



REVISED AGENDA

STRATEGIC MEETING OF COUNCIL

January 28, 2019, 9:30 AM
IN THE COUNCIL CHAMBER

1. CALL TO ORDER
2. OPENING REMARKS
3. QUESTION PERIOD
4. CONFIRMATION OF AGENDA
5. CONFIRMATION OF MINUTES
 - 5.1 Minutes of the Combined Meeting of Council, 2019 January 14
6. PRESENTATION(S) AND RECOGNITION(S)

None.
7. CONSENT AGENDA
 - 7.1 Regional Recreation Study - Phase Two Grant Application, IGA2018-1398

REVISED

 - 7.2 *Green Line Financing and Funding Update, PFC2019-0040*
Note: If selected for discussion, this item will be dealt with as the final item of business of the Strategic Meeting of Council.

Attachment 1 held confidential pursuant to Sections 23, 24, 25 and 27 of the *FOIP* Act.
8. POSTPONED REPORTS

(includes related/supplemental reports)

None.
9. ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES
 - 9.1 OFFICER OF COUNCIL REPORTS
None.

9.2 ADMINISTRATION REPORTS

9.2.1 Strategic Council Meeting – Annual Planning Session Background Information, C2019-0124

9.2.2 Consideration of Unfunded Long Term Projects, C2019-0135
Attachment 2 held confidential pursuant to sections 16, 23, 24 and 25 of *FOIP*.

9.2.2.1 *Administration's response to Councillor Colley-Urquhart and Councillor Chahal's Administrative Inquiry submitted at the 2018 July 30 Combined Meeting of Council, AI2018-08*

9.2.2.2 *Additional Information related to AI2018-08*

9.3 COMMITTEE REPORTS
None.

10. ITEMS DIRECTLY TO COUNCIL

10.1 NOTICE(S) OF MOTION
None.

10.2 BYLAW TABULATIONS
None.

10.3 MISCELLANEOUS BUSINESS
None.

11. URGENT BUSINESS

NEW MATERIAL

11.1 *Rivers District Economic Impact Analysis (Verbal), ECA2019-0109*

NEW MATERIAL

11.2 *Event Centre Resources and Workplan (Verbal), ECA2019-0107*

12. CONFIDENTIAL ITEMS

12.1 CONSENT AGENDA
None.

12.2 ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES
None.

12.3 URGENT BUSINESS

13. ADMINISTRATIVE INQUIRIES

14. ADJOURNMENT

Council Members may participate in the meeting remotely, if necessary.



MINUTES
COMBINED MEETING OF COUNCIL

January 14, 2019, 9:30 AM
IN THE COUNCIL CHAMBER

PRESENT:

Mayor N. Nenshi
Councillor G-C. Carra
Councillor G. Chahal
Councillor S. Chu
Councillor D. Colley-Urquhart
Councillor J. Davison
Councillor P. Demong
Councillor J. Farkas
Councillor D. Farrell
Councillor J. Gondek
Councillor R. Jones
Councillor S. Keating
Councillor J. Magliocca
Councillor W. Sutherland
Councillor E. Woolley

ALSO PRESENT:

City Manager J. Fielding
Deputy City Manager B. Stevens
City Solicitor and General Counsel G. Cole
Director M. Tita
City Clerk L. Kennedy
Acting City Clerk B. Hilford
Legislative Assistant J. Dubetz
Legislative Assistant T. Rowe

1. **CALL TO ORDER**

Mayor Nenshi called today's Meeting to order at 9:31 a.m.

2. **OPENING REMARKS**

Mayor Nenshi provided opening remarks and called for a moment of quiet contemplation.

3. **QUESTION PERIOD**

1. Councillor Farkas

Topic: Clarity on a Freedom of Information Request

2. Councillor Jones

Topic: Issues relating to the Max Bell LRT Train Station and Temporary Parking lot
(Refer to Section 15. Administrative Inquiries for further information)

3. Councillor Colley-Urquhart

Topic: Appreciation of City Manager Jeff Fielding

4. CONFIRMATION OF AGENDA

Moved by Councillor Woolley

Seconded by Councillor Keating

That the Agenda for today's Meeting be amended by postponing the following reports to the 2019 February 04 Combined Meeting of Council:

- 8.1.3. CPC2018-1336
- 8.1.11 CPC2018-1313
- 8.1.14 CPC2018-1306
- 8.1.22 CPC2018-1359
- 8.1.24 CPC2018-1235
- 8.1.27 CPC2018-1352
- 8.1.30 CPC2018-1259
- 8.1.34 CPC2018-1353
- 8.1.35 CPC2018-1365
- 8.1.41 CPC2018-1345

Against: Councillor Colley-Urquhart

MOTION CARRIED

Moved by Councillor Woolley

Seconded by Councillor Carra

That Item 8.1.29 CPC2018-1294 be brought forward to be dealt with as the first item of business to be dealt with following the noon break.

MOTION CARRIED

Moved by Councillor Woolley

Seconded by Councillor Magliocca

That the Agenda for today's meeting be amended by postponing Item 8.1.12 to the 2019 February 04 Combined Meeting of Council.

MOTION CARRIED

Moved by Councillor Davison

Seconded by Councillor Sutherland

That the Agenda for today's Meeting be amended, by adding an Item of Urgent Business, Item 13.1 Scheduling an Event Centre Assessment Committee Meeting (Verbal), VR2019-0003.

MOTION CARRIED

Moved by Councillor Woolley
Seconded by Councillor Magliocca

That the Agenda for today's Meeting be amended by bringing forward Item 8.2.2 C2019-0065 to be dealt with as the first item of business following the Consent Agenda.

MOTION CARRIED

Moved by Councillor Sutherland
Seconded by Councillor Magliocca

That the Agenda for today's Meeting be amended, by bringing forward Item 9.1.1 CPC2019-1420 to be dealt with immediately following Item 8.1.32 CPC2019-1430.

MOTION CARRIED

Moved by Councillor Colley-Urquhart
Seconded by Councillor Carra

That the Agenda for today's Meeting be amended, by adding an Item of Urgent Business, Item 13.2 entitled "Establishment of a Downtown Convention District, C2018-0671".

MOTION CARRIED

Moved by Councillor Gondek
Seconded by Councillor Sutherland

That the Agenda for today's Meeting be amended, by adding an Item of Urgent Business, Item 14.3.1 entitled "Police Commission Appointment (Verbal), VR2019-0002

MOTION CARRIED

Moved by Councillor Davison
Seconded by Councillor Jones

That the Agenda for the 2019 January 14 Combined Meeting of Council be confirmed, **as amended.**

MOTION CARRIED

5. CONFIRMATION OF MINUTES

Moved by Councillor Farkas
Seconded by Councillor Carra

That that following Minutes be confirmed in an omnibus motion:

- 5.1 Minutes of the Regular Public Hearing Meeting of Council, 2018 November 12
- 5.2 Minutes of the Regular Meeting of Council, 2018 November 19
- 5.3 Minutes of the Regular Public Hearing Meeting of Council, 2018 December 10 and 11
- 5.4 Minutes of the Regular Meeting of Council, 2018 December 17
- 5.5 Minutes of the Strategic Meeting of Council, 2018 December 19

MOTION CARRIED

6. PRESENTATION(S) AND RECOGNITION(S)

None

7. CONSENT AGENDA

Moved by Councillor Colley-Urquhart

Seconded by Councillor Jones

- 7.1 Appeal Mechanism – Water Utility Billing, UCS2018-1437
- 7.2 Deferral Report: Response to NM2017-36 (Green Roofs), UCS2018-1044
- 7.3 Proposed Method of Disposition – (Capitol Hill) – Ward 07 (1404 and 1406 22 AV NW, UCS2018-1422
- 7.4 Resourcing and Workplan for the Event Centre Assessment Committee, VR2018-0115

MOTION CARRIED

- 7.5 Cancellation and Scheduling of Regular Meetings of the Emergency Management Committee (Verbal), C2019-0074

Moved by Councillor Colley-Urquhart

Seconded by Councillor Carra

That in accordance with Section 17 (2) of Procedure Bylaw 35M2017, as amended, Council:

- 1. Cancel the Regular Meeting of the Emergency Management Committee, scheduled for 2019 February 13;
- 2. Schedule an Emergency Management Committee Meeting for 2019 May 08, immediately following adjournment of the SPC on Community and Protective Services; and
- 3. Schedule an Emergency Management Committee Meeting for 2019 September 11, immediately following adjournment of the SPC on Community and Protective Services.

MOTION CARRIED

8. PLANNING MATTERS FOR PUBLIC HEARING

8.1 CALGARY PLANNING COMMISSION REPORTS

8.1.1 Land Use Amendment in Arbour Lake (Ward 2) at 650 Crowfoot Crescent NW, LOC2018-0182, CPC2018-1230

The public hearing was called, however no one addressed Council with respect to Bylaw 1D2019.

Moved by Councillor Magliocca

Seconded by Councillor Chu

That with respect to Report CPC2018-1230, the following be adopt:

That Council

1. Adopt, by Bylaw, the proposed redesignation of 0.65 hectares \pm (1.60 acres \pm) located at 650 Crowfoot Crescent NW (Plan 0013068, Block 3, Lot 20) from DC Direct Control District to Commercial – Community 2 f0.4h8 (C-C2f0.4h8) District; and
2. Give three readings to the proposed Bylaw 1D2019.

MOTION CARRIED

That Bylaw 1D2019 be introduced and read a first time.

MOTION CARRIED

That Bylaw 1D2019 be read a second time.

MOTION CARRIED

That authorization now be given to read Bylaw 1D2019 a third time.

MOTION CARRIED UNANIMOUSLY

That Bylaw 1D2019 be read a third time.

MOTION CARRIED

Councillor Farrell introduced two Australian student teachers who are guests of the University of Calgary.

Councillor Farrell introduced a group of Grade 9 students from Queen Elizabeth High School in Ward 7, along with their teacher.

8.1.2 Policy Amendment and Land Use Amendment in Banff Trail (Ward 7) at 2005 - 22 Avenue NW, LOC2018-0154, CPC2018-1214

The public hearing was called, and Ben Bailey addressed Council with respect to Bylaws 1P2019 and 9D2019.

Moved by Councillor Farrell
Seconded by Councillor Carra

That with respect to Report CPC2018-1214, the following be adopted:

That Council:

1. Adopt, by Bylaw, the proposed amendments to the Banff Trail Area Redevelopment Plan;
2. Give three readings to Proposed Bylaw 1P2019.
3. Adopt, by Bylaw, the proposed redesignation of 0.05 hectares \pm (0.12 acres \pm) located at 2005 - 22 Avenue NW (Plan 8100AF, Block 43, Lots 23 to 25) from Residential – Contextual One / Two Dwelling (R-C2) District to Residential – Grade-Oriented Infill (R-CG) District; and
4. Give three readings to Proposed Bylaw 9D2019.

Against: Councillor Chu

MOTION CARRIED

That Bylaw 1P2019 be introduced and read a first time.

Against: Councillor Chu

MOTION CARRIED

That Bylaw 1P2019 be read a second time.

Against: Councillor Chu

MOTION CARRIED

That authorization now be given to read Bylaw 1P2019 a third time.

MOTION CARRIED UNANIMOUSLY

That Bylaw 1P2019 be read a third time.

Against: Councillor Chu

MOTION CARRIED

That Bylaw 9D2019 be introduced and read a first time.

Against: Councillor Chu

MOTION DEFEATED

That Bylaw 9D2019 be read a second time.

Against: Councillor Chu

MOTION CARRIED

That authorization now be given to read Bylaw 9D2019 a third time.

MOTION CARRIED UNANIMOUSLY

That Bylaw 9D2019 be read a third time.

Against: Councillor Chu

MOTION CARRIED

- 8.1.3 Policy Amendment (City Initiated) – Banff Trail Area Redevelopment Plan (Ward 7), CPC2018-1336

This Item was postponed to the 2019 February 04 Combined Meeting of Council.

- 8.1.4 Land Use Amendment in Hounsfield Heights/Briar Hill (Ward 7) at 1614 - 8 Avenue NW, LOC2018-0168, CPC2018-1304

The public hearing was called, however no one addressed Council with respect to Bylaw 12D2019.

Moved by Councillor Farrell
Seconded by Councillor Carra

That with respect to Report CPC2018-1304, the following be adopted:

That Council:

1. Adopt, by Bylaw, the proposed redesignation of 0.09 hectares \pm (0.21 acres \pm) located at 1614 - 8 Avenue NW (Plan 4879L, Lot 5) from Multi-Residential – Contextual Low Profile (M-C1) District to a Direct Control District to accommodate limited commercial uses; and
2. Give three readings to Proposed Bylaw 12D2019.

MOTION CARRIED

That Bylaw 12D2019 be introduced and read a first time.

MOTION CARRIED

That Bylaw 12D2019 be read a second time.

MOTION CARRIED

That authorization now be given to read Bylaw 12D2019 a third time.

MOTION CARRIED UNANIMOUSLY

That Bylaw 12D2019 be read a third time.

MOTION CARRIED

8.1.5 Land Use Amendment in Tuxedo Park (Ward 7) at 140 – 18 Avenue NE,
LOC2018-0189, CPC2018-1233

The public hearing was called and the following persons addressed
Council with respect to Bylaw 2D2019:

1. Kelvin Hamilton;
2. Ronald Radolf; and
3. Dale Drickl.

Moved by Councillor Farrell

Seconded by Councillor Woolley

That with respect to Report CPC2018-1233, the following be adopted:

That Council:

1. File the recommendations of the Calgary Planning Commission;
2. ADOPT, by bylaw, the proposed redesignation of 0.05 hectares \pm (0.13 acres \pm) located at 140 – 18 Avenue NE (Plan 21290, Block 11, Lots 1 and 2) from Residential – Contextual One / Two Dwelling (R-C2) District to Multi-Residential – Contextual Low Profile (M-C1) District; and
3. Give three readings to the proposed bylaw.

Against: Councillor Chu and Councillor Farkas

MOTION CARRIED

That Bylaw 2D2019 be introduced and read a first time.

Against: Councillor Chu and Councillor Farkas

MOTION CARRIED

That Bylaw 2D2019 be read a second time.

Against: Councillor Chu and Councillor Farkas

MOTION CARRIED

That authorization now be given to read Bylaw 2D2019 a third time.

MOTION CARRIED UNANIMOUSLY

That Bylaw 2D2019 be read a third time.

Against: Councillor Chu and Councillor Farkas

MOTION CARRIED

8.1.6 Policy Amendment and Land Use Amendment in Tuxedo Park (Ward 7) at 2620 Centre Street NE, LOC2018-0039, CPC2018-0486

The public hearing was called and Philip Dack addressed Council with respect to Bylaws 3P2019 and 15D2019.

Moved by Councillor Farrell
Seconded by Councillor Chahal

That with respect to Report CPC2018-0486, the following be adopted:

That Council:

1. Adopt, by Bylaw, the proposed amendment to the North Hill Area Redevelopment Plan;
2. Give three readings to Proposed Bylaw 3P2019;
3. Adopt, by Bylaw, the proposed redesignation of 0.10 hectares \pm (0.25 acres \pm) located at 2620 Centre Street NE (Plan 2617AG, Block 12, Lots 23 to 26) from Mixed Use – Active Frontage (MU-2f3.0h20) District to Mixed Use – Active Frontage (MU-2f3.7h26) District; and
4. Give three readings to Proposed Bylaw 15D2019.

MOTION CARRIED

That Bylaw 3P2019 be introduced and read a first time.

MOTION CARRIED

That Bylaw 3P2019 be read a second time.

MOTION CARRIED

That authorization now be given to read Bylaw 3P2019 a third time.

MOTION CARRIED UNANIMOUSLY

That Bylaw 3P2019 be read a third time.

MOTION CARRIED

That Bylaw 15D2019 be introduced and read a first time.

MOTION CARRIED

That Bylaw 15D2019 be read a second time.

MOTION CARRIED

That authorization now be given to read Bylaw 15D2019 a third time.

MOTION CARRIED UNANIMOUSLY

That Bylaw 15D2019 be read a third time.

MOTION CARRIED

8.1.7 Land Use Amendment in West Hillhurst (Ward 7) at 2340 – 1 Avenue NW, LOC2018-0217, CPC2018-1295

The public hearing was called and Matt Gillespie addressed Council with respect to Bylaw 14D2019.

Moved by Councillor Farrell
Seconded by Councillor Davison

That with respect to Report CPC2018-1295, the following be adopted:

That Council:

1. Adopt, by Bylaw, the proposed redesignation of 0.09 hectares \pm (0.22 acres \pm) located at 2340 – 1 Avenue NW (Plan 3710, Block 32, Lots 38 to 40) from DC Direct Control District to DC Direct Control District based on the Residential – Contextual One / Two Dwelling (R-C2) District to accommodate an Office, with guidelines; and
2. Give three readings to Proposed Bylaw 14D2019.

MOTION CARRIED

That Bylaw 14D2019 be introduced and read a first time.

MOTION CARRIED

That Bylaw 14D2019 be read a second time.

MOTION CARRIED

That authorization now be given to read Bylaw 14D2019 a third time.

MOTION CARRIED UNANIMOUSLY

That Bylaw 14D2019 be read a third time.

MOTION CARRIED

8.1.8 Policy Amendment and Land Use Amendment in Winston Heights/Mountview (Ward 7) at 407 - 27 Avenue NW, LOC2018-0172, CPC2018-1301

The following documents were distributed with respect to Report, CPC2018-1301:

- A letter from Joanne and Trevor Robertson, dated 2019 January 08;
- A letter from the Winston Heights Mountainview Community Association, dated 2019 January 13; and
- A letter from Theresa and Reid Storm, dated 2019 January 11.

The public hearing was called and the following persons addressed Council with respect to Bylaws 2P2019 and 13D2019:

1. Kelvin Hamilton;
2. David Watson;
3. Roberta Robb;
4. Adriano di Stephano;
5. Carla Volpi;
6. Heather Giorgi;
7. Jason Abbate;
8. Reno Volpi;
9. Kelly Thom;
10. Betty Watson;
11. Frances Weeks; and
12. Lory Volpi.

Report CPC2018-1301 was laid on the table, by general consent.

Report CPC2018-1301 was lifted from the table.

Council recessed at 12:10 p.m. and reconvened at 1:25 p.m. with Mayor Nenshi in the Chair.

Moved by Councillor Farrell
Seconded by Councillor Carra

1. Refer item CPC2018-1301 back to Administration for further review and engagement, including but not limited the following:
 - a. Applicant to hold an open house with the community, in connection with the upcoming North Hill Communities ARP work;
 - b. review the appropriateness of the proposed land use district, with the goal to reduce height, improve transition to adjacent land uses and properties, and revisit mandatory retail; and
 - c. consider submission of a concurrent development permit.
2. Returning to a Combined Meeting of Council, re-advertising, if necessary, for a new public hearing, no later than Q3 2019.

Against: Councillor Gondek

MOTION CARRIED

REVISED ATTACHMENT

8.1.8.1 Revised Attachment 8 - Additional letter

8.1.9 Land Use Amendment in West Hillhurst (Ward 7) at 2103 - 5 Avenue NW, LOC2018-0202, CPC2018-1332

The public hearing was called, however no one addressed Council with respect to Bylaw 26D2019.

Moved by Councillor Farrell

Seconded by Councillor Davison

That Council:

1. Adopt by bylaw, the proposed redesignation of 0.06 hectares \pm (0.15 acres \pm) located at 2103 - 5 Avenue NW (Plan 710N, Block 17, Lots 19 and 20) from Residential - Contextual One / Two Dwelling (R-C2) District to Residential - Contextual Grade - Oriented Infill (R-CG) District; and
2. Give three readings to proposed bylaw 26D2019.

MOTION CARRIED

That Bylaw 26D2019 be introduced and read a first time.

MOTION CARRIED

That Bylaw 26D2019 be read a second time.

MOTION CARRIED

That authorization now be given to read Bylaw 26D2019 a third time.

MOTION CARRIED UNANIMOUSLY

That Bylaw 26D2019 be read a third time.

MOTION CARRIED

8.1.10 Land Use Amendment in Glamorgan (Ward 6) at 4850 and 5050-- 50 Avenue SW, LOC2017-0275, CPC2018-1217

A presentation entitled "Land Use Redesignation: Silvera at Glamorgan - Silvera for Seniors" was distributed with respect to Report CPC2018-1217.

The public hearing was called and the following persons addressed Council with respect to Bylaw 3D2019:

1. David White; and
2. Lorie Robertson.

Moved by Councillor Davison
Seconded by Councillor Magliocca

That with respect to Report CPC2018-1217, the following be adopted:

That Council:

1. Adopt, by Bylaw, the proposed redesignation of 38 hectares \pm (8.35 acres \pm) located at 4850 and 5050 - 50 Avenue SW (Plan 1612555, Block 3, Lot 2; Plan 9612030, Block 2) from Multi-Residential – Contextual Low Profile (M-C1) District to DC Direct Control District to accommodate a seniors housing, with guidelines; and
2. Give three readings to Proposed Bylaw 3D2019.

MOTION CARRIED

That Bylaw 3D2019 be introduced and read a first time.

MOTION CARRIED

That Bylaw 3D2019 be read a second time.

MOTION CARRIED

That authorization now be given to read Bylaw 3D2019 a third time.

MOTION CARRIED UNANIMOUSLY

That Bylaw 3D2019 be read a third time.

MOTION CARRIED

- 8.1.11 Land Use Amendment in Springbank Hill (Ward 6), at 36 Elmont Drive SW, LOC2018-0169, CPC2018-1313

A document entitled "Attachment 3 Outline Plan" was distributed with respect to Report CPC2018-1313.

This Item was postponed to the 2019 February 04 Combined Meeting of Council.

- 8.1.12 Policy Amendment and Land Use Amendment in Sunalta (Ward 8) at 2100 and 2206 – 10 Avenue SW, LOC2018-0165, CPC2018-1358

This Item was postponed to the 2019 February 04 Combined Meeting of Council.

- 8.1.13 Land Use Amendment in Sunalta (Ward 8) at 1608 - 17 Avenue SW, LOC2018-0102, CPC2018-1108

The public hearing was called and Sam Chhibber addressed Council with respect to Bylaw 4D2019.

Moved by Councillor Woolley
Seconded by Councillor Chahal

That with respect to Report CPC2018-1108, the following be adopted:

That Council:

1. Adopt, by Bylaw, the proposed redesignation of 0.19 hectares (0.46 acres) located at 1608 - 17 Avenue SW (Plan 8911783, Block 222, Lot 9) from DC Direct Control District to Mixed Use – General (MU-15h16) District; and
2. Give three readings to proposed Bylaw 4D2019.

MOTION CARRIED

That Bylaw 4D2019 be introduced and read a first time.

MOTION CARRIED

That Bylaw 4D2019 be read a second time.

MOTION CARRIED

That authorization now be given to read Bylaw 4D2019 a third time.

MOTION CARRIED UNANIMOUSLY

That Bylaw 4D2019 be read a third time.

MOTION CARRIED

8.1.14 Policy Amendment and Land Use Amendment in Altadore (Ward 8) at 5034 and 5036 – 22 Street SW, LOC2018-0146, CPC2018-1306

This Item was postponed to the 2019 February 04 Combined Meeting of Council.

8.1.15 Land Use Amendment in Altadore (Ward 8) at 2035 and 2039 – 35 Avenue SW, LOC2018-0187, CPC2018-1342

The public hearing was called and Phillippe St. Louis addressed Council with respect to Bylaw 25D2019.

Moved by Councillor Woolley
Seconded by Councillor Sutherland

That with respect to report CPC2018-1342, the following be adopted:

That Council:

1. Adopt, by Bylaw, the proposed redesignation of 0.08 hectares \pm (0.20 acres \pm) located at 2035 and 2039 – 35 Avenue SW (Plan 4530AC, Block 4, Lots 17-20) from Residential – Contextual One / Two Dwelling (R-C2) District and Multi-Residential – Contextual Low

Profile (M-C1) District to Residential – Grade-Oriented Infill (R-CG) District; and

2. Give three readings to Proposed Bylaw 25D2019.

Against: Councillor Chu

MOTION CARRIED

That Bylaw 25D2019 be introduced and read a first time.

Against: Councillor Chu

MOTION CARRIED

That Bylaw 25D2019 be read a second time.

Against: Councillor Chu

MOTION CARRIED

That authorization now be given to read Bylaw 25D2019 a third time.

MOTION CARRIED UNANIMOUSLY

That Bylaw 25D2019 be read a third time.

Against: Councillor Chu

MOTION CARRIED

8.4.16 Policy Amendment and Land Use Amendment in Bankview (Ward 8) at 2133 and 2135 – 18 Street SW, LOC2018-0214, CPC2018-1326

The public hearing was called and the following persons addressed Council with respect to Bylaws 6P2019 and 27D2019:

1. Frank Bailey; and
2. Daniel Alejandro Quiroga-Rivera.

Moved by Councillor Woolley

Seconded by Councillor Gondek

That with respect to Report CPC2018-1326, the following be adopted:

That Council:

1. ADOPT, by bylaw, the proposed amendment to the Bankview Area Redevelopment Plan (Attachment 3);

2. Give three readings to Proposed Bylaw 6P2019;
3. ADOPT, by bylaw, the proposed redesignation of 0.08 hectares \pm (0.19 acres \pm) located at 2133 and 2135 – 18 Street SW (Plan 3076AB, Block 6, Lots 14 to 16) from Residential – Contextual One/Two Dwelling (R-C2) District to Residential – Grade-Oriented Infill (R-CG) District; and
4. Give three readings to Proposed Bylaw 27D2019.

MOTION CARRIED

That Bylaw 6P2019 be introduced and read a first time.

MOTION CARRIED

That Bylaw 6P2019 be read a second time.

MOTION CARRIED

That authorization now be given to read Bylaw 6P2019 a third time.

MOTION CARRIED UNANIMOUSLY

that Bylaw 6P2019 be read a third time.

MOTION CARRIED

That Bylaw 27D2019 be introduced and read a first time.

MOTION CARRIED

That Bylaw 27D2019 be read a second time.

MOTION CARRIED

That authorization now be given to read Bylaw 27D2019 a third time.

MOTION CARRIED UNANIMOUSLY

That Bylaw 27D2019 be read a third time.

MOTION CARRIED

Moved by Councillor Carra
Seconded by Councillor Woolley

That with respect to Report CPC2018-1326, the following Motion Arising be adopted:

That on account of the need to maximize our ability to utilize expert advice from Calgary Planning Commission, Council respectfully requests

that Commissioners resume their practice of writing explanations for their votes, specifically when they oppose recommendations of Administration.

MOTION CARRIED

Council recessed at 3:15 p.m. and reconvened at 3:50 p.m. with Deputy Mayor Chu in the Chair.

Mayor Nenshi resumed the Chair at 3:51 p.m. and Councillor Chu returned to his regular seat in Council.

8.1.17 Land Use Amendment in Beltline (Ward 8) at multiple addresses, LOC2018-0204, CPC2018-1236

The public hearing was called; however, no one came forward with respect to Bylaw 7D2019.

Moved by Councillor Woolley
Seconded by Councillor Sutherland

That with respect to Report CPC2018-1236, the following be adopted, **after correction**:

That Council hold a Public Hearing; and:

1. Adopt, by Bylaw, the proposed redesignation of 0.26 hectares \pm (0.642 acres \pm) located at 1310-9 Street SW (Plan A1, Block 93, Lots 1 to 4) and 1315, 1317, 1319, 1321, and 1323 14 Avenue SW (Plan A1, Block 98, Lots 15 to 19) from Centre City Multi-Residential High Rise District (CC-MH) and DC Direct Control District to DC Direct Control District to accommodate multi-residential development and transfer **heritage density**; and
2. Give three readings to Proposed Bylaw 7D2019.

MOTION CARRIED

That Bylaw 7D2019 be introduced and read a first time.

MOTION CARRIED

Moved by Councillor Woolley
Seconded by Councillor Sutherland

That Bylaw 7D2019 be amended in Schedule B, on page 4 of 5, Section 4 - General Definitions, by deleting the words at the end of paragraph 4(b) "**DC receiving parcel 1** (Site 1);" and by substituting with the words "**DC receiving parcels** (Site 1)."

MOTION CARRIED

That Bylaw 7D2019 be read a second time, **as amended**.

MOTION CARRIED

That authorization now be given to read Bylaw 7D2019 a third time, **as amended.**

MOTION CARRIED UNANIMOUSLY

That Bylaw 7D2019 be read a third time, **as amended.**

MOTION CARRIED

8.1.18 Land Use Amendment in Downtown Commercial Core (Ward 8) at 131 9 Avenue SW, LOC2018-0200, CPC2018-1303

The public hearing was called, and Hayley Seidel addressed Council with respect to Bylaw 34D2019.

Moved by Councillor Woolley
Seconded by Councillor Farrell

That with respect to revised Report CPC2018-1303, the following be adopted:

That Council hold a Public Hearing; and

1. Adopt, by Bylaw, the proposed redesignation of 0.97 hectares \pm (2.39 acres \pm) located at 131 – 9 Avenue SW (Plan 1612253, Block 53, Lot 3) from DC Direct Control District to DC Direct Control District to accommodate the additional use of Kennel-Urban and to update the base district (Attachment 2); and
2. Give three readings to Proposed Bylaw 34D2019.

MOTION CARRIED

That Bylaw 34D2019 be introduced and read a first time.

MOTION CARRIED

That Bylaw 34D2019 be read a second time.

MOTION CARRIED

That authorization now be given to read Bylaw 34D2019 a third time.

MOTION CARRIED UNANIMOUSLY

That Bylaw 34D2019 be read a third time.

MOTION CARRIED

8.1.19 Land Use Amendment in Downtown West End (Ward 8) at 1000 - 9 Avenue SW, LOC2018-0196, CPC2018-1234

The public hearing with respect to Bylaw 6D2019 was called; however, no one came forward.

Moved by Councillor Woolley

Seconded by Councillor Colley-Urquhart

That with respect to Report CPC2018-1234, the following be approved:
That Council hold a Public Hearing, and:

1. Adopt, by Bylaw, the proposed redesignation of 0.11 hectares \pm (0.26 acres \pm) located at 1000 9 Avenue SW (Plan A1, Block 55, Lots 21-24) from DC Direct Control District to DC Direct Control District to accommodate cannabis uses; and
2. Give three readings to Proposed Bylaw 6D2018.

MOTION CARRIED

That Bylaw 6D2019 be introduced and read a first time.

MOTION CARRIED

That Bylaw 6D2019 be read a second time.

MOTION CARRIED

That authorization now be given to read Bylaw 6D2019 a third time.

MOTION CARRIED UNANIMOUSLY

That Bylaw 6D2019 be read a third time.

MOTION CARRIED

8.1.20 Land Use Amendment in Residual Sub - Area 13G (Ward 13) at 18010 - 37 Street SW, LOC2018-0130, CPC2018-1254

The public hearing with respect to Bylaw 5D2019 was called; however, no one came forward.

Moved by Councillor Colley-Urquhart

Seconded by Councillor Demong

That with respect to Report CPC2018-1254, the following be approved:
That Council hold a Public Hearing; and:

1. Adopt, by Bylaw, the proposed redesignation of 18010 - 37 Street SW (portion of N1/2 section 19-22-1-5) from Special Purpose – Future Urban Development (S-FUD) District to DC Direct Control to accommodate a municipal works depot supporting the southwest Ring Road, with guidelines (Attachment 2); and

2. Give three readings to Proposed Bylaw 5D2019.

MOTION CARRIED

That Bylaw 5D2019 be introduced and read a first time.

MOTION CARRIED

That Bylaw 5D2019 be read a second time.

MOTION CARRIED

That authorization now be given to read Bylaw 5D2019 a third time.

MOTION CARRIED UNANIMOUSLY

That Bylaw 5D2019 be read a third time.

MOTION CARRIED

REVISED REPORT

8.1.20.1 Revised Page 1 of Report CPC2018-1254

8.1.21 Policy Amendment and Land Use Amendment in Killarney/Glengarry (Ward 8) at 3235 Kinsale Road SW, LOC2018-0181, CPC2018-1299

The public hearing with respect to Bylaws 5P2019 and 20D2019 was called; however, no one came forward.

Moved by Councillor Woolley

Seconded by Councillor Davison

That with respect to Report CPC2018-1299, the following be adopted:

That Council:

1. Refuse the proposed amendments to the Killarney/Glengarry Area Redevelopment Plan;
2. Refuse the proposed redesignation of 0.06 hectares \pm (0.14 acres \pm) located at 3235 Kinsale Road SW (Plan 732GN, Block 2, Lot 1) from DC Direct Control District to Residential – Grade-Oriented Infill (R-CG) District; and
3. Abandon proposed Bylaws 5P2019 and 20D2019.

ROLL CALL VOTE:

For: (9): Councillor Chu, Councillor Davison, Councillor Demong, Councillor Farkas, Councillor Farrell, Councillor Gondek, Councillor Magliocca, Councillor Sutherland, and Councillor Woolley

Against: (5): Mayor Nenshi, Councillor Carra, Councillor Chahal, Councillor Colley-Urquhart, and Councillor Keating

MOTION CARRIED

8.1.22 Policy Amendment and Land Use Amendment in Residual Sub-Area 13D (Ward 13) at 15113 – 37 Street SW, LOC2017-0308, CPC2018-1359

This item was postponed to the 2019 February 04 Combined Meeting of Council.

