



**CALGARY
CONVENTION
CENTRE AUTHORITY
(CCCA)**

Mandate (approved by City Council, 2005)

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 with an acceptable range.

Vision (approved by City Council April, 2017)

The Calgary TELUS Convention Centre is Calgary's meeting place which brings the community together in a central hub to connect, learn, innovate, celebrate, support and grow.

The Calgary TELUS Convention Centre connects Calgary with the global community; leveraging our assets to create opportunities that impact the lives of Calgarians and Canadians.

**CCCA
CONTRACTUAL
OBLIGATIONS**



1. **Calgary TELUS Convention Centre** (through an agreement with the City of Calgary)
 - Management, marketing and operations
 - Building stewardship and protection of asset
2. **Glenbow Museum** (through an agreement with the City of Calgary)
 - Maintenance, engineering, housekeeping and capital project supervision
3. **Retail spaces in the North Building** (through an agreement with the City of Calgary)
 - Basic property management services
4. **Meetings and Conventions Calgary** (through an agreement with the Calgary Hotel Association)
 - Management and operation of destination sales and marketing for MC&IT
5. **Food and Beverage Services Agreement** (joint agreement – Marriott Hotel, City, CCCA)
 - Management & administration of contract
6. **TELUS Naming and Business Rights** (joint agreement – TELUS, City, CCCA)
 - Management of contract

3

**2016 CALGARY
TELUS
CONVENTION
CENTRE
(CTCC) HIGHLIGHTS**



- Clean audit; \$(84,811) operational deficit
- Economic driver for Calgary
 - \$17M Direct economic impact
 - \$12M Indirect economic impact
 - Total Non- local delegates: 19,594
- New CTCC President, vision and strategy
- MNP Organizational vital signs scan
- 3 exceptional new board members recruited to the CCCA Board

4

**CCCA AUDIT &
FINANCE
COMMITTEE**

Terms of Reference:

- Financial reporting process
- Internal controls
- Risk management
- Audit process
- Compliance with laws and regulations
- Oversees external auditor's services



5

**CCCA
PLANNED
GOVERNANCE
ACTIVITIES**

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 with all board members



6

**CTCC
INTEGRATED
RISK
MANAGEMENT**

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.



7

**CTCC KEY
STRATEGIC RISKS**

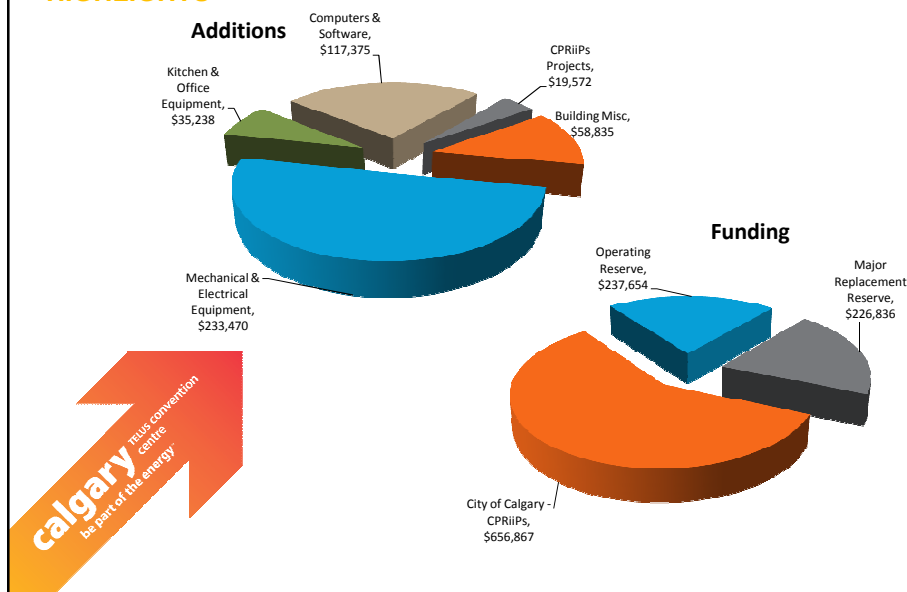
- Deferred Maintenance(ability to provide a quality product, business reputation, financial risk)
- Decline of Economy(decrease in local booking, continue with mitigation strategy, and international research)
- Competitive Positioning of facility (aggressively target other markets)



8

CTCC PERFORMANCE HIGHLIGHTS

2017 Capital Expenditures



9

HIGHLIGHTS OF CCCA 2016 FINANCIAL RESULTS

	2016	2015
Revenues:		
Operating Revenue	18,291,022	21,470,498
City Grant	1,817,137	1,758,207
Total Revenue	20,108,159	23,228,705
Expenses:		
*Operating Expenses before Amortization	19,562,364	22,322,156
Contribution to Major Replacement Reserve	180,000	180,000
Amortization	677,160	553,195
Total Expenses	20,239,524	22,875,351
Total Operating Reserves at year end	4,466,990	4,551,801
Net Financial Assets (cash)	2,192,004	2,063,863
Non Financial Assets (TCA)	2,274,986	2,487,938
Major Replacement Reserve at year end	14,942	61,778
Capital Expenditures for 2016 (renovations, building enhancements, equipment)	464,490	763,664
Funded through:		
Operating Reserve	237,654	279,606
Major Replacement Reserve	226,836	151,327
CPRiP Grant**	656,867	332,731
MSI Grant (2015 is for Glenbow only)	0	148,194

* Meetings + Conventions Calgary is reported net per Public Standard Accounting Standards (PSAS)

** Commitments of \$856,250 made at December 31, 2016 for capital expenditures and paid in 2017

10

