April 23, 2021

Tim Szczesuil  
Site Selection Administrator  
Discon III, the 79th World Science Fiction Convention  
siteselection@discon3.org.

Letter of Intent – World Science Fiction Society: 81st World Science Fiction Convention

Dear Mr. Szczesuil,

Cansmof is pleased to present this letter of intent, along with Tourism Winnipeg, to host the 81st World Science Fiction Convention in Winnipeg, Manitoba, Canada in 2023. (Heretofore referred to as “Worldcon 2023”.)

Details of the bid
Proposed date: August 24-28, 2023
Proposed site: RBC Conference Centre Winnipeg
Proposed Headquarter Hotel: Delta Hotels Winnipeg

Cansmof is a Canadian federally registered not-for-profit corporation focused on encouraging and running fannish events and organisations in Canada.

Winnipeg has a long fannish history. 27 years ago, Winnipeg had the honour of hosting the 52nd WorldCon, ConAdian, in 1994 at the same convention centre as our current bid site.

We have a strong regional fandom. This year’s Keycon, the local convention will be the 39th edition of our annual convention.

Located in the geographic centre of North America, Winnipeg is uniquely qualified to host Worldcon 2023 for a number of reasons:

- The RBC Conference Centre Winnipeg (formerly known as the Winnipeg Convention Centre in 1994) completed an expansion in March 2016, which makes it the 4th-largest convention centre in Canada at 264,000 sq. ft. The expansion includes the new City View Room, offering floor-to-ceiling windows and a beautiful view of downtown Winnipeg.

- Millions of dollars in capital hotel renovations have recently been completed to guest rooms, lobbies, meeting spaces, and ballrooms in conference hotels throughout Winnipeg. The proposed headquarter hotel, the Delta, is conveniently attached to the RBC Convention Centre Winnipeg. Many other hotel properties are accessible within easy walking distance.
Winnipeg has a range of unique off-site venues to interest fans of all interests. Watch while polar bears and seals swim overhead at Assiniboine Park’s new polar bear exhibit, Journey to Churchill; discover the world’s largest collection of contemporary Inuit art at Winnipeg Art Gallery’s brand-new Qaumajuq; or experience the Canadian Museum for Human Rights, the only museum in the world dedicated to human rights education and awareness. Other places of interest include the Canadian Mint and Symington Yard, Canada’s largest classification railyard.

Winnipeg has a strong record of hosting very successful national and international events. Our history of dedicated supporters, volunteers and excellent facilities make Winnipeg an ideal choice to host Worldcon 2023.

We thank you for your consideration and eagerly anticipate bidding on Worldcon 2023, and, should we win, hosting Worldcon 2023 in Winnipeg.

Sincerely,

Terry Fong
Chair, Winnipeg in 2023
chair@winnpegin2023.ca

Attached: Details of the bid
Bylaws of Cansmof
Details of the bid for Winnipeg in 2023
Proposed date: August 24-28, 2023
Proposed site: RBC Conference Centre Winnipeg
Proposed Headquarter Hotel: Delta Hotels Winnipeg

Organisation of the Bid
Chair: Terry Fong
Vice-Chair: Robbie Bourget, Linda Ross Mansfield
Graphics: Phynix Caskey
Social Media: Marah Searle-Kovacevic
Discord: CarynLiz Bleakley-Fauerbach (Dundee, Scotland)

Bid committee members:
Rebecca Downey (Montreal, QC, Canada)
Bruce Farr (Santa Rosa, CA, USA)
Neyir Cenk Gökçe (Ottawa, ON, Canada)
Niamh Kearney (Dublin, Ireland)
Diane Lacey (Toronto, ON, Canada)
Ruth Lichtwardt (Lawrence, KS, USA)
John Mansfield (Winnipeg, MB, Canada)
Sheena Morrison-Sousa (Winnipeg, MB, Canada)
Maree Pavletich (Auckland, New Zealand)
Andrea Senchy (Woodland Park, NJ, USA)
Jannie Shea (Tulsa, OK, USA)
Chuck Shimada (Huntington Beach, CA, USA)
Albert Sousa (Winnipeg, MB, Canada)
Christine Taylor-Butler (Kansas City, MO, USA)

We operate as a subcommittee under Cansmof. Our bylaws are attached. Should we win, the Chair will be Terry Fong.
World Science Fiction Society
2023 WorldCon - The World Science Fiction Convention

August 24-28, 2023

Prepared by Tourism Winnipeg on April 26, 2021
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Sincerely,

Terry Fong
Chair, Winnipeg in 2023

Attached: Details of the bid
Bylaws of Cansmof
Re: Letter of support - 2023 World Science Fiction Convention

To Whom It May Concern,

Tourism Winnipeg is delighted to submit this bid to host the 2023 World Science Fiction Convention in Winnipeg, Manitoba, Canada. We are prepared to offer our full support to ensure a successful convention. Here are some of the many compelling reasons to choose Winnipeg as a meeting site.

Winnipeg is a science fiction city that will offer your delegates a significant number of jaw-dropping tours, activities and experiences that they are sure to remember for years to come.

- **The Falcon Lake Incident – UFO:** Explore Canada's most infamous UFO case through a walking tour. On May 20, 1967 in Falcon Lake, Manitoba, after a morning of working in the bush, Stephen Michalak returns to the task at hand, chipping away at a quartz vein he has found. He looks up, and sees two glowing UFOs appearing in the sky and descending towards him.

- **Famous Sci-Fi TV Show Shot in Winnipeg:** The hit Amazon show Tales from the Loop is a sci-fi drama television series that was shot in Winnipeg, Morden and surrounding areas. It is based on the book by Swedish artist Simon Stålenhag. It follows the adventures of the townspeople who live above the Loop, a machine built to unlock and explore the mysteries of the universe.

- **Famous Winnipegger - Star Wars:** Pablo Hidalgo was born in Chile and raised in Winnipeg. He is a creative executive and author currently working for Lucasfilm within the Lucasfilm Story Group. He is known for his creation of content for StarWars.com. He is also a founding member of the Star Wars Fanboy Association. He served as Internet Content Manager for Lucas Online until 2011 and worked as a comics writer on StarWars.com. He had a cameo playing Janu Godalhi (an anagram of Pablo's real-life father, Juan Hidalgo) in Revenge of the Sith and was also referenced with the character Palob Godalhi.

- **Haunted Hotel:** It is said that a ghostly woman in a ball gown haunts the downtown Fort Garry hotel, and that you can see a phantom dinner and a mysterious ghost light that traverses the hallways of this grand historic hotel.

Winnipeg last hosted the World Science Fiction Convention in 1994. The city has changed tremendously since then. Winnipeg is a city on the rise with the fourth-largest convention centre in Canada and worldclass attractions you won’t find anywhere else.