REVISED MATERIALS

8.1.22.1 Revised Page 10 of Report CPC2018-1359

8.1.22.2 Attach 6 CPC2018-1359 - Public Submission

8.1.23 Land Use Amendment in Bridlewood at 249 Bridlerange Place SW (Ward 13), LOC2018-0203, CPC2018-1341

The public hearing was called, and Megan Stuart addressed Council with respect to Bylaw 35D2019.

Moved by Councillor Colley-Urquhart

Seconded by Councillor Chahal

That with respect to report CPC2018-1341, the following be adopted:

That Council hold a Public Hearing; and:

1. Adopt, by Bylaw, the proposed redesignation of 0.81 hectares \pm (2.01 acres \pm) located at 249 Bridlerange Place SW (Plan 0815756, Block 4, Lot 13MR) from Special Purpose – School, Park and Community Reserve (S-SPR) District to Special Purpose – Community Institution (S-CI) District; and
2. Give three readings to Proposed Bylaw 35D2019.

MOTION CARRIED

That Bylaw 35D2019 be introduced and read a first time.

MOTION CARRIED

That Bylaw 35D2019 be read a second time.

MOTION CARRIED

That authorization now be given to read Bylaw 35D2019 a third time.

MOTION CARRIED UNANIMOUSLY

That Bylaw 35D2019 be read a third time.

MOTION CARRIED

8.1.24 Policy Amendment and Land Use Amendment in Silverado and Residual Sub-Area 13K (Ward 13) at multiple properties, LOC2018-0115, CPC2018-1235

This item was postponed to the 2019 February 04 Combined Meeting of Council.

8.1.25 Land Use Amendment in Cornerstone (Ward 5) at 10011- 68 Street NE and 6221 Country Hills Boulevard NE, LOC2018-0147, CPC2018-1225

The public hearing was called, and Claire Woodside addressed Council with respect to Bylaw 8D2019.

Moved by Councillor Chahal
Seconded by Councillor Farkas

That with respect to Report CPC2018-1225, the following be adopted:
 That Council hold a Public Hearing; and:

1. Adopt, by Bylaw, the proposed redesignation of 53.19 hectares \pm (131.43 acres \pm) located at 10011 - 68 Street NE and 6221 Country Hills Boulevard NE (portion of E1/2 section 23-25-29-4) from Special Purpose – Future Urban Development (S-FUD) District to Low Density Mixed Housing (R-G) District, Low Density Mixed Housing (R-Gm) District, Multi-residential – At Grade Housing (M-G) District, Multi-residential – Low Profile (M-1) District, Special Purpose – School, Park and Community Reserve (S-SPR) District, Special Purpose – Urban Nature (S-UN) District and Special Purpose – City and Regional Infrastructure (S-CRI) District; and
2. Give three readings to Proposed Bylaw 8D2019.

MOTION CARRIED

That Bylaw 8D2019 be introduced and read a first time.

MOTION CARRIED

That Bylaw 8D2019 be read a second time.

MOTION CARRIED

That authorization now be given to read Bylaw 8D2019 a third time.

MOTION CARRIED UNANIMOUSLY

That Bylaw 8D2019 be read a third time.

MOTION CARRIED

8.1.26 Land Use Amendment in Stonegate Landing (Ward 5) at 12210 Barlow Trail NE, LOC2018-0178, CPC2018-1244

The public hearing was called, and Grant Mihalcheon addressed Council with respect to Bylaw 17D2019.

Moved by Councillor Chahal
Seconded by Councillor Demong

That with respect to Report CPC2018-1244, the following be adopted:
That Council hold a Public Hearing; and:

1. Adopt, by Bylaw, the proposed redesignation of 9.74 hectares \pm (24.07 acres \pm) located at 12210 Barlow Trail NE (Portion of NW1/4 Section 28-25-29-4) from Industrial – Business f0.5h27 (I-B f0.5h27) District to Industrial – General (I-G) District; and
2. Give three readings to Proposed Bylaw 17D2019.

MOTION CARRIED

That Bylaw 17D2019 be introduced and read a first time.

MOTION CARRIED

That Bylaw 17D2019 be read a second time.

MOTION CARRIED

That authorization now be given to read Bylaw 17D2019 a third time.

MOTION CARRIED UNANIMOUSLY

That Bylaw 17D2019 be read a third time.

MOTION CARRIED

8.1.27 Land Use Amendment in Saddle Ridge Industrial (Ward 5) at 4120 - 67 Avenue NE, LOC2018-0180, CPC2018-1352

This item was postponed to the 2019 February 04 Combined Meeting of Council.

8.1.28 Land Use Amendment in Albert Park/Radisson Heights (Ward 9) at 1301 - 35 Street SE, LOC2018-0186, CPC2018-1081

The public hearing was called; however, no one came forward with respect to Bylaw 10D2019.

Moved by Councillor Carra
Seconded by Councillor Gondek

That with respect to Report CPC2018-1081, the following be adopted:
That Council hold a Public Hearing; and:

1. Adopt, by Bylaw, the proposed redesignation of 0.06 hectares \pm (0.15 acres \pm) located at 1301 - 35 Street SE (Plan 6920GS, Block 6, Lot 52) from Residential – Contextual One / Two Dwelling (R-C2) District to Residential – Grade-Oriented Infill (R-CG) District; and
2. Give three readings to Proposed Bylaw 10D2019.

MOTION CARRIED

That Bylaw 10D2019 be introduced and read a first time.

MOTION CARRIED

That Bylaw 10D2019 be read a second time.

MOTION CARRIED

That authorization now be given to read Bylaw 10D2019 a third time.

MOTION CARRIED UNANIMOUSLY

That Bylaw 10D2019 be read a third time.

MOTION CARRIED

8.1.29 Land Use Amendment in Fairview Industrial (Ward 9) at 134 Forge Road SE, LOC2018-0166, CPC2018-1294

The public hearing was held and the following persons addressed Council with respect to Bylaw 23D2019:

1. April Kojima;
2. Robert Moskovitz;
3. Menachem Matusof; and
4. Brochie Levin.

Moved by Councillor Carra

Seconded by Councillor Colley-Urquhart

That Council:

1. File the administrations recommendations contained in Report CPC2018-1294
2. Adopt, by Bylaw, the proposed redesignation of 0.78 hectares \pm (1.93 acres \pm) located at 134 Forge Road SE (Plan 1543JK; Block 2; Lots 1 and 2) from Industrial – General (I-G) District to Commercial – Corridor 2 (C-COR2 f2.0h24) District; and
3. Give three readings to the proposed Bylaw 23D2019.

MOTION CARRIED

That Bylaw 23D2019 be introduced and read a first time.

MOTION CARRIED

That Bylaw 23D2019 be read a second time.

MOTION DEFEATED

That authorization now be given to read Bylaw 23D2019 a third time.

MOTION CARRIED UNANIMOUSLY

That Bylaw 23D2019 be read a third time.

MOTION CARRIED

- 8.1.30 Land Use Amendment in Highfield (Ward 9) at 5101-11 Street SE,
LOC2018-0206, CPC2018-1259

This item was postponed to the 2019 February 04 Combined Meeting of Council.

- 8.1.31 Land Use Amendment in Varsity (Ward 1) at 3625 Shaganappi Trail NW,
LOC2018-0137, CPC2018-1297

The public hearing was called and Grant Mihalcheon addressed Council with respect to Bylaw 11D2019.

Moved by Councillor Sutherland
Seconded by Councillor Magliocca

That with respect to Report CPC2018-1237, the following be adopted:
That Council hold a Public Hearing; and:

1. Adopt, by Bylaw, the proposed redesignation of 22.69 hectares \pm (56.02 acres \pm) located at 3625 Shaganappi Trail NW (Plan 0211955, Block 1, Lot 1) from a Direct Control District to DC Direct Control District to accommodate commercial development with guidelines; and
2. Give three readings to Proposed Bylaw 11D2019.

MOTION CARRIED

That Bylaw 11D2019 be introduced and read a first time.

MOTION CARRIED

That Bylaw 11D2019 be read a second time.

MOTION CARRIED

That authorization now be given to read Bylaw 11D2019 a third time.

MOTION CARRIED UNANIMOUSLY

That Bylaw 11D2019 be read a third time.

MOTION CARRIED

8.1.32 Policy Amendment, Road Closure and Land Use Amendment in Haskayne Area Structure Plan (Ward 1) at multiple addresses, LOC2017-0229, CPC2018-1430

The public hearing was called, and the following persons addressed Council with respect to Bylaws 11P2019, 1C2019 and 39D2019:

1. Kathy Oberg
2. Ben Lee, IBI
3. James Mazak.

By general consent, Council recalled the applicant, in order to hear new information.

A letter from Larry Israelson, Marquis Communities Development Inc., dated 2018 December 10, was distributed with respect to Report CPC2018-1430.

Moved by Councillor Sutherland
Seconded by Councillor Chu

That with respect to Report CPC2018-1430, the following be adopted:
 That Council hold a Public Hearing; and:

1. ADOPT, by bylaw, the amendments to the *Haskayne Area Structure Plan* (Attachment 4);
2. Give three readings to Proposed Bylaw 11P2019;
3. ADOPT, by bylaw, the road closure of a 3.04 hectare \pm (7.51 acre \pm) (Plan 1812322, Area A and Area B) adjacent to 6000, 6005, 6600 and 6815 - 133 Street NW, with conditions (Attachment 5);
4. Give three readings to Proposed Bylaw 1C2019;
5. ADOPT, by bylaw, the proposed redesignation of 187.85 hectares \pm (464.19 acres \pm) located at 12400 Bearspaw Dam Road NW, 6000, 6005, 6600 and 6815 - 133 Street NW and the closed road (Plan 7416JK, Block E; Plan 1139HJ; Block A; NE1/4 Section 1-25-3-5; Plan 5126JK Block D; SE1/4 Section 12-25-3-5; Plan 1812322, Area A and Area B) from DC Direct Control District and Undesignated Road Right-of-Way to Residential – Low Density Mixed Housing (R-G) (R-Gm) District, Multi-Residential – At Grade Housing (M-G) District, Multi-Residential – Low Profile (M-1) District, Commercial Community 1 (C-C1) District, Special Purpose – School, Park and Community Reserve (S-SPR) District, Special Purpose – Recreation (S-R) District, Special Purpose – Urban Nature (S-UN) District and Special Purpose – City and Regional Infrastructure (S-CRI) District; and
6. Give three readings to Proposed Bylaw 39D2019.

MOTION CARRIED

That Bylaw 11P2019 be introduced and read a first time.

MOTION CARRIED

That Bylaw 11P2019 be read a second time.

MOTION CARRIED

That authorization now be given to read Bylaw 11P2019 a third time.

MOTION CARRIED UNANIMOUSLY

That Bylaw 11P2019 be read a third time.

MOTION CARRIED

That Bylaw 1C2019 be introduced and read a first time.

MOTION CARRIED

That Bylaw 1C2019 be read a second time.

MOTION CARRIED

That authorization now be given to read Bylaw 1C2019 a third time.

MOTION CARRIED UNANIMOUSLY

That Bylaw 1C2019 be read a third time.

MOTION CARRIED

That Bylaw 39D2019 be introduced and read a first time.

MOTION CARRIED

That Bylaw 39D2019 be read a second time.

MOTION CARRIED

That authorization now be given to read Bylaw 39D2019 a third time.

MOTION CARRIED UNANIMOUSLY

That Bylaw 39D2019 be read a third time.

MOTION CARRIED

REVISED ATTACHMENT

8.1.32.1 Revised Attachment 8 - Additional letter

8.1.33 Land Use Amendment in Royal Oak (Ward 1) at 96 Royal Birch Point NW, LOC2018-0104, CPC2018-1362

Mayor Nenshi resumed the Chair at 7:05 p.m. and Councillor Chu returned to regular seat in Council.

The public hearing was called, and the following persons addressed Council with respect to Bylaw 32D2019:

1. Patrick Wetter
2. Katherine Robert
3. Ernie Robert
4. Tracy McCorriston.

A submission from T. McCorriston, emailed on 2019 January 06, was distributed with respect to Report CPC2018-1362.

Moved by Councillor Sutherland
Seconded by Councillor Davison

That with respect to report CPC2018-1362, the following be adopted:

That Council hold a Public Hearing; and:

1. Adopt, by Bylaw, the proposed designation of 2.25 hectares \pm (5.56 acres \pm) located at 96 Royal Birch Point NW (Plan 1213721, Block 2, Lot 90) from Residential – Contextual One Dwelling (R-C1) District and Special Purpose – City and Regional Infrastructure (S-CRI) District to Residential – Contextual One / Two Dwelling (R-C2) District and Special Purpose – Urban Nature (S-UN) District; and
2. Give three readings to Proposed Bylaw 32D2019.

ROLL CALL VOTE:

For: (10): Mayor Nenshi, Councillor Chahal, Councillor Chu, Councillor Colley-Urquhart, Councillor Davison, Councillor Gondek, Councillor Keating, Councillor Magliocca, Councillor Sutherland, and Councillor Woolley

Against: (5): Councillor Carra, Councillor Demong, Councillor Farkas, Councillor Farrell, and Councillor Jones

MOTION CARRIED

That Bylaw 32D2019 be introduced and read a first time.

ROLL CALL VOTE:

For: (10): Mayor Nenshi, Councillor Chahal, Councillor Chu, Councillor Colley-Urquhart, Councillor Davison, Councillor Gondek, Councillor Keating, Councillor Magliocca, Councillor Sutherland, and Councillor Woolley

Against: (5): Councillor Carra, Councillor Demong, Councillor Farkas, Councillor Farrell, and Councillor Jones

MOTION CARRIED

That Bylaw 32D be read a second time.

VOTE WAS AS FOLLOWS:

For: (10): Mayor Nenshi, Councillor Chahal, Councillor Chu, Councillor Colley-Urquhart, Councillor Davison, Councillor Gondek, Councillor Keating, Councillor Magliocca, Councillor Sutherland, and Councillor Woolley

Against: (5): Councillor Carra, Councillor Demong, Councillor Farkas, Councillor Farrell, and Councillor Jones

MOTION CARRIED

That authorization now be given to read Bylaw 32D2019 a third time.

MOTION CARRIED UNANIMOUSLY

That Bylaw 32D2019 be read a third time.

VOTE WAS AS FOLLOWS:

For: (10): Mayor Nenshi, Councillor Chahal, Councillor Chu, Councillor Colley-Urquhart, Councillor Davison, Councillor Gondek, Councillor Keating, Councillor Magliocca, Councillor Sutherland, and Councillor Woolley

Against: (5): Councillor Carra, Councillor Demong, Councillor Farkas, Councillor Farrell, and Councillor Jones

MOTION CARRIED

Moved by Councillor Sutherland

Seconded by Councillor Keating

That with respect to Report CPC2018-1362, the following Motion Arising be adopted:

That Council direct Administration to review with the Fire Department the required width of the pathway prior to tentative plan approval.

MOTION CARRIED

8.1.34 Land Use Amendment in Rocky Ridge (Ward 1) at 10110 Rocky Ridge Road NW, LOC2018-0118, CPC2018-1353

This item was postponed to the 2019 February 04 Combined Meeting of Council.

8.1.35 Land Use Amendment in Royal Vista (Ward 1) at 8 and 14 Royal Vista Link NW, LOC2018-0004, CPC2018-1365

This item was postponed to the 2019 February 04 Combined Meeting of Council.

8.1.36 Land Use Amendment in Highland Park (Ward 4) at 202 - 32 Avenue NE, LOC2018-0171, CPC2018-1292

The public hearing was called; however, no one came forward with respect to Bylaw 16D2019.

Moved by Councillor Farrell
Seconded by Councillor Gondek

That with respect to Report CPC2018-1292, the following be adopted:
That Council hold a Public Hearing; and:

1. Adopt, by Bylaw, the proposed redesignation of 0.05 hectares \pm (0.13 acres \pm) located at 202 - 32 Avenue NE (Plan 5942AD, Block 4, Lots 19 and 20) from Residential – Contextual One / Two Dwelling (R-C2) District to Residential – Grade-Oriented Infill (R-CG) District; and
2. Give three readings to Proposed Bylaw 16D2019.

Against: Councillor Chu and Councillor Farkas

MOTION CARRIED

That Bylaw 16D2019 be introduced and read a first time.

MOTION CARRIED

That Bylaw 16D2019 be read a second time.

MOTION CARRIED

That authorization now be given to read Bylaw 16D2019 a third time.

MOTION CARRIED UNANIMOUSLY

That Bylaw 16D2019 be read a third time.

MOTION CARRIED

8.1.37 Land Use Amendment in Greenview Industrial Park (Ward 4) at 336 and 344 – 41 Avenue NE, LOC2018-0129, CPC2018-1293

The public hearing was called, and the following persons addressed Council with respect to Bylaw 28D2019:

1. Marvin Quashnick
2. April Kojima.

Moved by Councillor Chu
Seconded by Councillor Magliocca

That with respect to Report CPC2018-1293, the following be adopted:

That Council hold a Public Hearing; and:

1. Adopt, by Bylaw, the proposed redesignation of 0.25 hectares \pm (0.61 acres \pm) located at 336 and 344 - 41 Avenue NE (Plan 1351IB, Block 8, Lots 20 and 21; Plan 1532JK, Block 8, Lot A) from Industrial – Redevelopment (I-R) District to Industrial – Commercial (I-C) District; and
2. Give three readings to Proposed Bylaw 28D2019.

MOTION CARRIED

That Bylaw 28D2019 be introduced and read a first time.

MOTION CARRIED

That Bylaw 28D2019 be read a second time.

MOTION CARRIED

That authorization now be given to read Bylaw 28D2019 a third time.

MOTION CARRIED UNANIMOUSLY

That Bylaw 28D2019 be read a third time.

8.1.38 Land Use Amendment in Southwood (Ward 11) at 10119 and 10233 Elbow Drive SW, LOC2017-0255, CPC2018-1229

The public hearing was called, and the following persons addressed Council with respect to Bylaw 21D2019:

1. Jonathan Ryder
2. April Kojima
3. Sam Boguslavsky
4. Rob Campbell
5. Brooke Dillon
6. Kristin Joffe
7. Teraca Moffatt
8. Terry Caldie
9. Neil Moffatt
10. Todd Lane
11. Pat Befus
12. Rick Vigrass
13. Becky Porschmann.

By general consent, Council suspended the 9:30 p.m. scheduled adjournment time, in order to finish Report CPC2018-1229.

By general consent, Council recalled the applicant, in order to hear new information.

Moved by Councillor Farrell

Seconded by Councillor Woolley

That with respect to Report CPC2018-1299, the following be adopted:
That Council hold a Public Hearing; and:

1. Adopt, by Bylaw, the proposed redesignation of 3.49 hectares ± located at 10119 and 10233 Elbow Drive SW (Plan 2601HR, Block 2, Lot 14) from Commercial – Community 2 f0.32h15 (C-C2 f0.32h15) District to Commercial – Community 2 f2.0h15 (C-C2 f2.0h15) District and Commercial – Community 2 f2.0h24 (C-C2 f2.0h24) District; and
2. Give three readings to Proposed Bylaw 21D2019.

For: (11): Mayor Nenshi, Councillor Carra, Councillor Chahal, Councillor Colley-Urquhart, Councillor Davison, Councillor Demong, Councillor Farrell, Councillor Gondek, Councillor Keating, Councillor Sutherland, and Councillor Woolley

Against: (4): Councillor Chu, Councillor Farkas, Councillor Jones, and Councillor Magliocca

MOTION CARRIED

That Bylaw 21D2019 be introduced and read a first time.

ROLL CALL VOTE:

For: (11): Mayor Nenshi, Councillor Carra, Councillor Chahal, Councillor Colley-Urquhart, Councillor Davison, Councillor Demong, Councillor Farrell, Councillor Gondek, Councillor Keating, Councillor Sutherland, and Councillor Woolley

Against: (4): Councillor Chu, Councillor Farkas, Councillor Jones, and Councillor Magliocca

MOTION CARRIED

That Bylaw 21D2019 be read a second time.

VOTE WAS AS FOLLOWS:

For: (11): Mayor Nenshi, Councillor Carra, Councillor Chahal, Councillor Colley-Urquhart, Councillor Davison, Councillor Demong, Councillor Farrell, Councillor Gondek, Councillor Keating, Councillor Sutherland, and Councillor Woolley

Against: (4): Councillor Chu, Councillor Farkas, Councillor Jones, and Councillor Magliocca

MOTION CARRIED

That authorization now be given to read Bylaw 21D2019 a third time.

MOTION CARRIED UNANIMOUSLY

That Bylaw 21D2019 be read a third time.

VOTE WAS AS FOLLOWS:

For: (11): Mayor Nenshi, Councillor Carra, Councillor Chahal, Councillor Colley-Urquhart, Councillor Davison, Councillor Demong, Councillor Farrell, Councillor Gondek, Councillor Keating, Councillor Sutherland, and Councillor Woolley

Against: (4): Councillor Chu, Councillor Farkas, Councillor Jones, and Councillor Magliocca

MOTION CARRIED

Moved by Councillor Farkas
Seconded by Councillor Davison

That Council complete Item 8.1.42, Land Use Amendment in Mahogany (Ward 14) at Multiple Addresses, LOC2018-0216, CPC2018-1344 prior to the evening recess.

ROLL CALL VOTE:

For: (6): Mayor Nenshi, Councillor Carra, Councillor Davison, Councillor Farkas, Councillor Gondek, and Councillor Woolley

Against: (9): Councillor Chahal, Councillor Chu, Councillor Colley-Urquhart, Councillor Demong, Councillor Farrell, Councillor Jones, Councillor Keating, Councillor Magliocca, and Councillor Sutherland

MOTION DEFEATED

Council recessed on Monday at 9:58 p.m., and reconvened on Tuesday at 1:03 p.m. with Deputy Mayor Chu in the Chair.

REVISED REPORT

8.1.38.1 Revised Page 10 of Report CPC2018-1229

8.1.39 Land Use Amendment in East Fairview Industrial (Ward 11) at 7929 - 11 Street SE, LOC2018-0197, CPC2018-1348

The public hearing was called and Melvin Foht addressed Council with respect to Bylaw 37D2019.

Moved by Councillor Farkas
Seconded by Councillor Chahal

That with respect to Report CPC2018-1348, the following be adopted:

That Council:

1. Adopt, by Bylaw, the proposed redesignation of 0.40 hectares \pm (0.99 acres \pm) located at 7929 - 11 Street SE (Condominium Plan 1310049, Unit 24) from DC Direct Control District to Commercial – Corridor 2 f0.3h11 (C-COR2 f0.3h11) District; and
2. Give three readings to proposed Bylaw 37D2019.

MOTION CARRIED

That Bylaw 37D2019 be introduced and read a first time.

MOTION CARRIED

That Bylaw 37D2019 be read a second time.

MOTION CARRIED

That authorization now be given to read Bylaw 37D2019 a third time.

MOTION CARRIED UNANIMOUSLY

That Bylaw 37D2019 be read a third time.

MOTION CARRIED

8.1.40 Land Use Amendment in Stoney 2 (Ward 3) at 2011 – 100 Avenue NE, LOC2018-0191, CPC2018-1255

The public hearing was called, however no one addressed Council with respect to Bylaw 30D2019.

Moved by Councillor Chahal
Seconded by Councillor Davison

That with respect to report CPC2018-1255, the following be adopted:

That Council:

1. Adopt, by Bylaw, the proposed redesignation of 0.18 hectares \pm (0.44 acres \pm) located at 2011 – 100 Avenue NE (Plan 1811200, Block 1, Lot 1) from Industrial – Commercial (I-C) District to Commercial – Corridor 3 f1.0h12 (C-COR3 f1.0h12) District; and
2. Give three readings to Proposed Bylaw 30D2019.

MOTION CARRIED

That Bylaw 30D2019 be introduced and read a first time.

MOTION CARRIED

That Bylaw 30D2019 be read a second time.

MOTION CARRIED

That authorization now be given to read Bylaw 30D2019 a third time.

MOTION CARRIED UNANIMOUSLY

That Bylaw 30D2019 be read a third time.

MOTION CARRIED

8.1.41 Land Use Amendment in Walden (Ward 14) at 19605 Walden Boulevard SE, LOC2018-0185, CPC2018-1345

This item was postponed to the 2019 February 04 Combined Meeting of Council.

8.1.42 Land Use Amendment in Mahogany (Ward 14) at Multiple Addresses, LOC2018-0216, CPC2018-1344

The following clerical correction was noted to Report CPC2018-1344:

- On the title of the Report, wherever it appears, by deleting the number "14" following the word "Ward" and substituting with the number "12"

The public hearing was called and Brent Curtis addressed Council with respect to Bylaw 38D2019.

Moved by Councillor Keating

Seconded by Councillor Demong

That with respect to Report CPC2018-1344, the following be adopted:

That Council:

1. Adopt, by Bylaw, the proposed redesignation of 2.17 hectares \pm (5.36 acres \pm) located at 11 Mahogany Circle SE, 226 Mahogany Garden SE and 2231 and 2255 Mahogany Boulevard SE (Condominium Plan 1811825, Unit A; Condominium Plan 1811825, Unit B; Plan 1811825, Condominium Units 1-457; Plan 1810748, Block 27, Strata Lot 5) from DC Direct Control District to DC Direct Control District to allow for Cannabis Counselling and Cannabis Store uses, with guidelines (Attachment 2); and
2. Give three readings to the proposed Bylaw 38D2019.

MOTION CARRIED

That Bylaw 38D2019 be introduced and read a first time.

MOTION CARRIED

That Bylaw 38D2019 be read a second time.

MOTION CARRIED

That authorization now be given to read Bylaw 38D2019 a third time.

MOTION CARRIED UNANIMOUSLY

That Bylaw 38D2019 be read a third time.

MOTION CARRIED

8.2 OTHER REPORTS AND POSTPONEMENTS FOR PUBLIC HEARING

8.2.1 Backyard Suite Design and Standards, PUD2018-1323

Mayor Nenshi resumed the Chair at 1:30 and Councillor Chu returned to his regular seat in Council.

Councillor Farrell introduced a group of Grade 9 students from Queen Elizabeth High School

The public hearing was called and the following persons addressed Council with respect to Bylaw 10P2019:

1. Melanie Swailes; and
 2. Larry Heather.
- Moved by** Councillor Farrell
Seconded by Councillor Gondek

That with respect to Report PUD2018-1223, the following be adopted:

That Council:

1. Adopt, by bylaw, the proposed amendments to the Land Use Bylaw 1P2007;
2. Give three readings to Proposed Bylaw 10P2019; and
3. Adopt, by resolution, the proposed amendments to the *Policy to Guide Discretion for Secondary Suites and Backyard Suites* (Attachment 2).

Against: Councillor Chu and Councillor Demong

MOTION CARRIED

That Bylaw 10P2019 be introduced and read a first time.

Against: Councillor Chu and Councillor Demong

MOTION CARRIED

That Bylaw 10P2019 be read a second time.

Against: Councillor Chu and Councillor Demong

MOTION CARRIED

That authorization now be given to read Bylaw 10P2019 a third time.

MOTION CARRIED UNANIMOUSLY

That Bylaw 10P2019 be read a third time.

Against: Councillor Chu and Councillor Demong

MOTION CARRIED

Moved by Councillor Carra
Seconded by Councillor Woolley

That with respect to PUD2018-1323, the following Motion Arising be adopted:

That Council amend the Guide Discretion for Secondary Suites and Backyard Suites to include Option 3 as contained in Attachment 6 of PUD2018-1323.

ROLL CALL VOTE

For: (5): Mayor Nenshi, Councillor Carra, Councillor Chahal, Councillor Farrell, and Councillor Woolley

Against: (10): Councillor Chu, Councillor Colley-Urquhart, Councillor Davison, Councillor Demong, Councillor Farkas, Councillor Gondek, Councillor Jones, Councillor Keating, Councillor Magliocca, and Councillor Sutherland

MOTION DEFEATED

Moved by Councillor Farrell
Seconded by Councillor Carra

That with respect to PUD2018-1323, the following Motion Arising to be adopted, in part:

That Council amend the Guide Discretion for Secondary Suites and Backyard Suites to include Option 2 as contained in Attachment 6 as follows:

1. The Development Authority may consider relaxing the minimum parking requirements for a Secondary Suite or Backyard Suite where the suite is located:
 - a. in the City Centre;
 - b. in Area 3 of the Parking Areas Map; or
 - c. in Area 2 of the Parking Areas Map and within:
 - i. 600 metres of a capital funded LRT platform;
 - ii. 400 metres of a MAX bus stop; or

Against: Councillor Demong and Councillor Farkas

MOTION CARRIED

Moved by Councillor Farrell
Seconded by Councillor Carra

That with respect to PUD2018-1323, the following Motion Arising to be adopted, in part:

That Council amend the Guide Discretion for Secondary Suites and Backyard Suites to include Option 2 as contained in Attachment 6 as follows:

c. iii. 150 metres of a frequent bus service.

ROLL CALL VOTE:

For: (10): Mayor Nenshi, Councillor Carra, Councillor Chahal, Councillor Colley-Urquhart, Councillor Davison, Councillor Farrell, Councillor Gondek, Councillor Jones, Councillor Magliocca, and Councillor Woolley

Against: (5): Councillor Chu, Councillor Demong, Councillor Farkas, Councillor Keating, and Councillor Sutherland

MOTION CARRIED

Moved by Councillor Farrell
Seconded by Councillor Carra

That with respect to PUD2018-1323, the following Motion Arising to be adopted, in part:

That Council:

2. Direct Administration to work with area Councillors to revise the Map of the Policy to Guide Discretion for Secondary Suites and Backyard Suites to better reflect mobility criteria and return with a revised map to Council as soon as possible.

Against: Councillor Demong and Councillor Farkas

MOTION CARRIED

8.2.2 Proposed Transfer of Environmental Reserve (Ward 01) (51 and 71 Greenbriar WY NW) C2019-0065

Moved by Councillor Sutherland
Seconded by Councillor Davison

That with respect to Report C2019-0065, the following be adopted:

That Council:

1. Refer C2019-0065 back to administration for re-advertising no later than 2019 February 28; and
2. Abandon bylaw 3M2019.

MOTION CARRIED

NEW MATERIAL

8.2.2.1 Attach 2 C2019-0065 - Bylaw 3M2019

- 8.2.3 Proposed Rivers District Community Revitalization Levy Bylaw Amendment, C2019-0026

The public hearing was called and Larry Heather addressed Council with Respect to Bylaw 2M2019.

Moved by Councillor Farrell
Seconded by Councillor Farkas

That with respect to report C2019-0026, the following be adopted:

That Council:

1. Give three readings to proposed Bylaw 2M2019, the Rivers District Community Revitalization Levy Amending Bylaw Number 1; and
2. Forward proposed Bylaw 2M2019 to the Government of Alberta for approval in accordance with Section 381.2 of the *Municipal Government Act*.

MOTION CARRIED

That Bylaw 2M2019 be introduced and read a first time.

MOTION CARRIED

That Bylaw 2M2019 be read a second time.

MOTION CARRIED

That authorization now be given to read Bylaw 2M2019 a third time.

MOTION CARRIED UNANIMOUSLY

That Bylaw 2M2019 be read a third time.

MOTION CARRIED

Council recessed at 3:18 p.m. and resumed at 3:50 with Mayor Nenshi in the Chair.

9. **PLANNING MATTERS NOT REQUIRING PUBLIC HEARING**

9.1 CALGARY PLANNING COMMISSION REPORTS

9.1.1 Proposed Community Name and Street Names in Residual Sub-Area 01G (Ward 1) SN2017-0007, CPC2018-1420

Moved by Councillor Sutherland**Seconded by** Councillor Magliocca

That with respect to Report CPC2018-1420, the following be approved:

That Council:

1. ADOPT, by Resolution, the proposed community name of "Haskayne".
2. ADOPT, by Resolution, the proposed street names: Haskayne, Rowan, Rowanbrook, Rowanstone, Rowanwood, Rowarton, Rowdale, Rowden, Rowell, Rowich, Rowley, Rowloch, Rowmont, Royce and Royston.

MOTION CARRIED

By general consent, Council recessed at 5:53 p.m. and reconvened at 7:02 p.m. with Deputy Mayor Chu in the Chair.

9.2 OTHER REPORTS AND POSTPONEMENTS NOT REQUIRING PUBLIC HEARING

None

9.3 BYLAW TABULATIONS

None

10. POSTPONED REPORTS

None

11. ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

11.1 OFFICER OF COUNCIL REPORTS

None

11.2 ADMINISTRATION REPORTS

11.2.1 Business Improvement Areas and Business Revitalization Zones – Board Appointments 2019, C2019-0025

Moved by Councillor Davison**Seconded by** Councillor Magliocca

That Council:

1. Appoint members to the boards of BIAs and BRZs for the 2019 terms as set out in Attachment 1;
2. Direct that retiring board members receive a letter from the Mayor thanking them for their service; and

3. Release Attachment 1 as a public document after Council rises and reports on the matter.

MOTION CARRIED

11.2.2 Council Member Remuneration Calculation - C2019-0058

Copies of Notice of Motion NM2017-18 were distributed with respect to Report C2019-0058.

