

Focus on Leadership

A SPECIAL SERIES ON CALGARY'S BUSINESS VISIONARIES

A special publication of the Calgary Herald in partnership with Calgary Economic Development

Contributions put centre on the map

It's a downtown destination for people from all over the world month after month, and year after year.

And users of the Calgary TELUS Convention Centre (CTCC) contribute more than \$50 million each year in economic impact to the city, says Marcia Lyons, general manager of the CTCC.

The centre hosts 250,000 delegates each year from all over the world, and in Calgary, as in many cities, the convention centre is a valuable contributor to the economic health of the city for a number of reasons, says Lyons.

"Visitor spending provides economic impact, and convention centres contribute to economic development activities by bringing together groups of business leaders," she says.

"They create an arena for networking and education. They provide a hub for community activities including cultural events, celebrations, charity fundraisers and corporate meetings, and convention centres are a vehicle for profiling the city on national and international stages."

Just recently, the Inter-American Development Bank annual meeting brought about 3,000 delegates into Calgary from South America, the Caribbean and North America, and the International Seed Federation (ISF) World Seed Congress brought more than 1,200 delegates.

In many ways, the centre's success is strategic.

"Innovation has played a role at the CTCC since it opened its doors in 1974," says Lyons. "We were the first purpose-built convention centre in Canada, which is a tribute to the vision of city leaders at the time. We were the first facility in Canada to install Category 6 cabling (for Ethernet) throughout the building as we recognized that technology was positioned to play a greater role in the meeting experience for the future."

"The CTCC has also been recognized for its achievements in the area of environmental stewardship."

The centre was the first building in Alberta to receive the Go Green Award from the Building Owners and Managers Association (BOMA) in 2005, and it earned a Level 3 certification from BOMA, which showcases best practices in environmental management.

The CTCC was the first convention centre in North America to achieve Gold Certification from the International Association of Congress Centres (AIPC).

"The CTCC is also a founding member of the AIPC Academy, a dedicated training facility near Brussels, Belgium, which delivers professional development programs created for international convention centre management training," says Lyons. "The



Wil Andruschak photos

Marcia Lyons is the general manager of the Calgary TELUS Convention Centre.

curriculum includes operations, finances, marketing, communications, safety and security and human resources — all in the specific context of convention centre management."

The CTCC was instrumental in the creation of Conventions of Canada, an organization that does benchmarking, provides training specific to the meetings industry and creates a forum for information sharing.

The CTCC is also a member of

Energy Cities Alliance, a group with representation from Perth, Australia, Aberdeen, Scotland and Abu Dhabi.

"We will continue to concentrate our energies on the international market with a view to increasing our share of international conventions," she says. "We must also continue to ensure our convention product meets market demand, and to this end, we have been analyzing feasibility of an expansion."

Harmony begins with respect

Harmony doesn't just happen. And Bordeaux Developments Corporation's Harmony development is a thoughtfully planned, mixed-use, multi-generational community located in Springbank that pays as much attention to social and environmental issues as it does to economic considerations.

"At Bordeaux, we place a great deal of emphasis on public consultation and collaboration, with community members, local leaders and decision makers and, of course, with our partners," says Birol Fisekci, president and CEO of Bordeaux Developments Corp.

"Our goal is to develop communities that compliment and ultimately enhance the area they are located in. For example, Harmony is not simply a residential development placed on the

land. This community has been conceived and evolved with a tremendous amount of input from many sources and leaders, all of which has been valuable to us and taken into account.

Fisekci says Bordeaux Developments demonstrates leadership with a focus on one fundamental principle — respect.

"Respect should be at the root of any topic we deal with," he says. "If it is Harmony we are discussing, then it is respecting the environment, being fiscally responsible so we are not burdening the county with additional costs and being socially responsible to ensure those living in Harmony can enjoy an enhanced lifestyle from what they had before. It's about respect for a triple-bottom-line approach to development."

He says for shareholders, it is about respecting their investment and their reputation, and providing them with a chance to invest in corporately responsible companies.

And for clients, respect is demonstrated through innovative programs like Baywest's Red Pen Program where each client is given the right to individualize their home.

Clients can make the changes they wanted to any floor plan, in any community. The program has received an overwhelming response with virtually every Baywest client taking advantage of the opportunity for personal input.

The company's focus on finding and implementing great ideas from as many sources as possible has also led to some exciting collaborations with leading innovators in development giving Bordeaux the opportunity to work with non-profit organizations like Alberta WaterSMART.

The collaboration allowed the non-profit and the company to work together to develop the best possible water management

technology and practices for the Harmony development, which occupies more than 1,700 acres in Rocky View County.

Bordeaux has also partnered with industry leaders such as General Electric, which named Harmony the first GE Ecomagination community in Canada.

"We feel that development is more than building houses and roads," says Fisekci. "We're interested in developing better ways to respond to the needs of our growing city and region, while caring for our neighbours and the environment. We believe home and business owners want to be a part of this."

