

# CRITERION COMMUNICATIONS INC.

## **Convention Centre Credentials**

### **Rod Cameron, President**

Rod Cameron is President of Criterion Communications Inc., a strategic management and marketing consultancy based in Vancouver, Canada with an extensive practice in international convention and exhibition centre management, marketing and development as well as association management.

He currently serves as Executive Director of Convention Centres of Canada and Director, International Development for the Brussels-based International Association of Convention Centres.

Rod brings a broad perspective to the development, management and marketing of destinations and convention centres, having developed and managed projects and programs for a wide range of industry clients including convention centres, meetings destinations, CVB's, hotel chains and both national and international convention centre associations. At the same time, he has established long standing partnerships at provincial (Conventions British Columbia), national (Convention Centres of Canada) and international (International Association of Congress Centres, Joint Meetings Industry Council) levels for project and market development.

He has experienced the destination and convention development environment from a variety of perspectives including operations, marketing, new project development, meeting planning and industry development on behalf of clients ranging from facilities and corporations to professional associations. In addition, he has acted on behalf of architects and developers engaged in convention centre development and participated in the evaluation of convention centre development and operations proposals by various levels of government.

He speaks and writes regularly on international convention centre development and marketing issues on behalf of both individual clients and a number of national and international groups (see attached synopsis) and carries out research projects and sector analyses in order to better serve his national and international clients. He conducts and / or administers ongoing industry research and has authored a number of publications on various aspects of convention centre management.

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## **Selected Recent Assignments:**

- **Senior Management and Marketing Consultant to the International Association of Congress Centres (AIPC) Brussels** (development and implementation of industry related research / education / communications and marketing initiatives)
- **Executive Director, Convention Centres of Canada** (Management, research / marketing / professional development program development for 17 member association of Canadian Convention Centres)
- **Industry Development consultant, Province of British Columbia, Ministry of Tourism, Sport and the Arts** (development of Conventions BC business plan, development of marketing strategy and Provincial marketing materials)
- **Chair of Faculty and Faculty Member, International Association of Congress Centres Management Academy, Brussels 2007 / 2008**
- **Convention Centre Program Development Consultant, Conventions British Columbia** (Consortium of Vancouver Convention & Exhibition Centre, Victoria Conference Centre, Penticton Trade and Convention Centre, Prince George Civic Centre, Whistler Conference Centre).
- **Management / Marketing Consultant to Vancouver Convention & Exhibition Centre** (Strategic advisor and development of North American and international marketing plan; development of marketing / communications programs for facility expansion)
- **Convention Centre Consultant / Advisor to Government of British Columbia, Ministry of Competition, Science and Technology** (Advisor and evaluator re: P3 program for convention centre development, marketing and governance framework; research and program development).
- **Consultant, Governance and Funding, Calgary Telus Convention Centre** (preparation of report re: governance, mandate and funding for the City of Calgary re: the TELUS Calgary Convention Centre)
- **Consultant, Convention Centre Governance, Development and Marketing, City of Victoria** (Two studies completed, one re: future governance and marketing program development and the second re: the acquisition and redevelopment of Crystal Gardens heritage building as convention space)
- **Consultant, report on expansion of World Trade and Convention Centre Halifax** (review of market potential, facility definition and management/governance /funding options for Trade Centre Limited on behalf of City of Halifax and Province of Nova Scotia)