Moved by Councillor Colley-Urquhart

Seconded by Councillor Jones

That with respect to Report C2019-0058, Bullets 3 and 4, as follows, of Councillor Keating's proposed motion be referred to the Co-ordinating Committee of the Councillors' Office, to return as soon as possible:

"3. Reconvene the Council Compensation Review Committee (CCRC) no later than Q1 2020, after the review of the CCRC process dictated by report C2018-0608 to perform a complete evaluation of Council's overall benefits, including but not limited to:

- a. Pension for elected officials;
 - b. Salary comparison relative to position responsibilities, and specifically the responsibilities of elected officials of other orders of government and the number of constituents they serve.
 - c. Alternatives to adjusting compensation on an annual basis.
4. Direct Administration to make available proper administrative support to the CCRC so that they can complete the mandate requested of them by Q4 2020."

MOTION CARRIED

Moved by Councillor Keating

Seconded by Councillor Sutherland

That the Administration Recommendations contained in Report C2019-0058 be filed and replaced with:

"That Council:

1. Reconsider its decision of 17 December 2018, third recommendation put on Item C2018-1383, regarding Council remuneration, and set 2019 remuneration at 2018 levels, or at the level that the existing process affirmed by Council in 2012, whichever is lower;"

Against: Mayor Nenshi

MOTION CARRIED

Moved by Councillor Keating
Seconded by Councillor Sutherland

That the Administration Recommendations contained in Report C2019-0058 be filed and replaced with:

"That Council:

2. Direct that adjustments for 2020 and 2021 be based on the September to September annual change in Alberta Annual Weekly Earnings (as per the existing policy and the process prior to 2012); and"

MOTION CARRIED

Moved by Councillor Keating
Seconded by Councillor Sutherland

That the Administration Recommendations contained in Report C2019-0058 be filed and replaced with:

"That Council:

5. Thank Administration, particularly the Chief Financial Officer and staff in Human Resources for their assistance in resolving this matter."

MOTION CARRIED

Moved by Councillor Chu
Seconded by Councillor Colley-Urquhart

That with respect to Report C2019-0058, the following Motion Arising be adopted:

Council request that the Integrity Commissioner consider the events of December 17th 2018 to be amicably resolved as a misunderstanding, with no assignment of fault or blame.

RECORDED VOTE:

For: (2): Councillor Chu, and Councillor Farkas

Against: (13): Mayor Nenshi, Councillor Carra, Councillor Chahal, Councillor Colley-Urquhart, Councillor Davison, Councillor Demong, Councillor Farrell, Councillor Gondek, Councillor Jones, Councillor Keating, Councillor Magliocca, Councillor Sutherland, and Councillor Woolley

MOTION DEFEATED

11.2.3 Delegation of Authority to Approve Land Transactions - Status Update - C2019-0064

Moved by Councillor Demong
Seconded by Councillor Carra

That with respect to Report C2019-0064, the following be adopted:

That Council direct Administration to request the Province to amend The City of Calgary Charter, 2018 Regulation, to restore Council's ability to delegate authority to a council committee, and report back on the status of these efforts no later than Q2 2019.

MOTION CARRIED

NEW MATERIALS

11.2.3.1 Report C2019-0064 and Attachment 1

11.3 COMMITTEE REPORTS

None

12. ITEMS DIRECTLY TO COUNCIL

12.1 NOTICE(S) OF MOTION

12.1.1 Achieving Good Governance through Optimizing Committee Mandates, C2019-0073

Moved by Councillor Farrell
Seconded by Councillor Carra

That with respect to Notice of Motion C2019-0073, Councillor Gondek's proposed Motion be amended in the first Resolution, by adding the words "through the Priorities and Finance Committee", following the words "report back to Council".

MOTION CARRIED

Moved by Councillor Woolley
Seconded by Councillor Carra

That with respect to Notice of Motion C2019-0073, Councillor Gondek's proposed Motion be amended in the first Resolution by adding the words "and review relevant mayoral/council systems across North America", following the words "in consultation with Members of Council".

MOTION CARRIED

Moved by Councillor Gondek
Seconded by Councillor Demong

That with respect to Councillor Gondek's proposed Motion, C2019-0073, the following be adopted, **as amended**:

NOW THEREFORE BE IT RESOLVED that Council direct Corporate Initiatives, Law and the City Clerk's Office, **in consultation with Members of Council and review relevant mayoral/council systems across North America**, to examine options for revising the mandate for the Standing Specialized Committee of Priorities and Finance to evolve it into an executive committee of Council and report back to Council

through the Priorities and Finance Committee, no later than the end of Q2 2019;

AND FURTHER BE IT RESOLVED that the options considered will include, **but are not limited to**:

1. any items that require project oversight or negotiations with other orders of government or partners in city-building shall have three appointed members of the Priorities and Finance Committee (PFC) as follows:
 - Chair of PFC; and
 - 2 Chairs of relevant Standing Policy or Standing Specialized committees,
 and that the appointed members outlined above shall be the primary contact for all updates and ongoing processes related to these projects;
2. working groups of PFC be created as required to provide Administration with easier access to Council's leadership regarding specific policy questions or projects requiring Council oversight;
3. different models for decision-making authority at the PFC or Standing Policy/Standing Specialized Committee level;
4. Chairs of Standing Policy or Standing Specialized committees to attend Administrative Leadership Team (ALT) meetings as required to ensure that strategic priorities are set in a collaborative manner before being presented to committee and Council;
5. any other changes that might be made to the mandate of the PFC to improve alignment between Council's priorities and corporate workflow management, risk management and Council and Committee agenda management;

AND FURTHER BE IT RESOLVED that an audit of any shift in governance process take place no later than 15 months after implementation, as a review of the changes to determine if efficiencies have been achieved, and/or if further changes are required either at the PFC or Standing Policy/Standing Specialized Committee level.

MOTION CARRIED

By general consent, Council suspended the supper recess in order to complete the remainder of today's agenda.

12.2 BYLAW TABULATIONS

12.2.1 Tabulation of Capital Borrowing and Loan Bylaws of the Regulated Operations of ENMAX Corporation

Moved by Councillor Chu

Seconded by Councillor Colley-Urquhart

That Council give second and third readings to Proposed Capital Borrowing and Loan Bylaws 4B2018, 5B2018, 6B2018 and 59M2018; and

That Council give second and third readings to Proposed Capital Borrowing and Loan Bylaws 8B2018, 9B2018 and 63M2018.

MOTION CARRIED

12.2.1.1 4B2018 Second and Third Reading

That Bylaw 4B2018 be read a second time.

MOTION CARRIED

That Bylaw 4B2018 be read a third time.

MOTION CARRIED

12.2.1.2 5B2018 Second and Third Reading

That Bylaw 5B2018 be read a second time.

MOTION CARRIED

That Bylaw 5B2018 be read a third time.

MOTION CARRIED

12.2.1.3 6B2018 Second and Third Reading

That Bylaw 6B2018 be read a second time.

MOTION CARRIED

That Bylaw 6B2018 be read a third time.

MOTION CARRIED

12.2.1.4 59M2018 Second and Third Reading

That Bylaw 59M2018 be read a second time.

MOTION CARRIED

That Bylaw 59M2018 be read a third time.

MOTION CARRIED

12.2.2 Tabulation of Capital Borrowing Bylaws to Finance One Calgary 2019–2022 Service Plans and Budgets

12.2.2.1 8B2018 Second and Third Reading

That Bylaw 8B2018 be read a second time.

MOTION CARRIED

That Bylaw 8B2018 be read a third time.

MOTION CARRIED

12.2.2.2 9B2018 Second and Third Reading

That Bylaw 9B2018 be read a second time.

MOTION CARRIED

That Bylaw 9B2018 be read a third time.

MOTION CARRIED

12.2.2.3 63M2018 Second and Third Reading

That Bylaw 63M2018 be read a second time.

MOTION CARRIED

That Bylaw 63M2018 be read a third time.

MOTION CARRIED

12.3 MISCELLANEOUS BUSINESS

None

13. URGENT BUSINESS

13.1 Scheduling of an Event Centre Assessment Committee Meeting (Verbal),
VR2019-0003

Moved by Councillor Davison

Seconded by Councillor Sutherland

That Council:

1. Schedule an Event Centre Assessment Committee meeting on 2019 January 25 at 9:30 a.m. in the Council Chamber;
2. Direct that the Event Centre Assessment Committee proceedings be recorded and posted online by amending Council Policy CC001, Recordings of Legislative Meetings Policy, as follows:
 - a. Page 1 of 3, Section 1, background, first sentence by adding the words, "and the Event Centre Assessment Committee" following the words "including the Priorities and Finance Committee,";
 - b. Page 1 of 3, Section 2, Purpose, first sentence by adding the words, "and the Event Centre Assessment Committee", following the words "including the Priorities and Finance Committee,"; and

- c. Page 1 of 3, Section 3, Policy, first sentence by adding the words and the Event Centre Assessment Committee”, following the words “, including the Priorities and Finance Committee,”.

MOTION CARRIED

Moved by Councillor Colley-Urquhart

Seconded by Councillor Magliocca

1. That Council bring forward Item 14.2.2, Personnel Item: City Manager Recruitment (Verbal), VR2019-001 to be discussed at this time; and
2. That pursuant to Sections 17 and 19 of the *Freedom of Information and Protection of Privacy Act*, Council now move into Closed Meeting, at 6:16 p.m., in the Council Lounge, to discuss confidential matters with respect to the item.

13.2 Establishment of a Downtown Convention District, C2018-0671

Copies of the postponed Motion C2018-0671 were distributed.

Moved by Councillor Colley-Urquhart

Seconded by Councillor Carra

That with respect to Postponed Report C2018-0671, the following be adopted, **after amendment:**

NOW THEREFORE BE IT RESOLVED THAT Administration be directed to:

1. Engage with the CTCC and key stakeholders to examine the merits of formally establishing a Downtown Convention District, **reporting back in Q2 2019;**
2. Bring proposed analysis and amendments for a Downtown Convention District to Council through the Standing Policy Committee on Planning and Urban Development no later than **December 2019;** and
3. Upon Council direction, return with an updated Centre City Plan along with associated amendments for a Downtown Convention District no later than **Q4 2019** for final Council approval.

MOTION CARRIED

14. CONFIDENTIAL ITEMS

Moved by Councillor Colley-Urquhart

Seconded by Councillor Carra

That pursuant to Sections 17, 19 and 21 of the *Freedom of Information and Protection of Privacy Act*, Council now move into Closed Meeting, at 6:50 p.m., in the Council Lounge, to discuss several confidential matters with respect to the following Items:

14.1.2 Resignation and Appointment to Various Boards, Commissions and Committees - C2019-0020

14.2.1 Future of Social Housing Update (Verbal) - C2019-0075

14.3.1 Policy Commission Appointment (Verbal), VR2019-0002

For: (13): Mayor Nenshi, Councillor Carra, Councillor Chahal, Councillor Chu, Councillor Colley-Urquhart, Councillor Davison, Councillor Demong, Councillor Farrell, Councillor Gondek, Councillor Jones, Councillor Keating, Councillor Magliocca, and Councillor Sutherland

Against: (1): Councillor Farkas

MOTION CARRIED

14.1 CONSENT AGENDA

Moved by Councillor Colley-Urquhart

Seconded by Councillor Jones

That the Committee Recommendations contained in the following Confidential Report be adopted, subject to their relevant Freedom of Information and Protection of Privacy Act (FOIP) sections, in an omnibus motion:

14.1.1 Proposed Deferral of Report – (Eau Claire) – Ward 07 (200 Barclay PR SW), UCS2018-1423

4. That Council adopt Administration Recommendation 1 contained in the Report; and
5. That the Recommendations, Report and Attachments remain confidential pursuant to Sections 23, 24 and 25

MOTION CARRIED

14.1.2 Resignation and Appointment to Various Boards, Commissions and Committees - C2019-0020

Council moved into Public Meeting at 7:16 p.m. with Mayor Nenshi in the Chair.

By general consent of Council, Councillor Farkas was allowed to change his vote with respect to moving into Closed Meeting, from the negative to the affirmative.

Administration in attendance during the Closed Meeting discussions with respect to Report C2019-0020:

Clerk: L. Kennedy; Law: G. Cole; Advice: B. Stevens

Moved by Councillor Carra

Seconded by Councillor Jones

That Council rise and report at this time.

MOTION CARRIED

Moved by Councillor Carra

Seconded by Councillor Jones

That Council:

1. Accept the resignation of the members listed in Attachment 1 and thank them for their service;
2. Appoint Kathlene McCuaig to the Advisory Committee on Accessibility for a two-year term expiring at the 2020 Organizational Meeting of Council;
3. Appoint Shane Gagnon from City Administration to the BiodiverCity Advisory Committee for completion of a two-year term expiring at the 2019 Organizational Meeting of Council;
4. Appoint Jason Yeo to the Subdivision and Development Appeal Board for completion of a one-year term expiring on 2019 December 31;
5. Appoint Ryan Agrey, a representative of the Alberta Association of Architects to the Urban Design Review Panel for completion of a two-year term expiring at the 2019 Organizational Meeting of Council;
6. Direct that the report and Attachment 1 be released as public documents after Council rises and reports on the matter; and
7. Direct that Attachments 2, 3, 4, and 5 remain confidential indefinitely pursuant to Sections 17 (personal information) and 19 of the Freedom of Information and Protection of Privacy Act.

MOTION CARRIED

14.2 ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

14.2.1 Future of Social Housing Update (Verbal) - C2019-0075

Administration in attendance during the Closed Meeting discussions with respect to Report C2019-0020:

Clerk: L. Kennedy; Law: G. Cole; Advice: B. Stevens, K. Black, S. Woodgate, T. Ward, S. Ireland

Moved by Councillor Farrell

Seconded by Councillor Farkas

That with respect to Report C2019-0075, the following be adopted:

That Council:

1. Direct Administration to report back to Council with a briefing on this situation in Q2 2019; and
2. Direct that the verbal report, presentation and recommendation remain confidential pursuant to Section 21 of the Freedom of Information and Protection of Privacy Act for a period of two years.

MOTION CARRIED

14.2.2 Personnel Item: City Manager Recruitment (Verbal), VR2019-0001

Council reconvened in Public Meeting at 6:40 p.m. with Mayor Nenshi in the Chair.

Administration in attendance during the Closed Meeting discussions with respect to Report VR2019-0001:

Clerk: L. Kennedy.

Moved by Councillor Jones

Seconded by Councillor Colley-Urquhart

That Council rise without reporting.

MOTION CARRIED

Moved by Councillor Keating

Seconded by Councillor Sutherland

That with respect to the City Manager Recruitment Verbal Report VR2019-0001, the following be adopted:

That Council direct that the closed meeting discussions with respect to Report VR2019-0001 remain confidential pursuant to Sections 17 and 19 of the *Freedom of Information and Protection of Privacy Act*, indefinitely.

14.3 URGENT BUSINESS

14.3.1 Police Commission Appointment (Verbal), VR2019-0002

Administration in attendance during the Closed Meeting discussions with respect to Report C2019-0020:

Clerk: L. Kennedy; Law: G. Cole; Advice: B. Stevens

Moved by Councillor Gondek

Seconded by Councillor Sutherland

That with respect to Report VR2019-0002, the following be adopted:

1. That Council appoint Kathy Bolton to the Calgary Police Commission as a Public Member for the completion of a two-year term expiring 2019 October 31; and
2. That the Closed meeting discussion remain confidential pursuant to Sections 17 and 19 of the *Freedom of Information and Protection of Privacy Act* indefinitely.

MOTION CARRIED

15. ADMINISTRATIVE INQUIRIES

Submitted by Councillor Jones, as follows:

RE: Barlow / Max Bell LRT Station and Temporary Parking Lot (Century Rise SE)

1. When the LRT was built 30+ years ago what was the Transportation Department's reasoning for installing a platform at Barlow/Max Bell? Was it to serve as an additional method of transportation to Max Bell Arena for large sporting/entertainment events?
2. When was the Northside of the Barlow/Max Bell LRT Station temporary parking site established and why?

3. Did the land owner put forward any complaints that people were parking on private property? Additionally, did any citizens complain because they felt that there was a need for Transit to provide a parking site?

4. How was Transit able to create this parking lot when it is on property that is not owned by The City of Calgary?

5. Has The City, at any time, considered purchasing a portion of this vacant property from the current land owner to install an official LRT parking lot? What would the cost of purchasing the land be?

6. Has the department considered setting up a monthly parking initiative at the Barlow/Max Bell

Submitted by Councillor Farkas, as follows:

I request a general briefing for City Council, regarding the background and timelines, capital and operating information, of water fluoridation at the City.

Submitted by Councillor Farkas, as follows:

RE: C2019-0058 Council Remuneration Calculation

Prior to any overriding Council direction, what was the change in Council's salary calculated to be as per the existing Process affirmed by Council in 2012?

15.1 Administration's Response to Councillor Farkas' Administrative Inquiry Submitted at the 2018 December 17 Regular Meeting of Council, AI2019-01

16. ADJOURNMENT

Moved by Councillor Jones

Seconded by Councillor Colley-Urquhart

That this Council adjourn at 7:22 p.m. on Tuesday, January 15, 2019.

ROLL CALL VOTE:

For: (13): Mayor Nenshi, Councillor Carra, Councillor Chahal, Councillor Chu, Councillor Colley-Urquhart, Councillor Demong, Councillor Farkas, Councillor Farrell, Councillor Gondek, Councillor Jones, Councillor Keating, Councillor Magliocca, and Councillor Sutherland

MOTION CARRIED

MAYOR

CITY CLERK

Deputy City Manager's Office
Intergovernmental Affairs Committee
2018 December 20

ISC: UNRESTRICTED
IGA2018-1398

Regional Recreation Study - Phase Two Grant Application

EXECUTIVE SUMMARY

The City of Chestermere ("Chestermere") has expressed great interest in participating in the Regional Recreation Study that is currently underway. It is a cooperative project jointly administered by The City of Calgary ("The City") and Rocky View County ("RVC") that explores opportunities for developing intermunicipal approaches to providing recreation, cultural and community services in northwest Calgary and west & northwest RVC.

Calgary Recreation has identified a grant opportunity through the Government of Alberta's ("GoA") Alberta Community Partnership program ("ACP") for an additional phase 2 to the current Regional Recreation Study that will focus on intermunicipal recreation issues between The City, RVC and Chestermere. With their administration's support, Calgary Recreation has submitted an application to the ACP program for \$200,000. To complete the application all three municipalities must pass and submit resolutions of support by no later than 2019 February 1 to the GoA. If the ACP grant application is successful, the phase 2 of the Regional Recreation Study would be tendered and conducted from Q4 2019 to the end Q4 2020.

ADMINISTRATION RECOMMENDATION:

1. Approve The City of Calgary's involvement in an Alberta Community Partnership grant application for a project that would be a collaboration between The City of Calgary, Rocky View County and the City of Chestermere with the project titled: Regional Recreation Study of Calgary Municipal Region - Phase 2; and
2. Direct Administration to bring a report on the project outcomes to the Intergovernmental Affairs Committee upon completion of the project.

RECOMMENDATION OF THE INTERGOVERNMENTAL AFFAIRS COMMITTEE, 2019 DECEMBER 20:

That Council adopt the Administration Recommendations contained in Report IGA2018-1398.

PREVIOUS COUNCIL DIRECTION / POLICY

At the 2018 January 29 Regular Meeting of Council, Council received Verbal Report C2018-0111 Alberta Community Partnership Grant-Regional Recreation Study for The City of Calgary and Rocky View County. Council approved unanimously the recommended direction:

1. Approve The City of Calgary's involvement in the Alberta Community Partnership grant application and project titled: Regional Recreation Study for The City of Calgary and Rocky View County; and
2. Direct Administration to bring a report on the project outcomes to the Intergovernmental Affairs Committee upon completion of the project.

BACKGROUND

As part of the mediation settlement coming out of the Glenbow Ranch Area Structure Plan appeal, both The City and RVC agreed to collaborate on a Regional Recreation Study focused

Deputy City Manager's Office Report to
Intergovernmental Affairs Committee
2018 December 20

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Regional Recreation Study - Phase Two Grant Application

on the northwest quadrant of Calgary and areas west of the city within RVC. The Government of Alberta approved the grant in the summer of 2018. A working group was established, with representation from The City and RVC, who developed a Terms of Reference for the Regional Recreation Study and are preparing a Request for Proposals to tender a contractor to conduct the Regional Recreation Study in 2019-2020. The Regional Recreation Study is being developed with the intent that its methodology can be replicated and applied to look at recreation issues in other parts of the region for future studies.

INVESTIGATION: ALTERNATIVES AND ANALYSIS

Stakeholder Engagement, Research and Communication

Based on the positive feedback from the Calgary Metropolitan Region Board ("CMRB") and expressed interest by Chestermere to participate in the Regional Recreation Study currently underway, The City and RVC would like to utilize the learnings from the initial phase of their study and include Chestermere in a phase two of the Regional Recreation Study to explore opportunities for developing intermunicipal approaches to providing recreation, cultural and community services.

A consultant will be contracted to complete a comprehensive study of recreation service provision in the northeast regional recreation service area including East Calgary, the Eastern Districts of RVC, and Chestermere. This study will build on the results of a study already underway involving The City and RVC to examine recreation service provision in northwest Calgary and RVC areas west of the city. The specific objectives of the project are to:

- Assess current legislative requirements, applicable municipal policies, bylaws and plans of The City, RVC and Chestermere to gain an understanding of how these factors influence facility and service provision within the regional recreation service area;
- Inventory all publicly accessible recreation facilities and amenities located in the regional recreation service area;
- Determine utilization and current patterns of use, as well as demand for recreation facilities and amenities located in the regional recreation service area;
- Identify expectations, perceptions and priorities of residents living in the regional recreation service area regarding current and future recreation facilities and amenities;
- Identify current and future recreation facility and amenity needs of the regional recreation service area;
- Identify potential opportunities for addressing current and future gaps in recreation facilities and amenities in the regional recreation service area; and
- Examine best practices and develop recommended approaches to develop effective capital and operating funding models to address recreation needs.

The information gathered through the Regional Recreation Study will be used to:

- Determine impact and/or benefit of facilities and amenities for communities and their residents, regardless of jurisdiction;
- Identify potential mechanisms for determining appropriate cost sharing;
- Identify appropriate inter-municipal service delivery options; and

Deputy City Manager's Office Report to
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Regional Recreation Study - Phase Two Grant Application

- Evaluate the appropriateness of developing an intermunicipal recreation, culture and community service agreement/plan.

If the application is successful, building upon work undertaken in phase one, a working group with representation from The City, RVC and Chestermere will be established to develop the Terms of Reference for phase two of the study and to develop the specifications for the Request for Proposal (RFP). The working group will work with the successful vendor to finalize the scope of work, key activities, deliverables and timelines. The format and content of the final report and supporting documents will be determined by the working group in consultation with their respective administration teams.

Calgary Recreation and Intergovernmental & Corporate Strategy engaged senior administration at both the RVC and Chestermere regarding the grant opportunity and both administrations are supportive. All participating municipalities must pass resolutions of support by 2019 February 1 for the application to proceed and The City has received commitments from both municipalities senior administration leadership that they will bring this matter before their councils for approval.

Strategic Alignment

This aligns with previous Council direction on this issue.

Social, Environmental, Economic (External)

A phase two to the Regional Recreation Study is in alignment with many of the policies found within the framework of the Triple Bottom Line including: An inclusive city; An active city; A cultural city; A city of strong neighbourhoods; Strategically invest in infrastructure; Invest and leverage investment in community infrastructure and programs; Encouraging a creative city; Creating a city where citizens want to live, work and invest; Encouraging sustainable communities; and Integrated decision-making and working with regional partners.

Financial Capacity

Current and Future Operating Budget:

This has no impact on the current operating budget as the study will only be carried out if the ACP grant is approved. A successful study may inform future recreation operating decisions.

Current and Future Capital Budget:

This has no direct impact on the current capital budget. A successful study may inform future capital decisions.

Risk Assessment

Minimal risk going forward with the study, however there may be reputational risks with our regional partners if Council declines to move forward with phase 2 to the Regional Recreation Study.

Deputy City Manager's Office Report to
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IGA2018-1398

Regional Recreation Study - Phase Two Grant Application

REASON(S) FOR RECOMMENDATION(S):


Council passing a resolution of support for the phase 2 to the Regional Recreation Study by 2018 February 1 is critical for the Alberta Communities Partnership grant application to move forward and be considered by the Government of Alberta. A successful grant application would fund a phase two to the current Regional Recreation Study that is already being designed to be a repeatable template to analyze regional intermunicipal recreation issues. Both Rocky View County and the City of Chestermere are supportive of the grant application and the study would cooperatively review many recreation issues between the three municipalities.

ATTACHMENT(S)

Alberta Community Partnership – [Intermunicipal Collaboration] - Application

Alberta Community Partnership - [Intermunicipal Collaboration] - Application

INSTRUCTIONS

1. Please complete all sections of the application form below prior to submission. Fields that require mandatory information will be flagged with a red asterisk or red box.
2. While working on an application, **please save your application form often by using the Save button at the top or bottom of the form.** The system has a 30 minute security timeout limit and any unsaved information will be lost. Previously saved drafts of application forms can be retrieved through the My Applications tab under the left-hand menu.
3. In order to change an answer for questions that ask you to select a single checkbox response from a list, deselect (uncheck) the old response first before selecting a new one.
4. The stated project completion date should allow for sufficient time to fully expend any awarded grant funding and submit required reporting.
5. Refer to the ACP Program Guidelines for further information on project eligibility requirements.
6. If you have additional questions about your project application, please contact a grant advisor at 780-422-7125  (dial 310-0000 first for toll-free calling) or email acp.grants@gov.ab.ca.

The form was submitted on 2018-11-01 16:26:11 by
Ronald B. Smith

MANAGING PARTNER

Legal Name of Entity

[City of Calgary](#)

Mailing Address

Address:

[PO Box 2100](#)

[Postal Station M](#)

City:

[Calgary](#)

Province:

[AB](#)

Postal Code:

[T2P 2M5](#)

Country:

[Canada](#)

Contact

First Name:

[Ronald B.](#)

Last Name:

[Smith](#)

Email Address:

Ron.Smith2@calgary.ca

Phone Number:

[403-268-2898](#)

Preferred Contact Name (if different from above):

Preferred Contact Title:

Preferred Contact Phone Number:


Preferred Contact Email Address:

PROJECT TITLE & TIMELINE


Project Title:

[Regional Recreation Study of Calgary Municipal Region - Phase Two](#)

Use of Funds Start Date (DD-MMM-YY):

[01-Nov-18](#) 

Use of Funds End Date (DD-MMM-YY):

[31-Dec-21](#) 

The Start and End Dates default to April 1, 2018 and December 31, 2021 respectively as this will be the time period during which grant funds may be used for any approved 2018/19 ACP non-intermunicipal collaboration framework/intermunicipal development plan projects.

For projects that involve intermunicipal development plans and intermunicipal collaboration frameworks, the default End Date will be March 31, 2021.

Please specify if you require a later End Date for your project.

Note: The evaluation of your application for funding will be based on the information submitted on this form only. Supplementary documentation will not be reviewed and will not impact the application evaluation and ranking.

PARTNERS

All municipalities in the partnership, including the managing partner, must pass resolutions supporting their involvement in the project prior to applying for funds. See Schedule 1A of the ACP program guidelines: Component Conditions.

Use the table below to list all municipalities participating in the project.

Partner Municipalities

ROCKY VIEW COUNTY	▼
CHESTERMERE	▼
<input checked="" type="checkbox"/> Insert Partner Municipality	

☒ I certify, as the managing partner, that all participating municipalities have passed resolutions supporting participation in the project.

**All council resolutions must be in place prior to submitting an Intermunicipal Collaboration grant application.*

PROJECT OVERVIEW

1. This project produces:

- ☐ A regional service agreement, plan, framework or model
- ☒ A study (e.g., shared service feasibility study)
- ☐ A new Intermunicipal Development Plan
- ☐ An amended Intermunicipal Development Plan
- ☐ Other (please specify):

2. Provide a description of the project.

- What is the purpose of the project?
- What activities will the partnership undertake to complete the project?
- What are the project's outputs and expected concrete results?

Based on the positive feedback by the Calgary Metropolitan Region Board ("CMRB") and expressed interest by the City of Chestermere ("Chestermere") to participate in the Regional Recreation Study currently underway, The City of Calgary ("CoC") and Rocky View County ("RVC") would like to utilize the learnings from the initial phase of their study and include Chestermere in a phase two of the Regional Recreation Study to explore opportunities for developing intermunicipal approaches to providing recreation, cultural and community services. A consultant will be contracted to complete a comprehensive study of recreation service provision in the North East regional recreation service area including East Calgary, the Eastern Districts of RVC, and Chestermere. This study will build on the results of a study already underway involving CoC and RVC to examine recreation service provision in North West Calgary and RVC areas west of the city.

The specific objectives of the project are to:

- Assess current legislative requirements, applicable municipal policies, bylaws and plans of CoC, RVC and Chestermere to gain an understanding of how these factors influence facility and service provision within the regional recreation service area;
- Inventory all publicly accessible recreation facilities and amenities located in the regional recreation service area;
- Determine current patterns of use and demand for recreation facilities and amenities located in the regional recreation service area;
- Identify expectations, perceptions and priorities of residents living in the regional recreation service area regarding current and future recreation facilities and amenities;
- Identify current and future recreation facility and amenity needs of the regional recreation service area;
- Identify potential opportunities for addressing current and future gaps in recreation facilities and amenities in the regional recreation service area; and
- Examine best practices and develop recommended approaches to develop effective capital and operating funding models to address recreation needs.

The information gathered through the Regional Recreation Study will be used to:

- Determine utilization and use patterns of recreation facilities and amenities in the regional recreation service area (including inter-jurisdiction use);
- Determine impact and/or benefit of facilities and amenities for communities and their residents, regardless of jurisdiction;
- Identify potential mechanisms for determining appropriate cost sharing;
- Identify appropriate inter-municipal service delivery options; and
- Evaluate the appropriateness of developing an intermunicipal recreation, culture and community service agreement/plan.

If the application is successful, building upon work undertaken in phase one, a working group with representation from CoC, RVC and Chestermere will be established to develop the Terms of Reference for phase two of the study and to develop the specifications for the Request for Proposal (RFP.) The working group will work with the successful vendor to finalize the scope of work, key activities, deliverables and time lines. The format and content of the final report and supporting documents will be determined by the working group in consultation with their respective administration teams.

(max 4000 characters)

PROJECT PRIORITY

3. Why are the project and the grant needed?

- a. Does the project help to resolve an outstanding service gap for the communities within the partnership? If so, please explain.

Discussions are underway regarding shared recreations services for the Calgary Metropolitan Region. There is anecdotal evidence that inter-municipal use of recreation, cultural and community service facilities by residents of Calgary and adjacent municipalities is increasing and will continue into the foreseeable future. To ensure equity across these jurisdictions it may be necessary to identify collaboration opportunities to deliver these services and to establish cost sharing agreements among municipalities. It is also anticipated that residential development on the edges of East Calgary as well as new and planned development in RVC and Chestermere will result in future recreation service gaps. A more regional approach to recreation facility and amenity planning for current and future recreation service provision across the shared service area will serve to maximize the benefits of capital investment while addressing service gaps in both jurisdictions.

Results of the study will provide valuable empirical data to inform discussions by the Calgary Municipal Region Board ("CMRB") about regional recreation, cultural and community services. Recommendations regarding intermunicipal service delivery options, cost sharing and the need for a intermunicipal recreation plan will be presented to the participating municipal administrations and their elected officials.

(max 3000 characters)

- b. What is preventing the partnership from undertaking the project in-house or from obtaining the resources or expertise needed for the project? How will the grant be used to resolve these barriers?

CoC, RVC, and Chestermere have limited research budgets and little capacity with existing staff resources to complete an intermunicipal study of this size and scope. External funding to contract an external consultant will enable the study to proceed in a timely fashion. In addition, it is important to all participating municipalities that an independent third party conduct the research to ensure the results are objective and to address concerns regarding the validity of the result.

(max 3000 characters)

PARTNERSHIP AND PROJECT READINESS

- 4a. How will each participating municipality be involved in the project planning, administration, and decision making?

Provide a brief description of the project roles and responsibilities for each partner. What arrangements and processes are in place to ensure that the interests of each member municipality will be met in the final outcomes of the project?

The CoC, RVC and Chestermere have identified the need to complete a Regional Recreation Study. The project is proposed to be managed by the CoC in consultation with RVC and Chestermere. Procurement of the professional services contract for the study will be undertaken by CoC as will financial tracking for the project. A working group with representation from both jurisdictions will be established to support the development of an RFP including the purpose of the study, the nature and scope, the deliverables, key milestones and timelines. The working group will also provide general oversight on the execution of the project.

The working group will be required to make regular update reports to the respective administration leadership teams as required.

(max 2000 characters)

- 4b. How will conflict be resolved to ensure a successful outcome which meets the interests of all project participants?

Provide details of any dispute resolution mechanisms that may be in place between the partner municipalities.

Potential areas of conflict and mitigation strategies will be identified through the project management practices incorporated in phase two (e.g., Chartering) whereby project objectives and outcomes are made clear and understood by all parties. The results of the study will enable CoC, RVC, Chestermere to make evidence-based decisions regarding future intermunicipal service delivery, cost sharing agreements and capital investments in recreation facilities and amenities to address service gaps. This project will apply a repeatable methodology for systematically assessing regional recreation service provision identified by the phase one study currently underway.

(max 2000 characters)

- 5a. Provide a concise overview of the project workplan, timeline, and project risk mitigation strategies that are in place.

The proposed project will include three phases: Current State; Needs Assessment and Gap Analysis; and Recommendations for Intermunicipal Recreation Service Delivery.

