of the *Meeting Mentor* Advisory Board.
- Discounted advertising opportunities in *ConferenceDirect Meeting Mentor*, *ConferenceDirect Meeting Mentor Online* and www.meetingmentormag.com (launching October 15, 2010).
- Special placement on ConferenceDirect's Cvent specialized platform.
- Placement on the ConferenceDirect intranet.

His previous work with CTC at PCMA and Experient has enabled Meeting Mentor Publisher, Peter Shure to assist us in crafting a sponsorship package that reflects CTC's group marketing goals.

Specifically, the proposal includes:

Annual Partners Meeting (March)

- Attendance at the Annual Meeting for one representative of each participating marketing partner
- A 10-minute CTC presentation at the CD Sales Associates General Session

Meeting Mentor Advisory Board

Option for one Canadian marketing partner to host this high profile group
ALL expenses (Airfare, Hotel and F&B) to be paid for by host destination

Cvent Search Platform

Three-month optimization in Top Ten Location on search engine

ConferenceDirect Intranet Site

Three-month posting of destination/hotel promotion

Meeting Mentor (Print)

One full-page 4/c ad for each partner during Calendar 2011

Meeting Mentor Web Site

Year-long placement in banner rotation

Program Cost: \$75,000 (Limited to 6 partners)

If total partner participation equals \$100,000 (limited to 8 partners), each CTC partner will have the option to bring a second representative to the APM and CTC will earn preferred placement in *ConferenceDirect's MeetingMentor Online* Newsletter.

Heather, our President & CEO Brian Stevens, *Meeting Mentor* Publisher Peter Shure and I will be at ASAE and we are happy to meet with you to answer any questions you may have about this proposal. Pete has explained we're "late to the party" but assures me that this proposal offers as much or more bang for the buck than previous packages he has developed for CTC.

Again, thank you for your consideration.

Appendix H



2011 Strategic Partnership Grid

Package Name	Double Diamond	Diamond	Emerald	Ruby
Package Price	\$100,000	\$55,000	\$30,000	\$15,000
Annual Conference				
Purchased Registration(s)	2	1	1	2
Complimentary Registration(s)	3	2	1	0
General Session Video Scroll Acknowledgment	Company Logo	Company Logo	Company Name	Company Name
Electronic Onsite Program Acknowledgment	Company Logo	Company Logo	Company Name	Company Name
Registration Web Site Acknowledgment	Company Logo	Company Logo	Company Name	Company Name
Sponsorship Wall-of-Fame Acknowledgment	Company Logo	Company Logo	Company Name	Company Name
Opportunity to Distribute Marketing Materials (FICP Approval Required)	Yes	Yes	No	No
Printed Photo Directory Acknowledgment	Company Logo	Company Logo	Company Name	Company Name
Education Forum				
Purchased Registration(s)	0	0	0	1
Complimentary Registration(s)	3	2	1	0
General Session Video Scroll Acknowledgment	Company Logo	Company Logo	Company Name	Company Name
Electronic Onsite Program Acknowledgment	Company Logo	Company Logo	Company Name	Company Name
Registration Web Site Acknowledgment	Company Logo	Company Logo	Company Name	Company Name
Sponsorship Wall-of-Fame Acknowledgment	Company Logo	Company Logo	Company Name	Company Name
Other				
Yearlong Company Logo or Name and Web Site Link in Featured Sponsorship Section of Web Site	Company Logo	Company Logo	Company Name	Company Name
Press Release Announcing FICP Partnership	Yes	Yes	Yes	Yes
Black & White Advertisement in Membership Directory	Full Page (Black & White)	1/2-Page (Black & White)	No	No
Strategic Partner Page in Annual Membership Directory	Company Logo	Company Logo	Company Name	No
Co-Sponsor for One FICP Webinar	Yes	Yes	No	No
Monthly Acknowledgment in <i>NewsNet</i> Newsletter	Company Logo	Company Logo	Company Name	Company Name
Official Use of FICP Logo on Sponsor's Promotional Materials (FICP Approval Required)	Yes	No	No	No
Letter to Members from FICP Promoting the Exclusive Partnership between FICP and Sponsor	Yes	No	No	No
Opportunity to Conduct Focus Group	Yes	No	No	No
Recognition at Regional Meeting	Company Logo	Company Logo	Company Name	No
Participation at Regional Meeting	Option for One (1) Attendee per Meeting	Option for One (1) Attendee to attend Two (2) meetings	Option for One (1) Attendee to attend One (1) meetings	0

