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**METROPOLITAN TORONTO CONVENTION CENTRE CORPORATION:
ORDER-IN-COUNCIL APPOINTMENT OF
GINA SACCOCCIO BRANNAN ***

Prepared for:

Standing Committee on Government Agencies

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INTRODUCTION

This paper has been prepared for Members participating in the Committee's review of the Order-in-Council appointment of Gina Saccoccio Brannan as a member of the Metropolitan Toronto Convention Centre Corporation (MTCCC) Board of Directors. It describes the operations of the board, presents information about the appointee, and identifies possible lines of questioning.

METROPOLITAN TORONTO CONVENTION CENTRE CORPORATION

Enabling Statutes	Responsible Ministry
<i>Metropolitan Toronto Convention Centre Corporation Act, 1990</i>	Heritage, Sport, Tourism and Culture Industries
Agency Type	Most Recent Annual Report
Board Governed Provincial Agency (Operational Enterprise)	2019-20
Activities of the Agency	
The Corporation and its Board operate, maintain, and manage an international class convention centre facility in the city of Toronto in a manner that will promote and develop tourism and industry in Ontario.	
Board Membership	
Not fewer than seven and not more than thirteen members. There are currently eight members and one chair. ¹	Remuneration As per Schedule A of the Agencies and Appointments Directive : Members: Up to \$150 per day Vice-Chairs: Up to \$175 per day Chairs: Up to \$225 per day
Term of Office: A member serves for a term not exceeding three years and until a successor is appointed. Members are eligible for reappointment.	

¹ Public Appointments Secretariat, "[Metropolitan Toronto Convention Centre Corporation](#)."

CURRENT OPERATIONS

Role of the Board of Directors

The Board of Directors is accountable, through the Chair, to the Minister of Heritage, Sport, Tourism and Culture Industries for the oversight and governance of the Agency as well as setting goals, objectives, and the strategic direction for the Agency within its mandate.²

The goals set by the Board of Directors of the Corporation at its inception in 1984 are:

- To position the Metropolitan Toronto Convention Centre as a world-class convention centre;
- To attract incremental visitors to Canada, Ontario, and Toronto;
- To provide a showcase for conventions, trade shows, public shows, meetings, and food and beverage needs; and
- To operate on a cost recovery commercial (i.e., profitable) basis over the long term.³

The [Memorandum of Understanding \(MoU\) agreement](#) between MTCCC and the Ministry sets out 20 responsibilities for the Board. Some of the responsibilities include:

- Directing the development of, and approving the Agency's business plans for submission to the Minister;
- Establishing performance measures, targets, and management systems for monitoring and assessing the Agency's performance;
- Providing advice to the Minister, through the Chair, on issues within or affecting the Agency's mandate and operations; and
- Setting performance objectives for the President and CEO and remuneration terms linked to these objectives.⁴

Board Membership

The Board is composed of not fewer than seven and not more than thirteen members of whom not more than ten are appointees of the Lieutenant Governor in Council, and not more than three are appointed by a resolution of the Council of the City of Toronto. The Lieutenant Governor in Council designates one director as chair and one as president and chief executive officer of the Corporation.⁵

² Metropolitan Toronto Convention Centre Corporation, "[Annual Report 2019-20](#)."

³ [Memorandum of Understanding Between Minister of Heritage, Sport, Tourism and Culture Industries and Chair of the Metropolitan Toronto Convention Centre Corporation](#) (January 7, 2021), p. 6.

⁴ Ibid, p. 10-11.

⁵ Public Appointments Secretariat, "[Metropolitan Toronto Convention Centre Corporation](#)."

Metropolitan Toronto Convention Centre

The convention centre consists of two buildings connected by an enclosed, climate-controlled internal street. The North Building is located at 255 Front Street West, Toronto, adjacent to the Rogers Centre and the CN Tower. The South Building is located at 222 Bremner Boulevard. The MTCCC's North Building opened for business on October 2, 1984, with the formal dedication conducted by Her Majesty Queen Elizabeth II. The South Building opened 13 years later, with an official opening by His Royal Highness, the Duke of Edinburgh on June 29, 1997. It is described as Canada's largest convention facility, covering over 2 million square feet (approximately 186,000 square metres).⁶

Figure 1: MTCCC Operating Statistics, 2018-19 and 2019-20

	2018-19	2019-20
Number of Events	21,338	21,784
Number of Conventions/Trade Shows	2,112	2,171
Number of Meetings	12,997	13,232
Attendance	65.1 million	66.4 million

Source: Metropolitan Toronto Convention Centre, [Annual Report 2019-20](#).