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- **Convention Centre Consultant to Marathon Developments**, (Three convention centre expansion proposals (design, operations and marketing))
- **Developer / Manager, Team British Columbia** Convention Centre Marketing Consortium (recently completed six year program of eight partners, three convention centres marketing into North American, European and Far East)
- **Strategic Consultant, Joint Meetings Industry Council (Paris)**; (Industry program development for council representing seven international meetings and events organizations)
- **Project Consultant, World Council of Venue Management (Brussels)**: (Development of global communications strategy for world council organization representing public assembly venues)
- **Marketing / Communications Consulting, Workshops and Presentations** to Meeting Professionals International (MPI – US/ Europe), International Congress and Convention Association (ICCA - Amsterdam), International Association of Convention Centres (AIPC-Brussels), Joint Meetings Industry Council (JMIC - Europe), IMEX International Industry Trade Show (Frankfurt) and European Incentive, Business Travel and Meetings (EIBTM – Geneva / Barcelona). (see details below)
- **Convention Industry Research and Annual Industry Surveys** carried out for International, Canadian and British Columbia industry associations and/or government agencies (see details below)
- **Corporate / Incentive Travel Strategy, Ministry of Tourism, Sport and the Arts**: (Completion of comprehensive review paper “**The Corporate Incentive Travel Market: Processes, Issues and Prospects**” as guide to future policy development).
- **Director of International Development, International Association of Convention Centres**: Contract role for the development and implementation of international industry development and association programming

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## **Convention Centre / Destination / Association Clients:**

**Tourism British Columbia** (Marketing services)

**British Columbia Ministry of Tourism, Sport and the Arts** (Research and program development)

**Canadian Tourism Commission** (Industry research projects)

**Whistler Resort Association** (Marketing program development)

**Hyatt Corp** (New hotel property development)

**Le Meridien** (Marketing services)

**Vancouver Convention & Exhibition Centre** (Marketing services; product launch; event management)

**Victoria Conference Centre** (Marketing and event management)

**Tourism Victoria** (Event management)

**Coast Hotels and Resorts** (Advertising, marketing, corporate relations)

**Canada's West Alliance** (Program launch; publications production)

**Team BC Convention Partnership** (Event management, advertising, A/V, program development)

**Tourism Vancouver** (Marketing, corporate relations, product development, event management)

**Canadian Convention Centre Executive Club** (Funding development)

**Convention Centres of Canada** (Association development and management; marketing / communications / research / professional development programs)

**Calgary TELUS Convention Centre** (Consulting services re: development of mandate, funding and governance model)

**City of Victoria, Canada** (Consulting services re: governance, international market development and facility expansion)

**City of Kamloops** (market assessment, feasibility and design for conference facilities and related services)

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**Meetings BC** (Program development, marketing services)

**British Columbia Pavilion Corporation** (Corporate relations; project development)

**Baltic Conventions UK** (Conference development)

**International Association of Congress Centres** (Association development and programming including, communications, research, business plan development, educational programs, conferences and publications)

**Province of British Columbia** (Advisory Committee to the P3 selection program, Vancouver Convention & Exhibition Centre expansion project; research, program development)

**Province of British Columbia** (Ministry of Tourism, Sport and the Arts) Completion of Conventions BC business plan, corporate / incentive strategic plan for Provincial policy development guidance

**Conventions BC** (Program development and implementation, grant securing, community and industry events and promotion)

**Joint Meetings Industry Council** (Strategic analysis, research, program development and implementation)

**World Council of Venue Management** (Strategic analysis, program development)

**BC Medical Association** (strategic communications, media relations, government relations)

**Western Brewer's Association** (Association management, meetings administration, issues management, communications, government relations)

**Trade Centre Limited (Halifax)** (Review of market potential and centre expansion, management, funding and governance options)

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## **Selected Presentations and Publications:**

**Cape Town, SA; *Convention Centres as Development Anchors*** ; Presentation to International Waterfront Development Conference

**Geneva, Switzerland; *Positioning the Meetings Industry***: AIPC Special Seminar Series presentation to **General Session, EIBTM)**

**Lisbon, Portugal; *The Meetings Industry and the Environment***; Presentation to the **38<sup>th</sup> ICCA Congress** (International Congress and Convention Association);

**London, UK** (Five Team BC event presentations, Business, Marketing and Communications Plan presentations, AIPC)

**Hong Kong ; *Community and Government Relations in the Meetings Industry*** ; Presentation to **39<sup>th</sup> ICCA Congress**