Package Name	Double Diamond	Diamond	Emerald	Ruby
Package Price	\$100,000	\$55,000	\$30,000	\$15,000
VALUE COMPARISON				
Annual Conference				
Sponsor Recognition Level @ Annual Conference	Platinum	Gold	Silver	Bronze
Corresponding Financial Investment	\$40,000-\$99,999	\$25,000-\$39,999	\$15,500-\$24,999	\$8,000-\$15,499
Complimentary/Paid Registration(s)	(1) Paid Registration for every \$4,000; (2) Complimentary	(1) Paid Registration for every \$4,000; (1) Complimentary	(1) Paid Registration for every \$4,000; (1) Complimentary	2 Paid
Registration Savings vs. Corresponding Range	\$2,700	\$2,700	\$1,350	\$1,350
Education Forum				
Sponsor Recognition Level @ Education Forum	Platinum	Gold	Silver	Bronze
Corresponding Financial Investment	\$15,000-\$25,000	\$10,000-\$14,999	\$5,000-\$9,999	\$2,500-\$4,999
Complimentary/Paid Registration(s)	(1) Complimentary; (2) Paid	(1) Complimentary; (1) Paid	(1) Complimentary	(1) Paid
Registration Savings vs. Corresponding Range	N/A	N/A	N/A	\$350
Other				
Investment if options purchased a la carte	\$30,000 +	\$28,000 +	\$13,500 +	\$7,000 +
Total Strategic Partnership Value	\$111,000+	\$63,000+	\$33,500+	\$17,500+

Financial and Insurance Conference Planners (FICP)

Additional Strategic Partnership Benefits (not included in Strategic Partnership Grid)

- Official use of the FICP logo on company promotional materials
- Year-round recognition as a Strategic Partner
 - » Logo displayed on home page as Strategic Partner will include a link to another page listing CTC's six Canadian partners
 - » Marketing collateral
 - » Publications: Recognition in *Corporate Meetings & Incentives* Magazine
 - » FICP to serve as broker for two (2) advertisements in *Corporate Meetings & Incentives* Magazine, one in the June and the other in the October or November issue, to be determined by CTC. This service will be an additional cost of \$10,000
 - » Up to 2x usage of the FICP Mailing List
- Opportunity for up to two (2) CTC representatives to sponsor and attend FICP regional meetings
- Access to Planner Members: Opportunity to conduct a focus group comprised of FICP members. FICP to send an invitation to planner members in attendance at the Annual Conference, and provide a meeting room for the focus group. CIC to be responsible for all other associated costs (e.g., food & beverage, etc.).

Key Industry Events

FICP offers prominent marketing exposure at two signature events. For each event, the Strategic Partnership package provides a set number of included event registrations. These registrations can be increased at an additional cost and after approval by FICP.

Annual Conference

- A total of seven (7) registrants at the Annual Conference, of which five of the registrations will be available at 50% off the registration fee. Note that Double Diamond partners receive five registrants. A special exception has been made for CTC.
- Platinum Sponsors (\$40,000+) receive value equal to a breakfast or lunch, and receive onstage recognition during the meal. A portion of the Strategic Sponsorship will be allocated to this item; FICP reserves the right to make final decision on location and BEOs if a meal is involved.
- Two (2) invitations to the President's Reception.
- Additional On-site recognition
 - » Opportunity to distribute promotional materials, such as a room drop, bad insert, etc. (subject to FICP approval)
 - » Photo Directory and Wall of Fame to include listing of all CTC partners.