- **Winnipeg's central location makes it convenient for delegates, as flying into Winnipeg means shorter, more affordable flights, which will encourage attendees from both East and West coast to attend. Not to mention that Winnipeg is only a 3-hour drive from the US border.**

- **The newly built Winnipeg James Armstrong Richardson International Airport is ready to welcome delegates from near and far with a significant number of flights each day arriving in the**
city. Major airlines servicing Winnipeg include Air Canada, Delta Air Lines, United Airlines and WestJet along with many other regional airlines. The airport is open 24/7 and it is a 15-minute drive to downtown.

- Winnipeg is a diverse multicultural city with a rich and varied history. The city is located on Treaty 1 land – the traditional territories of the Anishinaabeg, Ininiwak, and Nakota Nations, and the homeland of the Métis Nation, and is known to have the western Canada’s largest Francophone community. The city has developed into a cosmopolitan city complete with topnotch restaurants, swanky boutiques, and culture scene that bursts with talent and originality.

- Winnipeg has a range of unique off-site venues to wow your delegates. Experience the Canadian Museum for Human Rights (CMHR), the only museum in the world dedicated to human rights education and awareness, now featured on the $10 banknote, host a cocktail reception while rescued polar bears and seals swim overhead at Assiniboine Park Conservancy’s Journey to Churchill, or browse around the Inuit Art Centre, largest contemporary Inuit Art Exhibit in the world.

If Winnipeg is selected as the Canadian host city, our dedicated client services team is here to ensure that you have all the resources you need, whether it be to connect you with local suppliers, provide marketing materials, suggestions for building attendance or providing customized itineraries for delegates to know what’s happening in Winnipeg while they are here.

We thank you for your consideration and eagerly anticipate welcoming this event and your delegates to Winnipeg. Please contact me at 204.954.1990 for further information or with questions.

Annie Henry
Business Development Manager
Tourism Winnipeg
Winnipeg meets your needs:

» Financial Support:
  » The City of Winnipeg’s Special Event Tourism Fund (SETF) is available to organizations that meet the qualifying requirements in holding a convention/event in Winnipeg. The 2023 World Science Fiction Convention “WorldCon” may be eligible for funding in the range of up to $208,000 CAD, depending on the number of delegates/participants, estimated total hotel room nights, and estimated meeting/event expenses incurred in Winnipeg. Please complete the Special Event Tourism Fund application form and return to Tourism Winnipeg by May 28, 2021. Please refer to the SETF Q&A sheet for more information.
  » Tourism Winnipeg’s Client Services Manager will act as liaison between participating hotels and Host Organization.

Tourism Winnipeg will offer the following complimentary services to ensure your convention is a first-class experience:

**Pre-Convention**
- Customized micro-website with helpful links so that delegates can navigate around the city;
- Ideas for social functions and programs for companions and children;
- Bilingual (French and English) local publications and maps for participant bags and/or registration table, as well as information regarding Winnipeg’s Flash Your Badge program that offers discounts on attractions, tours, and many other hospitality partners during the conference;
- A curated image gallery of promotional images of Winnipeg that can be used in your marketing material;
- Local media contact list so you can spread awareness of your event;
- Easy access to local professional translation services or options of adding French themed activities and French inspired culinary experiences as Winnipeg is home to one of the largest francophone communities west of the Great Lakes, and is the heart of Manitoba’s French history and culture;

**Site Visits**
- Coordinate and host a customized site visit of meeting and conference facilities, hotels, offsite venues and attractions;
- Includes airfare, accommodation, meals, ground transportation and other local expenses for one decision maker for one site visit;

**Promotion at the previous year’s conference (2022):**
- Custom PowerPoint templates to promote the 2023 convention in Winnipeg;
- Provide a custom video in which Tourism Winnipeg virtually welcomes the delegates to Winnipeg and promotes Winnipeg as the 2023 location;

**During Conference**
- Bilingual signage at the airport welcoming delegates;
- Visitor information booth at the host hotel supplying Winnipeg brochures and information staffed by our friendly, knowledgeable visitor experience team at peak times;
- Delegate attendance incentive: $500 VISA gift card draw for your delegates to win. As part of this incentive, we would ask delegates to take a photo of themselves experiencing the city and tag the photo with #meetingswinnipeg on Twitter or Instagram to automatically be entered to win;
April 26, 2021

To whom it may concern:

RE: 2023 World Science Fiction Convention:

By way of this letter, I would like to confirm that the RBC Convention Centre Winnipeg is holding space on first option until December 31, 2021, to accommodate the 2023 World Science Fiction Convention, beginning on August 22 through to August 29th, 2023.

Located in the heart of downtown Winnipeg, the RBC Convention Centre Winnipeg is the premier conference facility in Winnipeg. With over 264,000 sq.ft. of flexible meeting space, we are ready and waiting to be of service. Our conference rooms are bright and airy, loading docks are easily accessible, we are recognized as a green building, as well as a leader in maintaining the highest level of cleaning and sanitizing standards in our industry.

All of us at the RBC Convention Centre Winnipeg are committed to delivering the highest in service, meeting and exceeding our guest’s expectation. We sincerely hope that Winnipeg is selected so that you can experience what we have to offer.

Sincerely,

The Convention Centre Corporation

Nina Lafleur
Sales Manager

8
World Science Fiction Society 2023, Selection Committee.

Delta Winnipeg is pleased to confirm that a block of 2,200 guest rooms nights, are secured from August 22 to August 29, 2023. We are pleased to hold this block until December 31, 2021.

In addition to the rooms nights we also have overflow meeting space held for WorldCon.

We want to thank you for this opportunity to bid on this Conference. The hotel will work with you from the bidding process to check out to ensure a fantastic experience, and flawless conference.

If you have any questions about concessions that are offered, please let me know.

We really looking forward to Welcoming you back to Winnipeg in 2023.

Kind Regards

Bruce Garvey
Director of Sales and Marketing

Delta Hotels by Marriott Winnipeg
350 St. Mary Avenue
Winnipeg, Manitoba R3C 3J2
tel 204.944.7278
bruce.garvey@deltahotels.com
marriott.com/YWGDW
Monday, March 22, 2021

CANSmof

Re: Letter of support of the 2023 World Science Fiction Convention

To Whom It May Concern,

As Mayor of Winnipeg, I am honoured to hear you are considering our vibrant city for the 2023 World Science Fiction Convention and I wanted to personally voice my support for the Winnipeg bid.

We’d be proud to be your host. Winnipeg is a growing, thriving and modern city that we want to share with your delegates. We’re a big city with a friendly, small-town feel. From our renowned arts and culture scene and rich Indigenous history, to our internationally-recognized innovators and world-champion athletes, our community is one of the most diverse in Canada.

Winnipeg is experiencing an incredible transformation and seeing significant growth in recent years. Your event will benefit from our world-class meeting and convention facilities and several newly-built hotels. Beyond the opportunity to bring your industry together, Winnipeg offers warm hospitality and iconic attractions to visit, such as the insightful and inspirational displays at the Canadian Museum for Human Rights and the polar bears at the award-winning Journey to Churchill exhibit at Assiniboine Park Zoo. Our city is home to a variety of top-notch restaurants, shopping experiences and sporting events for you to explore and enjoy.