***Mechanisms for Financing Convention Centre Development***; presentation to World Convention Centres (Category G)

**Chicago, USA** (Two Vancouver, seven Team BC convention presentations)

**San Francisco, USA** (Two Vancouver, seven Team BC convention presentations)

**Orlando, USA** (Team BC / MPI promotional presentation)

**Los Angeles, USA** (Team BC convention presentation)

**Washington DC, USA** (Two Vancouver, seven Team BC convention presentations)

**Anaheim, USA** (Vancouver / MPI promotional presentation)

**Dallas, USA** (Vancouver / MPI promotional presentation)

**Amsterdam, Netherlands** (Team BC convention presentation)

**Cardiff, Wales; *Mixed Use Waterfront Development in Vancouver***; presentation to the **International Waterfront Conference**

**Quebec City, Canada; *Key Marketing Relationships: Community Relations and Partnership Marketing***; presentation to the **Canadian Convention Centre Executive Club)**

**Seoul, Korea** (Vancouver convention marketing presentation)

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**Hanover, Germany; *Convention Business and the Legacy of EXPO 86***; presentation to **Bureau des Expositions Internationales (BIE)** symposium, closing ceremonies, Expo 2000:

**Frankfurt, Germany**; Moderator / presenter for joint AIPC / IAPCO Panel on “A Joint Approach to Convention Centre Security” at IMEX 2003

**Mannheim, Germany**; Moderator / presenter for 2 sessions at AIPC 2003:

- The Future Role of Convention Centres in Communications
- Economic Impact Measurement for Meetings facilities

**Cancun, Mexico; *Defining a future for the Meetings Industry***: special presentation and interactive session at **40<sup>th</sup> ICCA Congress**

**Tenerife, Spain; *Crisis Management for the Meetings Industry: Approaches and Techniques***, presentation to **AIPC 44<sup>th</sup> General Assembly**

**Toronto, Canada; *International Convention Marketing and Partnership Marketing in the Meetings Industry***; presentations at **MPI World Educational Conference**

**Vancouver, Canada; *Managing Community Relations in a Development Project***; presentation to **International Waterfront Development Conference**:

**Geneva Switzerland**; Chairman / Moderator of the Summit Debate “**Back to Business in the Meetings Industry**” at EIBTM 2002

17 presentations to industry, community and evaluation groups re: ***Key Factors in the Development of an Expansion to the Vancouver Convention & Exhibition Centre***

**Brussels, Belgium; *Strategic Plan presentation “Profile and Power”*** to the Joint Meetings Industry Council

**Edinburgh, UK**: Presentation and panel discussion re: “**Convention Centre / CVB Relations: Moving Toward a Better Model**” AIPC 2004

**Frankfurt, Germany**: Seminar at IMEX 2004 re: ***International Bid Development*** with congress centre and PCO participation.

**Barcelona, Spain**: Presentation and panel moderation re: ***Quality Standards in the Meeting Industry*** (joint presentation with AIPC and IAPCO) EIBTM 2005

**Frankfurt, Germany**: Seminar at IMEX 2005 re: ***How Centre / PCO Cooperation Creates a Better Congress Product*** (moderated panel discussion)

**Buenos Aires, Argentina**: Presentation “**Power and Profile; a Global Strategy for Meetings Industry Awareness**” at COCAL Conference 2005.

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**Frankfurt, Germany:** Presentation “**How International Market Trends are Changing the Needs of the Meetings Industry**” at Politician’s Forum, IMEX 2006

**Barcelona, Spain:** Presentation and panel moderation re: **Dividing the Financial Pie: Who Gets What in Today’s Industry** (AIPC and IAPCO Seminar, EIBTM 2006)

**Montpellier, France:** Presentation / panel: “**Changing Industry Conditions Demand New Strategies for Convention Centres**” at International Association of Congress Centres, Annual Conference 2006

**Frankfurt, Germany:** Program leader and presenter **International Convention Centre Sales and Marketing Summits, 2006 and 2007**

**Frankfurt, Germany:** Presentation to **International Politician’s Forum 2007** re: “**Eight Areas that Define the Meetings Industry**”

**Graz, Austria:** Presentations to 2007 AIPC Annual Conference including “**Industry Outlook 2006**” and “**The Greening of Convention Centres**”