Current State and Suitability Analysis (2019 Q4)

- Conduct a review of relevant background materials and an assessment of their implications on current service provision.
- Develop a comprehensive inventory of recreation facilities and amenities in the regional recreation service area.
- Conduct a study of current utilization of facilities and amenities including levels of use and patterns of use.
- Consult with key stakeholders including sport groups, social groups, facility operators regarding current and future recreation needs.
- Develop a service area profile for each major recreation facility within the regional recreation service area.
- Assess the suitability for existing facilities and amenities to meet current recreation service needs.

Gap Analysis (2020 Q1-Q4)

- Conduct a general population survey of residents living in the regional recreation service area and intercept surveys at selected sites to assess their recreation participation, perceptions, expectations, and priorities regarding current and future recreation facilities and amenities. The study should update and complement existing research including but not necessarily limited to the following:
 - o Participation patterns/use of recreation facilities and amenities;
 - o Interests and motivations to participate in various types of recreation;
 - o Perceived barriers to accessing recreation services;
 - o Perceived current and future gaps in recreation services including recreation facilities and amenities; and
 - o Preferences and priorities in recreation facilities and amenities.
- Identify projected changes in population and recreation participation in the regional recreation service area and the implication for future recreation facility and service provision needs on a regional basis.
- Consult with key stakeholders including sport groups, social groups, facility operators regarding current and future needs for recreation facilities and amenities.
- Complete a demand analysis
- Identify and map current and future gaps in recreation facilities and amenities in the regional recreation service area.

Recommendations for Intermunicipal Recreation Service Delivery (2021 Q2)

- Summary of results
- Opportunity identification for the following:
 - o intermunicipal cost sharing
 - o intermunicipal service delivery
 - o intermunicipal facility and amenity planning
- Recommendations for going forward

The working group will be required to complete regular updates to the respective Administration Teams.

(max 3800 characters)

5b. What are the expenditure estimates provided under the Project Budget section based on?

Included details on the anticipated project resources, service providers, or contractors, as well as information on preliminary estimates or quotes if they have already been obtained.

The estimated projects costs for the study are based on recent work completed by CoC include the Facility Development and Enhancement Study and the Seton Recreation Facility Market Assessment. The study components outlined in this application are very similar to those mentioned above. A preliminary discussion concerning costing for this work with consultant on the projects above yielded some high-level cost estimates.

(max 2800 characters)

PROJECT BUDGET

6. Provide a comprehensive, itemized breakdown of all your estimated project costs and expenditures in the table below. Use the "Insert budget item" button to add line items to specifically identify the types of consultant activities and vendor costs (advertising, printing, venue rental). Insufficient or incomplete project cost information will impact the evaluation of your grant application.

Only list the project cost information associated with the scope of work under this grant request. Refer to the ACP program guidelines, Schedule 1A for full information on eligible and ineligible costs under the IC component.

Note: Capital expenditures are not eligible under the IC component.

Item Description	Estimated Item Cost
Review current agreements and make recommendations	\$10,000
Inventory of recreation facilities and amenities in the regional recreation	\$10,000
Identify service areas for each facility and amenity and complete servi	\$10,000
Stakeholder consultation	\$15,000
Suitability analysis	\$20,000
General population survey of residents living in the regional recreation	\$45,000
Intercept surveys at selected sites (n=1000)	\$30,000
Assess current and future facility and service provision gaps on a regio	\$30,000
Final report with recommendations for intermunicipal recreation servi	\$30,000

☐ Insert budget item

Total Project Costs (a)	\$200,000
Total ineligible project costs (refer to Schedule 1A of the ACP Guidelines) (b)	\$0
ACP eligible costs (a-b) (c)	\$200,000
Total funds from other grant programs applied towards eligible costs (d)	\$0
(Identify grant program name(s) below):	
<input type="text"/>	
Municipal cash contributions towards eligible costs (e)	\$0
*Total ACP grant request [c - (d + e)] (f)	\$200,000

**The grant maximum under the Intermunicipal Collaboration component is \$200,000. The total requested grant amount should not exceed \$200,000.*

APPLICATION CHECKLIST

I confirm that I have:

- ☐ Provided all partnership information and certified in the Partners section that all council resolutions or motions supporting the project are in place; and
- ☒ Provided responses to all questions on the application form.

Incomplete Intermunicipal Collaboration applications will not be reviewed.

APPLICATION CERTIFICATION

Certification Type:

- ☐ Chief Administrative Officer ☒ Representative

- ☒ I, **Ronald B. Smith**, as a representative of the **City of Calgary**, have been authorized to submit this application to the Alberta Community Partnership program on behalf of the CAO and certify that all information contained within this application is true and correct. I certify that all Alberta Community Partnership program funds will be used in accordance with the Alberta Community Partnership Grant Program Guidelines and that the grant will be applied in the year(s) and manner described within this application should it be accepted by the Minister of Alberta Municipal Affairs.

By clicking "submit" I certify the statements selected above to be true.

Ronald B. Smith

15-Nov-18

*This document has been electronically submitted to the Alberta Municipal Affairs Grants and Education Property Tax Branch.

**The form was submitted on 2018-11-01 16:26:11 by
Ronald B. Smith**

11/15/2018 8:17:34 AM: validatePortalUser using De portaluser OrganizationProgram on ronaldb..smit
77f8b0a2-e6de-e411: 77f8b0a2-e6de-e411.

LEGAL DISCLOSURE

The personal information provided on this form or on any attachments is required to administer the Alberta Community Partnership (ACP) program. This personal information is collected under the authority of section 33(c) of the *Freedom of Information and Protection of Privacy (FOIP) Act* and will be managed in accordance with the privacy provisions under the FOIP Act. If your ACP application is approved, your name, the grant program and the grant amount may be published by the Government of Alberta as authorized under section 40(1)(b) and (f) of the FOIP Act. Should you have any questions about the collection, use or disclosure of this information, please contact the Grant Program Delivery Unit at 780-422-7125, or by email at acp.grants@gov.ab.ca, or write the Director of Grant Program Delivery, Alberta Municipal Affairs, 15th Floor, Commerce Place, 10155 – 102 Street, Edmonton, Alberta T5J 4L4.

**Transportation Report to
Priorities and Finance Committee
2019 January 22**

**ISC: UNRESTRICTED
PFC2019-0040**

Green Line – Funding and Financing Update

EXECUTIVE SUMMARY

This report provides an update on funding and financing for Stage 1 of the Green Line project, 16 Avenue North to 126 Avenue Southeast. Administration will provide a verbal update to Priorities and Finance Committee regarding the status of negotiations on the Ultimate Recipient Agreement (“URA”) with the Province of Alberta on behalf of the Government of Canada and the Province of Alberta. The URA contains the terms and conditions for the \$3.06 billion funding from both the federal and provincial governments in a single agreement with the City of Calgary (“The City”).

Administration has reviewed the impact of the funding schedules included with the URA and has evaluated the impact to the previously approved funding for Stage 1 of the Green Line consisting of \$23.7 million per annum for 27 years (2018-2044) for funding financing costs from the 2017 tax room and \$52.0 million per annum for 30 years (2015-2044) Green Line funding commitment, from the 2013 tax room.

Administration is recommending that Council combine the two Council approved funding sources to optimize cash flow over the term of the project. Attachment 1 (Confidential) outlines the analysis and benefits of this recommendation.

Following finalization of the URA, Administration will be in a position to proceed with the Request for Qualifications (RFQ) for the Light Rail Vehicles (LRV's) in 2019 Q1 and then with the Request for Proposals (RFP) in 2019 Q2. Similarly, Administration will proceed with the Project construction RFQ in 2019 Q2 and the RFP in 2019 Q3. Attachment 2 (Confidential) outlines the 2019 Milestone Schedule.

ADMINISTRATION RECOMMENDATION:

That the Priorities and Finance Committee recommend that Council:

1. To optimize the Green Line cash flow commitments over the term of the project, reconsider, in part, its decision as contained in the minutes of the Regular Meeting of 2017 November 27 with respect to Recommendation 1 of Report C2017-1123 as follows:

by deleting the words “the financing” after “fund” and before “costs” to result in the following motion:

Direct that the 2017 tax room (\$23.7 million) be retained in 2018 and future years and used to fund costs for Green Line for 27 years until 2044.”

2. Direct that Attachment 1 and the closed meeting discussion remain confidential until construction completion of the Stage 1 Green Line project, pursuant to sections 23, 24, 25, and 27 of the Freedom of Information and Protection of Privacy Act (Alberta).

Transportation Report to
Priorities and Finance Committee
2019 January 22

ISC: UNRESTRICTED
PFC2019-0040

Green Line - Funding and Financing Update

**RECOMMENDATION OF THE PRIORITIES AND FINANCE COMMITTEE, DATED 2019
JANUARY 22:**

That Council:

1. To optimize the Green Line cash flow commitments over the term of the project, reconsider, in part, its decision as contained in the minutes of the Regular Meeting of 2017 November 27 with respect to Recommendation 1 of Report C2017-1123 as follows:

by deleting the words “the financing” after “fund” and before “costs” to result in the following motion:

“Direct that the 2017 tax room (\$23.7 million) be retained in 2018 and future years and used to fund costs for Green Line for 27 years until 2044.”; and

2. Direct that Attachment 1 and the Closed Meeting discussions remain confidential upon review by 2026 December 31 pursuant to Sections 23, 24, 25 and 27 of the *Freedom of Information and Protection of Privacy Act*.

PREVIOUS COUNCIL DIRECTION / POLICY

At the 2018 December 04 Priorities and Finance Committee meeting of Council, the Deferral request, Report PFC2018-1105: Green Line Budget and Funding Confirmation was moved by Councillor Keating and approved as follows:

“That with respect to Report PFC2018-1105, the following be approved:

That the Priorities and Finance Committee recommends that Council approve Administration's request to defer the report on the Green Line LRT – Budget and Funding Confirmation to a Priorities and Finance Committee meeting to occur by no later than the end of Q1 2019.”

At the 2018 March 19 Combined meeting of Council, Report PFC2018-0207: Green Line Light Rail Transit Project Delivery Model Recommendation, was approved as follows:

“That Council:

1. Approve Design-Build-Finance (“DBF”) as the delivery model for the Green Line LRT project from 16 Avenue North to 126 Avenue Southeast;
2. Authorize the General Manager, Transportation, to negotiate all funding agreements with the federal and provincial governments, and the General Manager, Transportation, and the City Clerk to execute the funding agreements and any other agreements necessary to advance the procurement process. The General Manager, Transportation, and the City Solicitor will also sign off on the funding agreements as to content and form, respectively;
3. Direct that Attachment 4 and the Closed Meeting discussions remain confidential pursuant to section 23, 24, 25 and 27 of the *Freedom of Information and Protection of Privacy (FOIP) Act* (Alberta) until the agreements for the Project considered in this Report are awarded and

**Transportation Report to
Priorities and Finance Committee
2019 January 22**

**ISC: UNRESTRICTED
PFC2019-0040**

Green Line - Funding and Financing Update

financial close is achieved, with the exception, of information Administration needs to share with funding partners, which will be shared in confidence; and

4. Direct Administration to report back no later than Q4 2018 to the Priorities and Finance Committee of Council with the recommended budgets for approval including financing and confirmation of funding from the other orders of government for the Project.”

At the 2017 May 15 Strategic Meeting of Council, Report C2017-0467 (Green Line LRT: Building the Core) was approved as follows:

“ADOPT, AS AMENDED, Moved by Councillor Keating, Seconded by Councillor Stevenson, that Recommendation 1 be adopted, as amended, as follows:

That Council:

1. Proceed with Stage 1 Project based on: 16 Avenue N (Crescent Heights) to 126 Avenue SE (Shepard) subject to Council’s final approval of the alignment, station locations, and transit oriented development concept plans based on the Class 3 capital estimate of \$4.65 Billion construction cost contingent on securing funding as per #2 and #3 below;
2. Prepare the required business case(s) for submission to the Government of Canada to support a request of \$1.53 Billion plus financing to support the Stage 1 Project;
3. Prepare the required business case(s) for submission to the Government of Alberta to support a request of \$1.56 Billion plus financing to support the Stage 1 Project;
4. Request the Mayor to work with administration in the beginning making the case for funding of the rest of the line, beginning as soon as possible;
5. Direct Administration to bring a revised financial strategy, pending confirmation of federal and provincial funding, and including capital, financing and operating cost models, to Council as part of the 2018 Business Plan and Budget deliberations; and
6. Direct that Attachment 2 and Distribution #3 remain confidential pursuant to Sections 24(1)(a), 24(1)(b) and 25(1)(b) of the Freedom of Information and Protection of Privacy Act, until the Green Line construction has been completed.

MOTION ARISING, Moved by Councillor Chu, Seconded by Councillor Keating, that with respect to Report C2017-0467, Council direct Administration to:

1. Develop timeline scenarios for building the remainder of the Green Line showing the construction timelines assuming funding is secured for stations north of 16 Avenue North and south of 126 Ave SE;
2. Seek funding options so that the remainder of the line can be constructed without interruption once the opening day scenario is completed;
3. Continue land acquisition of Centre Street North properties on an opportunity basis and develop funding options, in advance of construction; and
4. Host open houses to provide residents and businesses who are not part of the opening day scenario with information regarding the completion of the green line including land acquisition.”

At the 2017 June 26 Regular Meeting of Council, Report TT2017-0534 (Green Line LRT Alignment and Stations: 160 Avenue N to Seton) was approved as follows:

**Transportation Report to
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PFC2019-0040**

Green Line - Funding and Financing Update

REFER, Moved by Councillor Colley-Urquhart, Seconded by Councillor Chabot, that Councillor Keating's Motion, NM2017-17, be referred to Administration for consideration during the development of a contracting strategy.

"ADOPT, Moved by Councillor Keating, Seconded by Councillor Carra, that the SPC on Transportation and Transit Recommendations 1 and 3 contained in Report TT2017-0534, be adopted, as follows:

That Council:

1. Adopt the recommended alignment and station locations for the Green Line Light Rail Transit (LRT) long-term vision from 160 Avenue N to Seton as per Attachment 1 and 3; and
3. Direct Administration to report back no later than Q1 2018 with a Stage 1: 16 Avenue N to 126 Avenue SE project update including a recommended contracting strategy and future staging approach."

At the 2017 November 27 Regular Meeting of Council, Report C2017-1123 (Green Line LRT Council Presentation) was approved as follows:

REFER, Moved by Councillor Keating Seconded by Councillor Carra that with respect to Report C2017-1123 Recommendation 1, the following be adopted, after amendment:

"That Council: 1. Direct that the 2017 tax room (\$23.7 million) be retained in 2018 and future years and used to fund the financing costs for Green Line for 27 years until 2044."

At the 2015 December 14 Regular Meeting of Council, Report TT2015-0881 (Green Line Funding, Staging and Delivery) was approved as follows:

"ADOPT, Moved by Councillor Keating, Seconded by Councillor Carra, that Councillors Keating, Carra, Woolley, Farrell, Chu, Stevenson, Demong, Colley-Urquhart, Pincott, and Mayor Nenshi's Motion, NM2015-33, be adopted, as follows:

NOW THEREFORE BE IT RESOLVED that Council's current Green Line funding commitment of \$52 million annually for a ten year period be extended to a period of thirty years to create a total funding commitment of \$1.56 billion;

AND FURTHER BE IT RESOLVED that the commitment of City of Calgary funding take effect once the Government of Alberta confirms their support for the Green Line LRT."

BACKGROUND

Following the approval of the Green Line long-term vision and Council direction to proceed with Stage 1: 16 Avenue N to 126 Avenue SE, Administration has transitioned from the planning phase to the project execution phase. During this period Administration has been negotiating the terms and conditions of the funding agreement with the federal and provincial governments, reviewing the capital cost estimation for the project, reviewing the financing cost estimates for the project, and preparing to release the project to market.

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Green Line - Funding and Financing Update

INVESTIGATION: ALTERNATIVES AND ANALYSIS

Funding Agreement

In April 2018, the Government of Canada Treasury Board provided final approval for Green Line Stage 1 to be an eligible project under the Investing in Canada Infrastructure Program ("ICIP"). The federal government also signed an Integrated Bilateral Agreement ("IBA") with Alberta. The IBA provides Alberta with the right to negotiate, on behalf of both Governments, an Ultimate Recipient Agreement with The City. The URA covers terms and conditions for both the federal \$1.53 billion, as well as the provincial \$1.53 billion funding.

Administration will provide Priorities and Finance Committee a verbal update on the current status of negotiations.

Project Financing Costs

The Green Line Stage 1 project will utilize a significant portion of The City's available debt capacity.

An analysis of the funding scenarios and financing costs for the Project, and the impact of any Project related debt on The City's debt limit and debt service limit is provided in Attachment 1 (Confidential).

In analyzing the financial information, Administration believes that having the ability to utilize The City's designated Green Line commitment funding (\$52 million/year in 2013 tax room) and financing cost funding (\$23.7 million/year in 2017 tax room) cohesively, will allow for maximum flexibility in dealing with the timing of both construction and debt servicing obligations in any particular year. Attachment 1 (Confidential) outlines the analysis and benefits of this recommendation.

Project Borrowing Bylaws

The Green Line Stage 1 Project will incur debt servicing cost related to any portion of the construction expenditures that is incurred prior to the receipt of funding, and that will require debt financing. A portion of the debt financing is anticipated to be obtained as private construction financing secured by the proponent awarded the main construction contract, in addition to any direct City financing requirements.

Borrowing bylaws are required for both debt financing components. These borrowing bylaws will be prepared for first reading at the 2019 June 17 Council meeting to allow second and third reading prior to the issuance of the main construction RFP in 2019 Q3.

Update on Schedule

In alignment with Report TT2018-1335 Green Line Q4 2018 Update, following the finalization of the URA, administration will proceed into procurement. The following dates have been identified for release of the RFQ and RFP documents, for Light Rail Vehicle (LRV) procurement and the

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Green Line - Funding and Financing Update

main construction contract procurement. See Attachment 2 (Confidential) for the 2019 Milestone Schedule.

Upcoming 2019 Procurement Timeline		
	LRV	Main project
RFQ	2019 Q1	2019 Q2
RFP	2019 Q2	2019 Q3

Stakeholder Engagement, Research and Communication

As the project moves into execution the primary communication tool with industry will be through the project website and through the use of industry memos, which the project team will utilize in greater volume going forward. Additionally, Administration has established a regular format and cadence of quarterly reporting to the Transportation and Transit (T&T) Committee. For 2019, quarterly project updates will be provided to T&T Committee on the following dates:

- Q1 – March 20, 2019
- Q2 – June 26, 2019
- Q3 – September 18, 2019
- Q4 – December 18, 2019

Community Stakeholder engagement will continue as the project progresses through 2019.

Strategic Alignment

Social, Environmental, Economic (External)

The project aligns with social, environmental and economic priorities of The City and the priorities of the provincial and federal governments. Green Line is designed to improve quality of life by providing people with options on how to move, work, live, and play, and allows more affordable access to essential community services.

As part of its alignment with environmental priorities, the Environmental Management Program (EMP) focuses on realization of greenhouse gas (GHG) reduction benefits. The Green Line Project is tasked with satisfying the City of Calgary, and federal and provincial funding partner requirements that include: climate resilience reporting; environmental assessments; First Nations consultation; application of the Envision management system; and the provision of technical environmental requirements and guidelines to satisfy the procurement process.

Financial Capacity

Current and Future Operating Budget:

On 2017 May 15, and 2017 November 27, a preliminary estimate was provided to Council of the annual incremental operating and maintenance costs for the Stage 1 project. This \$40 million per year estimate, in 2016 dollars, continues to be supported following the completion of the constructability review and further technical reviews. This estimate is dependent on several factors and will be further refined once the major construction contract has been awarded and

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Green Line - Funding and Financing Update

the construction schedule is set. The operating and maintenance costs are currently not funded and an ongoing funding source will need to be in place prior to the start of operations.

Current and Future Capital Budget:

The Project had earlier received funding for its enabling works projects that are related to preparing the right-of-way for the Project's major construction. The enabling works budget is \$360.6 million, and is provided by funding programs from the three orders of government that are separate from the main Project's funding (Federal Public Transit Infrastructure Fund (PTIF) 1 = \$111 million, provincial 50% PTIF match = \$55.5 million, provincial GreenTRIP = \$92.4 million, City 50% match of PTIF 1 & GreenTRIP = \$101.7 million). Capital expenditures for the Project will align with funding from all three orders of government.

Expenditures to date:

As at October 31, 2018 expenditures incurred total \$128 million.

Committed costs:

As at October 31, 2018 expenditures and committed costs total \$211 million.

Risk Assessment

Risks associated with the URA have been reviewed by the Green Line team, Finance, Law, and external legal counsel, and will be discussed in the closed session presentation.

Administration is continually evaluating The City's exposure regarding financial risks including:

- Timing of construction expenditures;
- Timing of receipt of capital funding;
- Interest rates;
- Credit spreads; and
- The availability and attractiveness of financing structures prior to execution of the project company construction financing commitment, and any additional City debt financing

The Green Line Stage 1 project will utilize a significant portion of The City's available debt capacity and may limit The City's ability to debt finance other capital projects.

Administration has established a regular format and cadence of quarterly reporting to the Transportation and Transit (T&T) Committee. The reporting includes both a public and confidential risk register outlining global project risks.

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Green Line - Funding and Financing Update

REASON(S) FOR RECOMMENDATION(S):

Based on the terms in the URA and a better understanding of the project, Administration has analyzed the funding model. Administration recommends providing flexibility to optimize City of Calgary cash flows.

The recommendations in this report are based on the information and context known at the time of writing.

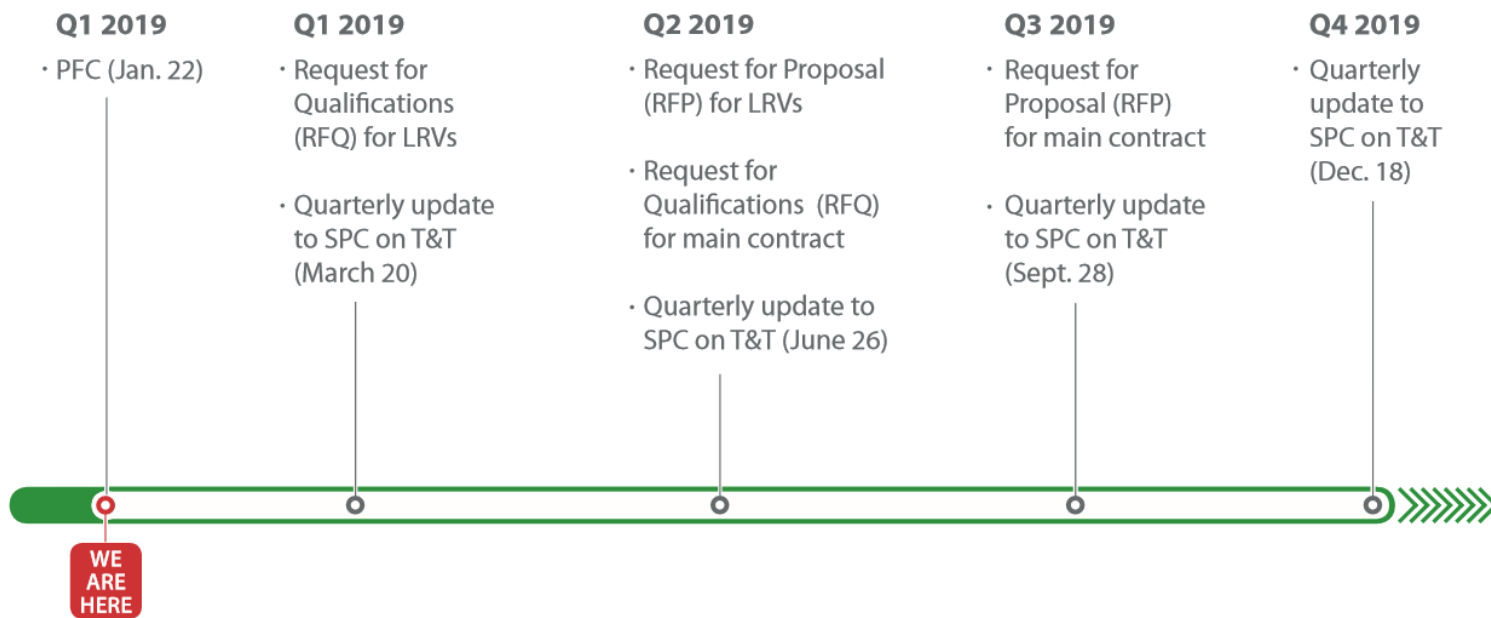
The confidential Attachment #1 contains proprietary and commercially sensitive information relating to the procurement strategy for the project and financial information related to ongoing funding negotiations with the Government of Alberta and the Government of Canada.

ATTACHMENT(S)

1. Attachment 1 – Funding and Financing Scenarios [Confidential]
2. Attachment 2 – 2019 Milestone Schedule

Green Line LRT Stage 1

2019 Milestone Schedule



Deputy City Manager's Office Report to
Strategic Meeting of Council
2019 January 28

ISC: UNRESTRICTED
C2019-0124

Strategic Council Meeting – Annual Planning Session Background Information

EXECUTIVE SUMMARY

The purpose of this report is to provide background information to be considered by Council when setting the strategic direction for the 2019 Strategic Council Meetings. Over the summer of 2018, Intergovernmental & Corporate Strategy (ICS) invited Council to provide input into the future of Strategic Meetings of Council. The results of this engagement are contained within a What we heard summary (Attachment 1). A list of potential topics for the upcoming Strategic Council meetings that have been identified through past Council or Committee direction, discussion during Council or Committee meetings or feedback gathered by ICS during engagement is included in Attachment 2.

ADMINISTRATION RECOMMENDATION:

That Council receive this report as background information, to be considered when participating in the facilitated session that will set the strategic priorities for the remainder of the term.

PREVIOUS COUNCIL DIRECTION / POLICY

At the Regular Meeting of Council on 2018 November 30, Council approved the following motion in relation to C2018-1158, directing Administration to:

2. Better inform mid-cycle budget considerations and to shape the focus of anticipated Zero-Based Reviews, direct Administration (specifically Corporate Initiatives and Intergovernmental & Corporate Strategy) to work with Mayor Nenshi and Cllrs. Colley-Urquhart and Gondek in drafting the agenda and outcomes for the January 28, 2019 Strategic Meeting of Council that will accomplish the goals of:
 - a. Setting Council strategic priorities for the remainder of the term;
 - b. Discussing the major unfunded capital projects; and
 - c. Inform the agenda and outcomes for a subsequent session to conduct a review of the 61 service lines (and subsets) before the end of Q3 2019.

BACKGROUND

Administration has monitored the Strategic Council Meetings through 2018 and recognized the need to evaluate the current system and engage with Council to optimize the outcomes of these meetings. During the summer of 2018, individual meetings with Councillors were offered to gather input on the Strategic Meetings. The outcome of these meetings were summarized in Attachment 1. Administration has been using the information from the Council engagement to inform how Strategic Meetings are delivered moving forward.

On 2018 November 30, Council provided direction to use a portion of the 2019 January 28 Strategic Meeting of Council to set the Council strategic priorities for the remainder of the term. Administration has been working with Mayor Nenshi, Councillor Colley-Urquhart and Councillor Gondek to create the agenda.

INVESTIGATION: ALTERNATIVES AND ANALYSIS

Intergovernmental Affairs & Corporate Strategy is responsible for delivering Strategic Council Meetings. The nature of Strategic Council meetings has never been formally defined which has

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Strategic Meeting of Council
2019 January 28**

**ISC: UNRESTRICTED
C2019-0124**

Strategic Council Meeting - Annual Planning Session Background Information

presented both opportunities and challenges. This past year 2018, was an unusual year in terms of intensity of priority projects (Olympic Bid, City Charter, Fiscal Framework Discussions, etc.) and the need for strategic direction (One Calgary), where the agenda topics and meetings in general were not delivered optimally.

In recognition of this, ICS invited Members of Council to meet and provide their thoughts and input into future Strategic Council Meetings. Over the course of the summer and early fall, six Councillors met individually with ICS staff. While each Councillor may have emphasized different issues, their comments and concerns were similar (Attachment 1). In short, the current ability to add items in an ad-hoc manner has been contributing to meetings that are lacking a strategic focus. There was a preference from the members of Council engaged to identify strategic items or themes and have the themes drive the format of the meeting. In addition, there was a shared frustration on the last-minute finalization of the agendas created challenges for Councillors to fully familiarize themselves with the issues and prepare for strategic discussion.

The one-on-one meetings with Councillors also provided some suggestions for moving forward including: an annual Strategic Council Meeting to set the agenda for the year; different meeting formats; use of external experts; alternate meeting locations; and potential topics. The introduction of Strategic Council Meeting- Annual Planning Session to the 2019 Council calendar was a response from Clerks based on their conversations and the ICS Council engagement. The 2018 December 19 Strategic Meeting of Council on Mental Health was also delivered with the results of the engagement in mind.

Administration has also been tracking when Council or Committee has given direction to add items to the 2019 Strategic Council Meeting agendas. A list containing both formal direction and agenda items that have been discussed but not formally directed to Strategic Meeting can be found in Attachment 2. Council may choose to confirm these topics or direct them to other types of meetings during the facilitated session.

Once Council has identified strategic topics for the year, Administration will work towards delivering the topics in a design that will reflect Council's preferences and the best format to promote strategic discussion.

Stakeholder Engagement, Research and Communication

Council was provided the opportunity to comment and share their thoughts on Strategic Council Meetings over the summer and early fall. Administration also monitored the meetings to capture any additional comments that may provide insight into delivering the meetings.

ICS will communicate the outcomes and the implications on the process from the 2019 January 28 Strategic Council Meeting – Annual Planning Session to the corporation to align Council direction with implementation.

Strategic Alignment

Providing Council with a forum that encourages strategic conversation and promotes enhanced direction to Administration contributes to the identified Council Priority of A Well-Run City.

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Strategic Council Meeting - Annual Planning Session Background Information

Social, Environmental, Economic (External)

The previously Council directed topics for Strategic Council Meetings in 2019 contained in Attachment 2 have social, environmental and economic themes.

Financial Capacity

Current and Future Operating Budget:

A change in the delivery of Strategic Council Meetings that could include more off-site locations, external panel experts and facilitators is not currently accounted for in the budget. Depending on the outcome or direction from the 2019 January 28 meeting a budget ask may be identified.

Current and Future Capital Budget:

There are no current or future capital budget implications to this report.

Risk Assessment

Identifying topics for the future 2019 Strategic Council Meetings will provide clarity to Administration. Without direction on the preferred topics or insight on the structure of the meetings, Administration risks delivering meetings that fall short of recognizing the true value and potential a day of strategic discussion should provide.

REASON(S) FOR RECOMMENDATION(S):

Administration is prepared to continue to deliver Strategic Council Meetings based on the direction and priorities identified at this meeting. The information contained in this report and attachments are a summary of past engagement on the topic and past Council direction for agenda items and can be used for consideration during the facilitated discussion.

ATTACHMENT(S)

1. Attachment 1 – Strategic Sessions: What we heard from Members of Council
2. Attachment 2 – Strategic Session Known Topics / Dates/ Directions

Strategic Sessions: What we heard from Members of Council

In July 2018, Intergovernmental & Corporate Strategy (ICS) invited Members of Council to meet to provide their thoughts and input into the future of Strategic Meetings of Council. Over the course of the summer and early fall, six Councillors met individually with ICS staff. While each Councillor may have emphasized different issues, their comments and concerns were remarkably similar and can be summarized as follows.

General support, but...

Without exception, Councillors saw value in setting aside time for Council to have strategic discussions. Among other things, when compared with Regular Meetings of Council, Strategic Meetings have the potential to provide:

- Scope for frank and open dialogue about medium- to long-term challenges facing The City
- Opportunities to build relationships and collegiality among Council colleagues
- More interactive, thoughtful, open-ended discussions, unconstrained by Administrative recommendations or the need to make final decisions

At the same time, however, the participating Councillors also indicated that recent meetings had failed to deliver on the promise of strategic conversations, or whether the current governance would allow for it going forward.

Concerns with the substance of Strategic Meetings

Councillors echoed concerns from Administration that many of the more recent Strategic Meeting agendas had become a “hodge-podge” of items, frequently lacking a common thread that would allow for a strategic conversation.

Many of the items that appear on Strategic Meeting agendas might be better dealt with at an Special Policy Committees (SPC) or a Regular Meeting of Council.

Too often, at strategic sessions, items are presented to Council by Administration as, essentially, for information or as a fait accompli, asking Council to sign-off on a recommendation or direction without seeking meaningful input.

Without prompting, several Councillors volunteered the Strategic Meetings on Cannabis, Wholly-Owned Subsidiaries, and the December 2017 session on Council Priorities as examples of agendas that worked.

(Related) Concerns with the process of Strategic Meetings

Agendas seem subject to change at a moment's notice. Councillors acknowledged that it is sometimes Council itself that is responsible for last minute changes, but more often it comes from Mayor's Office or Administration.

With short notice of agendas, or agenda comprised of disparate items, there is little opportunity for Councillors to familiarize or immerse themselves with the issue(s) prior to a meeting. On some occasions, briefing materials and reports are frequently provided last minute, or walked-into the meetings, providing no opportunity for proper review in advance.

There is no long-term vision or plan for the Strategic Meetings.