On behalf of the City of Winnipeg and my city council colleagues, it would be our pleasure to welcome you for a professionally-rewarding experience and a great stay in our city.

Sincerely,

Brian Bowman
MAYOR
Winnipeg is located in the centre of North America

This is great news for delegates arriving from almost anywhere on the continent, as the majority of flight times are never more than a couple of hours.

Population 763,900
(City of Winnipeg 2019)

Over 100 languages spoken in Winnipeg

Average temperatures range between -12°C / 26°C
in winter / in summer

2,372 hours of sunlight annually

51 cm of precipitation each year
World class attractions

Winnipeg’s awe-inspiring attractions include the architecturally iconic Canadian Museum for Human Rights, the Journey to Churchill at Assiniboine Park – which is the world’s most-comprehensive Arctic species exhibits, the Inuit Art Centre (opening in 2020) – home to the largest contemporary Inuit art collection on the globe, and The Forks, where you can feel the pulse of the city.

Convention Centre

As Canada’s fourth largest convention centre, the RBC Convention Centre Winnipeg, features numerous rooms with floor-to-ceiling windows – including the City View Room – and 151,000 square feet of unobstructed exhibit space. After undergoing $180 million in renovations, the RBC Convention Centre Winnipeg is 264,000 square feet and features state-of-the-art meeting technology.

Central location

Being situated in the centre of North America means short flight times for delegates from either coast and from most Canadian and U.S. cities.

15-minute drive

Airport to downtown is only a 10-15 minute drive.

Hotels

Winnipeg boasts more than 7,100 hotel rooms with many of the 1,900 downtown rooms connected by skywalks and indoor temperature controlled areas to the RBC Convention Centre Winnipeg.

5 top reasons to meet in Winnipeg

Why the centre of the continent should be the centre of your attention
At the Canadian Conference on Medical Education, Winnipeg graciously opened its arms in greeting our 1357 delegates with friendly staff, rich culture, and an amazing culinary scene. The passion Winnipeggers have for their city is refreshing, and exciting!

Mia Huysmans, Conference Assistant, Association of Faculties of Medicine of Canada, 2017 Canadian Conference on Medical Education

Winnipeg is a vibrant city offering a diverse range of activities that delegates and companions alike will relish.

There are captivating world-class attractions, an innovative and robust arts and entertainment scene, historic sites and exhibits, an internationally acclaimed culinary scene, luxurious spas and fabulous shopping. Discover the city through interpretive walking, restaurant, brewery, and cycling tours, or on a river boat excursion that highlights the city’s unique neighbourhoods and its storied – and often audacious – history.
Wine, dine and unwind

The Toronto Star remarks that Winnipeg’s “brag-worthy food scene mixes hipster, local, Aboriginal, Jewish and French with assorted multicultural eats,” - a pretty accurate description for a city with more than 1,100 restaurants, and where over 100 languages are spoken. It should come as no surprise that a world of flavours is represented in Winnipeg’s culinary scene.

That being said, in the last five years the city has come into its own as a celebrated culinary destination with numerous chef-owned restaurants, third wave coffee shops, craft cocktail bars and breweries, bakeries and pop-up events.

We guarantee you’ll have an amazing meal in some of our nationally acclaimed restaurants, including Segovia Tapas Bar, Enoteca, deer + almond, Pizzeria Gusto and Máqué, while neighbourhood gems like The Grove, Capital Grill, The Oxbow, Feast Café, and Harth Mozza and Wine Bar are ready to welcome delegates.

Whether you are hosting a sponsor reception, offsite meeting or private party, great group dining can be found in and around downtown at restaurants including The Merchant Kitchen, SMITH, Rudy’s Eat and Drink and Promenade Café and Wine, while quainter, cocktail and wine bars include Close Co., The Roost, The Cordova, and Langside Grocery.

Winnipeg also has a fleet of nearly 50 food trucks, which are regularly located along Broadway Avenue (just one block south of the RBC Convention Centre Winnipeg).

If delegates have a free evening, Winnipeg has countless classy lounges and pleasurable pubs whose menus are anchored with craft cocktails, local beers, and meticulously curated wine lists. A few highlights include The Palm Room at the Fort Garry Hotel, Spa & Conference Centre – a room awash with old world grandeur, featuring a piano bar that frequently hosts live jazz; Forth – a café that features the city’s most aesthetically pleasing rooftop bar, where one can sip on handcrafted cocktails while overlooking the Exchange District; the King’s Head Pub – a classic and lively British style pub that always packs in the crowds; and The Common – the Forks Markets’ wine and beer kiosk featuring selections from Véronique Rivest, one of the world’s best sommeliers.

Disclaimer: Operations for businesses listed herein may be affected by COVID-19 and related local health protocols and restrictions.
Retail therapy

Find more than 100 fashion brands all under one roof at Outlet Collection Winnipeg, browse the big-box stores of Kenaston or experience CF Polo Park, central Canada’s largest shopping mall. Hit the streets of Osborne Village, Corydon Avenue and Academy Road, all of which flaunt an assortment of trendy fashion boutiques and shops. Flock to the Exchange District for more fashions, giftware and one-of-a-kind galleries, or discover global goods and made-in-Manitoba souvenirs at the bustling Forks Market.

All the city is a stage

Winnipeg is home to two royal-designated, national performance groups – Canada’s Royal Winnipeg Ballet, and the Royal Manitoba Theatre Centre, which hosts nightly productions throughout fall, winter and spring. Our internationally acclaimed Winnipeg Symphony Orchestra performs over 100 shows per year, including playing host to the ground breaking New Music Festival (January-February), which has included luminaries like Philip Glass and members of Arcade Fire.

French connection

Experience the “joie de vivre” of St. Boniface, western Canada’s largest Francophone community. This charming neighbourhood, located across the Red River from downtown, features boulevard Provencher – which is awash with shops and dining spots, the impressive St. Boniface Basilica, and plenty of heritage by way of Fort Gibraltar and the St. Boniface Museum. Our bilingual community has the ability to service your meeting needs.

Let us entertain you

Winnipeg lights up with live music and concerts, bustling patios, whisky bars and hopping nightclubs. For sports fans, cheer on the NHL’s Winnipeg Jets, the AHL’s Manitoba Moose (who have great group seating available), the CFL’s Winnipeg Blue Bombers and the AA Winnipeg Goldeyes baseball team (also with group seating rates available). Try your luck at one of Winnipeg’s premier casinos, Club Regent and McPhillips Station, or head to Assiniboia Downs and watch live horse racing.

Disclaimer: Operations for businesses listed herein may be affected by COVID-19 and related local health protocols and restrictions.
Major attractions

Discover Winnipeg’s captivating histories through numerous museums, galleries and city tours. Enjoy intrigue and mystery on a Hermetic Code Tour of the Manitoba Legislative Building, discover the French culture of St. Boniface, board a fur trading ship at the Manitoba Museum, be inspired at the Canadian Museum for Human Rights or admire the Inuit art at the Winnipeg Art Gallery.

