



<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
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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
- Bob Holmes, CCCA Chair
- Tom Bornhorst – CCCA Vice Chair
- Sam Goresht – CCCA Member
- Kurt Hanson – City Representative



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**PLANNED
GOVERNANCE
ACTIVITIES**

Audit & Finance Chair:

- Meets monthly 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

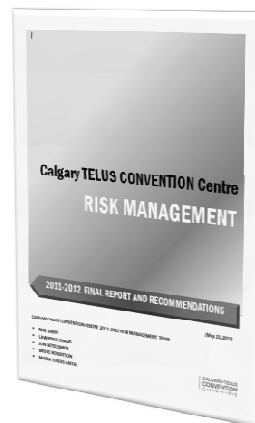


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INTEGRATED RISK MANAGEMENT

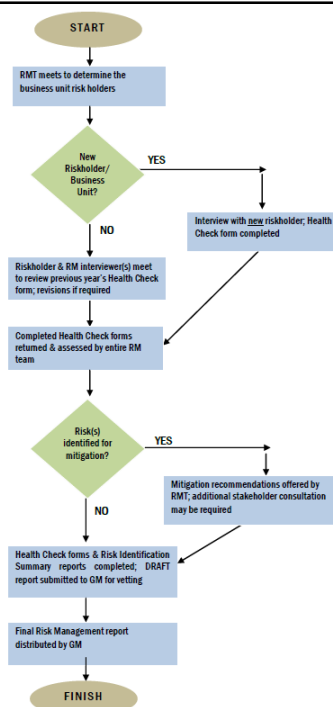
CTCC RISK MANAGEMENT MODEL

- 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 (2013-2014)



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CHALLENGES GOING FORWARD

Business sustainability most critical issue;

Product is no longer competitive;

Revenues are flattening and/or decreasing;

Limited ability to further control costs;

Mitigating strategies are under review.



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PERFORMANCE MEASURES

Annual benchmarking through Convention Centres of Canada, PWC

Total Delegates:	250,000
Non Resident Delegates	55,000

Economic Impact:	Total Direct Spending	\$34,328,000
	Contribution to GDP	19,130,000

Number of Events:	Conventions	29
	Trade and Consumer Shows	12
	Meetings & Social	609

Occupancy Levels:	Macleod Hall	70%
	Exhibition Hall	62%
	Overall	53%

LAPP Audit Score	99%
Health & Safety Audit Score	94%



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INTERNAL CONTROL ENVIRONMENT

- Highly trained professionals
- Segregation of duties
- Applicable policies and procedures



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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

	2013	2012
Revenues:		
Operating Revenue	24,294,441	23,534,751
City Grant	1,699,838	1,685,569
Total Revenue	25,994,279	25,220,320
Expenses:		
Operating Expenses	24,875,979	23,895,874
Contribution to Major Replacement Reserve	180,000	180,000
Amortization	512,006	480,307
Total Expenses	25,567,985	24,556,181
Total Operating Reserves at year end	4,659,805	4,186,177
Cash	2,388,824	2,219,254
Amortized Assets	2,270,981	1,966,923
Major Replacement Reserve at year end	73,393	122,535
Capital Expenditures for 2013 (renovations, building enhancements, equipment)	838,872	951,766
Funded through:		
Operating Reserve	247,737	574,385
Major Replacement Reserve	229,142	189,433
Western Economic Diversification Fund	100,050	0
CPRiP Grant	72,053	187,948
MSI Grant	189,890	0

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IMPACT OF 2013 FLOOD

Lost business	\$754,378
Damage to building	137,408

Insurance:

Gross Profit/Loss(Business Interruption)	350,562
Received	325,562
Deductible	25,000

Building/Plant/Equipment

Received	17,608
Pending	119,800

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