Council Chambers and even the Council Boardroom and other on site meetings spaces are not necessarily conducive to Strategic Discussions.

Proposals for change moving forward

Scheduling a session to plan strategic sessions for the year, combined with firmer control of the agenda, including possible changes to Procedure Bylaw if necessary.

Opportunities to hear from and engage with outside expertise, rather than simply relying on Administration.

Facilitated sessions to engage Council in exploration of the issues.

More off site meetings, including in different parts of The City (not all councillors agreed with this).

Ideas for Strategic Meeting agendas included:

- Relationship-building
- Municipal Development Plan Update
- Economic diversification and the Downtown
- Regional Planning
- Downloading of responsibilities
- Intergovernmental Affairs

Strategic Session Known Topics / Dates / Directions

Note: Draft - For internal tracking purposes only / subject to change

Potential Topic	Council direction / date report #, if any / other direction to report	Timing based on known direction
Major Capital Projects; Strategic Session Planning; Service Line Review Planning	November 30 Motion at Council: Outcomes for the January 28, 2019 strategic meeting of Council that will accomplish the goals of: <ul style="list-style-type: none"> Setting Council strategic priorities for the remainder of the term; Discussing the major unfunded capital projects; and Inform the agenda and outcomes for a subsequent session to conduct a review of the 61 service lines (and subsets) before the end of Q3 2019. 	January 2019
Community Representation Framework	December 17 Motion Arising at Council CPS2018-1393: That Council requests that a future strategic session of Council on the Community Representation Framework be considered at the 2019 January 28 strategic meeting of Council as part of setting Council strategic priorities for the remainder of the term.	TBD
Working Together	Originally scheduled for October 31, 2018	February 2019
Projected Tax Shift; Corporate Governance	Tax-shift report due to PFC in Q1 2019; TBD if strategic meeting also Corporate Governance piece to follow-up on Working Together item (no formal direction at present)	March 2019
Regional	Verbal commitment by GM Stevens to IGA in approx. 2018 Q2 for a strategic session on regional issues	April 2019
Water	2018 October 15 UCS2018-1171 “Defer the integrated watershed management Strategic Meeting and direct Administration to return to a strategic meeting of Council, no later than 2019 Q2 ”	May 2019
Risk Management	Stems from regular Risk reports to Audit committee and CM Fielding identified need for ALT and Council to understand how to have an informed discussion about risk Goal: common understanding of risk and overall direction for The City’s risk appetite	Q2 2019?

Consideration of Unfunded Long Term Projects

EXECUTIVE SUMMARY

This report presents Council with background information and project data related to four unfunded long-term projects. Council previously identified these projects as: Fieldhouse, Events Centre, BMO Centre expansion, and Arts Commons. Project details are presented in a standardized format that gives Council the opportunity to comprehensively review and compare the four projects. Third party financial information and potential funding from other orders of government are to remain confidential pursuant to the Freedom of Information and Protection of Privacy Act (Alberta), and will be presented to Council in closed session.

ADMINISTRATION RECOMMENDATIONS

That Council:

1. Receive the attached project information for information; and
2. Direct that Attachment 2 remain confidential pursuant to Sections 16, 23, 24 and 25 of the Freedom of Information and Protection of Privacy Act (Alberta), until all funding matters have been resolved, to be reviewed by 2020 December 31.

PREVIOUS COUNCIL DIRECTION / POLICY

On 2018 December 17, Council adopted the recommendations in C2018-1285 Rivers District Community Revitalization Discussion Update. Administration was specifically directed to bring options for funding The City's portion of the BMO Centre expansion costs (including financing) to the Strategic Meeting of Council on 2019 January 28.

On 2018 November 19, Council adopted the recommendations of VR2018-0109 (verbal report), to add an agenda item to the 2019 January Strategic Planning Meeting of Council entitled, Consideration of Unfunded Long Term Projects. The following projects were identified in the verbal report: Fieldhouse, Events Centre, BMO Centre expansion, and Arts Commons.

On 2018 November 19, Council referred the response to AI2018-08 Calgary "Event-Ready Infrastructure", to the 2019 January Strategic Planning Meeting of Council for input. This response will be circulated to Council separately.

BACKGROUND

The City has recently received several requests to fund significant portions of major long-term projects. These projects include a new events centre/arena, an expansion to the BMO Centre, and an expansion to Arts Commons. In recent years, Council has also considered the development of a fieldhouse in Foothills Athletic Park. All four projects are related to the growth of existing facilities and services and/or the development of new facilities and services.

Consideration of Unfunded Long Term Projects

INVESTIGATION: ALTERNATIVES AND ANALYSIS

The four projects identified by Council represent diverse opportunities for Calgary. Each project has a distinct mandate, provides unique services, and will serve different markets.

It is challenging to objectively compare and prioritize project funding. To assist Council, a systematic approach has been applied to this investigation. Each project is presented in terms of eight broad subject areas, with each subject area comprised of several consistent review factors, as outlined in Attachment 1.

Project Submissions and Process

In January, a Project Description Form and an accompanying "how-to-complete guide" was distributed to each project supporting organization (see Attachment 1). The organizations then completed the project descriptions and submitted the forms to the Deputy City Manager's Office. Administration clarified responses as required, formatted the forms for consistency and redistributed the project descriptions to the organizations for final verification. Each organization confirmed their respective final project description attached to this report. The project descriptions are complete and consistent, but range in length because the submissions are verbatim (see Attachment 2).

The Event Centre Assessment Committee reviewed the Project Description Form at their regularly scheduled 2019 January 25 meeting. Due to this timing, the Committee was not able to submit information ahead of the report publication deadline. Information from the Committee will be circulated to Council separately.

Stakeholder Engagement, Research and Communication

Information for this report was gathered from the following organizations:

- Fieldhouse Calgary Recreation
- BMO Centre expansion Calgary Exhibition and Stampede Ltd.
- Arts Commons Arts Commons

Administration made initial contact with each organization and there were several follow-up discussions by phone and via email. All organizations provided information in a timely manner and fully participated in the process.

Strategic Alignment

Each project supports current City policy. Details on specific aspects of policy alignment are included in the respective Project Description Forms (see Attachment 2).

Social, Environmental, Economic (External)

Social Impact

The social impacts of each project are identified in Attachment 2.

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Consideration of Unfunded Long Term Projects

Environmental Impact

Any environmental impacts associated with the projects are identified in Attachment 2.

Economic Impact

Differing economic outcomes are associated with each project. These impacts are detailed on a project-by-project basis in Attachment 2.

Financial Capacity

Current and Future Operating Budget

A financial analysis that includes project funding and financing scenarios will be presented in the closed session portion of the Strategic Council Meeting.

Risk Assessment

These four projects have financial risks that involve third parties and other orders of government. Given the project sensitivities related to funding, timing and stakeholders, risk discussions may form part of a Council closed session.

REASON(S) FOR RECOMMENDATION(S):

The information contained in this report was previously requested by Council on 2018 November 19.

This report contains the financial information of several third parties and information related to ongoing funding negotiations with the Government of Alberta and the Government of Canada. As such, Attachment 2 and the Council presentation should remain confidential pursuant to the Freedom of Information and Protection of Privacy Act (Alberta).

ATTACHMENT(S)

1. Project Description Template & Guide
2. Project Description Forms



Consideration of Unfunded Long-Term Projects

Project Description

[insert project name]

1. PROJECT OVERVIEW / OPPORTUNITY

Project Name	
Executive Summary Provide a brief description of the project, its mandate and what it is expected to deliver. Describe the essential elements of the business case. Limit responses to 900 characters.	
Organization Name	
Organization Type	
Organization Governance Structure	
Project Location	
Address	
Ward	
Proposed Construction Start Date	Click or tap to enter a date.
Proposed Construction Completion Date	Click or tap to enter a date.
Project Scope Describe the building and site program for the project	
Comparable Projects List relevant comparable projects	
Dependencies Identify any dependencies required for this project (i.e. financial, infrastructure, organizational)	
Alignment to Citizen Priorities Identify The City of Calgary Citizen Priority that that project primarily aligns with.	Choose an item.
Alignment to your Organization's Goals List goals and strategies being advanced by this project. Be as specific, as possible. Identify specific organizational outcomes, strategies and/or actions, if applicable. List documentation that supports such goals, strategies and actions.	



Consideration of Unfunded Long-Term Projects

Project Description

[insert project name]

2. CAPITAL INVESMENT

Requested Funding (\$)	
Total Project Budget (\$)	
Estimate class	click here

Proposed Spending Plan

Place total capital budget (i.e. cash flow requirement) from project start to project completion.

Total Capital Costs	Year							Total
	2019	2020	2021	2022	2023	2024	2025	
<i>Land Acquisition</i>	-	-	-	-	-	-	-	-
<i>Planning</i>	-	-	-	-	-	-	-	-
<i>Design</i>	-	-	-	-	-	-	-	-
<i>Concept Design</i>	-	-	-	-	-	-	-	-
<i>Detailed Design</i>	-	-	-	-	-	-	-	-
<i>Construction/ Implementation</i>	-	-	-	-	-	-	-	-
<i>Rehab/ Replacement</i>	-	-	-	-	-	-	-	-
<i>Other (specify)</i>	-	-	-	-	-	-	-	-
Total Capital Budget	-	-	-	-	-	-	-	-

Provide an estimate of the project's total capital costs. Add additional categories if required.

Operating Impact to The City of Calgary

If YES, provide an estimate of the total operating costs related to the project. Add additional categories if required.

Sources	Year							Total
	2019	2020	2021	2022	2023	2024	2025	
<i>One-time Operating</i>	-	-	-	-	-	-	-	-
<i>Ongoing Operating</i>	-	-	-	-	-	-	-	-
<i>Maintenance Costs</i>	-	-	-	-	-	-	-	-
<i>Other (specify)</i>	-	-	-	-	-	-	-	-
Total Operating Budget	-	-	-	-	-	-	-	-
Total	-	-	-	-	-	-	-	-



Consideration of Unfunded Long-Term Projects

Project Description

[insert project name]

2. CAPITAL INVESTMENT (continued)

Eligible Funding Sources

Financing sources may include: grants, private contributions, revenue/reserves, debits, special categories, corporate funding, etc.

Financing Sources	Year							Total
	2019	2020	2021	2022	2023	2024	2025	
	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
Total	-	-	-	-	-	-	-	-

3. EXTERNAL FUNDING

		City of Calgary (City)	Government of Alberta (GoA)	Government of Canada (GoC)	Private
Other government, private funding contributions	%	%	%	%	%
	\$	-	-	-	-

4. ECONOMIC ACTIVITY

Economic Impacts of Recommended Funding (during construction)	Gross Domestic Product (GDP)	#
	Gross Output	#
	Employment:	#
Economic Impacts post delivery (long-term)	Gross Domestic Product	#
	Gross Output	#
	Employment:	#
Ancillary Development Potential Identify specific developments that will advance as a result of project.		

Net Incremental Revenue to The City of Calgary (Annual)

Identify the proposed project's revenue returned to The City of Calgary net of discounts and returns.

Projected Net Revenue	Year							Total
	2019	2020	2021	2022	2023	2024	2025	
Other (specify)								-
Total	-	-	-	-	-	-	-	-



Consideration of Unfunded Long-Term Projects

Project Description

[insert project name]

5. CITIZEN IMPACT

Service Levels Identify the service(s) and projected improvement over current service levels the project will provide.	Service	Projected Improvement (i.e. time, cost, quality)

6. PUBLIC USE

Time allotment between public and exclusive uses	Public Use %	Exclusive Use %

7. CITY REPUTATION

Market Catchment Identify whether attendees primarily originate from a regional, national or international market	
New Business Opportunities Identify new events per year that the project will enable	



Consideration of Unfunded Long-Term Projects

Project Description

[insert project name]

8. PROJECT COMPLEXITY & RISKS

Project Complexity & Risks Describe level of complexity (i.e. high, medium, low) associated with the project. Consider size, scope, whether certainty of outcomes have been identified, number of stakeholders, impact on external community, unconfirmed funding agencies and level of risk and constraints.			
Key Project Risks Identify key project risks and the anticipated mitigation strategy	Project Risks		Mitigation Strategy
Key Stakeholders Identify stakeholder groups involved with the project, what role they perform, how they may contribute to, or be impacted by the project	Stakeholder Group	Role	Impact / Interest
Land & Planning Readiness Identify whether the land and planning approvals for the project has been legally secured by the organization			
Financial Complexity Describe the complexity of funding and financing structure			



Consideration of Unfunded Long-Term Projects

Project Description Guide

Purpose of Project Descriptions

To support Council in their consideration of long-term projects at the January 28, 2019 Strategic Council Meeting, project descriptions will be provided. Project Descriptions include eight broad subject areas, each containing several review factors. This Review Factor Guide may assist you by providing additional context, definitions or explanations.

1. PROJECT OVERVIEW / OPPORTUNITY

Executive Summary	Provide a brief description of the project and what it is expected to deliver. Capture only the essential elements of the business case, including the most pertinent facts, in a clear, concise and strategic manner. Limit responses to 900 characters.
Organization Name	Full legal name
Organization Type	(i.e. profit, not-for-profit, government)
Organization Governance Structure	(i.e. board of directors, foundation)
Proposed Construction Start Date	Identify the anticipated construction start of the project.
Proposed Construction Completion Date	Identify when the project is sufficiently complete so that the owner may use or occupy the building for the intended purpose.
Alignment to Citizen Priorities	<p>Identify the primary alignments as per Council Directives (C2018-0201):</p> <p>A Prosperous City</p> <ul style="list-style-type: none"> - economic development & tourism - arts & culture <p>A City of Safe & Inspiring Neighbourhoods</p> <ul style="list-style-type: none"> - public safety - great neighbourhoods <p>A City That Moves</p> <ul style="list-style-type: none"> - transportation infrastructure <p>A Healthy & Green City</p> <ul style="list-style-type: none"> - recreation opportunities - parks & open spaces <p>A Well-Run City</p> <ul style="list-style-type: none"> - modern & efficient municipal government



Consideration of Unfunded Long-Term Projects

Project Description Guide

2. CAPITAL INVESTMENT

Requested Funding (\$)

Identify the funding required from The City of Calgary. Does not include debt financing and nominal dollars.

Total Project Budget (\$)

Identify the total project budget (as per the estimate class)

Estimate Class

Identify the level of cost estimate following The City of Calgary five-class standard. Refer to Corporate Project Management Framework Estimation, Contingency and Schedule Standard

Operating Impact to The City of Calgary

Identify whether the proposed capital investments will result in any operating costs or savings would be incurred by The City of Calgary

Eligible Funding Sources

Identify The City of Calgary and other public or private funding sources available for this project.

3. EXTERNAL FUNDING

Other government, private contributions

Identify the percentage and amount contributed by The City of Calgary (The City), Government of Alberta (GoA), Government of Canada (GoC) and private.

4. ECONOMIC ACTIVITY

Economic Impacts of Recommended Funding (during construction) / Economic Impacts post delivery (long-term)

Three key economic indicators are presented to provide additional context for the identified major projects. Projects are grouped into economic activities as identified by the North American Industry Classification System. The value of the economic activity will be determined by multiplying the project budget by the sector specific multiplier.

City Administration will assist in calculating economic activity.

The key economic indicators are further defined below.



Consideration of Unfunded Long-Term Projects

Project Description Guide

4. **ECONOMIC ACTIVITY (continued)**

- **Gross domestic product (GDP)**

The value added of an industry, also referred to as gross domestic product (GDP)-by-industry, is the contribution of a private industry or government sector to the overall economy. It measures the value of all goods and services produced in the economy over a period of time. It is the broadest measure of economic progress.

The components of value added consist of compensation of employees, taxes on production and imports less subsidies, and gross operating surplus. Value added equals the difference between an industry's gross output (consisting of sales or receipts and other operating income, commodity taxes, and inventory change) less the cost of its intermediate inputs (including energy, raw materials, semi-finished goods, and services that are purchased from all sources). Value added does not include double counting. Displayed in dollars.

- **Gross Output**

Gross output of an industry is the market value of the goods and services produced by an industry, including commodity taxes. The components of gross output include sales or receipts and other operating income, commodity taxes, plus inventory change. It includes double counting. Gross output differs from value added, which measures the contribution of the industry's labor and capital to its gross output. Displayed in dollars.

- **Employment**

While the GDP, gross output and income multipliers measure impacts in dollars, the employment multiplier is slightly different. It measures impact in person-years. While this impact assesses the implications for full-time equivalent jobs, there should be caution in interpretation. An employment impact of 125 person-years of employment could represent, for example, either 125 employees for a year, 250 half-time employees, or 500 employees for three months.

Ancillary Development Potential

Identify specific developments that will advance as a result of this project.

Net Incremental Revenue to The City of Calgary (Annual)

Identify the proposed project's revenue returned to The City of Calgary net of discounts and returns.



Consideration of Unfunded Long-Term Projects

Project Description Guide

5. CITIZEN IMPACT

Service Levels

Identify the service(s) and projected improvement(s) over current service levels the project will provide (i.e. reduced time to service, reduced cost of service, enhanced quality of service, additional services).

6. PUBLIC USE

Time allotment

Identify the project's time allotment between public and exclusive uses as identified in the Project Scope. Refer to Council Public Use Policy for reference.

<http://www.calgary.ca/CA/city-clerks/Documents/Council-policy-library/csps031-Public-Use-Policy.pdf>

7. CITY REPUTATION

Market Catchment

Identify the attendee's primary market origin (regional, national, international) of the proposed major project. The market attachment is to align with core service being provided by the project.

New Business Opportunities

Identify new events in a year that will be hosted

8. PROJECT COMPLEXITY & RISKS

Project Complexity & Risks

Describe level of complexity (i.e. high, medium, low) associated with the project. Consider size, scope, whether certainty of outcomes have been identified, number of stakeholders, impact on external community, unconfirmed funding agencies and level of risk and constraints.

Key Project Risks

Identify key project risks and the anticipated mitigation strategy

Land & Planning Readiness

Identify whether the land and planning approvals for the project has been legally secured by the organization.

Financing Complexity

Describe complexity of the funding and financing structure.

REFERED REPORT

ADMINISTRATION'S INITIAL RESPONSE TO COUNCILLOR COLLEY-URQUHART AND
COUNCILLOR CHAHAL'S ADMINISTRATIVE INQUIRY SUBMITTED AT THE 2018 JULY 30
COMBINED MEETING OF COUNCIL, AI2018-08

BACKGROUND:

The attached materials are forwarded for Council's information with respect to their discussion of item 9.2.2 Consideration of Unfunded Long Term Projects, C2019-0135.

Materials:

1. Administration response to Inquiry
2. Attachment 1 "Event-Ready Infrastructure" Review
3. Attachment 2 One Calgary Capital Budget Deliberations Related to "Event-Ready Infrastructure"
4. Attachment 3 Event Strategy



Memo

2018 November 19

To: Mayor Nenshi and Members of Council

From: James McLaughlin, Acting Director, Calgary Recreation

Re: **Response to Administrative Inquiry**
2018 July 30 Council Meeting – Calgary “Event-Ready Infrastructure”
Submitted by Councillor Colley-Urquhart and Councillor Chahal

At the 2018 July 30 Combined Meeting of Council, Councillor Colley-Urquhart and Councillor Chahal submitted an Administrative Inquiry regarding the gaps in “Event-Ready Infrastructure” identified by Tourism Calgary in a 2018 July 27 memo to Council.

In preparation for the One Calgary Operating and Capital Budget discussions, Council requested that Administration consult with key stakeholders on technical deficits, lost business opportunities and options on how the “Event-Ready Infrastructure” gaps may be addressed.

Attachment 1 provides Council with Administration’s response and detailed review of the nine facility gaps identified. As part of Administration’s work, Tourism Calgary was engaged to provide additional information and feedback. In addition, Meetings and Conventions Calgary was invited to participate or add new information.

Two of the nine gaps identified in Tourism Calgary’s original memo may be addressed through items under consideration as part of the One Calgary 2019-2022 Operating and Capital Budget deliberations.

1. The Repsol Sport Centre Legacy Project (Phase 1) business case is included in One Calgary, *recommended for funding*.
2. The Multisport Fieldhouse Development business case is on the One Calgary *unfunded for information* list. For a summary of these business cases and how they could address portions of the “Event-Ready Infrastructure” gaps, please refer to Attachment 2.

The remaining gaps may be addressed within the context of a shared Event Strategy (Attachment 3). This work has been initiated by Administration in collaboration with Tourism Calgary and other stakeholders. It is anticipated to be completed during the 2019-2022 business cycle. Administration could report by periodic memo or through the SPC on Community and Protective Services with updates on the Event Strategy beginning as early as Q4 2019. We would also be pleased to meet with members of Council to answer follow up questions and to provide additional information or clarification.

Attachments

1. “Event-Ready Infrastructure” Review
2. One Calgary Capital Budget Deliberations Related to “Event-Ready Infrastructure”
3. Event Strategy

“Event-Ready Infrastructure” Review

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“Event-Ready Infrastructure” Review

BACKGROUND & INTRODUCTION

At the 2018 July 30 Combined Meeting of Council, Councillor Colley-Urquhart and Councillor Chahal submitted an Administrative Inquiry regarding Calgary “Event-Ready Infrastructure,” as follows:

As discussed at the May 2018 SPC on Community and Protective Services, Tourism Calgary was requested to provide detailed feedback on events Calgary has lost between 2014 and 2017, due to a deficit in “Event-Ready Infrastructure”. [This information was provided in a memo to Council on 2018 July 27.]

Administration is requested to report back to members of Council no later than October 2018, in preparation for the One Calgary Operating and Capital Budget discussions in consultation with key stakeholders (including but not limited to Tourism Calgary and Meeting and Conventions Calgary) on:

- a. Options on how the “Event-Ready Infrastructure” gap can be addressed with timelines;
- b. Examine “lost business” opportunities as they relate to postponed, declined, developmental loss and competitive loss;
- c. Technical deficits in meeting hosting standards on the nine facility gaps identified in the attached

In response to the Administrative Inquiry, the following provides a detailed review conducted by Administration of the nine facility gaps identified by Tourism Calgary. This document addresses each infrastructure gap by outlining the technical deficits in meeting hosting standards, lost business opportunities, and options on how the gap may be addressed with timelines.

Please note that two of nine gaps may be addressed through items under consideration as part of the One Calgary 2019-2022 Operating and Capital Budget deliberations.

1. The Repsol Sport Centre Legacy Project (Phase 1) business case is included in One Calgary, *recommended for funding*.
2. The Multisport Fieldhouse Development business case is on the One Calgary *unfunded for information* list.

For a summary of these business cases and how they may address portions of the “Event-Ready Infrastructure” gaps, please refer to Attachment 2.

The remaining gaps may be addressed within the context of a shared Event Strategy (Attachment 3), initiated by Administration and anticipated to be completed during the 2019-2022 business cycle.

“Event-Ready Infrastructure” Review

REVIEW OF FACILITY GAP #1: GLENMORE RESERVOIR

(a) technical deficits in meeting hosting standards

As outlined in the 2018 July memo from Tourism Calgary, technical deficits at Glenmore Reservoir include lane markers, infrastructure to support ‘fixed starts’, expansion of the rowing course to meet the World Rowing Federation FISA (Fédération Internationale des Sociétés) standards (e.g. from 1,500 meters to 2,000 meters), enhancements to the observation tower, upgrades to the canoe course / markings / equipment / buoys and a consistent 2-meter depth (candidate destinations).

The current rowing and canoe course could be increased by 500 meters. However, recreational usage by the Glenmore Sailing Club, Glenmore Sailing School and the S.S. Moyie (Heritage Park Historical Village paddleboat) along with public and recreational user groups would be considerably reduced. With an additional investment in storage and operating budget, the buoys could be removed between events (leaving the anchors only), however the recreational use would still be impeded due to limitations associated with the anchors and available water depth.

(b) lost business opportunities

As outlined in the 2018 July memo from Tourism Calgary, the lost business opportunities include:

- Canadian Masters Rowing Championships with an estimated 400 participants representing potential spending of \$150 thousand.
- Canadian Canoe Kayak Sprint Championship with an estimated 1,200 participants representing potential spending of \$500 thousand.

Potential spending represents cost of travel, meals and incidentals for event participants (spectators and accompanying friends and family are unaccounted for). This projected spending does not account for operational expenses required by the organizing committees. These expenditures represent a significant aspect of any projected economic impact along with any capital spending required as a result of hosting the event.

(c) options on how the gap may be addressed with timelines

Recreational uses are complementary to the primary purpose as defined in the Glenmore Reservoir Bylaw Number 9018, which is to provide Calgarians a safe and sufficient supply of drinking water with bylaws put in place to maintain the quality of the water.

It is possible to meet the Event-Ready requirements set out by Tourism Calgary. However, the cost and impact to both the primary purpose and recreational uses of the reservoir is anticipated to be substantial. In addition, Glenmore Reservoir is simply not consistently accessible for event purposes based on the need to manage water levels and river flows/currents.

“Event-Ready Infrastructure” Review

In addition, the majority of the required 500-meter course extension would be less than 1-meter (approximately 2 to 3 feet) deep which is far short of the required 2-meter depth. Historically, The City has declined requests from sporting organizations to dredge the Reservoir due to the high cost and because it does not align with the primary purpose of the Glenmore Reservoir. However, if The City decided to change its practice by dredging the 2,000-meter course, it would likely lead to additional requests from sporting organizations to dredge other parts of the Reservoir for recreational purposes.

If required, a feasibility study, including a cost estimate and cost benefit analysis, could be undertaken to better quantify these impacts and others, such as new starting/finishing platforms and the addition of a second water observation tower.

The demand for increased recreational activity and water sports is not likely to decrease. Glenmore Reservoir user studies were completed in 2004 and 2010. Between 2004 and 2010, there was a 300 per cent increase in boats and 500 per cent increase in people using the reservoir for recreational purposes. As such, Calgary Recreation is looking to the Bearspaw Reservoir for continued and expanded non-motorized recreational uses.

With the support of Intergovernmental and Corporate Strategy, Calgary Recreation and Water Resources are currently participating in the Tri-lateral Task Force for the Bearspaw Reservoir which includes discussions on appropriate recreational uses. Calgary Recreation is advocating for the inclusion of recreational uses at the Bearspaw Reservoir and expanded non-motorized sport uses, beyond what is currently permitted by the Glenmore Reservoir Bylaw Number 9018 (e.g. stand up paddle board).

Event-Ready Infrastructure is not currently on the agenda. Calgary Recreation will bring forward the possibility of including the Event-Ready Infrastructure to the Bearspaw Reservoir Tri-lateral Task Force and inform Tourism Calgary of Administration's progress.

In addition, Calgary Recreation and Tourism Calgary have been working together to engage stakeholders to establish a shared Event Strategy. It is envisioned the Event Strategy will look broadly across sport, culture and art sectors to establish common objectives and performance indicators that support Council's overall vision for Calgary. Options for addressing rowing and canoe course gaps will be considered within the context of a shared Event Strategy (Attachment 3). The Event Strategy was initiated in Q4 2018 by Administration in collaboration with Tourism Calgary and other stakeholders. It is anticipated to be completed during the 2019-2022 business cycle.

“Event-Ready Infrastructure” Review

REVIEW OF FACILITY GAP #2: REPSOL SPORT CENTRE

(a) technical deficits in meeting hosting standards

As outlined in the 2018 July memo from Tourism Calgary, technical deficits include a FINA (Fédération Internationale de Natation) world championship standard pool complete with automatic officiating equipment, 10 lanes, a consistent 2-meter depth, 1,500 LUX lighting, minimum 2,000 spectator seats, and seating for media, athletes, coaches and officials.

The current event-ready infrastructure offered at Repsol Sport Centre includes:

- 2, 50-meter competition pools: north (1.8-meter depth) and south (2.6-meter depth)
- permanent seating for approximately 500 with the addition of temporary seating for several hundred more, depending on the configuration
- automatic officiating equipment
- 1,500 LUX lighting
- seating for media, athletes, coaches and officials
- 1, dive tank (5-meter depth)
 - dive platforms: 3m, 5m, 7m, 10m
 - spring boards: 4x 3m, 4x 1m

The 50-meter pools and dive tank are not FINA compliant.

(b) lost business opportunities

As outlined in the 2018 July memo from Tourism Calgary, the lost business opportunities include the World Junior Swimming Championships with an estimated 1,000 participants representing potential spending of \$480 thousand.

Potential spending represents cost of travel, meals and incidentals for event participants (spectators and accompanying friends and family are unaccounted for). This projected spending does not account for operational expenses required by the organizing committees. These expenditures represent a significant aspect of any projected economic impact along with any capital spending required as a result of hosting the event.

(c) options on how the gap may be addressed with timelines

Repsol Sport Centre is a key contributor to Calgary’s economy with more than 30 aquatic events held at the facility annually. In 2018, Tourism Calgary (via Calgary Sport and Major Events) measured the impact of eight aquatic events that took place in the first two quarters of 2018. These events were hosted at Repsol Sport Centre and contributed nearly \$600 thousand to Calgary’s economy through visitor spending. A total of \$85 thousand was provided in the form of event hosting grants.

Repsol Sport Centre’s proposed Legacy Project (Phase 1) could address the deficits identified in the 2018 July memo from Tourism Calgary including 2,000 spectator seats which may be accommodated with temporary bleachers.

“Event-Ready Infrastructure” Review

The Legacy Project (Phase 1) will allow Repsol Sport Centre to continue to attract and host more aquatic events that are of higher quality/profile, as well as expand the aquatic program and offer more spaces to sport groups. It is anticipated that the number of events hosted annually will increase as will the number of athletes the facility may accommodate. It will not accommodate events requiring 4,000 to 6,000 seats, however this will be considered as part of Phase 2. It is anticipated that conceptual design for Phase 2 will occur subsequent to the completion of Phase 1

The 2019-2022 Operating and Capital Budget deliberations scheduled for 2018 November 26-30 include the *Repsol Sport Centre Legacy Project - Phase 1* capital business case. This business case has been submitted by Lindsay Park Sports Society and requests Council to consider a capital investment. Should Council choose to approve this capital business case, AND federal and provincial funding for the project is secured by the Society, a portion of facility gap #2 as outlined in the 2018 July memo from Tourism Calgary, could be addressed in the 2019-2022 budget cycle.

Administration also considered the Brookfield Residential YMCA at Seton as a location suitable for a FINA world championship level event. Although the facility features a 50-meter, 10 lane competition pool, it does not meet the spectator seating requirements set out in the 2018 July memo from Tourism Calgary. Seton was designed for 275 spectator seats plus an accessible seating area. There is no realistic way to increase Seton more than a few hundred seats without undertaking a substantial redesign of the building.

“Event-Ready Infrastructure” Review

REVIEW OF FACILITY GAP #3: HOSTING CLUSTERS

(a) technical deficits in meeting hosting standards

As outlined in the 2018 July memo from Tourism Calgary, the technical deficits identified include a multi-sport field complex with a feature field capable of seating up to 5,000.

Based on preliminary work, Tourism Calgary has identified that minimum specifications will likely include:

- ten rectangular fields;
- consider baseball, softball, tennis, athletics, fieldhouse (basic - gymnastics, temporary volleyball courts, tradeshow space, etc.); and
- stadium seating, change room facilities and services (e.g. food service, photography, and ticket services).

As part of the Sport Field Strategy (October 2016), specifications have been explored but are not yet set. Minimum specifications will likely include multiple fields, parking, change rooms, public washrooms, irrigation, potable water, bleachers, waste and recycling facilities, and field lighting. Additional amenities may include: conference space, event office space / organizing space (possible hosting spaces for VIPs and sponsors), and storage space for onsite needs. Land requirements for 10+ fields plus ancillary amenities would be one of the more substantial challenges to establishing a hosting cluster.

An example of a major complex is Dicks Sporting Goods Park in Commerce City, Colorado. It is located on 140 acres of land and comprised of an 18,000-seat stadium, home to the Colorado Rapids. Surrounding the stadium are 24 full-size, fully-lit sports fields, including 22 natural grass and 2 synthetic turf fields. Indoor (large and small) and outdoor spaces are available for events.

(b) lost business opportunities

As outlined in the 2018 July memo from Tourism Calgary, the lost business opportunities include the Men’s World Lacrosse Championship with an estimated 1,400 participants representing potential spending of \$1.3 million.

Potential spending represents cost of travel, meals and incidentals for event participants (spectators and accompanying friends and family are unaccounted for). This projected spending does not account for operational expenses required by the organizing committees. These expenditures represent a significant aspect of any projected economic impact along with any capital spending required as a result of hosting the event.

“Event-Ready Infrastructure” Review

(c) options on how the gap may be addressed with timelines

More work is required to study hosting clusters, establish priority, contemplate an investment model, identify barriers and opportunities to hosting, and determine exact specifications required for a hosting cluster.

Calgary Recreation and Tourism Calgary have been working together to engage stakeholders to establish a shared Event Strategy. It is envisioned the Event Strategy will look broadly across sport, culture and art sectors to establish common objectives and performance indicators that support Council's overall vision for Calgary.

Options for addressing the gap in hosting clusters will be considered within the context of a shared Event Strategy (Attachment 3). For example, potential sites that may partially address the deficit include Inland Athletic Park (multi-sport), Deerfoot Athletic Park (diamonds), and Calgary Rugby Union (rectangular). In these cases, minimum seating requirements may be addressed through temporary infrastructure (e.g. expandable seating). In addition, consideration could be given to how the technical requirements of the hosting cluster and six-surface arena (facility gap #6) interface and complement each other. And, to explore how the two venues may be integrated into a single location.