Festivals and events

Winnipeg’s dynamic festivals highlight live music, visual arts, global cuisine and more. Admire Festival du Voyageur’s giant snow sculptures and hundreds of musical acts; savour Folklorama’s multicultural eats and performances; take in Manito Ahbee for indigenous culture and one of North America’s largest pow-wows; explore contemporary art during Nuit Blanche; join street parties at ManyFest and the Winnipeg Fringe Theatre Festival; and attend internationally acclaimed jazz, folk and blues music festivals for year round entertainment.

Engage and unwind

Walking and cycling paths, urban parks with sculpture gardens, art pavilions, musical theatre and waterways provide engaging summer activities, while in the winter, cross-country skiing, snowshoeing, ice skating and outdoor yoga can keep you warm. Get steamy at Ten Spa with a luxurious hamam treatment (a Turkish bath with a contemporary twist), indulge your senses at Thermëa By Nordik Spa-Nature with its outdoor thermal pools, Finnish saunas and fine dining or reduce stress at Riverstone Spa during an Indigenous hot stone massage.

Golf

Hit the links at one of the city’s 27 city golf courses or at another 11 within one-hour’s drive. Levels range from 18-hole championship quality greens to casual nine-hole courses. The Golf Dome’s indoor driving range and virtual golf lets you hit the links year-round.

Disclaimer: Operations for businesses listed herein may be affected by COVID-19 and related local health protocols and restrictions.
Transportation

The Winnipeg James Armstrong Richardson International Airport, recently named one of the 10 most stylish terminals in the world, is ready to welcome delegates from near and far with 80 flights per day arriving into the city. Major airlines servicing Winnipeg include Air Canada, Delta Air Lines, United Airlines and WestJet along with many other regional airlines. The airport is open 24/7 and it is a 15-minute drive to downtown.

Getting Around

Getting around the city is a breeze. Choose from taxis, limousines, ride-hailing apps, buses or car rentals. Some hotels also offer their own complimentary shuttle service for guests.

Taxis

There are more than 500 licensed, smoke-free taxis that service Winnipeg. Taxi rates are regulated with a $3.75 or $5.00 from the airport flag drop and an average of $1.60 for each additional kilometre. A typical fare from the airport to downtown is approximately $25.

Limousines

There are several limousine service companies with town cars, SUVs and stretch limos available at flat rates. The average fare from the airport to downtown ranges from $35 to $40.

Car Rentals

Winnipeg James Armstrong Richardson International Airport has car rental counters located in the main level of the 4-level Parkade. Companies on site include Alamo, Avis, Budget, Enterprise, Hertz, National and Payless.

City Bus

Winnipeg Transit provides public transportation throughout the city. Transit fare is $2.95 (cash) or $2.60 (pre-purchased ticket). In addition, the Downtown Spirit, a complimentary shuttle bus around downtown Winnipeg, is available daily.

Charter Buses

There are several companies that offer limo buses and full-size motor coaches for charter.

Ride Share

There are a range of ride share services, including TappCar, Cowboy Taxi and Instaryde, all of which have apps available to download before you arrive.
# Winnipeg flight chart

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For actual flights from and to Winnipeg, please refer to the Winnipeg James Armstrong Richardson International Airport website at: www.waa.ca or airline’s websites.
The RBC Convention Centre Winnipeg, located in the heart of downtown Winnipeg, is equipped to provide all of your event meeting space under one roof, in conjunction with Delta Hotels by Marriott Winnipeg, which is conveniently located across the street or skywalk. The Centre is also within short walking distance from the Fort Garry, Radisson, Fairmont and ALT Hotels, as well as many restaurants, shopping and downtown attractions. For on-site food services, our Centre Place Café is available to serve your attendees.

Additionally, we can place concessions throughout the facility to best meet your attendees’ food and beverage needs. The RBC Convention Centre Winnipeg provides visitors with a fully accessible environment to ensure ease and enjoyment of all activities in and around the Centre.

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<th>Proposals</th>
<th>Total Room Nights</th>
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**Total:** 17557 rooms | 2369 availability
City of Winnipeg

1. Downtown Winnipeg
2. St. James Conference & Hotel District
3. Best Western Plus Pembina Inn & Suites
4. Best Western Premier East Inn & Suites
5. Canad Inns Destination Centre Club Regent Casino Hotel
6. Canad Inns Destination Centre Fort Garry
7. Canad Inns Destination Centre Garden City
8. Canad Inns Destination Centre Transcona
9. Canad Inns Destination Centre Windsor Park
10. Comfort Inn Winnipeg South
11. Four Points by Sheraton Winnipeg South
12. Holiday Inn Winnipeg South
13. Hyatt House Winnipeg South/Outlet Collection
1. Alt Hotel Winnipeg
2. Delta Hotels by Marriott Winnipeg
3. Fairmont Winnipeg
4. Holiday Inn & Suites Winnipeg Downtown
5. Humphry Inn & Suites
6. Inn at the Forks
7. Norwood Hotel
8. Radisson Winnipeg
9. RBC Convention Centre Winnipeg
10. The Fort Garry Hotel, Spa & Conference Centre, Ascend Collection
1. Best Western Plus Winnipeg Airport Hotel
2. Canad Inns Destination Centre Polo Park
3. Clarion Hotel and Suites
4. Fairfield Inn & Suites Winnipeg
5. Hilton Winnipeg Airport Suites
6. Homewood Suites by Hilton Winnipeg Airport Polo Park
7. Lakeview Signature - Trademark Collection by Wyndham
8. MainStay Suites
9. Residence Inn by Marriott Winnipeg
10. Sandman Hotel & Suites Winnipeg Airport
11. The Grand Winnipeg Airport Hotel by Lakeview
12. Victoria Inn Hotel & Convention Centre
Canada’s 4th largest convention centre

$180 million in recent state-of-the-art renovations

131,000 sq. ft. of pillarless exhibit space

264,000 sq. ft. total meeting and exhibit space

RBC Convention Centre Winnipeg

Located in the heart of the city, the RBC Convention Centre Winnipeg is the premier event facility in downtown Winnipeg. Within a short 15-minute drive from the airport, the centre is within walking distance of more than 2,300 convention hotel rooms, many connected via a heated indoor skywalk.

The RBC Convention Centre Winnipeg is the fourth largest convention centre in Canada at 264,000 sq. ft. It takes centre stage downtown with its City View Room featuring floor-to-ceiling windows and connecting the two buildings for 131,000 sq. ft. of contiguous, pillarless space on one floor. There is also a new street level plaza that functions as a weather protected gathering place.