Education Forum

- A total of six (6) registrants to attend the Education Forum, all @ 50% fee.
- Recognition as a Platinum level sponsor (\$15,000), as well as Strategic Partner. Platinum level sponsors, for example, may sponsor a meal breakfast.
- A portion of the Strategic Sponsorship will be allocated to this item; FICP reserves the right to make final decision on location and BEOs.
 - » Onstage recognition and speaking opportunities during meal

Appendix I

Experient

Sponsorship Channel	Program Description	Sponsor Inclusions
E4 Patron Indianapolis Indiana, August 14-17, 2011 JW Marriott	<p>The Experient 2011 e4 event is an opportunity for <u>only 50</u> Experient vendor partner representatives (patrons), with as many as 200 Experient clients and approximately 100+ Experient account management and leadership.</p>	<ul style="list-style-type: none"> • Up to 5 (five) Patron registrations • Intimate environment with outstanding ability to network • Strong education content • 155 Clients attended in 2010
EnVision Cincinnati, Ohio, March 1-3, 2011	<p>This event will include 2 days and nights of networking opportunity for partner vendors and 250-300 Leadership and buyer Experient staff.</p>	<ul style="list-style-type: none"> • Diamond Level Sponsorship Recognition • 5 Connections Fair (Tradeshow) Exhibits (2 per booth) • Exclusive sponsor of Experient staff-only lunch for Leadership, Strategic Account Managers, Meeting & Event Managers, Strategic Sales Executives and National Account Managers • 15 Minutes Platform Time during lunch with members listed above • One “brought to you by” Issue of Experient EventROI Online Newsletter – (out of 6 total) circulation 28,000 Experient Staff, Clients and Industry Suppliers • Logo placement and recognition in up to 3 issues in Experient EventROI Online Newsletter • Preferred Tradeshow Appoints during a portion of Experient's Connection Fair • Sponsor Gathering Reception opportunity to meet with Experient's top leadership at a gathering prior to the Welcome Reception • Premium booth position - Includes special signage and booth position on show floor • Special logo recognition at the General Session (full screen power point rotation) • 60 word company description in Conference Program all attendees receive • Logo and link on EnVision website pre and post (up to 300 pixels square) • Pre and post attendee lists • Advanced preferred scheduling for 2011 Experient office visits • Logo and opportunity to include a Fan page on Experient's social networking site for all EnVision attendees to see pre and post the event.

Appendix J

2011 CTC MC&IT SME National Strategic Program

A New Program Dedicated to Canada's SME's

SME Strategy

- Position Canadian SME's to compete in the meeting and incentive travel markets, as a quality alternative to US and overseas competitors
- Create a business model that introduces and creates new business development opportunities for SME's in the US MC&IT marketplace
- SME's will leverage the strength of the CTC's MC&IT global brand and market reach

SME Objectives

- Increase incremental meetings and incentive travel business to SME's in Canada from the US
- Expand in-market partner opportunities and market intelligence through the MC&IT's knowledgeable MC&IT staff and CTC's industry partners
- Create qualified leads, opportunities and platforms to create sustaining business growth

SME Criteria

The criteria to participate as an SME are:

- Must be a new partner of the CTC or one who has not participated with the CTC in the past three years
- Represent smaller destinations, resorts, hotels and DMC's
- Must have an established track record as a tourism business and are ready to expand to the US

2011 SME National Strategic Benefits

Each participating partner will receive:

- One feature in a 2011 MC&IT E-Newsletter sent to 12,000 global meeting and event planners
- One month on MC&IT's website as the "Featured Destination"
- Opportunity to submit two client testimonials on MC&IT website
- Listing on MC&IT's website search engine via Cvent
- Feature on MC&IT Social Media outlets (Facebook, LinkedIn, Twitter, YouTube)
- One-time 50% partner discount on an MC&IT US Live Canada Event or US Sales Mission:
 - Live Canada: Minneapolis – December (date TBD)
 - Sales Mission: Boston & Hartford – May (dates TBA)
 - Sales Mission: St. Louis – June 1 – 2
 - Sales Mission: Minneapolis – June (date TBA)
 - Sales Mission: Southern California – September 12 – 15

- Sales Mission: New York/New Jersey – September 19 – 22
- Sales Mission: Atlanta & Nashville – October (dates TBA)
- One CTC-driven fam with a minimum of five clients to your destination or participation in one MC&IT focus group
- One-time customized US client list
- Featured in CTC's new MC&IT sales brochure in "Undiscovered Gem" section (to be produced 2011 Q4)
- Bi-annual conference call with Michele Saran, MC&IT Executive Director, Vancouver, to discuss MC&IT market opportunities

2011 SME National Strategic Cost

Cost per Partner:	\$1,500 USD
Minimum # of Partners:	10
Maximum # of Partners:	12
Execution Date:	March – December
Partner Commitment Deadline:	February 28