The Event Strategy was initiated in Q4 2018 by Administration in collaboration with Tourism Calgary and other stakeholders. It is anticipated to be completed during the 2019-2022 business cycle. Should a hosting cluster be identified as a high priority within the Event Strategy, Calgary Recreation could undertake a Program, Amenity and Market Assessment which involves the following key considerations:

- needs assessment (e.g. historical utilization rate of athletic parks, bookings/allocations practices)
- site acquisition strategy: site determination and land acquisition strategy
- facility service delivery
- public and stakeholder (e.g. sport groups) consultation
- facility design and construction considerations
- funding arrangements

“Event-Ready Infrastructure” Review

REVIEW OF FACILITY GAP #4: MIDSIZE ARENA

a) technical deficits in meeting hosting standards

As outlined in the 2018 July memo from Tourism Calgary, technical deficits include a certified, international (200ft x 100ft) indoor ice arena with seating capacity of between 6,000-8,000.

The City owns and operates two arenas with 200ft x 100ft ice surfaces: (1) Father David Bauer Arena with a seating capacity of 1,750; and (2) Max Bell, Ken Bracko Arena with a seating capacity of 2,121.

b) lost business opportunities

As outlined in the 2018 July memo from Tourism Calgary, the lost business opportunities include the Canadian Tire National Skating Championship with an estimated 500 participants representing potential spending of \$400 thousand.

Potential spending represents cost of travel, meals and incidentals for event participants (spectators and accompanying friends and family are unaccounted for). This projected spending does not account for operational expenses required by the organizing committees. These expenditures represent a significant aspect of any projected economic impact along with any capital spending required as a result of hosting the event.

c) options on how the gap may be addressed with timelines

More work is required to study midsize arenas, establish priority, contemplate an investment model, identify barriers and opportunities to hosting, and determine exact specifications required for a hosting cluster. For example, Calgary Recreation has identified existing arenas (Stew Hendry Arena, Shouldice Skating Arena, Rose Kohn and Jimmie Condon Arenas and Max Bell) that could be redeveloped or expanded to accommodate the desired seating capacity (approx. 6,000 seats).

Calgary Recreation and Tourism Calgary have been working together to engage stakeholders to establish a shared Event Strategy. It is envisioned that the Event Strategy will look broadly across sport, culture and art sectors to establish common objectives and performance indicators that support Council's overall vision for Calgary. Options for addressing the midsize arena gap will be considered within the context of a shared Event Strategy (Attachment 3). The Event Strategy was initiated in Q4 2018 by Administration in collaboration with Tourism Calgary and other stakeholders. It is anticipated to be completed during the 2019-2022 business cycle.

“Event-Ready Infrastructure” Review

Other Opportunities

The Multisport Fieldhouse Development is envisioned as a multi-sport amenity located within Foothills Athletic Park (50.7 acres) and a top priority in several strategic plans including the Recreation Master Plan, Infrastructure Calgary (Innovation, Education and Wellness District), the Recreation Facility Development and Enhancement Study (FDES) and the FDES Sport Infrastructure Compendium. The Multisport Fieldhouse Development was primarily conceived to provide year-round indoor practice and play space for Calgary’s recreational sport community, act as a training facility for amateur athletes, and accommodate current and anticipated demand from both sport organizations and recreational users locally and citywide. The facility concept includes the following amenities that may address the deficits identified in the 2018 July memo from Tourism Calgary:

- permanent seating capacity of 500
- ability to provide up to 2,500 temporary seats on a seasonal basis
- floor space/capability for 10,000 temporary spectator seating for events

The Multisport Fieldhouse Development 2016 concept primarily accommodates sanctionable recreational practice and play amenities. Tournament hosting and spectator-capable amenities were a secondary consideration. Based on a review conducted by Calgary 2026, the venue could be converted temporarily to accommodate figure skating and short-track speed skating. The temporary conversion would come with a one-time cost and use, with temporary infrastructure removed following the event. In addition, the vision of the Foothills Athletic Park includes an eventual aquatics and twin arena complex. Further analysis by Calgary 2026 has confirmed that one arena may be enlarged to 6,000 seats (temporarily or permanently), however the current business case does not include these expanded amenities.

The 2019-2022 Operating and Capital Budget deliberations scheduled for 2018 November 26-30 includes the *Multisport Fieldhouse Development* capital business case on the unfunded, for information only list. This business case defines the primary purpose of the Fieldhouse as supporting amateur sport, accommodating sanctionable recreational practice and play. The conceptual design does not consider permanent tournament hosting and spectator capable amenities.

Should Council choose to approve this capital business case, extensive stakeholder engagement and design stages would be completed in advance of design and construction. As outlined in Attachment 2, Council may also choose to direct Administration to undertake new work to address the midsize arena gap.

“Event-Ready Infrastructure” Review

REVIEW OF FACILITY GAP #5: CRICKET PITCH

(a) technical deficits in meeting hosting standards

As outlined in the 2018 July memo from Tourism Calgary, technical deficits include but are not limited to the provision and availability of an International Cricket Council (ICC) sanctioned pitch.

(b) lost business opportunities

As outlined in the 2018 July memo from Tourism Calgary, the lost business opportunities include the Global T20 Canada with an estimated 115 participants representing potential spending of \$190 thousand.

Potential spending represents cost of travel, meals and incidentals for event participants (spectators and accompanying friends and family are unaccounted for). This projected spending does not account for operational expenses required by the organizing committees. These expenditures represent a significant aspect of any projected economic impact along with any capital spending required as a result of hosting the event.

(c) options on how the gap may be addressed with timelines

Calgary Parks and Calgary Recreation are currently working together to plan the development of an athletic park on a 20-acre site in northeast Calgary which would include International Cricket Council (ICC) sanctioned cricket pitches. The scope of work, including a market assessment, and budget are under development.

In addition, Calgary Recreation and Tourism Calgary have been working together to engage stakeholders to establish a shared Event Strategy. It is envisioned that the Event Strategy will look broadly across sport, culture and art sectors to establish common objectives and performance indicators that support Council’s overall vision for Calgary. Options for addressing the cricket pitch gap will be considered within the context of a shared Event Strategy (Attachment 3). The Event Strategy was initiated in Q4 2018 by Administration in collaboration with Tourism Calgary and other stakeholders. It is anticipated to be completed during the 2019-2022 business cycle.

“Event-Ready Infrastructure” Review

REVIEW OF FACILITY GAP #6: SIX-SURFACE ARENA

(a) technical deficits in meeting hosting standards

As outlined in the 2018 July memo from Tourism Calgary, technical deficits include six regulation size (200ft x 80ft) ice surfaces with a main arena providing 1,300 seats under one roof. Additionally, this facility would be conversion friendly with proper decking and adequate ceiling height to host national and international events in basketball, volleyball, badminton and lacrosse.

The City is well equipped with arenas of a variety of sizes and seating capacities across the city, although a single facility housing six sheets does not exist.

In addition, the Multisport Fieldhouse Development is envisioned as a multi-sport amenity located within Foothills Athletic Park (50.7 acres) and a top priority in several strategic plans including the Recreation Master Plan, Infrastructure Calgary (Innovation, Education and Wellness District), the Recreation Facility Development and Enhancement Study (FDES) and the FDES Sport Infrastructure Compendium. The Multisport Fieldhouse Development was conceived to provide year-round indoor practice and play space for Calgary’s recreational sport community, act as a training facility for amateur athletes, and to accommodate current and anticipated demand from both sport organizations and recreational users locally and citywide.

The Multisport Fieldhouse Development conceptual design accommodates sanctionable recreational practice and play. While not addressing the need for ice the following amenities will address some of the deficits identified by Tourism Calgary including:

- conversion friendly gymnasium space for basketball, volleyball, badminton and lacrosse
 - 13 volleyball courts
 - 8 basketball courts
 - 18 badminton courts
- permanent seating capacity of 500
- ability to provide up to 2,500 temporary seats on a seasonal basis
- floor space/capability for 10,000 temporary spectator seating for events

In addition, Calgary Recreation expects that the infield could be converted to exceed the court requirements identified by Tourism Calgary in the 2018 July memo.

(b) lost business opportunities

As outlined in the 2018 July memo from Tourism Calgary, the lost business opportunities include the Canadian Ringette Championship with an estimated 1,175 participants representing potential spending of \$850 thousand.

“Event-Ready Infrastructure” Review

Potential spending represents cost of travel, meals and incidentals for event participants (spectators and accompanying friends and family are unaccounted for). This projected spending does not account for operational expenses required by the organizing committees. These expenditures represent a significant aspect of any projected economic impact along with any capital spending required as a result of hosting the event.

(c) options on how the gap may be addressed with timelines

More work is required to study six-surface arenas, establish priority, contemplate an investment model and identify barriers and opportunities to hosting.

Calgary Recreation and Tourism Calgary have been working together to engage stakeholders to establish a shared Event Strategy. It is envisioned the Event Strategy will look broadly across sport, culture and art sectors to establish common objectives and performance indicators that support Council's overall vision for Calgary. Options for addressing the six-surface arena gap in will be considered within the context of a shared Event Strategy (Attachment 3). For example, consideration could be given to how the technical requirements of the six-surface arena and hosting cluster (facility gap #3) interface and complement each other. And, to explore how the two venues may be integrated into a single location.

The Event Strategy was initiated in Q4 2018 by Administration in collaboration with Tourism Calgary and other stakeholders. It is anticipated to be completed during the 2019-2022 business cycle.

“Event-Ready Infrastructure” Review

REVIEW OF FACILITY GAP #7: MULTI-SPORT FIELDHOUSE

(a) technical deficits in meeting hosting standards

As outlined in the 2018 July memo from Tourism Calgary, technical deficits include an indoor six lane 200-meter synthetic track with raised banks, 25 permanent indoor volleyball courts and seating capacity of more than 2,000. One example, as provided by Tourism Calgary, of a facility that meets these requirements, is the Saville Community Sports Centre in Edmonton, Alberta.

The Multisport Fieldhouse Development is envisioned as a multi-sport amenity located within Foothills Athletic Park (50.7 acres) and a top priority in several strategic plans including the Recreation Master Plan, Infrastructure Calgary (Innovation, Education and Wellness District), the Recreation Facility Development and Enhancement Study (FDES) and the FDES Sport Infrastructure Compendium. The Multisport Fieldhouse Development was conceived to provide year-round indoor practice and play space for Calgary’s recreational sport community, act as a training facility for amateur athletes, and to accommodate current and anticipated demand from both sport organizations and recreational users locally and citywide.

The Multisport Fieldhouse Development concept includes the following amenities that may address the deficits identified in the 2018 July memo from Tourism Calgary:

- one 400-meter, 8-lane International Association of Athletics Federation (IAAF) regulation indoor track and throwing facilities
- one Fédération Internationale de Football Association (FIFA) regulation-sized rectangular field
- convertible gymnasium space to accommodate:
 - o 13 volleyball courts
 - o 8 basketball courts
 - o 18 badminton courts
- fitness and weight training space
- administrative operational support facilities
- permanent seating capacity of 500
- ability to provide up to 2,500 temporary seats on a seasonal basis
- floor space/capability for 10,000 temporary spectator seating for events
- change rooms, storage rooms, washrooms and requisite support spaces

In addition, Calgary Recreation expects that the infield may be converted to exceed the court requirements identified by Tourism Calgary.

The 2018 July Tourism Calgary memo identified that the 400-meter, 8 lane indoor track does not meet international hosting specifications because it is not conceived to include raised banks. However, raised banks are only required for a 200-meter indoor track to meet sanctioning. The 400-metre track does not require banking to meet IAAF sanctioning.

“Event-Ready Infrastructure” Review

(b) lost business opportunities

As outlined in the 2018 July memo from Tourism Calgary, the lost business opportunities include the:

- World Athletics Indoor Masters Championships with an estimated 3,700 participants representing potential spending of \$2.7 million.
- Volleyball Canada 15U - 18 U Nationals with an estimated 3,700 participants representing potential spending of \$840 thousand.
- Men’s U15 & U17 National Basketball Championships with an estimated 350 participants representing potential spending of \$210 thousand.

Potential spending represents cost of travel, meals and incidentals for event participants (spectators and accompanying friends and family are unaccounted for). This projected spending does not account for operational expenses required by the organizing committees. These expenditures represent a significant aspect of any projected economic impact along with any capital spending required as a result of hosting the event.

(c) options on how the gap may be addressed with timelines

The 2019-2022 Operating and Capital Budget deliberations scheduled for 2018 November 26-30 includes the *Multisport Fieldhouse Development* capital business case on the unfunded, for information only list. This business case defines the primary purpose of the Fieldhouse as supporting amateur sport, accommodating sanctionable recreational practice and play. The conceptual design does not consider permanent tournament hosting and spectator capable amenities. It has been submitted by Administration and requests Council to consider a capital investment.

Should Council choose to approve this capital business case, extensive stakeholder engagement and design stages would be completed in advance of design and construction. As outlined in Attachment 2, Council may also choose to direct Administration to undertake new work to address the midsize arena gap.

“Event-Ready Infrastructure” Review

REVIEW OF FACILITY GAP #8: OUTDOOR FESTIVAL SITE

(a) technical deficits in meeting hosting standards

As outlined in the 2018 July memo from Tourism Calgary, the Stampede Parks meets the requirements to host Big Top Touring Shows including an 820ft x 330ft paved lot with power and sewer in a highly visible location. However, Cirque de Soleil has cited challenges with scheduling and cost.

Should a second outdoor festival site be established, Calgary Recreation and Tourism Calgary have identified requirements as including but not limited to an 820ft x 330ft paved lot with fire hydrant, power and sewer within 175 feet; parking for 600 to 700 cars; accessibility by 60-foot semi-trailers; ground that will hold up to 1,000 stakes to a minimal depth of 1.25m (4 feet) with 120 kPa (2,500 pound per square foot).

(b) lost business opportunities

As outlined in the 2018 July memo from Tourism Calgary, the lost business opportunities include Big Top Touring Shows with an estimated 165 participants representing potential spending of \$1.2 million.

Potential spending represents cost of travel, meals and incidentals for event participants (spectators and accompanying friends and family are unaccounted for). This projected spending does not account for operational expenses required by the organizing committees. These expenditures represent a significant aspect of any projected economic impact along with any capital spending required as a result of hosting the event.

(c) options on how the gap may be addressed with timelines

Calgary Recreation and Tourism Calgary have been working together to engage stakeholders to establish a shared Event Strategy. It is envisioned the Event Strategy will look broadly across sport, culture and art sectors to establish common objectives and performance indicators that support Council's overall vision for Calgary. Options for addressing the gap in outdoor festival sites will be considered within the context of a shared Event Strategy (Attachment 3).

The Event Strategy was initiated in Q4 2018 by Administration in collaboration with Tourism Calgary and other stakeholders. It is anticipated to be completed during the 2019-2022 business cycle.

“Event-Ready Infrastructure” Review

REVIEW OF FACILITY GAP #9: SOCCER STADIUM

(a) technical deficits in meeting hosting standards

As outlined in the 2018 July memo from Tourism Calgary, technical deficits for a Soccer Stadium include but are not limited to a Fédération Internationale de Football Association (FIFA) Two-Star artificial pitch (FIFA quality pro). Acceptable spectator seating would need to be verified by FIFA; the smallest spectator capacity confirmed to date is the Moncton Stadium at 13,000 seats.

(b) lost business opportunities

As outlined in the 2018 July memo from Tourism Calgary, the lost business opportunities included the Women’s World Cup with an estimated 550 participants representing potential spending of \$1.8 million.

Potential spending represents cost of travel, meals and incidentals for event participants (spectators and accompanying friends and family are unaccounted for). This projected spending does not account for operational expenses required by the organizing committees. These expenditures represent a significant aspect of any projected economic impact along with any capital spending required as a result of hosting the event.

(c) options on how the gap may be addressed with timelines

The Multisport Fieldhouse Development may address a portion of the deficits identified in the 2018 July memo from Tourism Calgary. The Multisport Fieldhouse Development is envisioned as a multi-sport amenity located within Foothills Athletic Park (50.7 acres) and a top priority in several strategic plans including the Recreation Master Plan, Infrastructure Calgary (Innovation, Education and Wellness District), the Recreation Facility Development and Enhancement Study (FDES) and the FDES Sport Infrastructure Compendium.

The Multisport Fieldhouse Development was conceived to provide year-round indoor practice and play space for Calgary’s recreational sport community, act as a training facility for amateur athletes, and to accommodate current and anticipated demand from both sport organizations and recreational users locally and citywide.

“Event-Ready Infrastructure” Review

The 2016 conceptual design will include the following amenities that address a portion of the deficits identified in the 2018 July memo from Tourism Calgary:

- one 400-meter, 8-lane IAAF (International Association of Athletics Federation) regulation indoor track and throwing facility
- one FIFA regulation-sized rectangular field
- seating
 - permanent seating capacity of 500
 - ability to provide up to 2,500 temporary seats on a seasonal basis
 - floor space/capability for 10,000 temporary spectator seating for events
- change rooms, storage rooms, washrooms and requisite support spaces
- convertible gymnasium space to accommodate:
 - 13 volleyball courts
 - 8 basketball courts
 - 18 badminton courts
- fitness and weight training space
- administrative operational support facilities

The 2016 conceptual design does not meet the following technical deficits identified in the 2018 memo from Tourism Calgary:

- FIFA Two-Star artificial pitch (FIFA quality pro) and associated conceptual design requirements; FIFA quality pro fields are intended for a consistent level of professional play
- Where more than 13,000 seats (permanent, season temporary and other temporary) may be required.

The 2019-2022 Operating and Capital Budget deliberations scheduled for 2018 November 26-30 includes the *Multisport Fieldhouse Development* capital business case on the unfunded, for information only list. This business case defines the primary purpose of the Fieldhouse as supporting amateur sport. It has been submitted by Administration and requests Council to consider a capital investment.

Should Council choose to approve this capital business case, extensive stakeholder engagement and design stages would be completed in advance of design and construction. As outlined in Attachment 2, Council may also choose to direct Administration to undertake new work to meet international FIFA hosting and spectator capable specifications including professional play.

In addition, Calgary Recreation and Tourism Calgary have been working together to engage stakeholders to establish a shared Event Strategy. It is envisioned that the Event Strategy will look broadly across sport, culture and art sectors to establish common objectives and performance indicators that support Council’s overall vision for Calgary. Options for addressing the soccer stadium gap will be considered within the context of a shared Event Strategy (Attachment 3). The Event Strategy was initiated in Q4 2018 by Administration in collaboration with Tourism Calgary and other stakeholders. It is anticipated to be completed during the 2019-2022 business cycle.

One Calgary Capital Budget Deliberations Related to “Event-Ready Infrastructure”

The 2019-2022 Operating and Capital Budget deliberations are scheduled for 2018 November 26-30 and include the following capital business case submissions for consideration by Council.

- a) Lindsay Park Sports Society: Repsol Sport Centre Legacy Project - Phase 1 (this business case is on the *recommended, for funding* list)

Lindsay Park Sport Society delivers on a dual mandate of sport excellence and recreational needs. Repsol Sport Centre was designed, built and is operated to provide recreational opportunities to Calgarians, as well as, training and competition for the development of competitive and high-performance athletes.

Repsol Sport Centre is a key contributor to Calgary's economy. The Legacy Project (Phase 1) will allow Repsol Sport Centre to continue to attract and host high quality aquatic events as well as expand the aquatic program and offer more space to sport groups.

Should Council choose to approve this business case, and federal and provincial funding for this project is secured by Lindsay Park Sports Society, a portion of facility gap #2 (Repsol Sport Centre), as outlined in the 2018 July memo from Tourism Calgary could be addressed during the 2019-2022 business cycle.

- b) Calgary Recreation: Multisport Fieldhouse Development (this business case is located on the *unfunded, for information* list)

Calgary Recreation designs facilities to deliver year-round practice and play spaces for Calgary's recreational sport community, act as training facilities for amateur athletes, and accommodate demand from sport organizations and recreational users.

The Multisport Fieldhouse Development was conceived to accommodate sanctionable recreational practice and play events. Within the current concept, tournament hosting and spectator capable amenities are a secondary design consideration and would be accommodated as unique one off permitted events requiring shut down and conversion of the facility.

Should Council choose to approve this business case, as part of One Calgary, a portion of the facility gaps identified in the 2018 July memo from Tourism Calgary could be addressed in the 2019-2022 budget cycle. In addition, Council may consider directing Administration to undertake additional work during the engagement and design stages of the Multisport Fieldhouse Development as follows:

1. Identify the additional functional requirements and costs to meet international tournament hosting and spectator capable specifications (e.g. international FIFA hosting and spectator capable specifications for professional play).
2. Identify the functional requirements to ensure the infield and track are conversion friendly (including secondary flooring) for basketball, volleyball, badminton and lacrosse for international tournament purposes.
3. Identify the additional cost and functional requirements to add a removable 200m indoor raised bank track design within the 400m IAAF track already included in the design.

Council may also choose to direct Administration to undertake new work to identify the costs and functional requirements to provide a twin arena (one arena to be enlarged to 6000 temporary and/or permanent seats to accommodate the midsize arena gap [facility gap #4]) and an aquatic complex at Foothills Athletic Park.

Event Strategy

Calgary Recreation and Tourism Calgary have been working together to engage stakeholders to establish a shared Event Strategy. These stakeholders include Sport Calgary, Calgary Arts Development Authority, Meetings and Conventions Calgary, Calgary Hotel Association, and the Calgary Stampede. The Event Strategy is envisioned to look broadly across sport, culture and art sectors and to establish common objectives and performance indicators that support Council's overall vision for Calgary.

In addition to potentially addressing “event-ready infrastructure” gaps, the Event Strategy will achieve two of four commitments set out in the Sport for Life Policy (CP2018-03), which was adopted by Council on 2018 May 28. These commitments are (1) *Supporting Sporting Events* and (2) *Building Infrastructure*.

In alignment with the Sport for Life Policy, this Strategy will: (a) enable the success of partners and the sport sector; (b) identify the infrastructure required to support the objectives set out in the Strategy; and (c) identify how City-owned facilities may accommodate sanctionable sporting activities.

This Event Strategy will emphasize strategic and long-term alignment and planning, collaboration with external partners, and the promotion of community legacies. Where possible, alignment will be made to the national and provincial approach to bid opportunities, and would consider the social, environmental and economic legacy of festivals and events. In addition, the Strategy will consider how to streamline processes, funding grants and subsidies that sport, art and cultural partners depend on to deliver festivals and events to Calgarians.

The scope of work required to complete the Event Strategy is currently under discussion within Administration and with Tourism Calgary and other Event Strategy stakeholders. As part of One Calgary, the event strategy will be developed and implemented over the 2019-2022 period. Work may include:

- clarifying the purpose of infrastructure (e.g. recreational play and practice, tournament hosting and spectator capable amenities, etc.) and prioritizing all “Event-Ready Infrastructure” gaps (including the nine identified by Tourism Calgary in their 2018 July memo);
- identifying the barriers, benefits and opportunities to hosting;
- establishing investment priorities (for funding or to remain unfunded) including alignment with Council-approved infrastructure investment priorities, associated technical specifications to meet international hosting standards, and venue time requirements;
- defining Triple Bottom Line impacts;
- exploring various investment models; and
- developing economic proformas which consider potential incremental value of future events hosted, financial impact and payback period.

This work may result in a future business case to Council recommending further funding as a budget adjustment or in the 2023-2027 budget cycle.

REFERED REPORT

ADMINISTRATION'S SUPPLEMENTAL RESPONSE TO COUNCILLOR COLLEY-URQUHART
AND COUNCILLOR CHAHAL'S ADMINISTRATIVE INQUIRY SUBMITTED AT THE 2018 JULY
30 COMBINED MEETING OF COUNCIL, AI2019-03

BACKGROUND:

The attached materials are forwarded for Council's information with respect to their discussion of item 9.2.2 Consideration of Unfunded Long Term Projects, C2019-0135.

Materials:

1. Updated Event-Ready Infrastructure Review;
2. One Calgary Capital Budget Deliberations Related to "Event-Ready Infrastructure";
3. Event Strategy; and
4. Councillor Colley-Urquhart and Councillor Chahal's Administrative Inquiry Submitted at the 2018 July 30 Combined.

INTRODUCTION

In preparation for the 2019 January 28 Strategic Meeting of Council, Calgary Recreation has prepared additional information on Event-Ready Infrastructure gaps. This information is intended to support Council’s goal to discuss major unfunded projects.

Within this document, each of the nine event ready infrastructure gaps are presented in two sections.

- Section 1: This section is the verbatim response from Administration as provided on 2018 November 19 to Council on the Event-Ready Infrastructure Administrative Inquiry. Specifically, Attachment 1 of that response.
- Section 2: This section provides any new or more detailed information. It was compiled by Administration with the support of Tourism Calgary and Sport Calgary subsequent to the 2018 November 19 submission.

BACKGROUND

At the 2018 July 30 Combined Meeting of Council, Councillor Colley-Urquhart and Councillor Chahal submitted an Administrative Inquiry regarding the gaps in “Event-Ready Infrastructure”, identified by Tourism Calgary in a 2018 July 27 memo to Council, as follows:

Administration is requested to report back to members of Council no later than October 2018, in preparation for the One Calgary Operating and Capital Budget discussions in consultation with key stakeholders (including but not limited to Tourism Calgary and Meeting and Conventions Calgary) on:

- a. Options on how the “Event-Ready Infrastructure” gap can be addressed with timelines;*
- b. Examine “lost business” opportunities as they relate to postponed, declined, developmental loss and competitive loss;*
- c. Technical deficits in meeting hosting standards on the nine facility gaps identified in the attached*

In response to the Administrative Inquiry, a review was conducted by Administration of the nine facility gaps identified by Tourism Calgary. Administration’s response was provided to the regular meeting of Council held on 2018 November 19 and clarified by the Acting Director of Calgary Recreation, James McLaughlin during One Calgary 2019-2022 Service Plans and Budgets held on 2018 November 26 to 29.

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REVIEW OF FACILITY GAP #1: Glenmore Reservoir

Section 1: Event Ready Infrastructure Administrative Inquiry (verbatim from 2018 November 19 Administrative Response)

(a) technical deficits in meeting hosting standards

As outlined in the 2018 July memo from Tourism Calgary, technical deficits at Glenmore Reservoir include lane markers, infrastructure to support ‘fixed starts’, expansion of the rowing course to meet the World Rowing Federation FISA (Fédération Internationale des Sociétés) standards (e.g. from 1,500 meters to 2,000 meters), enhancements to the observation tower, upgrades to the canoe course / markings / equipment / buoys and a consistent 2-meter depth (candidate destinations).

The current rowing and canoe course could be increased by 500 meters. However, recreational usage by the Glenmore Sailing Club, Glenmore Sailing School and the S.S. Moyie (Heritage Park Historical Village paddleboat) along with public and recreational user groups would be considerably reduced. With an additional investment in storage and operating budget, the buoys could be removed between events (leaving the anchors only), however the recreational use would still be impeded due to limitations associated with the anchors and available water depth.

(b) lost business opportunities

As outlined in the 2018 July memo from Tourism Calgary, the lost business opportunities include:

- Canadian Masters Rowing Championships with an estimated 400 participants representing potential spending of \$150 thousand.
- Canadian Canoe Kayak Sprint Championship with an estimated 1,200 participants representing potential spending of \$500 thousand.

Potential spending represents cost of travel, meals and incidentals for event participants (spectators and accompanying friends and family are unaccounted for). This projected spending does not account for operational expenses required by the organizing committees. These expenditures represent a significant aspect of any projected economic impact along with any capital spending required as a result of hosting the event.

(c) options on how the gap may be addressed with timelines

Recreational uses are complementary to the primary purpose as defined in the Glenmore Reservoir Bylaw Number 9018, which is to provide Calgarians a safe and sufficient supply of drinking water with bylaws put in place to maintain the quality of the water.

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It is possible to meet the Event-Ready requirements set out by Tourism Calgary. However, the cost and impact to both the primary purpose and recreational uses of the reservoir is anticipated to be substantial. In addition, Glenmore Reservoir is simply not consistently accessible for event purposes based on the need to manage water levels and river flows/currents.

In addition, the majority of the required 500-meter course extension would be less than 1-meter (approximately 2 to 3 feet) deep which is far short of the required 2-meter depth. Historically, The City has declined requests from sporting organizations to dredge the Reservoir due to the high cost and because it does not align with the primary purpose of the Glenmore Reservoir. However, if The City decided to change its practice by dredging the 2,000-meter course, it would likely lead to additional requests from sporting organizations to dredge other parts of the Reservoir for recreational purposes.

If required, a feasibility study, including a cost estimate and cost benefit analysis, could be undertaken to better quantify these impacts and others, such as new starting/finishing platforms and the addition of a second water observation tower.

The demand for increased recreational activity and water sports is not likely to decrease. Glenmore Reservoir user studies were completed in 2004 and 2010. Between 2004 and 2010, there was a 300 per cent increase in boats and 500 per cent increase in people using the reservoir for recreational purposes. As such, Calgary Recreation is looking to the Bearspaw Reservoir for continued and expanded non- motorized recreational uses.

With the support of Intergovernmental and Corporate Strategy, Calgary Recreation and Water Resources are currently participating in the Tri-lateral Task Force for the Bearspaw Reservoir which includes discussions on appropriate recreational uses. Calgary Recreation is advocating for the inclusion of recreational uses at the Bearspaw Reservoir and expanded non-motorized sport uses, beyond what is currently permitted by the Glenmore Reservoir Bylaw Number 9018 (e.g. stand up paddle board).

Event-Ready Infrastructure is not currently on the agenda. Calgary Recreation will bring forward the possibility of including the Event-Ready Infrastructure to the Bearspaw Reservoir Tri-lateral Task Force and inform Tourism Calgary of Administration’s progress.

In addition, Calgary Recreation and Tourism Calgary have been working together to engage stakeholders to establish a shared Event Strategy. It is envisioned the Event Strategy will look broadly across sport, culture and art sectors to establish common objectives and performance indicators that support Council’s overall vision for Calgary. Options for addressing rowing and canoe course gaps will be considered within the context of a shared Event Strategy (Attachment 2). The Event Strategy was initiated in Q4 2018 by Administration in collaboration with Tourism Calgary and other stakeholders. It is anticipated to be completed during the 2019-2022 business cycle.

Section 2: New Information as of 2019 January 28

All investment estimates enclosed represent unfunded capital projects. Unless otherwise specified, the following estimates are Class 5 (Order of Magnitude) with an expected accuracy range of -50% to +100%. If an infrastructure project were to proceed, the impacted local sport organizations should be engaged to help identify and explore opportunities, risks, issues and solutions.

a) Current State

Each year, the Glenmore Reservoir opens to recreational users on May 01 and closes on October 31.

Due to operational requirements associated with storing an adequate water supply and reducing the impact of high river flows downstream, water levels suitable for recreational activities are typically only experienced from July through September and are not guaranteed. The spring snow melt runoff period generally occurs from May to July, during which time the scheduling of events should be avoided.

The process of bidding for an event typically occurs two to five years prior to the hosting date. In Q1 2019, Tourism Calgary confirmed it supported zero rowing and canoeing championship level events in 2018, due to lack of adequate event infrastructure.

b) Investment Requirements

To meet the minimum depth requirements to host events, portions of an upgraded rowing and canoe course would need to be dredged.

In response to the major flood in 2013, an investigation reviewing the impacts of dredging the Glenmore Reservoir was completed by Water Services in 2014 by Klohn Crippen Berger. This study did not consider the economic impact of hosting events; however, it was concluded that dredging, “would have a high cost and limited life, and would face significant environmental, social and logistical challenges”. A cost estimate was not completed at that time because:

- the study confirmed that there was no benefit to be achieved by dredging;
- dredging would need to be completed in perpetuity, as sediment entering the reservoir would fill the void over time; and
- all material removed would need to be treated and disposed of in accordance with environmental regulations.

Excluding dredging, the cost for the upgraded rowing and canoe course (to address the technical deficits outlined in the 2018 July memo from Tourism Calgary), including materials, equipment and labour is estimated at \$200,000. Annual maintenance and other seasonal costs are estimated to be \$15,000.

In addition, the extension of the existing course would create a bottleneck on the east side of the reservoir potentially resulting in congestion and safety issues. This could be mitigated through the deployment of an additional Glenmore Boat Patrol crew at an estimated cost of \$10,000 per week. However, additional gas-powered patrol boats and the associated pollutants are discouraged because The City’s primary goal is to maintain drinking water quality.

c) Economic Impacts

In Q1 2019, Tourism Calgary used the Destination Marketing Association International (DMAI) Event Impact Calculator to assess that up to 25 events representing three sports could result in \$38.59 million in economic activity. Using the DMAI Event Impact Calculator, these 25 events could generate 33,706 potential hotel room nights and support 5,690 full-time equivalent jobs. Tourism Calgary estimated that the organizations representing the three sports identified could have the capacity to each host between one and three events each year. Based on this assumption, the annual economic activity is projected to be \$5.97 to \$17.92 million.

The DMAI Event Impact Calculator considers findings from the Travel Survey of Residents of Canada (Statistics Canada), regional economic research analysis from IMPLAN as well as provincial and municipal budgets. The above estimates assume that the infrastructure deficit identified by Tourism Calgary in the memo provided to Council in 2018 July will be fully addressed. If the infrastructure deficit were to be partially met, additional analysis would be required to update the estimates.

d) Recreational and Sport Impacts

While dredging activities are undertaken water levels would likely be adjusted to accommodate construction; this would impact recreational users. In addition, truck access for hauling dredged materials would likely be located at Heritage Park or the Glenmore Sailing School, further impeding access by recreational users.