With top-notch standards it is renowned for its service excellence, award-winning chefs, flexible meeting spaces and superior move-in and move-out facilities making it a dream facility to work with.
## Accommodations with meetings & conventions facilities

<table>
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<th>DOWNTOWN</th>
<th>No. of guest rooms</th>
<th>Total no. of meeting rooms</th>
<th>Total square footage</th>
<th>Square feet</th>
<th>Theatre capacity</th>
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<th>Reception capacity</th>
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<table>
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<th>Total square footage</th>
<th>Square feet</th>
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<td>175</td>
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<table>
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<th>No. of guest rooms</th>
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<th>Square feet</th>
<th>Theatre capacity</th>
<th>Banquet capacity</th>
<th>Reception capacity</th>
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<tbody>
<tr>
<td>Best Western Premier Winnipeg East Inn &amp; Suites</td>
<td>141</td>
<td>3</td>
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<td>Canad Inns Destination Centre Club Regent Casino Hotel</td>
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<tr>
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<td>72</td>
<td>6</td>
<td>17,416</td>
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<tr>
<td>Best Western Plus Pembina Inn and Suites</td>
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<tr>
<td>Canad Inns Destination Centre Fort Garry</td>
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<td>7</td>
<td>15,620</td>
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<td>Four Points by Sheraton Winnipeg South</td>
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<td>Hilton Garden Inn Winnipeg South</td>
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<td>Holiday Inn Winnipeg South</td>
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<td>300</td>
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<td>Hyatt House Winnipeg South/Outlet Collection Winnipeg (opening 2020)</td>
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<td>4</td>
<td>3,353</td>
<td>2,673</td>
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<td>Quality Inn &amp; Suites</td>
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<td>710</td>
<td>75</td>
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<th>WEST END</th>
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<td>Canad Inns Destination Centre Health Sciences Centre</td>
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<td>1,700</td>
<td>130</td>
<td>100</td>
<td>130</td>
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</table>
Unique offsite venues

Make memories for your attendees by hosting a gala dinner, cocktail reception or group activity at one of Winnipeg’s outstanding offsite venues. From sites steeped in history to spaces with panoramic views of nature and sporty settings, there are a plethora of options.

Canadian Museum for Human Rights

The iconic Canadian Museum for Human Rights will truly dazzle your delegation with ten awe-inspiring spaces including the Garden of Contemplation where natural light pours in through more than 1,600 panes of glass. Add a touch of inspiration to the night by asking for the galleries to be made available to your guests.

Assiniboine Park and Zoo

Assiniboine Park is home to Journey to Churchill, the world’s most comprehensive northern species exhibit, where events can include an audience of swimming polar bears and seals as they play in overhead pools. You can also enjoy a private function in the serene Leo Mol Sculpture Garden, brimming with flowers, tranquil pools, and bronze sculptures.

Fort Gibraltar

Fort Gibraltar will bring you back to the 19th century fur trade era with costumed interpreters and ample room for dinners and jigging for some old-fashioned fun. Ensure a truly unique experience and let your delegates get their hands dirty by playing some voyageur games, like hatchet-throwing, musical spoons, and a bannock roast right on the grounds of the fort.

FortWhyte Alive

This award-winning nature centre has five distinct areas that are available for events, including spaces like a lakeside meeting room, and a field station surrounded by a mature aspen forest.

Oak Hammock Marsh

Marvel at the prairie marshlands, the freshwater springs, and the thirty kilometres of hiking trails amid abundant wildlife, as meeting facilities accommodate intimate board meetings, and larger dinner receptions.

Disclaimer: Operations for businesses listed herein may be affected by COVID-19 and related local health protocols and restrictions.
Anderson’s Hitch n’ Post Ranch
Anderson’s Hitch n’ Post Ranch’s rustic charm can be reached by journeying on a historic steam train complete with cowboys for a flavour of the Wild West. The ranch itself is studded with antiques and vintage cars for history buffs to peruse.

Winnipeg Art Gallery
The Winnipeg Art Gallery’s incredible rooftop sculpture garden overlooks the city, where delegates can walk around the charming sculptures. Eckhardt Hall’s gorgeous foyer can be utilized on its own for a reception or paired with the Skylight Gallery.

The Metropolitan Entertainment Centre
The Metropolitan Entertainment Centre will put you in a glamorous, century-old grand theatre setting. Pre-event gatherings are catered in the pristine Function Room, while the Rooftop Patio provides the perfect spot for a lavish, seasonal dining experience.

Club Regent Event Centre
Club Regent Event Centre’s versatile space provides a multi-level, concert seating that can be converted into a flat floor at the touch of a button and ideal for galas and awards shows. Regardless of the layout you desire, you’ll be guaranteed cutting edge, state-of-the-art lighting and sound.

Manitoba Museum
The Manitoba Museum galleries are ideal for progressive dinners and receptions that culminate on board a glistening 17th century ship that sailed from England to Hudson Bay. Wrap up an impeccable experience by having dessert in turn-of-the-century Winnipeg, where a gallery depicting the roaring 20’s will make everything extra sweet.

For more information about Winnipeg’s offsite venues, visit: meetingswinnipeg.com/plan-your-meeting/offsite-meeting-venues

Disclaimer: Operations for businesses listed herein may be affected by COVID-19 and related local health protocols and restrictions.
### Winnipeg's unique offsite venues

<table>
<thead>
<tr>
<th>Name</th>
<th>No. of meeting rooms</th>
<th>Total facility square footage</th>
<th>Square footage</th>
<th>Ceiling height</th>
<th>Banquet style</th>
<th>Reception</th>
<th>Unionized venues</th>
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<td>Anderson's Hitch 'n Post Ranch</td>
<td>1</td>
<td>7,500</td>
<td>4,000</td>
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<td>450</td>
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<tr>
<td>Assiniboia Downs</td>
<td>4</td>
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<td>8,570</td>
<td>-</td>
<td>88</td>
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<td>3,500</td>
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<tr>
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<td>-</td>
<td>-</td>
<td>-</td>
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<td>Centre Culturel Franco-Manitobain (CCFM)</td>
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<td>Manitoba Museum</td>
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<td>University of Manitoba</td>
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<tr>
<td>The University of Winnipeg</td>
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<td>Winnipeg Art Gallery</td>
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Companion programs

First class Canadian experiences

Nationally celebrated experiences in Winnipeg include Oak Hammock Marsh's Bird in the Hand, setting a wild bird free as part of a banding research project; uncover the Freemason architectural secrets and symbolism of the Manitoba Legislative Building through the Hermetic Code Tour; Discover the Magic of the North where Assiniboine Park Zoo takes you on an up-close encounter with polar bears at Journey to Churchill; and FortWhyte Alive’s A Prairie Legacy: The Bison and its People, features a bison herd safari, voyageur canoeing and more.

Explore, engage and entertain

The Canadian Museum for Human Rights offers tours covering diverse themes such as the building’s connection to Indigenous beliefs and stories, to its architectural features.

The Manitoba Museum provides tours that explore the North, ancient civilizations and the adventurers who helped establish the Hudson Bay Company.

Guided tours

City, musical history, and garden bus tours regale groups with entertaining tales while showcasing the natural beauty of Winnipeg. A Design Quarter tour will show you the best of the hip, historic Exchange District, while a Winnipeg Tasting Tour highlights the city’s best breweries (and a distillery) to wet your whistle.