**Quebec City:** Presentation and workshop CC of C Sales and Marketing Sector 2007 “**Convention Industry Trends Impacting the Canadian Market**”

**Boston, USA:** Presentation to the International Convention Centre Conference (ICCC) 2007 “**Understanding and Accessing the International Congress Market**”

**Pattaya, Thailand:** Presentations to 2007 ICCA Conference: “**Government and Community Relations for the Convention Industry**” and “**Market implications of International Pharmaceutical Codes of Ethics**”

**Barcelona, Spain:** Presentation and panel moderator to European Incentive and Business Travel Mart: “**Creating Successful International Congress Bids**”

**Frankfurt, Germany:** Presentation “**How Changing Industry Conditions are Impacting Government’s Role**” to 2008 Politician’s Forum

**Frankfurt, Germany:** Panel Moderator / Participant in Joint MPI / PCMA / ICCA / AIPC Seminar “**Will the Global Financial Crisis Impact the Meetings Industry**” at IMEX 2008

**Abu Dhabi, UAE:** Presentation to Gulf Incentive and Business Travel Mart 2008 “**Maximizing the Effectiveness of your Interactions with Convention Centres**”

**Singapore:** Presentation and workshop at 2008 AIPC Annual Conference “**Industry Outlook 2008: Analyzing the Results of the 2008 Business Outlook Survey**”



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**Halifax, NS Canada:** Presentation to Special Stakeholder Meeting: “**The Role of a Convention Centre in Community and Economic Development**”

**Barcelona, Spain:** Seminar and Panel for EIBTM 2008: “**Strategies for Addressing Industry Challenges Arising from the Global Financial Crisis**” and Program Manager for **Facility and Event Management Summit 2008**

## **Convention / Exhibition Media and Publications:**

### **Media:**

Rod Cameron has authored numerous articles, columns and opinion pieces and/or been quoted in more than 250 articles in 30 major Meetings Industry magazines over the past five years. In addition, he prepares a number of industry newsletters, bulletins and media announcements for the International Association of Congress Centres (Brussels), the Vancouver Convention & Exhibition Centre, Convention Centres of Canada and the Joint Meetings Council (Paris / Brussels).

**Convention Centre Operations Publications** (authored and produced by Rod Cameron for the International Association of Congress Centres):

- **Security Measures for Congress Centres**
- **Government and Community Relations for Congress Centres**
- **Quality Standards Guidelines for Congress Centres**
- **Calculating the Economic Impacts of Congress Centres**
- **Environmental Guidelines for Congress Centres**

**Business Plan development:** Comprehensive Business Plan for conventions sector, including strategic plan development, governance, funding and economic impact components)

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## Education and Research

### Industry Educational Programs:

- **Faculty Chair**, curriculum development leader and faculty member for the International Association of Congress Centres Management Academy (held annually in Brussels, Belgium).
- **Program Leader**, facilitator and presenter, International Sales and Marketing Summit at IMEX, Frankfurt annually since 2006.
- **Coordinator / presenter for more than 30 industry seminars and workshops** carried out as part of the educational components of major industry trade shows and conferences over the past ten years.

### Industry Surveys and Research Projects:

- **Annual International State of the Industry Survey and Analysis**, International Association of Congress Centres (AIPC)
- **Annual Canadian Convention Centres Performance Survey**
- **Quarterly Business Statistics Survey, BC Conventions Industry**
- **Economic Impact Analysis, Conventions BC**
- **Analysis of the Business Potential for Canada from the International Convention Market** (client: Canadian Tourism Commission)
- **Analysis of Funding Sources and Alternatives for Convention Centres** (clients: International Convention and Congress Association; BC Pavilion Corporation)
- **Defining the Corporate / Incentive Travel Business Opportunity for BC** (client: BC Ministry of Tourism Sport and the Arts)
- **Sustainability Practices and Prospects in the Convention Industry** (client: International Association of Congress Centres)
- **Ownership, Governance and Funding Models for International Congress Centres** (client: International Association of Congress Centres (AIPC))