Financial Information

The MTCCC primarily generates revenues through the rental of its facilities, parking spaces, and sale of food and beverages. The MTCCC employed 786 full- and part-time employees in fiscal year 2019-20. The MTCCC pays an annual "dividend" (or distribution payment) to the Province, its sole shareholder. In 2020, this amount was \$9 million.⁷

⁶ Metropolitan Toronto Trade Convention Centre, "[About](#)."

⁷ Metropolitan Toronto Convention Centre Corporation, "[Annual Report 2019-20](#)."

Figure 2: MTCCC Statement of Operations and Accumulated Surplus, 2019-20

	March 31, 2020 Budget	March 31, 2020 Actual	March 31, 2019 Actual
Revenue:			
Food and beverage	\$ 29,600,000	\$ 31,018,437	\$ 30,784,230
Facility rental	19,270,000	18,851,451	18,262,106
Parking	11,600,000	10,613,250	11,434,886
Commissions	7,219,500	6,769,222	7,083,004
Communications	2,500,000	2,238,192	2,439,950
Capital contribution	993,100	993,111	993,111
Other	4,734,200	4,746,754	4,465,156
Total revenue	75,916,800	75,230,417	75,462,443
Expenses (note 7):			
Food and beverage	18,645,200	19,833,571	19,629,256
Facility rental	5,254,800	5,138,970	5,000,379
Parking	3,066,100	2,737,895	2,805,190
Communications	840,700	844,619	786,965
Event services	683,500	661,396	663,627
General and administrative	8,596,700	7,923,032	8,426,971
Sales and marketing	4,023,900	3,825,361	4,079,188
Engineering	5,579,300	5,560,608	5,696,430
Energy	3,298,000	2,969,290	3,108,578
Other expenses (income) (note 8)	3,190,200	1,539,127	(558,203)
Amortization	10,840,000	10,761,250	10,303,811
Total expenses	64,018,400	61,795,119	59,942,192
Annual surplus	11,898,400	13,435,298	15,520,251
Accumulated surplus, beginning of year	154,999,800	158,803,406	154,783,155
Distribution payment (note 5)	(12,500,000)	(9,000,000)	(11,500,000)
Accumulated surplus, end of year	\$ 154,398,200	\$ 163,238,704	\$ 158,803,406

Source: Metropolitan Toronto Convention Centre, [Annual Report 2019-20](#).

RECENT DEVELOPMENTS

The MTCCC temporarily ceased operations on March 13, 2020, due to the COVID-19 pandemic.⁸ It was used as Ontario's first major COVID-19 vaccination site. In January 2021, it was opened as a “proof-of-concept” clinic to help develop a blueprint for how vaccines would be administered in non-medical settings throughout the province.⁹

With the lifting of restrictions, the MTCCC has begun to return to its operations. The [events page](#) currently lists nine events scheduled between now and the end of the year. Some notable recent events include a large art exhibit¹⁰ and the first [Fan Expo Canada](#) to take place since August 2019. However, these events have

⁸ Ibid.

⁹ Joshua Freeman and Chris Herhalt, “Ontario's first major COVID-19 vaccination site will pause after just 5 days due to supply shortage,” *CTVNews*, January 18, 2021.

¹⁰ Beyond Exhibitions, “[BEYOND MONET - Canada's Largest Immersive Experience World Premiere in Toronto Now Open](#),” news release, August 12, 2021.

required attendees to adhere to health and safety protocols including providing proof of vaccination.¹¹ The Canadian International Auto Show (CIAS), which previously attracted an average of 360,000 visitors, is scheduled to take place at the convention centre from February 18 to 27, 2022.¹²

THE WITNESS

The witness, Gina Saccoccio Brannan, is seeking appointment as member of MTCCC's Board of Directors.

According to the Office of the Premier, the witness is a Partner with Brannan Meiklejohn Barristers and a former Sole Practitioner. Her community involvement includes having served as a member of the Sunnybrook and Women's Health Sciences Centre Board of Directors.

POSSIBLE QUESTIONS

1. *What has motivated the witness to seek this appointment?*
2. *What particular contribution does the witness hope to make to the board?*
3. *In the witness's opinion, what challenges, if any, does the board face in exercising its responsibilities considering the COVID-19 pandemic and its impacts on the tourism sector?*
4. *What is the witness's perception of the MTCCC?*

¹¹ "[William Shatner, George Takei among guests set for limited edition of Toronto's Fan Expo Canada next week](#)," *Toronto Star*, October 12, 2021.

¹² Kathy Renwald, "[Canadian International Auto Show coming back to Toronto in 2022](#)," *Driving*, October 14, 2021.