Discover the city’s architectural, haunted, historic and Francophone community stories during guided walking tours that reveal more than 6,000 years of history. Water taxis and canoe tours also provide great views of the city for a different perspective. For more detailed descriptions and a list of tour operators go to: tourismwinnipeg.com/play/tours.

Sensational shopping

Retail therapy tours features big box centres, gallery shops and malls. Visit North America’s leading women’s fashion house, Nygard, for private fashion events and personal shopping advisors for groups.

Disclaimer: Operations for businesses listed herein may be affected by COVID-19 and related local health protocols and restrictions.
Tourism Winnipeg services

Once Winnipeg has been awarded the conference, Tourism Winnipeg will be pleased to provide the expertise and resources to assist in planning a successful meeting or event.

Tourism Winnipeg is dedicated to creating a world-class experience for your delegates

» Hosting a site visit – coordinating customized site visits of meeting and conference facilities, hotels, offsite venues and attractions

» Assisting with planning and accommodations – requesting proposals from hotels, venues, transportation and more

» Liaising with suppliers and services – connecting you with Winnipeg’s meeting and conference suppliers, planners and destination management companies

Skilled at building attendance for Winnipeg

Tourism Winnipeg will work with you to offer suggestions and resources to entice and increase delegate attendance for your conference in Winnipeg by providing:

» Brochures, displays and marketing materials to showcase Winnipeg as an appealing destination for delegates and companions

» Winnipeg presentations and promotional videos that can be shown at the prior year’s conference

» Images, ads and links to tourismwinnipeg.com for a website

» Recommendations for companion programs, tours, dining and everything that is important in a host city for your delegates.

Lynnea Adrian
Client Services Manager
P 204.954.1992
E lynnea@tourismwinnipeg.com
1) What is the Special Event Tourism Fund?
The Special Event Tourism Fund was created to attract national and international meetings and conventions or sports and special events that generate significant economic impacts and overnight visitation to the city. The Special Event Tourism Fund is managed by Tourism Winnipeg, a division of Economic Development Winnipeg Inc. on behalf of the City of Winnipeg.

2) How do I apply for funding through the Special Events Tourism Fund?
A Tourism Winnipeg Business Development Manager will provide you with an application form. Please complete the application to the best of your knowledge. Applications will be evaluated based on pre-established criteria (number of delegates/participants, total hotel room nights, meeting expenses incurred in Winnipeg), and when Winnipeg is competing/being considered for this business event.

3) How much time do I have to submit the application?
Please submit the application by the deadline date that is provided to you by the Business Development Manager. Please note that applications are only considered during the bidding phase, prior to selection of a host city. If Winnipeg has already been chosen as a host city, the application will NOT be accepted as it does not meet the criteria and will be ineligible for funding.

4) What is the process once the application has been submitted?
The application is evaluated by Tourism Winnipeg and an external voting committee, comprised of representatives from Economic Development Winnipeg, the City of Winnipeg, and the Manitoba Hotel Association. If the application is successful, the applicant or the hired third party will be notified by the Business Development Manager and presented with a Letter of Offer, which includes further details and next steps should Winnipeg be chosen as the host city. (Please allow up to five business days for the application approval process.)

5) Why does this funding model require so much detailed information?
The extra information ensures maximum dollar allocation. The funding is based on a formula that calculates the value of an event using an industry standard model provided by Destinations International’s Event Impact Calculator. The number of delegates/participants, breakdown of delegates by region, total hotel room nights and estimated meeting expenses incurred in Winnipeg are inputted in order to determine the total direct expenditures. A Special Events Tourism Fund award is much higher when all of the information has been inputted, rather than just hotel room nights.

6) How does the Special Event Tourism Fund differ from a conference sponsorship?
The Special Event Tourism Fund is calculated on the total direct expenditures to the city and not from a conference/event sponsorship list. Monies are provided after the event when the requirements of the City of Winnipeg agreement are fulfilled. Provisos include City of Winnipeg and Tourism Winnipeg logo recognition as well as post-event verification by Tourism Winnipeg of the number of delegates/participants, breakdown of delegates by region, total tracked hotel room nights, actualized meeting expenses incurred in Winnipeg and receipt of a completed SETF post-report.

7) How will my funding be affected should the conference/event not meet the original figures from the application form?
If actuals are less than projected, the financial support will be prorated. The prorated amount would be determined based on the total direct expenditures for the conference. Total direct expenditures are calculated based on a weighted formula considering three criteria: number of delegates/participants, total tracked hotel room nights used, and actualized meeting expenses incurred in Winnipeg.

8) How will my funding be affected should the conference/event exceed the original figures I put on the application form?
Should the actuals meet or exceed the original projections, the full funding amount will be paid. In other words, the conference/event is eligible only for the maximum amount that was offered/approved in the agreement.
Details of the bid
Proposed date: August 24-28, 2023
Proposed site: RBC Conference Centre Winnipeg
Proposed Headquarter Hotel: Delta Hotels Winnipeg

Organisation of the Bid
Bid Chair: Terry Fong (Montreal, QC, Canada)
Vice-Chair: Robbie Bourget (Slough, England)
Vice-Chair: Linda Ross-Mansfield (Winnipeg, MB, Canada)
Vice-Chair: Jannie Shea (Tulsa, OK, USA)
Graphics: Phynix Caskey (Winnipeg, MB, Canada)
Social Media: Marah Searle-Kovacevic (Toronto,ON,Canada)
Discord: CarynLiz Bleakley-Fauerbach (Dundee,Scotland)
Christine Taylor-Butler (Kansas City, MO, USA)
Web team: Carl Fink (Greenlawn, NY, USA)
Web team: N. Cenk Gökçe (Ottawa, ON, Canada)
Web team: Albert Sousa (Winnipeg, MB, Canada)
WSFS Advisor: Kevin Standlee (Fernley, NV,USA)

Bid committee members:
Rebecca Downey (Montreal, QC, Canada)
Sherri Benoun (Anaheim, CA, USA)
Bruce Farr (Santa Rosa, CA, USA)
Niamh Kearney (Dublin, Ireland)
Diane Lacey (Toronto, ON, Canada)
Ruth Lichtwardt (Lawrence, KS, USA)
John Mansfield (Winnipeg, MB, Canada)
Sheena Morrison-Sousa (Winnipeg, MB, Canada)
Randy Northcutt (Oologah, OK,USA)
Maree Pavletich (Auckland, New Zealand)
Andrea Senchy (Woodland Park, NJ, USA)
Chuck Shimada (Huntington Beach, CA, USA)

We operate as a subcommittee under Cansmof. Our bylaws are attached.
Should we win, the Chair will be Terry Fong.
A by-law relating generally to the conduct of the affairs of Cansmof Inc.