In addition, upgrading the course would impact the following recreational users in perpetuity.

Calgary Rowing Club: The available practice area is anticipated to remain the same and the competition course improved.

Calgary Dragon Boat Society: The available practice area is expected to be reduced by approximately 30 per cent. The competition course is expected to remain unhindered.

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Calgary Canoe Club: Many of the programs, courses, and individual participants currently utilize the entire reservoir. As such, the available practice area may be reduced by up to 30 per cent. The competition course would be improved.

Individuals, Organizations and small businesses: Individual small craft users (e.g. kayakers, canoes), organizations delivering programs (e.g. Mount Royal University and the University of Calgary) as well as small business owners are expected to experience increased congestion and reduced access.

Calgary Heritage Park. S.S. Moyie: The S.S. Moyie paddle wheeler may be damaged by anchors and course markers which may be mitigated by reducing the S.S. Moyie area of travel by approximately 25 per cent.

Glenmore Sailing Club: The available practice area is anticipated to be reduced by an estimated 30 per cent which will impact training and lesson opportunities that are otherwise not readily available in the Calgary area. It is anticipated that the four annual regattas (typically held one each month in June to September barring any limitations associated with the spring snow melt runoff period) would need to be cancelled. Weekly racing events may continue with a shorter course and increased restrictions on the number of competitors / boats. The regattas and four weekly events are the primarily source of revenue and membership for the club.

Glenmore Sailing School: Cruising courses would be cancelled which represents approximately five per cent of all courses offered by the Glenmore Sailing School. Cruising courses include beginner and racing introductory level experiences delivered in a classroom setting and onboard a 22-foot Catalina sailboat. Programs are offered during weeknights and weekends so that they are accessible to program participants.

ALTERNATIVE FOR CONSIDERATION: Temporary Installation of Extended Course

As an alternative, an extended course and anchors may be installed and removed for each event. Additional installation, removal and storage costs would be incurred, however, restrictions to the above organizations would be reduced to six weeks (for installation and removal) per event plus the length of time required to host the event.

The impacts to recreational users, as previously identified, would apply only during the period of installation and removal of the extended course and anchors (approximately six plus weeks per event hosted). Considering water levels suitable for events are typically experienced from July to September, a substantial but smaller impact to recreational users would remain.

e) Other Impacts

A study completed for Water Services in 2014 by Klohn Crippen Berger outlined “*significant environmental, social and logistical challenges*” related to dredging the reservoir and did not recommend moving forward. In addition, work within the reservoir would have to comply with regulatory compliance overseen by Alberta Environment and Parks.

Specifically, dredging the reservoir would cause major disruption to communities adjacent to the worksite due to the volume of sediment that would have to be removed, stored locally and transported to landfill. Community disturbance would include noise, traffic (truck trips up to the thousands), and safety of heavy truck traffic over a considerable amount of time. There is little to no benefit to The City in dredging the reservoir in terms of additional supply of drinking water.

In addition, disturbance of the sediment in the reservoir could produce more turbidity and trigger a taste and odor event in The City’s water supply. Finally, the resulting increase in recreational use of the reservoir may require enhanced water treatment needed to meet minimum water quality standards.

f) Observations

There is an inherent conflict between dredging the Glenmore Reservoir and water quality standards. In addition, although Calgarians participating in rowing may benefit from the upgraded infrastructure, Calgarians participating in other activities such as dragon boat, sailing, and kayaking may experience negative impacts. Canoeing would likely experience benefits related to competition and negative impacts associated with programming.

In addition, flood control activities - resulting in fluctuating water levels - will continue to be a priority over recreational uses and events. As such, events could be impacted by flood control activities which most notably occur in May and June, which may coincide with event hosting times.

REVIEW OF FACILITY GAP #2: Repsol Sport Centre

Section 1: Event Ready Infrastructure Administrative Inquiry (verbatim from 2018 November 19 Administrative Response)

(a) technical deficits in meeting hosting standards

As outlined in the 2018 July memo from Tourism Calgary, technical deficits include a FINA (Fédération Internationale de Natation) world championship standard pool complete with automatic officiating equipment, 10 lanes, a consistent 2-meter depth, 1,500 LUX lighting, minimum 2,000 spectator seats, and seating for media, athletes, coaches and officials.

The current event-ready infrastructure offered at Repsol Sport Centre includes:

- 2, 50-meter competition pools: north (1.8-meter depth) and south (2.6-meter depth)
- permanent seating for approximately 500 with the addition of temporary seating for several hundred more, depending on the configuration
- automatic officiating equipment
- 1,500 LUX lighting
- seating for media, athletes, coaches and officials
- 1, dive tank (5-meter depth)
 - diving platforms: 3m, 5m, 7m,
 - 10m spring boards: 4x 3m,
 - 4x 1m

The 50-meter pools and dive tank are not FINA compliant.

(b) lost business opportunities

As outlined in the 2018 July memo from Tourism Calgary, the lost business opportunities include the World Junior Swimming Championships with an estimated 1,000 participants representing potential spending of \$480 thousand.

Potential spending represents cost of travel, meals and incidentals for event participants (spectators and accompanying friends and family are unaccounted for). This projected spending does not account for operational expenses required by the organizing committees. These expenditures represent a significant aspect of any projected economic impact along with any capital spending required as a result of hosting the event.

(c) options on how the gap may be addressed with timelines

Repsol Sport Centre is a key contributor to Calgary’s economy with more than 30 aquatic events held at the facility annually. In 2018, Tourism Calgary (via Calgary Sport and Major Events) measured the impact of eight aquatic events that took place in the first two quarters of 2018. These events were hosted at Repsol Sport Centre and contributed nearly \$600 thousand to Calgary’s economy through visitor spending. A total of \$85 thousand was provided in the form of event hosting grants.

Repsol Sport Centre’s proposed Legacy Project (Phase 1) could address the deficits identified in the 2018 July memo from Tourism Calgary including 2,000 spectator seats which may be accommodated with temporary bleachers.

The Legacy Project (Phase 1) will allow Repsol Sport Centre to continue to attract and host more aquatic events that are of higher quality/profile, as well as expand the aquatic program and offer more spaces to sport groups. It is anticipated that the number of events hosted annually will increase as will the number of athletes the facility may accommodate. It will not accommodate events requiring 4,000 to 6,000 seats, however this will be considered as part of Phase 2. It is anticipated that conceptual design for Phase 2 will occur subsequent to the completion of Phase 1.

The 2019-2022 Operating and Capital Budget deliberations scheduled for 2018 November 26-30 includes the *Repsol Sport Centre Legacy Project - Phase 1* capital business case **on the unfunded, for information only list**. This business case has been submitted by Lindsay Park Sports Society and requests Council to consider a capital investment. Should Council choose to approve this capital business case, AND federal and provincial funding for the project is secured by the Society, a portion of facility gap #2 as outlined in the 2018 July memo from Tourism Calgary, could be addressed in the 2019-2022 budget cycle.

Administration also considered the Brookfield Residential YMCA at Seton as a location suitable for a FINA world championship level event. Although the facility features a 50-meter, 10 lane competition pool, it does not meet the spectator seating requirements set out in the 2018 July memo from Tourism Calgary. Seton was designed for 275 spectator seats plus an accessible seating area. There is no realistic way to increase Seton more than a few hundred seats without undertaking a substantial redesign of the building.

Section 2: New Information as of 2019 January 28

All investment estimates enclosed represent unfunded capital projects. The following construction related estimates are Class 3 (Order of Magnitude) with an expected accuracy range of -20% to +30%). The following revenue projections are Class 5 (Order of Magnitude) with an expected accuracy range of -50% to +100%.

a) Current State

Established in 1983, following the Western Canada Summer Games, the Lindsay Park Sports Society was formed and is guided by a dual mandate outlined in an Operating and Management Agreement with The City. The objectives of the Repsol Sport Centre, in order of priority, are:

1. For a training and competition facility for the development of high performance athletes in Calgary.
2. To provide facilities, programs, and services for the fitness and recreational needs of the adjacent communities, downtown business people and public of the city of Calgary.

Each year, Repsol Sport Centre hosts approximately 55 dryland and aquatic events, predominantly provincial, national and world competitions. In 2018, Tourism Calgary used visitor spending data to measure the impact of eight aquatic events that took place in the first two quarters of 2017. These events were hosted at Repsol Sport Centre and contributed nearly \$600,000 to Calgary’s economy through visitor spending. A total of \$85,000 was provided by Tourism Calgary (via Calgary Sport and Major Events - CSME) to support these events in the form of hosting grants. The remaining 47 events hosted by Repsol Sport Centre were not evaluated.

b) Investment Requirements

Repsol Sport Centre has completed, with its consultants, a Master Plan and Functional Program (2015), schematic design (2017) and land use amendment (2017) for Legacy Project (Phase 1). In addition, The City has conducted the first of several technical reviews and Repsol has initiated the development permit process.

Repsol is requesting a municipal contribution of \$15 million towards a \$55 million total project cost which is based on a Class 3 cost estimate completed by CostPlan Management Ltd in 2018. This estimate does not include environmental remediation, should the need arise.

c) Economic Impacts

Without Legacy Project (Phase 1), Repsol Sport Centre will continue to attract and host aquatic and dryland events each year, however due to the non-compliant facility standards, the nature of these events will switch over time from provincial, national and world competitions to local events. While still valuable to the sport system, local events do not deliver significant economic benefits for a city. In addition, it is expected that provincial sport and national sport competitions will select other venues such as new facilities in Scarborough, Vancouver, Victoria, Windsor and Montreal, and FINA standard options in Edmonton. Provincial, national and world competitions generate economic activity, which brings new money into Calgary’s economy.

In Q1 2019, Tourism Calgary used the Destination Marketing Association International (DMAI) Event Impact Calculator to assess that up to 44 events representing four sports could result in \$19.99 million in economic activity. Using the DMAI Event Impact Calculator, these 44 events could generate 15,971 potential hotel room nights and support 3,015 full-time equivalent jobs. Tourism Calgary estimated that the organizations representing the four sports identified could have the capacity to each host between one and three events each year. Based on this assumption, the annual economic activity is projected to be \$1.78 to \$5.33 million.

The DMAI Event Impact Calculator considers findings from the Travel Survey of Residents of Canada (Statistics Canada), regional economic research analysis from IMPLAN as well as provincial and municipal budgets. The above estimates assume that the infrastructure deficit identified by Tourism Calgary in the memo provided to Council in 2018 July will be fully addressed. If the infrastructure deficit were to be partially met, additional analysis would be required to update the estimates.

d) Recreational and Sport Impacts

As outlined in the Recreation Facility Development and Enhancement Study (2015) data showed that more Calgarians participate in leisure swimming than other activities, highlighted the demand for aquatic activities.

Today, Repsol Sport Centre pools offer 32 lanes for sport, recreational and public use. Legacy Project (Phase 1) will introduce 14 additional short course swim lanes, the dive tank will be completely rebuilt to current FINA standards, and the dry land training area will be redesigned, enhanced and upgraded. As a result, Repsol Sport Centre will be suitable for competitive swimming, diving, water polo and artistic swimming activities. The expansion will deliver close to the equivalent of a new pool without the costs associated with a separate body of water.

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Using a conservative estimate that considers prime-time hours only (6 - 8 a.m. and 4 - 10 p.m.), Repsol Sport Centre will be able to offer 5,500 additional hours per year for sport training. The additional lanes also means that the public will no longer be impacted during event weekends which will result in improved access, more programs and fewer cancellations experienced by recreational users.

Based on Repsol’s dual mandate, as defined in its Operating and Management Agreement with The City, a balanced percentage of peak time will be shared with public users and almost 100 per cent of daytime hours will be available for recreational public use.

e) Other Impacts

Repsol Sport Centre has developed a conservative pro forma analysis based on prime-time revenue. It has been projected that prime-time revenue will fully recover all additional operating costs associated with the expanded space. New membership sales, program registration, and additional events are not included in this conservative pro forma. However, these revenue sources will certainly grow resulting in a positive net impact on the operating revenue and budget.

The four neighboring Community Associations (Erlton, Rideau Roxboro, Mission-Cliff Bungalow and Lindsay Park) have expressed their support for the Repsol Sport Centre Legacy Project (Phase 1) as part of the land use redesignation process. In addition, Repsol Sport Centre currently has 36 sport partner organizations training and competing at the facility. Every group has expressed support for the Legacy Project (Phase 1).

f) Observations

As outlined in Clause 5.2 (Our Commitment to Calgarians - Building Infrastructure) of the Council-approved Sport for Life Policy (CPS2018-03), The City’s focus is More Calgarians, More Active, More Often through introduction to sport and recreational sport. It also considers how The City may enable its partners to deliver on competitive and high-performance sport opportunities. The Legacy Project (Phase 1) will upgrade existing infrastructure to enable Repsol Sport Centre to continue to meet its dual mandate of providing recreational opportunities as well as delivering on competitive and high-performance sport opportunities.

For clarity, competitive sport means Calgarians can systematically improve and measure their performance against others in competition in a safe and ethical manner. High performance sport means Calgarians are systematically achieving world-class results at the highest levels of competition through fair and ethical means.

REVIEW OF FACILITY GAP #3: Hosting Clusters

Section 1: Event Ready Infrastructure Administrative Inquiry (verbatim from 2018 November 19 Administrative Response)

(a) technical deficits in meeting hosting standards

As outlined in the 2018 July memo from Tourism Calgary, the technical deficits identified include a multi- sport field complex with a feature field capable of seating up to 5,000.

Based on preliminary work, Tourism Calgary has identified that minimum specifications will likely include:

- ten rectangular fields;
- consider baseball, softball, tennis, athletics, fieldhouse (basic - gymnastics, temporary volleyball courts, tradeshow space, etc.); and
- stadium seating, change room facilities and services (e.g. food service, photography, and ticket services).

As part of the Sport Field Strategy (October 2016), specifications have been explored but are not yet set. Minimum specifications will likely include multiple fields, parking, change rooms, public washrooms, irrigation, potable water, bleachers, waste and recycling facilities, and field lighting. Additional amenities may include: conference space, event office space / organizing space (possible hosting spaces for VIPs and sponsors), and storage space for onsite needs. Land requirements for 10+ fields plus ancillary amenities would be one of the more substantial challenges to establishing a hosting cluster.

An example of a major complex is Dicks Sporting Goods Park in Commerce City, Colorado. It is located on 140 acres of land and comprised of an 18,000-seat stadium, home to the Colorado Rapids. Surrounding the stadium are 24 full-size, fully-lit sports fields, including 22 natural grass and 2 synthetic turf fields. Indoor (large and small) and outdoor spaces are available for events.

(b) lost business opportunities

As outlined in the 2018 July memo from Tourism Calgary, the lost business opportunities include the Men’s World Lacrosse Championship with an estimated 1,400 participants representing potential spending of \$1.3 million.

Potential spending represents cost of travel, meals and incidentals for event participants (spectators and accompanying friends and family are unaccounted for). This projected spending does not account for operational expenses required by the organizing committees. These expenditures represent a significant aspect of any projected economic impact along with any capital spending required as a result of hosting the event.

(c) options on how the gap may be addressed with timelines

More work is required to study hosting clusters, establish priority, contemplate an investment model, identify barriers and opportunities to hosting, and determine exact specifications required for a hosting cluster.

Calgary Recreation and Tourism Calgary have been working together to engage stakeholders to establish a shared Event Strategy. It is envisioned the Event Strategy will look broadly across sport, culture and art sectors to establish common objectives and performance indicators that support Council’s overall vision for Calgary.

Options for addressing the gap in hosting clusters will be considered within the context of a shared Event Strategy (Attachment 2). For example, potential sites that may partially address the deficit include Inland Athletic Park (multi-sport), Deerfoot Athletic Park (diamonds), and Calgary Rugby Union (rectangular). In these cases, minimum seating requirements may be addressed through temporary infrastructure (e.g. expandable seating). In addition, consideration could be given to how the technical requirements of the hosting cluster and six-surface arena (facility gap #6) interface and complement each other. And, to explore how the two venues may be integrated into a single location.

The Event Strategy was initiated in Q4 2018 by Administration in collaboration with Tourism Calgary and other stakeholders. It is anticipated to be completed during the 2019-2022 business cycle. Should a hosting cluster be identified as a high priority within the Event Strategy, Calgary Recreation could undertake a Program, Amenity and Market Assessment which involves the following key considerations:

- needs assessment (e.g. historical utilization rate of athletic parks, bookings/allocations practices)
- site acquisition strategy: site determination and land acquisition strategy
- facility service delivery
- public and stakeholder (e.g. sport groups) consultation
- facility design and construction considerations
- funding arrangements

Section 2: New Information as of 2019 January 28

All investment estimates enclosed represent unfunded capital projects. Unless otherwise specified, the following estimates are Class 5 (Order of Magnitude) with an expected accuracy range of -50% to +100%. If an infrastructure project were to proceed, the impacted local sport organizations should be engaged to help identify and explore opportunities, risks, issues and solutions.

a) Current State

The process of bidding for an event typically occurs two to five years prior to the hosting date. In Q1 2019, Tourism Calgary advised that the city of Calgary hosted six major rectangular field events and one major diamond field event in 2018, as a result of successful bids supported by Calgary Sport and Major Events.

b) Investment Requirements

Finding land for major hosting complexes would be challenging. However, there are existing sites that may be able to meet some of the need. Three investment alternatives have been identified. Each would require a program amenity and market assessment to refine functional design, cost, needs assessment, site acquisition strategy, service delivery, stakeholder engagement, and facility design. These alternatives are:

1. A complete build out of the Glenmore Athletic Park Master Plan would accommodate up to seven artificial turf rectangular fields (redeveloping existing natural fields) and two softball fields (redeveloping existing diamonds). Cost to construct is estimated at \$67 million.
2. A complete build out of the Shouldice Athletic Park Conceptual Site Plan has the potential to accommodate up to nine artificial turf rectangular fields (three existing) and seven softball fields (four existing). The cost of constructing an additional six artificial turf fields and three softball fields is estimated at \$41 million (fields only). Estimates for land costs, design and permit costs, support buildings (washrooms, storage and maintenance) and site preparation have not been prepared to date.

Consideration of Shouldice Athletic Park as a means to close the gap for hosting clusters is contingent on the acquisition of two remaining privately held land parcels. In addition, up to three years would be required to engage users, conduct a comprehensive market study, establish a Council-endorsed master plan, validate concept feasibility, and establish geotechnical and flood plain limitations.

3. Establishing a new greenfield athletic park that includes eight artificial turf rectangular fields and eight softball fields along with parking, support buildings and circulation space is estimated at \$82 million (amenities only, does not include land and servicing costs). Land requirements for this asset is estimated to be approximately 80 acres.

In addition to the costs noted above, there is potential for The City to offset development costs by increasing revenues through strategic partners, naming rights and corporate sponsors.

c) Economic Impacts

In Q1 2019, Tourism Calgary used the Destination Marketing Association International (DMAI) Event Impact Calculator to assess that up to 60 events representing seven sports could result in \$70.40 million in economic activity. Using the DMAI Event Impact Calculator, these 60 events could generate 58,155 potential hotel room nights and support 7,074 full-time equivalent jobs. Tourism Calgary estimated that the organizations representing the seven sports could have the capacity to each host between one and three events each year. Based on this assumption, the annual economic activity is projected to be \$8.76 to \$26.29 million.

The DMAI Event Impact Calculator considers findings from the Travel Survey of Residents of Canada (Statistics Canada), regional economic research analysis from IMPLAN as well as provincial and municipal budgets. The above estimates assume that a hosting cluster will meet the specifications of: 10 rectangular fields with a feature field, seating of up to 5,000, and adequate support amenities. If these specifications were to be only partially met, additional analysis would be required to update the estimates.

In addition, although there has been much discussion about natural versus artificial turf, Tourism Calgary has confirmed that Calgary Sport and Major Events’ hosting and bidding strategy over the next 10 years will focus on events where matches may be played on artificial turf pitches. Artificial turf is the preference for reliability of play, both for resistance to weather (and associated cancellations) and intense use.

d) Recreational and Sport Impacts

Based on the options outlined above in section b) *Investment Requirements*, Administration has identified the following impacts:

1. The complete build out of the Glenmore Athletic Park Master Plan would see the replacement of existing natural fields with artificial turf which would increase the number of bookable hours. The benefit to users is high in terms of location (access) and readiness (the master plan has been developed through public engagement and approved by Council).

2. The complete build out of the Shouldice Athletic Park Conceptual Site Plan has the potential to accommodate up to six additional artificial turf fields and three softball fields representing additional bookable hours for recreational users.
3. Establishing a new greenfield athletic park that includes eight artificial turf rectangular fields and eight softball fields represents additional bookable hours for recreational users.

e) Other Impacts

The build out of either the Glenmore Athletic Park Master Plan or Shouldice Athletic Park Conceptual Site Plan would likely see community concerns associated with the extent of the change, construction and additional noise.

In addition, the user groups and communities surrounding Shouldice Athletic Park may have elevated concerns because the site has experienced substantial construction over the last 10 years.

f) Observations

A new greenfield athletic park would allow the greatest degree of customization and flexibility to meet the desired outcomes. However, this option also requires the greatest investment and most time to execute.

Maximizing an existing site such as Shouldice Athletic Park or Glenmore Athletic Park presents options that require less investment and time to completion.

Glenmore Athletic Park offers the highest immediate benefit to users in terms of location (access) and readiness (the master plan has been developed through public engagement and approved by Council).

REVIEW OF FACILITY GAP #4: Midsize Arena

Section 1: Event Ready Infrastructure Administrative Inquiry (verbatim from 2018 November 19 Administrative Response)

a) technical deficits in meeting hosting standards

As outlined in the 2018 July memo from Tourism Calgary, technical deficits include a certified, international (200ft x 100ft) indoor ice arena with seating capacity of between 6,000-8,000.

The City owns and operates two arenas with 200ft x100ft ice surfaces: (1) Father David Bauer Arena with a seating capacity of 1,750; and (2) Max Bell, Ken Bracko Arena with a seating capacity of 2,121.

b) lost business opportunities

As outlined in the 2018 July memo from Tourism Calgary, the lost business opportunities include the Canadian Tire National Skating Championship with an estimated 500 participants representing potential spending of \$400 thousand.

Potential spending represents cost of travel, meals and incidentals for event participants (spectators and accompanying friends and family are unaccounted for). This projected spending does not account for operational expenses required by the organizing committees. These expenditures represent a significant aspect of any projected economic impact along with any capital spending required as a result of hosting the event.

c) options on how the gap may be addressed with timelines

More work is required to study midsize arenas, establish priority, contemplate an investment model, identify barriers and opportunities to hosting, and determine exact specifications required for a hosting cluster. For example, Calgary Recreation has identified existing arenas (Stew Hendry Arena, Shouldice Skating Arena, Rose Kohn and Jimmie Condon Arenas and Max Bell) that could be redeveloped or expanded to accommodate the desired seating capacity (approx. 6,000 seats).

Calgary Recreation and Tourism Calgary have been working together to engage stakeholders to establish a shared Event Strategy. It is envisioned that the Event Strategy will look broadly across sport, culture and art sectors to establish common objectives and performance indicators that support Council’s overall vision for Calgary. Options for addressing the midsize arena gap will be considered within the context of a shared Event Strategy (Attachment 2). The Event Strategy was initiated in Q4 2018 by Administration in collaboration with Tourism Calgary and other stakeholders. It is anticipated to be completed during the 2019-2022 business cycle.

Other Opportunities

The Multisport Fieldhouse Development is envisioned as a multi-sport amenity located within Foothills Athletic Park (50.7 acres) and a top priority in several strategic plans including the Recreation Master Plan, Infrastructure Calgary (Innovation, Education and Wellness District), the Recreation Facility Development and Enhancement Study (FDES) and the FDES Sport Infrastructure Compendium. The Multisport Fieldhouse Development was primarily conceived to provide year-round indoor practice and play space for Calgary’s recreational sport community, act as a training facility for amateur athletes, and accommodate current and anticipated demand from both sport organizations and recreational users locally and citywide. The facility concept includes the following amenities that may address the deficits identified in the 2018 July memo from Tourism Calgary:

- permanent seating capacity of 500
- ability to provide up to 2,500 temporary seats on a seasonal basis
- floor space/capability for 10,000 temporary spectator seating for events

The Multisport Fieldhouse Development 2016 concept primarily accommodates sanctionable recreational practice and play amenities. Tournament hosting and spectator-capable amenities were a secondary consideration. Based on a review conducted by Calgary 2026, the venue could be converted temporarily to accommodate figure skating and short-track speed skating. The temporary conversion would come with a one-time cost and use, with temporary infrastructure removed following the event. In addition, the vision of the Foothills Athletic Park includes an eventual aquatics and twin arena complex. Further analysis by Calgary 2026 has confirmed that one arena may be enlarged to 6,000 seats (temporarily or permanently), however the current business case does not include these expanded amenities.

The 2019-2022 Operating and Capital Budget deliberations scheduled for 2018 November 26-30 includes the *Multisport Fieldhouse Development* capital business case on the unfunded, for information only list. This business case defines the primary purpose of the Fieldhouse as supporting amateur sport, accommodating sanctionable recreational practice and play. The conceptual design does not consider permanent tournament hosting and spectator capable amenities.

Should Council choose to approve this capital business case, extensive stakeholder engagement and design stages would be completed in advance of design and construction. As outlined in Attachment 1, Council may also choose to direct Administration to undertake new work to address the midsize arena gap.

Section 2: New Information as of 2019 January 28

All investment estimates enclosed represent unfunded capital projects. Unless otherwise specified, the following estimates are Class 5 (Order of Magnitude) with an expected accuracy range of -50% to +100%. If an infrastructure project were to proceed, the impacted local sport organizations should be engaged to help identify and explore opportunities, risks, issues and solutions.

a) Current State

The process of bidding for an event typically occurs two to five years prior to the hosting date. In Q1 2019, Tourism Calgary advised that the city of Calgary hosted seven major ice-based sports in 2018, as a result of successful bids supported by Calgary Sport and Major Events.

b) Investment Requirements

An estimate was developed as part of the 2026 Olympic Bid investigation of \$87 million for the construction of the twin arena component associated with the Council-approved (2010) Foothills Athletic Park concept plan. This includes two NHL ice surfaces: one with a 6,000 seat capacity and a second with a 500 seat capacity.

Alternatively, a greenfield site for a midsize arena would require approximately 10 acres. Considerations including site location, parking and facility usage would need to be verified prior to determining minimum land requirements.

c) Economic Impacts

In Q1 2019, Tourism Calgary used the Destination Marketing Association International (DMAI) Event Impact Calculator to assess that up to 117 events representing 12 sports could result in \$61.01 million in economic activity. The 12 sports include more than ice sports because a midsize arena would also be suitable to host other sports including tennis, badminton, volleyball, and basketball.

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Using the DMAI Event Impact Calculator, these 117 events could generate 49,158 potential hotel room nights and support 10,408 full-time equivalent jobs. Tourism Calgary estimated that the organizations representing the 12 sports identified could have the capacity to each host between one and three events each year. Based on this assumption, the estimated annual economic activity is projected to be \$5.67 to \$17 million.

The DMAI Event Impact Calculator considers findings from the Travel Survey of Residents of Canada (Statistics Canada), regional economic research analysis from IMPLAN as well as provincial and municipal budgets. The above estimates assume that the infrastructure deficit identified by Tourism Calgary in the memo provided to Council in 2018 July will be fully addressed. If the infrastructure deficit were to be partially met, additional analysis would be required to update the estimates.

d) Recreational and Sport Impacts

As outlined in the Recreation Facility Development and Enhancement Study (2015), the current number of ice rinks in Calgary appear to be adequate in number. However, service gaps exist because the current inventory of rinks are not all regulation-size, generally lack spectator and support amenities, and may not be optimally distributed across the city. In addition, there are several existing single sheet ice arenas which cost more to operate than multi-sheet facilities.

e) Other Impacts

Not applicable.

f) Observations

To optimize use and efficient operations, a midsize arena should be included in an existing or future recreational complex. For example, a partnership as explored in Facility Gap #6, part of the Council-approved (2010) Foothills Athletic Park concept plan, or another similar site.

REVIEW OF FACILITY GAP #5: Cricket Pitch

Section 1: Event Ready Infrastructure Administrative Inquiry (verbatim from 2018 November 19 Administrative Response)

(a) technical deficits in meeting hosting standards

As outlined in the 2018 July memo from Tourism Calgary, technical deficits include but are not limited to the provision and availability of an International Cricket Council (ICC) sanctioned pitch.

(b) lost business opportunities

As outlined in the 2018 July memo from Tourism Calgary, the lost business opportunities include the Global T20 Canada with an estimated 115 participants representing potential spending of \$190 thousand.

Potential spending represents cost of travel, meals and incidentals for event participants (spectators and accompanying friends and family are unaccounted for). This projected spending does not account for operational expenses required by the organizing committees. These expenditures represent a significant aspect of any projected economic impact along with any capital spending required as a result of hosting the event.

(c) options on how the gap may be addressed with timelines

Calgary Parks and Calgary Recreation are currently working together to plan the development of an athletic park on a 20-acre site in northeast Calgary which would include International Cricket Council (ICC) sanctioned cricket pitches. The scope of work, including a market assessment, and budget are under development.

In addition, Calgary Recreation and Tourism Calgary have been working together to engage stakeholders to establish a shared Event Strategy. It is envisioned that the Event Strategy will look broadly across sport, culture and art sectors to establish common objectives and performance indicators that support Council's overall vision for Calgary. Options for addressing the cricket pitch gap will be considered within the context of a shared Event Strategy (Attachment 2). The Event Strategy was initiated in Q4 2018 by Administration in collaboration with Tourism Calgary and other stakeholders. It is anticipated to be completed during the 2019-2022 business cycle.

Section 2: New Information as of 2019 January 28

All investment estimates enclosed represent unfunded capital projects. Unless otherwise specified, the following estimates are Class 5 (Order of Magnitude) with an expected accuracy range of -50% to +100%. If an infrastructure project were to proceed, the impacted local sport organizations should be engaged to help identify and explore opportunities, risks, issues and solutions.

a) Current State

The process of bidding for an event typically occurs two to five years prior to the hosting date. In Q1 2019, Tourism Calgary confirmed that it did not support any cricket events in 2018, due to lack of adequate event infrastructure.

b) Investment Requirements

Two investment alternatives have been identified by Administration:

1. The City is planning to develop the Jackson Port Athletic Park in northeast Calgary. This is a priority project as northeast Calgary has been identified as a growth area. With no athletic park in the quadrant, Jackson Port will respond to a gap as a high quality athletic park serving the communities of Redstone, Skyview Ranch, Saddleridge, Martindale, Taradale, Cornerstone, and Cityscape. The 20.7 acre athletic park is anticipated to include two cricket pitches and standard amenities (parking, change rooms, etc.). The total project will cost between \$16.5 million and \$20 million, is subject to the final subdivision of land and has an anticipated timeline of 2024-2028.

Jackson Port is located within the Northeast Industrial Area and easily accessible by Calgary’s transportation corridors, making it a prime location for an athletic park and potential tournament facility. As an open green space, it presents a unique opportunity to develop amenities that are responsive to local community needs while also serving as a regional recreation facility. The growing diversity of Calgary’s population is changing sport participation patterns. An increased demand for outdoor sport fields is expected. Based on a recent survey of Calgarians and sport user groups, emerging programs and activities, such as cricket and field hockey, lacked adequate facilities and amenities to accommodate growth and the increasing diversity of Calgary.

This project is in the early conceptual phases. A market analysis as well as a public and stakeholder engagement will be completed to ensure the amenity mix is responsive to local community and city-wide needs and preferences.

2. As an alternative to Jackson Port Athletic Park, The City could convert existing athletic park fields into cricket pitches. The estimated cost to convert existing fields into two cricket fields is \$2.0 million. This estimate does not include construction of any additional supporting amenities (parking, change rooms, spectator amenities, etc.). In addition, further investigation would be required to determine which existing fields may be converted and associated impacts to existing user groups.

c) Economic Impacts

In Q1 2019, Tourism Calgary used the Destination Marketing Association International (DMAI) Event Impact Calculator to assess that up to six events representing one sport could result in \$5.18 million in economic activity. Using the DMAI Event Impact Calculator, these six events could generate 4,575 potential hotel room nights and support 327 full-time equivalent jobs. Tourism Calgary estimated that organizations representing cricket would have the capacity to host between one or two events each year. Based on this assumption, the annual economic activity is projected to be \$0.86 to \$2.59 million.

The DMAI Event Impact Calculator considers findings from the Travel Survey of Residents of Canada (Statistics Canada), regional economic research analysis from IMPLAN as well as provincial and municipal budgets. The above estimates assume that the infrastructure deficit identified by Tourism Calgary in the memo provided to Council in 2018 July will be fully addressed. If the infrastructure deficit were to be partially met, additional analysis would be required to update the estimates.

d) Recreational and Sport Impacts

Competition cricket pitches are typically fully booked from the beginning of May until the last week of September. Bookings from Monday to Friday are typically booked from 6 - 9 p.m. while weekends are typically booked all day from as early as 9 a.m. and as late as 9 p.m.