Another instrumental partnership is between Bordeaux and Action Calgary, a division of Calgary Economic Development that promotes Calgary and the greater region to others.

"And a project like Harmony, which has been internationally recognized for its triple-bottom-line initiatives, is an example of a great story which creates interest for those planning to invest in Calgary."

PwC launches new global identity brand

A fresh look and an innovative, people-centric attitude are both reflected in the rebranding of one of Canada's most experienced and largest professional services firms. What was once referred to as PricewaterhouseCoopers, the firm now uses PwC.

"We wanted to create a global identity that would cross cultures and still really reach and speak to people on a local level," says Ray Crossley, managing partner at PwC in Calgary. "Our new brand is really about how we interact with our clients."

The new brand is not just about a logo or colour, but reflects the changes that have been well underway at PwC, where building relationships and creating value is at the core of what they do.

PwC has been working toward this for many years, developing new training programs, recruiting differently and focusing on how service is delivered.

"Our distinctiveness comes from our people," says Crossley. "We want to take that to an organizational level by allowing people to distinguish themselves in the way they work with

clients."

The firm employs a large and diverse workforce in Canada, with more than 5,700 staff members and partners in 23 locations.

Currently celebrating more than 100 years in Canada, PwC provides industry focused assurance, advice and tax services for public, private and government clients in corporate accountability, risk management, structuring and mergers and acquisitions, as well as performance and process improvement.

Globally, the firm represents a network of more than 161,000 people in 154 countries.

Throughout the entire organization, however, there's a larger focus on clear, simple and personal communications.

"We want to be known as a firm that listens and provides well-thought-out, independent responses," says Crossley. "We rely on our people to do that, and that's why we hire people with substantial talent and expertise in their fields and then invest in them and by providing opportunities to learn and grow."

The firm has launched a 10-part series to equip its people with new ideas and tools to improve



Ray Crossley is PwC's Calgary managing partner.

client service delivery.

The new branding better reflects the changes already underway at PwC.

The new logo, which includes bright colours, symbolizes the firm's transformation to a warmer, more active and people-focused organization.

The transparent panels represent the insights and expertise the firm brings to relationships, and together, the bar and panels

combine to represent the value the firm helps create.

PwC's websites and communications materials now appear in the new brand style. Some of the branded items will be phased in over the next year.

"We are the market leader and our goal is to stay there," says Crossley. "We measure success not just from an absolute revenue standpoint, but from our brand health as well."

Mosaic: A collage of ideas

Ideas drive everything at Mosaic, and the company leaders are passionate about taking those ideas and executing them with style to deliver the desired results.

Mosaic Studios was founded in 1995 as a multimedia development company specializing in CD-ROMs and e-learning applications, but it quickly adapted within the market to become a more sophisticated and robust firm.

"We have evolved over the last 16 years into a marketing communications and creative services boutique with an expertise in brand-building," says founding partner Melodie Creegan. "But our heart has always been in the digital realm, and it is there that we truly shine."

Leaders of the Calgary-based company, which serves clients locally and internationally, believe digital marketing should be driven by insightful, strategic ideas with technology as an enabler rather than the driver.

"To us, it is about marketing digitally, not digital marketing," says Art Graddon, partner and executive creative director. "There is no question that the way people communicate in the digital age is changing marketing, and technology makes a lot of things possible that never were before."

"But the marketing fundamentals remain the same. It is about the right positioning, persuasive messaging, creating a reaction and response from your target audiences and creativity. It is about ideas first. Technology is the enabler."

He says it is an approach that resonates with many companies and organizations that Mosaic can now call clients.

Albi Homes is a long-time client that works with Mosaic to help develop its marketing strategy, for instance, and Mosaic works with TELUS World of Science to create and manage a brand message across a variety of channels, media and audiences.

"Many of our clients are looking for help with integrating their marketing strategies with their business strategies," says Creegan.

"They need to develop communications and messaging strategies that embody what their company is about, in a way that is compelling and creative."

A company's digital presence is an avatar of its brand, she says, and it is often the first place people will look for information, and they will use it as a basis to assess the company's reputation and capabilities.

Creegan says one of the unique aspects to Mosaic's approach to marketing is the way in which it blends its individual expertise and experience in the creative process.

Creegan has expertise in multi-media and video production, as well as e-learning, while Graddon has extensive experience with direct marketing, advertising and brand development.

They explore ways to use video and e-learning applications, together with database and direct marketing techniques, to create online digital marketing programs for clients.

"We are also strong believers in alliances and partnerships," says Graddon.

"Through Action Calgary, we have the opportunity to hear about and meet Calgary-based companies that are doing some truly innovative and interesting things in our industry, and beyond that, these companies can help bring our ideas to life. And after all, as we like to say, ideas drive everything."

SUCCESS IS DETERMINED BY

ACTION

Join Action Calgary at www.calgaryeconomicdevelopment.com
info@calgaryeconomicdevelopment.com

CALGARY
ECONOMIC
DEVELOPMENT