**BE IT ENACTED** as a by-law of the Corporation as follows:

1. **Definition**
   
   In this by-law and all other by-laws of the Corporation, unless the context otherwise requires:
   
   "Act" means the *Canada Not-For-Profit Corporations Act* S.C. 2009, c. 23 including the Regulations made pursuant to the Act, and any statute or regulations that may be substituted, as amended from time to time;
   
   "articles" means the original or restated articles of incorporation or articles of amendment, amalgamation, continuance, reorganization, arrangement or revival of the Corporation;
   
   "board" means the board of directors of the Corporation and "director" means a member of the board;
   
   "by-law" means this by-law and any other by-law of the Corporation as amended and which are, from time to time, in force and effect;
   
   "meeting of members" includes an annual meeting of members or a special meeting of members; "special meeting of members" includes a meeting of any class or classes of members and a special meeting of all members entitled to vote at an annual meeting of members;
   
   "ordinary resolution" means a resolution passed by a majority of not less than 50% plus 1 of the votes case on that resolution;
   
   "proposal" means a proposal submitted by a member of the Corporation that meets the requirements of section 163 (Member Proposals) of the Act;
   
   "Regulations" means the regulations made under the Act, as amended, restated or in effect from time to time; and
   
   "special resolution" means a resolution passed by a majority of not less than two-thirds (2/3) of the votes cast on that resolution.

2. **Execution of Documents**
   
   Deeds, transfers, assignments, contracts, obligations and other instruments in writing requiring execution by the Corporation may be signed by any two (2) of its officers or directors. In addition, the board may from time to time direct the manner in which and the person or persons by whom a particular document or type of document shall be executed. Any person authorized to sign any document may affix the corporate seal (if any) to the document. Any signing officer may certify a copy of any instrument, resolution, by-law or other document of the Corporation to be a true copy thereof.

3. **Financial Year**
   
   Unless otherwise ordered by the board of directors, the fiscal year end of the corporation shall be December 31.

4. **Borrowing Powers**
   
   The directors of the Corporation may, without authorization of the members,
   
   1. borrow money on the credit of the corporation;
   2. issue, reissue, sell, pledge or hypothecate debt obligations of the corporation;
3. give a guarantee on behalf and
4. mortgage, hypothecate, pledge or otherwise create a security interest in all or any property of the corporation, owned or subsequently acquired, to secure any debt obligation of the corporation.

5. **Annual Financial Statements**

   The Corporation may, instead of sending copies of the annual financial statements and other documents referred to in subsection 172(1) (Annual Financial Statements) of the Act to the members, publish a notice to its members stating that the annual financial statements and documents provided in subsection 172(1) are available at the registered office of the Corporation and any member may, on request, obtain a copy free of charge at the registered office or by prepaid mail.

6. **Membership Conditions**

   Subject to the articles, there shall be one class of members in the Corporation. Membership in the Corporation shall be available only to individuals interested in furthering the Corporation's purposes and who have applied for and been accepted into membership in the Corporation by resolution of the board or in such other manner as may be determined by the board. Each member shall be entitled to receive notice of, attend and vote at all meetings of the members of the Corporation.

   Pursuant to subsection 197(1) (Fundamental Change) of the Act, a special resolution of the members is required to make any amendments to this section of the by-laws if those amendments affect membership rights and/or conditions described in paragraphs 197(1)(e), (h), (l) or (m).

7. **Membership Transferability**

   A membership may only be transferred to the Corporation. Pursuant to Section 197(1) (Fundamental Change) of the Act, a special resolution of the members is required to make any amendment to add, change or delete this section of the by-laws.

8. **Notice of Members Meeting**

   Notice of the time and place of a meeting of members shall be given to each member entitled to vote at the meeting by telephonic, electronic or other communication facility to each member entitled to vote at the meeting, during a period of 7 to 35 days before the day on which the meeting is to be held.

   Pursuant to subsection 197(1) (Fundamental Change) of the Act, a special resolution of the members is required to make any amendment to the by-laws of the Corporation to change the manner of giving notice to members entitled to vote at a meeting of members.

9. **Members Calling a Members' Meeting**

   The board of directors shall call a special meeting of members in accordance with Section 167 of the Act, on written requisition of members carrying not less than 5% of the voting rights. If the directors do not call a meeting within twenty-one (21) days of receiving the requisition, any member who signed the requisition may call the meeting.

10. **Membership Dues**

    There shall be no dues payable by members for membership in the corporation.
11. **Termination of Membership**

A membership in the Corporation is terminated when:

1. the member dies or resigns;
2. the member is expelled or their membership is otherwise terminated in accordance with the articles or by-laws;
3. the member's term of membership expires; or
4. the Corporation is liquidated and dissolved under the Act.

12. **Effect of Termination of Membership**

Subject to the articles, upon any termination of membership, the rights of the member, including any rights in the property of the Corporation, automatically cease to exist.

13. **Proposals Nominating Directors at Annual Members' Meetings**

Subject to the Regulations under the Act, any proposal may include nominations for the election of directors if the proposal is signed by not less than 5% of members entitled to vote at the meeting at which the proposal is to be presented.

14. **Cost of Publishing Proposals for Annual Members' Meetings**

The member who submitted the proposal shall pay the cost of including the proposal and any statement in the notice of meeting at which the proposal is to be presented unless otherwise provided by ordinary resolution of the members present at the meeting.

15. **Place of Members' Meeting**

Subject to compliance with section 159 (Place of Members' Meetings) of the Act, meetings of the members may be held at any place within Canada determined by the board or, if all of the members entitled to vote at such meeting so agree, outside Canada.

16. **Quorum at Members' Meetings**

A quorum at any meeting of the members (unless a greater number of members are required to be present by the Act) shall be a majority of the members entitled to vote at the meeting. If a quorum is present at the opening of a meeting of members, the members present may proceed with the business of the meeting even if a quorum is not present throughout the meeting.

17. **Votes to Govern at Members' Meetings**

At any meeting of members every question shall, unless otherwise provided by the articles or by-laws or by the Act, be determined by a majority of the votes cast on the questions.

18. **Participation by Electronic Means at Members' Meetings**

If the Corporation chooses to make available a telephonic, electronic or other communication facility that permits all participants to communicate adequately with each other during a meeting of members, any person entitled to attend such meeting may participate in the meeting by means of such telephonic, electronic or other communication facility in the manner provided by the Act. A person participating in a meeting by such means is deemed to be present at the meeting. Notwithstanding any other provision of this by-law, any person participating in a meeting of members pursuant to this section who is entitled to vote at that meeting may vote, in accordance with the Act, by means of any telephonic, electronic or other communication facility that the Corporation has made available for that purpose.
19. **Members' Meeting Held Entirely by Electronic Means**

If the directors or members of the Corporation call a meeting of members pursuant to the Act, those directors or members, as the case may be, may determine that the meeting shall be held, in accordance with the Act and the Regulations, entirely by means of a telephonic, electronic or other communication facility that permits all participants to communicate adequately with each other during the meeting.

20. **Number of Directors**

The board shall consist of the number of directors specified in the articles. If the articles provide for a minimum and maximum number of directors, the board shall be comprised of the fixed number of directors as determined from time to time by the members by ordinary resolution or, if the ordinary resolution empowers the directors to determine the number, by resolution of the board. In the case of a soliciting corporation the minimum number of directors may not be fewer than three (3), at least two of whom are not officers or employees of the Corporation or its affiliates.

