



CALGARY CONVENTION CENTRE AUTHORITY 2017 NOMINATIONS REPORT
Calgary Convention Centre Authority Report to Council
2017 October 11

EXECUTIVE SUMMARY

This report presents a slate of two recommended candidates for appointment as members of the Calgary Convention Centre Authority (Authority) for consideration and approval by Council. Two 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 expected that the candidates have the skills and experience the Authority needs to respond to its complex operating environment. Following this report, all candidate nominations will be presented to Council for approval at the annual Organizational Meeting of Council.

CALGARY CONVENTION CENTRE AUTHORITY RECOMMENDATIONS

That Council appoint the two (2) recommended elector members to the Calgary Convention Centre Authority, each for a four (4) year term commencing 2017 October 30 and expiring at the 2021 Organizational Meeting of Council from the slate of candidates recommended by the Authority in Attachment 13.

PREVIOUS COUNCIL DIRECTION / POLICY

2016 April 24, Council approved CP2016-03 Governance and Appointments of Boards, Commissions and Committees. With reference to Section 5.16.9 the council has implied the need that all appointments that go to council for consideration require two recommendations for each position. The implication of the new addition to the policy is that the Calgary Convention Centre Authority will need to have two candidates for each board vacancy.

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 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 its governance model and ensure members have the experience and skills needed to guide the organization



through a complex operating environment. Upon conclusion of interviews, Optimum Talent | Conroy Ross Partners was selected. There are two board positions at present whose terms have reached maturation. One member has completed two, four year terms, and as such is not eligible for re-appointment, and one member has completed one, four year term and is seeking re-appointment.

INVESTIGATION: ALTERNATIVES AND ANALYSIS

Attachment 13 presents a slate of candidates for Council’s consideration and approval. Following Council direction, applications were gathered from various other sources (see “Overview of Search” below.) All candidates were assessed against the skill requirements identified in the skills and experience requirement document (included herein as Attachment 14) and six candidates underwent an interview and vetting process focused on the following key areas:

- **Board/Committee Experience:** Besides relating 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.
- **Strategic Planning and Governance:** Building upon the CCCA’s mandate, solidify the strategic direction of the CTCC, and create a vision for conventions in Calgary with all strategic partners and stakeholders. In addition, provide governance and leadership in the development of the new initiatives, strategic partnerships and priority projects undertaken by the CTCC.
- **Promotion and Advocacy:** Ensure that the important and essential role of the CTCC within the community is communicated clearly, the values and contributions are understood and respected by all key stakeholders and the active promotion of the CTCC and City of Calgary as a destination remains a priority.
- **Financial Management and Leadership:** Recommend required Operating and Capital Budgets to City Council, evaluate CTCC’s unique strengths and community enterprise value in the identification of potentially innovative and diversified sources of operations and partnerships and take an active leadership role in the Finance and Audit Committee.
- **Committee and Active Participation:** Participate on at least one CCCA Board Committee.

Candidates were also assessed against their overall track record of community engagement, passion for Calgary and that there are no potential conflicts of interest generated by the appointment to the CCCA board.

Overview of Search:

- 39 applications were received in total:
 - All 39 applications were generated through Optimum Talent | Conroy Ross Partners: CRP website posting, CRP’s LinkedIn posting and Conroy Ross’ targeted sourcing efforts.
- 6 candidates were interviewed by CRP. These candidates also completed a candidate self-assessment, which was presented to the CCCA Recruitment Committee along with resumes.
- 5 of these candidates were selected and interviewed by the CCCA Recruitment Committee.
- Two are recommended for appointment by Council with two alternates.

Rationale for proposed Candidates



The recruitment of members with established accounting and finance expertise will fill a void left in the board by the exiting board member. This 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 a manner that benefits The City of Calgary while maintaining financial performance within an acceptable range.

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.

REASONS FOR RECOMMENDATIONS:

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 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).

ATTACHMENTS

Attachment 13: Slate of Candidates (Confidential)

Attachment 14: Board Skills and Experience Matrix (Confidential)

Working with Optimum Talent | Conroy Ross Partners, this report was prepared by the Authority and is respectfully submitted.

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