

IN-CAMERA - CALGARY CONVENTION CENTRE AUTHORITY 2016 NOMINATIONS REPORT

EXECUTIVE SUMMARY

This report presents a slate of three recommended candidates for appointment as members of the Calgary Convention Centre Authority (Authority) for consideration and approval by Council. Three recommended and two alternate candidates have been selected through the Authority's new rigorous recruitment process that includes assessing candidates based on a skill and experience matrix, interviews and a vetting process. The new selection process is based on best practices and recommendations from The City of Calgary Auditor's Office 2013 governance audit (AC2013-0654) and Council Policy (CC003). It is anticipated that the candidates have the skills and experience the Authority needs to respond to its complex operating environment. After this report, all future candidate nominations will be presented to Council for approval at the annual Organizational Meeting of Council.

ADMINISTRATION RECOMMENDATION(S)

That Council:

1. Receive this report for information;
2. Appoint the following citizen members to the Calgary Convention Centre Authority for a four-year term commencing 2016 April 04 and expiring at the 2019 Organizational Meeting of Council:
 - a. Gillian Basford,
 - b. Wellington Holbrook,
 - c. Greg Yont.
3. Direct that Report C2016-0242 remain confidential pursuant to Sections 24(1) (a) & (b) and 16(1) of the *Freedom of Information and Protection of Privacy Act* (Alberta) until Council rises and reports on the matter; and
4. Direct that Attachment 1 remain confidential pursuant to Sections 17(1) and 19 of the *Freedom of Information and Protection of Privacy Act* (Alberta) until the third parties consent in writing to their personal information being released.

PREVIOUS COUNCIL DIRECTION / POLICY

2015 October 05, Council approved CPS2015-0778 Calgary TELUS Convention Centre Governance. This report approved the removal of the Calgary Convention Centre Authority from the City Clerk's advertisement, recruitment and appointment of the Boards, Commissions and Committees process and the 2015 October 19 Organization Meeting appointment process. The report recommended that 2015 candidates be brought forward after the Authority's 2015 November 16 Strategic Session with Council.

2013 November 18, Council approved AC2013-0654 Calgary Convention Centre Authority Governance Framework Audit. Recommendations included that Council direct Administration to work with the Authority to improve board recruiting and vetting by obtaining Council approval to remove Authority vacancies from the Boards, Commission and Committees advertisement and

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the regular appointment process of Council's Organizational Meeting and develop a robust recruiting and vetting process to bring forward candidates to Council.

BACKGROUND

In 2015 October, the Authority adopted a strategic candidate recruitment process to strengthen their governance model and ensure members have the experience and skills needed to guide the organization through a complex operating environment. It was decided an executive search firm would be retained for the purposes of facilitating the search process. The Authority invited six executive search firms to bid through an RFP process, and the Recruitment Committee interviewed three firms. Upon conclusion of interviews, Conroy Ross Partners was selected.

The new recruitment process applies an experience and skills matrix to assess its current membership and identify gaps to be addressed when recruiting new members. This new process is based on recommendations provided in a governance audit of the Authority's practices. This is the first application of the new process.

INVESTIGATION: ALTERNATIVES AND ANALYSIS

The attachment presents a slate of candidates for Council's consideration and approval. Following Council direction, all applications collected in 2015 through City Clerk's were forwarded to the Authority and considered in the recruitment process. In addition, applications were gathered from various other sources (see "Overview of Search" below.) All five candidates were assessed against the skill requirements identified in the skills and experience requirement document and underwent an interview and vetting process focused on the following key areas:

- **Board/Committee Experience:** Besides applying to experience or committee work on not-for-profit, for profit or Crown boards, this would also apply to experience on community or sports related organizations.
- **Executive Leadership Experience:** Leadership experience at the executive level of a public corporation would fit this area but so would leadership experience at the senior or executive level at a not-for-profit agency, Crown corporation or private (perhaps family) organization.
- **Accounting/Financial:** Financial literacy or a familiarity with financial statements and the ability to understand what they mean.
- **Legal:** Familiarity with basic legal principles and understanding of their impact on an organization.
- **HR / Compensation / Performance Management:** Familiarity with human resources issues, the basic components of a compensation program and how performance is measured in an organization.
- **Strategic Planning:** Direct or indirect experience with the strategic planning process for an organization.
- **Government Relations / Public Affairs:** Direct experience with government relations or public affairs or active involvement or communication with government or other stakeholders.
- **Relationship with Industry / Network in Energy Sector:** Direct experience within the energy sector or relationships peripheral to the energy sector.

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Candidates were also assessed against their overall track record of community engagement, passion for Calgary and its future direction, and screening to ensure they do not hold roles (paid or volunteer) that would be in conflict of interest with membership on CCCA .

Overview of Search:

- 114 applications were received in total:
 - 40 through The City Clerk's office
 - 74 through Conroy Ross Partners: CRP website posting, CRP's LinkedIn posting and Conroy Ross' targeted sourcing efforts
- 22 candidates were interviewed by Conroy Ross Partners. These candidates also completed a candidate self-assessment, which was presented to the CCCA Recruitment Committee along with resumes.
- Eight of these candidates were selected and interviewed by the CCCA Recruitment Committee.
- Three are recommended for appointment by Council with two alternates.

Stakeholder Engagement, Research and Communication

Working with Administration, this report was prepared by the Authority.

Strategic Alignment

The strategic recruitment of members for the Authority supports the following priorities from Action Plan 2014-2018:

- A prosperous city: Economic growth and competitiveness
 - Support civic, business and community partners, as well as business revitalization zones, to collaborate and attract local, regional, national and global investment.

Social, Environmental, Economic (External)

The recruitment of members with expanded skills, knowledge, and diversity of experience will enhance the Authority's effectiveness to govern and lead the implementation of their mandate to manage, market and operate the Calgary TELUS Convention Centre in an efficient and market-competitive manner in order to maximize overall economic benefits to The City of Calgary while maintaining financial performance within an acceptable range.

Financial Capacity

Current and Future Operating Budget:

There are no additional costs attached to this report.

Risk Assessment

Approving the candidates put forward in this report will bring skills and experience to the Authority needed to effectively manage and operate the Calgary TELUS Convention Centre and identify and mitigate operational and strategic risks.

REASON(S) FOR RECOMMENDATION(S):

The Calgary Convention Centre Authority's new strategic candidate recruitment process will lead to members who have the skills and experience needed to help the organization operate

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effectively.

All candidates presented have gone through a rigorous recruitment process, as outlined above, and bring the diversity of experiences and perspectives the Authority is seeking. Further, beyond expressing interest in general Authority appointments, the recommended candidates express genuine interest in the organization itself (Calgary TELUS Convention Centre). They are keen to address the specific challenges faced by the organization and contribute to the overall economic development of The City via participation on the Authority.

ATTACHMENT(S)

Slate of Candidates for Members of the Calgary Convention Centre Authority