21. **Term of Office of Directors**

The directors shall be elected to hold office for a term expiring not later than the close of the third annual meeting of members following the election.

22. **Calling of Meetings of Board of Directors**

Meetings of the board may be called by the chair of the board, the vice-chair of the board or any two (2) directors at any time. If the Corporation has only one director, that director may call and constitute a meeting.

23. **Notice of Meeting of Board of Directors**

Notice of the time and place for the holding of a meeting of the board shall be given in the manner provided in the section on giving notice of meeting of directors of this by-law to every director of the Corporation not less than 7 days before the time when the meeting is to be held. Notice of a meeting shall not be necessary if all of the directors are present, and none objects to the holding of the meeting, or if those absent have waived notice of or have otherwise signified their consent to the holding of such meeting. Notice of an adjourned meeting is not required if the time and place of the adjourned meeting is announced at the original meeting. Unless the by-law otherwise provides, no notice of meeting need specify the purpose or the business to be transacted at the meeting except that a notice of meeting of directors shall specify any matter referred to in subsection 138(2) (Limits on Authority) of the Act that is to be dealt with at the meeting.

24. **Votes to Govern at Meetings of the Board of Directors**

At all meetings of the board, every question shall be decided by a majority of the votes cast on the question.

25. **Committees of the Board of Directors**

The board may from time to time appoint any committee or other advisory body, as it deems necessary or appropriate for such purposes and, subject to the Act, with such powers as the board shall see fit. Any such committee may formulate its own rules of procedure, subject to such regulations or directions as the board may from time to time make. Any committee member may be removed by resolution of the board of directors.
26. Appointment of Officers

The board may designate the offices of the Corporation, appoint officers on an annual or more frequent basis, specify their duties and, subject to the Act, delegate to such officers the power to manage the affairs of the Corporation. A director may be appointed to any office of the Corporation. An officer may, but need not be, a director unless these by-laws otherwise provide. Two or more offices may be held by the same person.

27. Description of Offices

Unless otherwise specified by the board (which may, subject to the Act modify, restrict or supplement such duties and powers), the offices of the Corporation, if designated and if officers are appointed, shall have the following duties and powers associated with their positions:

1. Chair of the Board – The chair of the board, if one is to be appointed, shall be a director. The chair of the board, if any, shall, when present, preside at all meetings of the board of directors and of the members. The chair shall have such other duties and powers as the board may specify.

2. Vice-Chair of the Board – The vice-chair of the board, if one is to be appointed, shall be a director. If the chair of the board is absent or is unable or refuses to act, the vice-chair of the board, if any, shall, when present, preside at all meetings of the board of directors and of the members. The vice-chair shall have such other duties and powers as the board may specify.

3. President – If appointed, the president shall be the chief executive officer of the Corporation and shall be responsible for implementing the strategic plans and policies of the Corporation. The president shall, subject to the authority of the board, have general supervision of the affairs of the Corporation.

4. Secretary – If appointed, the secretary shall attend and be the secretary of all meetings of the board, members and committees of the board. The secretary shall enter or cause to be entered in the Corporation's minute book, minutes of all proceedings at such meetings; the secretary shall give, or cause to be given, as and when instructed, notices to members, directors, the public accountant and members of committees; the secretary shall be the custodian of all books, papers, records, documents and other instruments belonging to the Corporation.

5. Treasurer – If appointed, the treasurer shall have such powers and duties as the board may specify.

The powers and duties of all other officers of the Corporation shall be such as the terms of their engagement call for or the board or president requires of them. The board may from time to time and subject to the Act, vary, add to or limit the powers and duties of any officer.

28. Vacancy in Office

In the absence of a written agreement to the contrary, the board may remove, whether for cause or without cause, any officer of the Corporation. Unless so removed, an officer shall hold office until the earlier of:

1. the officer's successor being appointed,
2. the officer's resignation,
3. such officer ceasing to be a director (if a necessary qualification of appointment) or
4. such officer's death.

If the office of any officer of the Corporation shall be or become vacant, the directors may, by resolution, appoint a person to fill such vacancy.
29. **Method of Giving Any Notice**

Any notice (which term includes any communication or document), other than notice of a meeting of members or a meeting of the board of directors, to be given (which term includes sent, delivered or served) pursuant to the Act, the articles, the by-laws or otherwise to a member, director, officer or member of a committee of the board or to the public accountant shall be sufficiently given:

1. if delivered personally to the person to whom it is to be given or if delivered to such person's address as shown in the records of the Corporation or in the case of notice to a director to the latest address as shown in the last notice that was sent by the Corporation in accordance with section 128 (Notice of directors) or 134 (Notice of change of directors);
2. if mailed to such person at such person's recorded address by prepaid ordinary or air mail;
3. if sent to such person by telephonic, electronic or other communication facility at such person's recorded address for that purpose; or
4. if provided in the form of an electronic document in accordance with Part 17 of the Act.

A notice so delivered shall be deemed to have been given when it is delivered personally or to the recorded address as aforesaid; a notice so mailed shall be deemed to have been given when deposited in a post office or public letter box; and a notice so sent by any means of transmitted or recorded communication shall be deemed to have been given when dispatched or delivered to the appropriate communication company or agency or its representative for dispatch. The secretary may change or cause to be changed the recorded address of any member, director, officer, public accountant or member of a committee of the board in accordance with any information believed by the secretary to be reliable. The declaration by the secretary that notice has been given pursuant to this by-law shall be sufficient and conclusive evidence of the giving of such notice. The signature of any director or officer of the Corporation to any notice or other document to be given by the Corporation may be written, stamped, type-written or printed or partly written, stamped, type-written or printed.

30. **Invalidity of any Provisions of this By-law**

The invalidity or unenforceability of any provision of this by-law shall not affect the validity or enforceability of the remaining provisions of this by-law.

31. **Omissions and Errors**

The accidental omission to give any notice to any member, director, officer, member of a committee of the board or public accountant, or the non-receipt of any notice where the Corporation has provided notice in accordance with the by-laws or any error in any notice not affecting its substance shall not invalidate any action taken at any meeting to which the notice pertained or otherwise founded on such notice.

32. **By-laws and Effective Date**

Subject to the articles, the board of directors may, by resolution, make, amend or repeal any by-laws that regulate the activities or affairs of the Corporation. Any such by-law, amendment or repeal shall be effective from the date of the resolution of directors until the next meeting of members where it may be confirmed, rejected or amended by the members by ordinary resolution. If the by-law, amendment or repeal is confirmed or confirmed as amended by the members it remains effective in the form in which it was confirmed. The by-law, amendment or repeal ceases to have effect if it is not submitted to the members at the next meeting of members or if it is rejected by the members at the meeting.
This section does not apply to a by-law that requires a special resolution of the members according to subsection 197(1) (fundamental change) of the Act because such by-law amendments or repeals are only effective when confirmed by members.