



<p>OVERVIEW OF CCCA RESPONSIBILITIES</p> 	<ol style="list-style-type: none"> 1. Calgary TELUS Convention Centre (through an agreement with the City of Calgary) <ul style="list-style-type: none"> • Management, marketing and operations • Building stewardship and protection of asset 2. Glenbow Museum (through an agreement with The City of Calgary) <ul style="list-style-type: none"> • Maintenance, engineering, housekeeping and capital project supervision 3. Retail spaces in the North Building (through an agreement with The City of Calgary) <ul style="list-style-type: none"> • Basic property management services 4. Meetings and Conventions Calgary (through an agreement with the CHA) <ul style="list-style-type: none"> • Management and operation of destination sales and marketing for MC&IT 5. Food and Beverage Services Agreement (joint agreement – Hotel, City, CCCA) <ul style="list-style-type: none"> • Management & administration of contract 6. TELUS Naming and Business Rights (joint agreement – TELUS, City, CCCA) <ul style="list-style-type: none"> • Management of contract <p style="text-align: right;">2</p>
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**AUDIT & FINANCE
COMMITTEE
TERMS OF
REFERENCE**

Standing committee of the Board:

- Committee reviews:
 - Financial reporting process
 - Internal controls
 - Risk management
 - Audit process
 - Compliance with laws and regulations



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**AUDIT & FINANCE
COMMITTEE
TERMS OF
REFERENCE**

Audit & Finance Committee Members:

- Darren Demchuk, CCCA Audit & Finance Chair
- Tom Bornhorst, CCCA Chair
- Sam Goresht – CCCA Member
- Georgine Ulmer – CCCA Member
- Diane Colley-Urquhart – Councillor

All citizen members are fully independent.



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**PLANNED
GOVERNANCE
ACTIVITIES**

Audit & Finance Chair:

- Meets with the Controller and General Manager to;
 - Review financial statements and other relevant matters
 - Review of financial policies, adherence to procedures and internal controls
 - Oversees external auditor's services



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**PLANNED
GOVERNANCE
ACTIVITIES
(continued)**

Audit & Finance Committee:

- Meets quarterly to review financial statements, financial performance, forecasts and other significant business concerns
- Recommends to the board annual operating and capital budgets
- Meets with the external auditor to plan the audit process and receives auditor's report
- Reviews the Risk Management Process




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BUDGET PROCESS

Budgets Completed For:

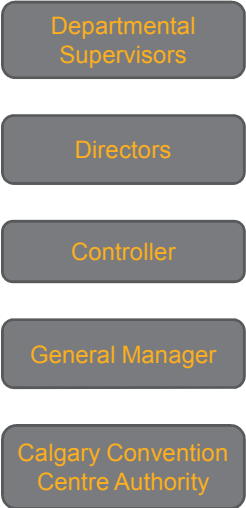
- CTCC – Operating and Capital
- Glenbow Museum – Maintenance, Engineering and Housekeeping: Operating and Capital
- Meetings and Conventions Calgary – Operating




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BUDGET PROCESS

Budget Approval Process



- Departmental Supervisors
- Directors
- Controller
- General Manager
- Calgary Convention Centre Authority




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INTEGRATED RISK MANAGEMENT



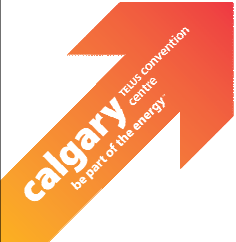
CTCC RISK MANAGEMENT MODEL

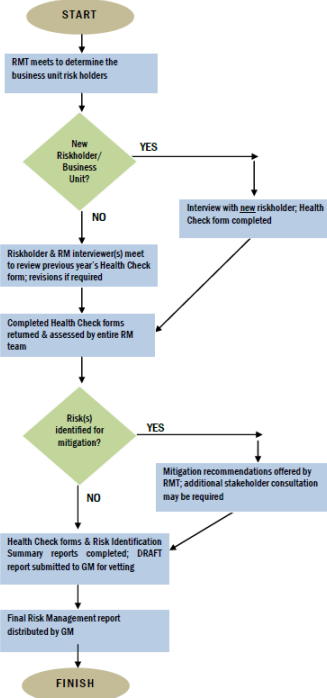
- Identify, understand, prioritize, and manage risks;
- Organization-wide awareness of risk management;
- A culture of sharing responsibility for risk management;
- Risk management orientation for new employees;
- Contract risk management.



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INTEGRATED RISK MANAGEMENT: PROCESS (2014-2015)





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graph TD
    START([START]) --> Step1[RMT meets to determine the business unit risk holders]
    Step1 --> Dec1{New Riskholder/Business Unit?}
    Dec1 -- YES --> Step2[Interview with new riskholder; Health Check form completed]
    Dec1 -- NO --> Step3[Riskholder & RM interview(s) meet to review previous year's Health Check form; revisions if required]
    Step2 --> Step4[Completed Health Check forms returned & assessed by entire RM team]
    Step3 --> Step4
    Step4 --> Dec2{Risk(s) identified for mitigation?}
    Dec2 -- YES --> Step5[Mitigation recommendations offered by RMT; additional stakeholder consultation may be required]
    Dec2 -- NO --> Step6[Health Check forms & Risk Identification Summary reports completed; DRAFT report submitted to GM for vetting]
    Step5 --> Step6
    Step6 --> Step7[Final Risk Management report distributed by GM]
    Step7 --> FINISH([FINISH])
    
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Key Strategic Risks

Business sustainability most critical issue;

Product is no longer competitive;

Revenues are flattening and/or decreasing;

Limited ability to further control costs;

Mitigating strategies continually assessed.



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SUMMARY OF EXTERNAL AUDIT REPORT

- An unqualified opinion was issued on the financial statements;
- No significant weaknesses in internal control were identified;
- No illegal acts, significant transactions inconsistent with ordinary business, or unusual transactions were identified;
- No disagreements with management, limitations placed on scope, or other difficulties were encountered during the audit.



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FINANCIAL RESULTS

	2014	2013
Revenues: Operating Revenue	22,508,086	24,294,441
City Grant	1,701,383	1,699,838
Total Revenue	24,209,469	25,994,279
Expenses: Operating Expenses	23,856,788	24,875,979
Contribution to Major Replacement Reserve	180,000	180,000
Amortization	616,206	512,006
Total Expenses	24,652,994	25,567,985
Total Operating Reserves at year end	4,256,568	4,659,805
Cash	1,949,651	2,388,824
Amortized Assets	2,306,917	2,270,981
Major Replacement Reserve at year end	33,105	73,393
Capital Expenditures for 2013 (renovations, building enhancements, equipment)	652,142	838,872
Funded through:		
Operating Reserve	331,854	247,737
Major Replacement Reserve	220,288	229,142
Western Economic Diversification Fund	0	100,050
CPRiP Grant	0	72,053
MSI Grant	100,000	189,890
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