With emerging sports such as cricket, supportive infrastructure (e.g. nets, cages, etc.) should be developed in tandem with high level infrastructure. This allows for the ongoing growth and development of the sport while also balancing multiple requests for field use.

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Administration has identified the following impacts associated with each option identified above in section b) *Investment Requirements*:

1. Jackson Port Athletic Park: In addition to supporting multiple uses, each cricket pitch at Jackson Port Athletic Park would be designed to be convertible into two rectangular fields (Class B) to ensure maximum utilization. With all fields designed with a north-south orientation, a permanent wicket would be placed between the setback for the two fields to create one full size cricket pitch. As such, these fields may be used by cricket pitch users or rectangular field users.
2. Convert existing athletic park fields: Should existing athletic park rectangular or diamond fields be converted to into new cricket fields, existing user groups would be impacted. Further investigation would be required to determine exact impacts to current rental groups and booking revenues.

e) Other Impacts

Not applicable.

f) Observations

The City is planning to include two cricket pitches at the proposed Jackson Port Athletic Park site. Based on existing information, the Jackson Port Athletic Park will be completed during the 2024 to 2028 business cycle.

Alternatively, work could be undertaken in the current business cycle to convert existing athletic park fields into cricket pitches, which would impact existing rectangular and diamond field users. Further investigation would be required to determine which existing fields may be converted and associated impacts to existing user groups.

REVIEW OF FACILITY GAP #6: Six-Surface Arena

Section 1: Event Ready Infrastructure Administrative Inquiry (verbatim from 2018 November 19 Administrative Response)

(a) technical deficits in meeting hosting standards

As outlined in the 2018 July memo from Tourism Calgary, technical deficits include six regulation size (200ft x 80ft) ice surfaces with a main arena providing 1,300 seats under one roof. Additionally, this facility would be conversion friendly with proper decking and adequate ceiling height to host national and international events in basketball, volleyball, badminton and lacrosse.

The City is well equipped with arenas of a variety of sizes and seating capacities across the city, although a single facility housing six sheets does not exist.

In addition, the Multisport Fieldhouse Development is envisioned as a multi-sport amenity located within Foothills Athletic Park (50.7 acres) and a top priority in several strategic plans including the Recreation Master Plan, Infrastructure Calgary (Innovation, Education and Wellness District), the Recreation Facility Development and Enhancement Study (FDES) and the FDES Sport Infrastructure Compendium. The Multisport Fieldhouse Development was conceived to provide year-round indoor practice and play space for Calgary’s recreational sport community, act as a training facility for amateur athletes, and to accommodate current and anticipated demand from both sport organizations and recreational users locally and citywide.

The Multisport Fieldhouse Development conceptual design accommodates sanctionable recreational practice and play. While not addressing the need for ice the following amenities will address some of the deficits identified by Tourism Calgary including:

- conversion friendly gymnasium space for basketball, volleyball, badminton and lacrosse
 - 13 volleyball courts
 - 8 basketball courts
 - 18 badminton courts
- permanent seating capacity of 500
- ability to provide up to 2,500 temporary seats on a seasonal basis
- floor space/capability for 10,000 temporary spectator seating for events

In addition, Calgary Recreation expects that the infield could be converted to exceed the court requirements identified by Tourism Calgary in the 2018 July memo.

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(b) lost business opportunities

As outlined in the 2018 July memo from Tourism Calgary, the lost business opportunities include the Canadian Ringette Championship with an estimated 1,175 participants representing potential spending of \$850 thousand.

Potential spending represents cost of travel, meals and incidentals for event participants (spectators and accompanying friends and family are unaccounted for). This projected spending does not account for operational expenses required by the organizing committees. These expenditures represent a significant aspect of any projected economic impact along with any capital spending required as a result of hosting the event.

(c) options on how the gap may be addressed with timelines

More work is required to study six-surface arenas, establish priority, contemplate an investment model and identify barriers and opportunities to hosting.

Calgary Recreation and Tourism Calgary have been working together to engage stakeholders to establish a shared Event Strategy. It is envisioned the Event Strategy will look broadly across sport, culture and art sectors to establish common objectives and performance indicators that support Council’s overall vision for Calgary. Options for addressing the six-surface arena gap in will be considered within the context of a shared Event Strategy (Attachment 2). For example, consideration could be given to how the technical requirements of the six-surface arena and hosting cluster (facility gap #3) interface and complement each other. And, to explore how the two venues may be integrated into a single location.

The Event Strategy was initiated in Q4 2018 by Administration in collaboration with Tourism Calgary and other stakeholders. It is anticipated to be completed during the 2019-2022 business cycle.

Section 2: New Information as of 2019 January 28

All investment estimates enclosed represent unfunded capital projects. Unless otherwise specified, the following estimates are Class 5 (Order of Magnitude) with an expected accuracy range of -50% to +100%. If an infrastructure project were to proceed, the impacted local sport organizations should be engaged to help identify and explore opportunities, risks, issues and solutions.

a) Current State

The process of bidding for an event typically occurs two to five years prior to the hosting date. In Q1 2019, Tourism Calgary advised that the city of Calgary hosted seven major ice-based sports in 2018, as a result of successful bids supported by Calgary Sport and Major Events.

b) Investment Requirements

Based on a cost estimate of \$15 to \$20 million per sheet of ice (which is dependent on the site conditions), a standalone, six-surface arena will cost \$90 to \$120 million. Land costs are not included in this estimate. There is potential for The City to offset development costs by increasing revenues through strategic partnerships, naming rights and corporate sponsors.

A program amenity and market assessment is required to refine functional design, cost, needs assessment, site acquisition strategy, service delivery, stakeholder engagement, and facility design. Project costs would be dependent on the availability of a suitable existing serviceable site and available greenfield sites.

c) Economic Impacts

In Q1 2019, Tourism Calgary used the Destination Marketing Association International (DMAI) Event Impact Calculator to assess that up to 35 events representing six sports could result in \$12.89 million in economic activity. The six sports include more than ice sports because a six-surface arena would also be suitable to host other sports including tennis, badminton, volleyball, and basketball.

Using the DMAI Event Impact Calculator, these 35 events could generate 10,619 potential hotel room nights and support 1,805 full-time equivalent jobs. Tourism Calgary estimated that the organizations representing the six sports identified could have the capacity to each host between one and three events each year. Based on this assumption, estimated annual economic activity is projected to be \$2.93 to \$5.86 million.

The DMAI Event Impact Calculator considers findings from the Travel Survey of Residents of Canada (Statistics Canada), regional economic research analysis from IMPLAN as well as provincial and municipal budgets. The above estimates assume that the infrastructure deficit identified by Tourism Calgary in the memo provided to Council in 2018 July will be fully addressed. If the infrastructure deficit were to be partially met, additional analysis would be required to update the estimates.

d) Recreational and Sport Impacts

As outlined in the Recreation Facility Development and Enhancement Study (2015), the current number of ice rinks in Calgary appear to be adequate in number. However, service gaps exist because the current inventory of rinks are not all regulation-size, generally lack spectator and support amenities and may not be optimally distributed across the city. In addition, there are several existing single sheet arenas which cost more to operate than multi-sheet facilities.

e) Other Impacts

Not applicable.

f) Observations

Location and acquisition of land for a new standalone six-surface arena would present a challenge. However, there may be opportunities to maximize existing sites to support event hosting and deliver a more cost-effective alternative.

ALTERNATIVE FOR CONSIDERATION: Flames Community Arena and Glenmore Athletic Park

The Flames Community Arena features: (a) 100'x 200' ice surface with seating for 500 spectators; (b) 200'x 85' NHL ice surface with seating for 250 spectators; (c) 85'x 185' ice surface with seating for 200 spectators. The Stu Peppard Arena, located next to the Glenmore Athletic Park features a 185'x 85' artificial ice surface with seating for 550 spectators.

Administration has explored the potential of constructing an additional twin arena at the Glenmore Athletic Park as part of the athletic park renewal. This project is currently unfunded. In addition, the South West Arena Society, which operates the Flames Community Arena has proposed the development of a fourth arena (190' to 200' x 85').

The net result would be six ice surfaces located within approximately 1.5 kilometers or four minutes of each other benefiting recreation/age group events. However, this alternative would not meet the championship or high-performance requirements such as set out by Ringette Canada which requires six regulation size (200' x 85') ice surfaces with seating for 1,500 (minimum) spectators.

REVIEW OF FACILITY GAP #7: Multi-Sport Fieldhouse

Section 1: Event Ready Infrastructure Administrative Inquiry (verbatim from 2018 November 19 Administrative Response)

(a) technical deficits in meeting hosting standards

As outlined in the 2018 July memo from Tourism Calgary, technical deficits include an indoor six lane 200-meter synthetic track with raised banks, 25 permanent indoor volleyball courts and seating capacity of more than 2,000. One example, as provided by Tourism Calgary, of a facility that meets these requirements, is the Saville Community Sports Centre in Edmonton, Alberta.

The Multisport Fieldhouse Development is envisioned as a multi-sport amenity located within Foothills Athletic Park (50.7 acres) and a top priority in several strategic plans including the Recreation Master Plan, Infrastructure Calgary (Innovation, Education and Wellness District), the Recreation Facility Development and Enhancement Study (FDES) and the FDES Sport Infrastructure Compendium. The Multisport Fieldhouse Development was conceived to provide year-round indoor practice and play space for Calgary’s recreational sport community, act as a training facility for amateur athletes, and to accommodate current and anticipated demand from both sport organizations and recreational users locally and citywide.

The Multisport Fieldhouse Development concept includes the following amenities that may address the deficits identified in the 2018 July memo from Tourism Calgary:

- one 400-meter, 8-lane International Association of Athletics Federation (IAAF) regulation indoor track and throwing facilities
- one Fédération Internationale de Football Association (FIFA) regulation-sized rectangular field
- convertible gymnasium space to accommodate:
 - o 13 volleyball courts
 - o 8 basketball courts
 - o 18 badminton courts
- fitness and weight training space
- administrative operational support facilities
- permanent seating capacity of 500
- ability to provide up to 2,500 temporary seats on a seasonal basis
- floor space/capability for 10,000 temporary spectator seating for events
- change rooms, storage rooms, washrooms and requisite support spaces

In addition, Calgary Recreation expects that the infield may be converted to exceed the court requirements identified by Tourism Calgary.

The 2018 July Tourism Calgary memo identified that the 400-meter, 8 lane indoor track does not meet international hosting specifications because it is not conceived to include raised banks. However, raised banks are only required for a 200-meter indoor track to meet sanctioning. The 400-metre track does not require banking to meet IAAF sanctioning.

(b) lost business opportunities

As outlined in the 2018 July memo from Tourism Calgary, the lost business opportunities include the:

- World Athletics Indoor Masters Championships with an estimated 3,700 participants representing potential spending of \$2.7 million.
- Volleyball Canada 15U - 18 U Nationals with an estimated 3,700 participants representing potential spending of \$840 thousand.
- Men’s U15 & U17 National Basketball Championships with an estimated 350 participants representing potential spending of \$210 thousand.

Potential spending represents cost of travel, meals and incidentals for event participants (spectators and accompanying friends and family are unaccounted for). This projected spending does not account for operational expenses required by the organizing committees. These expenditures represent a significant aspect of any projected economic impact along with any capital spending required as a result of hosting the event.

(c) options on how the gap may be addressed with timelines

The 2019-2022 Operating and Capital Budget deliberations scheduled for 2018 November 26-30 includes the *Multisport Fieldhouse Development* capital business case on the unfunded, for information only list. This business case defines the primary purpose of the Fieldhouse as supporting amateur sport, accommodating sanctionable recreational practice and play. The conceptual design does not consider permanent tournament hosting and spectator capable amenities. It has been submitted by Administration and requests Council to consider a capital investment.

Should Council choose to approve this capital business case, extensive stakeholder engagement and design stages would be completed in advance of design and construction. As outlined in Attachment 1, Council may also choose to direct Administration to undertake new work to address the midsize arena gap.

Section 2: New Information as of 2019 January 28

All investment estimates enclosed represent unfunded capital projects. Unless otherwise specified, the following estimates are Class 5 (Order of Magnitude) with an expected accuracy range of -50% to +100%.

a) Current State

The process of bidding for an event typically occurs two to five years prior to the hosting date. In Q1 2019, Tourism Calgary advised that the city of Calgary hosted 15 major volleyball, badminton, athletics and lacrosse events in 2018, as a result of successful bids supported by Calgary Sport and Major Events.

b) Investment Requirements

Based on the Multisport Fieldhouse Development Concept Design Report, the estimated cost is \$255 million. Total Capital Project cost plus an inflation escalation contingency was estimated to equal \$285.5 million over the anticipated timeline to execute the project. In addition, there is potential for The City to offset development costs by increasing revenues through strategic partnerships, naming rights and corporate sponsors.

Logistics and storage of secondary flooring for the infield and track to accommodate international-level basketball, volleyball, badminton and lacrosse tournaments is included in the existing Multisport Fieldhouse Development concept. The conversion-friendly secondary flooring would be used for non-field events, during which time the infield and other amenities would be closed to recreational users.

c) Economic Impacts

In Q1 2019, Tourism Calgary used the Destination Marketing Association International (DMAI) Event Impact Calculator to assess that up to 109 events representing nine sports could result in \$64.36 million in economic activity. Using the DMAI Event Impact Calculator, these 109 events could generate 51,115 potential hotel room nights and support 11,887 full-time equivalent jobs. Tourism Calgary estimated that each of the organizations representing the nine sports identified could have the capacity to each host between one and three events each year. Based on this assumption, the estimated annual economic activity is projected to be \$8.26 to \$20.65 million.

The DMAI Event Impact Calculator considers findings from the Travel Survey of Residents of Canada (Statistics Canada), regional economic research analysis from IMPLAN as well as provincial and municipal budgets. The above estimates assume that the infrastructure deficit identified by Tourism Calgary in the memo provided to Council in 2018 July will be fully addressed.

If the infrastructure deficit were to be partially met, additional analysis would be required to update the estimates.

The operational sustainability of the fieldhouse is dependent on the amenity complement provided. Operating cost recovery ranges from a low of 52 per cent to a high of 133 per cent. High revenue to low expense results in a positive variance of \$1.92 million per year. Low revenue to high expense results in a negative variance of \$4.24 million per year. Operating cost recovery ranges change to a low of 129 per cent to a high of 325 per cent if Lifecycle and Utility costs are not factored in. Lifecycle and Utility costs are heavily dependent on the final facility configuration.

d) Recreational and Sport Impacts

The Foothills Athletic Park multisport fieldhouse has been identified as a priority for Calgary and represents a keystone facility for The City, aligning with the Recreation Master Plan to address an existing gap for indoor practice and play space. The fieldhouse also responds to the need for competition-capable facilities. Programming components are based on engagement with stakeholders and include a 400-meter, eight-lane running track with a FIFA regulation-size infield, and support/sport spaces. Operational costing scenarios project the potential for a positive revenue variance for the facility, which maximizes concurrent use by the recreation and sport communities in Calgary.

e) Other Impacts

The conceptual design will allow for concurrent indoor multisport practice and play, year-round, for multiple users. The gymnasium, as an example, provide space for temporary spectator seating capacity for specific track and field and infield events in addition to meeting the need for indoor court space. The rectangular infield can also be utilized for track and field events, or other activities such as field sports including soccer, football, baseball training or tennis. Practice in the gymnasium could be concurrent with practice in the track along with multiple user groups within a subdivided infield.

The track and field practice and competition space will be designed according to the facility standards of the International Association of Athletics Federations (IAAF). Designing the competition track and athletics centre to IAAF standards will allow the building to be designated as a certified competition space for athletics competitions. This designation will be attractive to training groups and national and international championship events for track and field competitions.

In addition, the two practice domes and baseball stadium would be removed as a result of constructing the Multisport Fieldhouse Development.

f) Observations

ADDITIONAL SCOPE FOR CONSIDERATION: FIFA 2-Star

Unless otherwise specified, the following estimates are Class 5 (Order of Magnitude) with an expected accuracy range of -50% to +100%.

A design feasibility study would need to be completed to identify the functional requirements and costs to incorporate a FIFA Two-Star artificial pitch (FIFA quality pro) into the existing Multisport Fieldhouse Development concept. The feasibility study will cost approximately \$50,000.

An artificial turf field is included in the current Multisport Fieldhouse Development Concept report. Changing the purpose and use to include professional/international events would need to be considered alongside previous engagement and community feedback.

ADDITIONAL SCOPE FOR CONSIDERATION: Removable 200m Indoor Raised Bank Track to Broaden Hosting Capabilities

Unless otherwise specified, the following estimates are Class 5 (Order of Magnitude) with an expected accuracy range of -50% to +100%.

A second design feasibility study may be completed to identify the functional requirements including logistics and storage, as well as costs to incorporate a removable 200m indoor raised bank track into the existing Multisport Fieldhouse Development concept. This second feasibility study will cost approximately \$50,000.

The removable 200m indoor raised bank track would be used temporarily for events during which time other amenities would be closed to recreational users. It would be located in the infield of the 400m track.

ADDITIONAL SCOPE FOR CONSIDERATION: Midsize Arena and Six-Surface Arena. *Unless otherwise specified, the following estimates are Class 5 (Order of Magnitude) with an expected accuracy range of -50% to +100%.*

To take advantage of available athletic park tournament hosting amenities, co-locating a hosting cluster at this site may present operating and capital development advantages. The vision of the Foothills Athletic Park includes an eventual aquatics and twin arena complex.

A third design feasibility study may be completed to identify the functional requirements and costs to incorporate an additional four ice surfaces (including a midsize arena) into the existing Multisport Fieldhouse Development concept. This third feasibility study will cost approximately \$100,000.

The Foothills Athletic Park Master Plan was developed through public engagement and includes two ice sheets but does not currently include a six-surface arena. Further stakeholder engagement would be required if four additional ice surfaces were to be added to this site.

REVIEW OF FACILITY GAP #8: Outdoor Festival Site

Section 1: Event Ready Infrastructure Administrative Inquiry (verbatim from 2018 November 19 Administrative Response)

(a) technical deficits in meeting hosting standards

As outlined in the 2018 July memo from Tourism Calgary, the Stampede Parks meets the requirements to host Big Top Touring Shows including an 820ft x 330ft paved lot with power and sewer in a highly visible location. However, Cirque de Soleil has cited challenges with scheduling and cost.

Should a second outdoor festival site be established, Calgary Recreation and Tourism Calgary have identified requirements as including but not limited to an 820ft x 330ft paved lot with fire hydrant, power and sewer within 175 feet; parking for 600 to 700 cars; accessibility by 60-foot semi-trailers; ground that will hold up to 1,000 stakes to a minimal depth of 1.25m (4 feet) with 120 kPa (2,500 pound per square foot).

(b) lost business opportunities

As outlined in the 2018 July memo from Tourism Calgary, the lost business opportunities include Big Top Touring Shows with an estimated 165 participants representing potential spending of \$1.2 million.

Potential spending represents cost of travel, meals and incidentals for event participants (spectators and accompanying friends and family are unaccounted for). This projected spending does not account for operational expenses required by the organizing committees. These expenditures represent a significant aspect of any projected economic impact along with any capital spending required as a result of hosting the event.

(c) options on how the gap may be addressed with timelines

Calgary Recreation and Tourism Calgary have been working together to engage stakeholders to establish a shared Event Strategy. It is envisioned the Event Strategy will look broadly across sport, culture and art sectors to establish common objectives and performance indicators that support Council’s overall vision for Calgary. Options for addressing the gap in outdoor festival sites will be considered within the context of a shared Event Strategy (Attachment 2).

The Event Strategy was initiated in Q4 2018 by Administration in collaboration with Tourism Calgary and other stakeholders. It is anticipated to be completed during the 2019-2022 business cycle.

Section 2: New Information as of 2019 January 28

All investment estimates enclosed represent unfunded capital projects. Unless otherwise specified, the following estimates are Class 5 (Order of Magnitude) with an expected accuracy range of -50% to +100%. If an infrastructure project were to proceed, the impacted local sport organizations should be engaged to help identify and explore opportunities, risks, issues and solutions.

a) Current State

The process of bidding for an event typically occurs two to five years prior to the hosting date. In Q1 2019, Tourism Calgary advised that the city of Calgary hosted four festivals in 2018, as a result of successful bids supported by Calgary Sport and Major Events.

In 2018, Calgary Recreation’s Festival and Events Team assisted in the delivery of 258 events (130 subsidized and 128 non-subsidized) including 10 events attracting between 14,000 and 20,000 people.

Many existing parks and facilities are not purpose-built to host major festivals and events. As such, additional wear and tear is sometimes experienced and not fully recoverable. For example, facilities such as Max Bell Centre have experienced accelerated lifecycle degradation (e.g. parking lot, washrooms, electrical and fixtures) which is not recovered from event organizers. Acute facility impacts or damages (e.g. significant damage and cleaning) are typically recovered from event organizers as negotiated by Calgary Recreation, which results in higher costs to deliver events.

Damage to turf is one of the primary impacts on parks spaces, as is the lack of supporting utilities (e.g. power and water) which results in higher costs to deliver events. This in turn strains the event organizers and The City’s Festivals and Events Subsidy Program (FESP). FESP provides approved festivals and events with subsidy for City of Calgary services such as permit fees, license fees and pay duty fees. In addition, the seasonal nature of park spaces often limits winter activities.

b) Investment Requirements

Work is underway to retain a consultant to evaluate the feasibility of an outdoor festival and event facility at the Millican Ogden Brownfield Site (MOBS). The location offers the potential to repurpose an industrial parcel (with associated environmental benefits) in the heart of the city into a purpose-built venue to accommodate a minimum of 30,000 people as well as provide access to LRT and surrounding services. The study will include an analysis of event site requirements, cost, benefit, risk analysis and noise impact evaluation.

Due to the large parcel size, unique site challenges, access/egress requirements for mass gatherings and site servicing needs, a construction budget estimate of \$30 to \$50 million has been identified. This high-level estimate was based on a review of capital costs for new regional parks on greenfield sites (e.g. Haskayne and Ralph Klein) and will be updated following completion of the feasibility study.

c) Economic Impacts

In Q1 2019, Tourism Calgary used the Destination Marketing Association International (DMAI) Event Impact Calculator to assess that up to 14 events could result in \$14.12 million in economic activity. Using the DMAI Event Impact Calculator, these 14 events could generate 8,112 potential hotel room nights and support 3,679 full-time equivalent jobs. Tourism Calgary estimated between one and four events may be hosted each year. The estimated annual economic activity is projected to be \$1.01 to \$4.03 million.

The DMAI Event Impact Calculator considers findings from the Travel Survey of Residents of Canada (Statistics Canada), regional economic research analysis from IMPLAN as well as provincial and municipal budgets. The above estimates assume that the infrastructure deficit identified by Tourism Calgary in the memo provided to Council in 2018 July will be fully addressed. If the infrastructure deficit were to be partially met, additional analysis would be required to update the estimates.

d) Recreational and Sport Impacts

Recreation and sport user groups may experience fewer cancellations at facilities that support festivals and other special events.

e) Other Impacts

Not Applicable.

f) Observations

The Stampede Park meets the requirements to host big top touring shows and other festivals. A second site could fill a gap in the continuum of festival and events opportunities, providing increased opportunities for Calgarians to experience arts and culture in our city.

REVIEW OF FACILITY GAP #9: Soccer Stadium

Section 1: Event Ready Infrastructure Administrative Inquiry (verbatim from 2018 November 19 Administrative Response)

(a) technical deficits in meeting hosting standards

As outlined in the 2018 July memo from Tourism Calgary, technical deficits for a Soccer Stadium include but are not limited to a Fédération Internationale de Football Association (FIFA) Two-Star artificial pitch (FIFA quality pro). Acceptable spectator seating would need to be verified by FIFA; the smallest spectator capacity confirmed to date is the Moncton Stadium at 13,000 seats.

(b) lost business opportunities

As outlined in the 2018 July memo from Tourism Calgary, the lost business opportunities included the Women’s World Cup with an estimated 550 participants representing potential spending of \$1.8 million.

Potential spending represents cost of travel, meals and incidentals for event participants (spectators and accompanying friends and family are unaccounted for). This projected spending does not account for operational expenses required by the organizing committees. These expenditures represent a significant aspect of any projected economic impact along with any capital spending required as a result of hosting the event.

(c) options on how the gap may be addressed with timelines

The Multisport Fieldhouse Development may address a portion of the deficits identified in the 2018 July memo from Tourism Calgary. The Multisport Fieldhouse Development is envisioned as a multi-sport amenity located within Foothills Athletic Park (50.7 acres) and a top priority in several strategic plans including the Recreation Master Plan, Infrastructure Calgary (Innovation, Education and Wellness District), the Recreation Facility Development and Enhancement Study (FDES) and the FDES Sport Infrastructure Compendium.

The Multisport Fieldhouse Development was conceived to provide year-round indoor practice and play space for Calgary’s recreational sport community, act as a training facility for amateur athletes, and to accommodate current and anticipated demand from both sport organizations and recreational users locally and citywide.

Compendium to the 2019 November 19 Administrative Response

“Event-Ready Infrastructure” Review

2019 January 28

The 2016 conceptual design will include the following amenities that address a portion of the deficits identified in the 2018 July memo from Tourism Calgary:

- one 400-meter, 8-lane IAAF (International Association of Athletics Federation) regulation indoor track and throwing facility
- one FIFA regulation-sized rectangular field
- seating
 - permanent seating capacity of 500
 - ability to provide up to 2,500 temporary seats on a seasonal basis
 - floor space/capability for 10,000 temporary spectator seating for events
- change rooms, storage rooms, washrooms and requisite support spaces
- convertible gymnasium space to accommodate:
 - 13 volleyball courts
 - 8 basketball courts
 - 18 badminton courts
- fitness and weight training space
- administrative operational support facilities

The 2016 conceptual design does not meet the following technical deficits identified in the 2018 memo from Tourism Calgary:

- FIFA Two-Star artificial pitch (FIFA quality pro) and associated conceptual design requirements; FIFA quality pro fields are intended for a consistent level of professional play
- Where more than 13,000 seats (permanent, season temporary and other temporary) may be required.

The 2019-2022 Operating and Capital Budget deliberations scheduled for 2018 November 26-30 includes the *Multisport Fieldhouse Development* capital business case on the unfunded, for information only list. This business case defines the primary purpose of the Fieldhouse as supporting amateur sport. It has been submitted by Administration and requests Council to consider a capital investment.

Should Council choose to approve this capital business case, extensive stakeholder engagement and design stages would be completed in advance of design and construction. As outlined in Attachment 1, Council may also choose to direct Administration to undertake new work to meet international FIFA hosting and spectator capable specifications including professional play.

Compendium to the 2019 November 19 Administrative Response

“Event-Ready Infrastructure” Review

2019 January 28

In addition, Calgary Recreation and Tourism Calgary have been working together to engage stakeholders to establish a shared Event Strategy. It is envisioned that the Event Strategy will look broadly across sport, culture and art sectors to establish common objectives and performance indicators that support Council's overall vision for Calgary. Options for addressing the soccer stadium gap will be considered within the context of a shared Event Strategy (Attachment 2). The Event Strategy was initiated in Q4 2018 by Administration in collaboration with Tourism Calgary and other stakeholders. It is anticipated to be completed during the 2019-2022 business cycle.

Section 2: New Information as of 2019 January 28

All investment estimates enclosed represent unfunded capital projects. Unless otherwise specified, the following estimates are Class 5 (Order of Magnitude) with an expected accuracy range of -50% to +100%. If an infrastructure project were to proceed, the impacted local sport organizations should be engaged to help identify and explore opportunities, risks and issues.

a) Current State

Administration is currently awaiting information on the proposed Cavalry FC soccer stadium to be located at Spruce Meadows. This development may meet the specifications required to meet this gap.

b) Investment Requirements

A new standalone open-air soccer stadium and support amenities is estimated to cost \$30 to \$50 million. This estimate is based on construction costs similar to other stadiums built in Canada and includes permanent seating capacity of between 10,000 and 20,000. Land, escalation and project costs are not included in this estimate. In addition, there is potential for The City to offset development costs by increasing revenues through strategic partnerships, naming rights and corporate sponsors.

A program amenity and market assessment is required to refine functional design, cost, needs assessment, site acquisition strategy, service delivery, stakeholder engagement, and facility design.

c) Economic Impacts

The economic impacts of hosting events will be evaluated by Tourism Calgary pending confirmation from Spruce Meadows on the proposed Cavalry FC stadium.

Compendium to the 2019 November 19 Administrative Response

“Event-Ready Infrastructure” Review

2019 January 28

d) Recreational and Sport Impacts

Like McMahon Stadium, it is anticipated that a new soccer stadium would support professional and high-performance sport first, followed by some opportunities for amateur sport bookings. For example, McMahon Stadium typically provides between 400 and 600 hours of bookings each year for recreational users after CFL and University use are accommodated.

e) Other Impacts

Not Applicable.

f) Observations

Should the Spruce Meadows development meet the specifications identified by Tourism Calgary, a new soccer stadium will not be required.

One Calgary Capital Budget Deliberations Related to “Event-Ready Infrastructure”

The 2019-2022 Operating and Capital Budget deliberations are scheduled for 2018 November 26-30 and include the following capital business case submissions for consideration by Council.

- a) Lindsay Park Sports Society: Repsol Sport Centre Legacy Project - Phase 1 (this business case is on the *recommended, for funding* list)

Lindsay Park Sport Society delivers on a dual mandate of sport excellence and recreational needs. Repsol Sport Centre was designed, built and is operated to provide recreational opportunities to Calgarians, as well as, training and competition for the development of competitive and high-performance athletes.

Repsol Sport Centre is a key contributor to Calgary's economy. The Legacy Project (Phase 1) will allow Repsol Sport Centre to continue to attract and host high quality aquatic events as well as expand the aquatic program and offer more space to sport groups.

Should Council choose to approve this business case, and federal and provincial funding for this project is secured by Lindsay Park Sports Society, a portion of facility gap #2 (Repsol Sport Centre), as outlined in the 2018 July memo from Tourism Calgary could be addressed during the 2019-2022 business cycle.

- b) Calgary Recreation: Multisport Fieldhouse Development (this business case is located on the *unfunded, for information* list)

Calgary Recreation designs facilities to deliver year-round practice and play spaces for Calgary's recreational sport community, act as training facilities for amateur athletes, and accommodate demand from sport organizations and recreational users.

The Multisport Fieldhouse Development was conceived to accommodate sanctionable recreational practice and play events. Within the current concept, tournament hosting and spectator capable amenities are a secondary design consideration and would be accommodated as unique one off permitted events requiring shut down and conversion of the facility.

Should Council choose to approve this business case, as part of One Calgary, a portion of the facility gaps identified in the 2018 July memo from Tourism Calgary could be addressed in the 2019-2022 budget cycle. In addition, Council may consider directing Administration to undertake additional work during the engagement and design stages of the Multisport Fieldhouse Development as follows:

1. Identify the additional functional requirements and costs to meet international tournament hosting and spectator capable specifications (e.g. international FIFA hosting and spectator capable specifications for professional play).
2. Identify the functional requirements to ensure the infield and track are conversion friendly (including secondary flooring) for basketball, volleyball, badminton and lacrosse for international tournament purposes.
3. Identify the additional cost and functional requirements to add a removable 200m indoor raised bank track design within the 400m IAAF track already included in the design.

Council may also choose to direct Administration to undertake new work to identify the costs and functional requirements to provide a twin arena (one arena to be enlarged to 6000 temporary and/or permanent seats to accommodate the midsize arena gap [facility gap #4]) and an aquatic complex at Foothills Athletic Park.

Event Strategy

Calgary Recreation and Tourism Calgary have been working together to engage stakeholders to establish a shared Event Strategy. These stakeholders include Sport Calgary, Calgary Arts Development Authority, Meetings and Conventions Calgary, Calgary Hotel Association, and the Calgary Stampede. The Event Strategy is envisioned to look broadly across sport, culture and art sectors and to establish common objectives and performance indicators that support Council's overall vision for Calgary.

In addition to potentially addressing “event-ready infrastructure” gaps, the Event Strategy will achieve two of four commitments set out in the Sport for Life Policy (CP2018-03), which was adopted by Council on 2018 May 28. These commitments are (1) *Supporting Sporting Events* and (2) *Building Infrastructure*.

In alignment with the Sport for Life Policy, this Strategy will: (a) enable the success of partners and the sport sector; (b) identify the infrastructure required to support the objectives set out in the Strategy; and (c) identify how City-owned facilities may accommodate sanctionable sporting activities.

This Event Strategy will emphasize strategic and long-term alignment and planning, collaboration with external partners, and the promotion of community legacies. Where possible, alignment will be made to the national and provincial approach to bid opportunities, and would consider the social, environmental and economic legacy of festivals and events. In addition, the Strategy will consider how to streamline processes, funding grants and subsidies that sport, art and cultural partners depend on to deliver festivals and events to Calgarians.

The scope of work required to complete the Event Strategy is currently under discussion within Administration and with Tourism Calgary and other Event Strategy stakeholders. As part of One Calgary, the event strategy will be developed and implemented over the 2019-2022 period. Work may include:

- clarifying the purpose of infrastructure (e.g. recreational play and practice, tournament hosting and spectator capable amenities, etc.) and prioritizing all “Event-Ready Infrastructure” gaps (including the nine identified by Tourism Calgary in their 2018 July memo);
- identifying the barriers, benefits and opportunities to hosting;
- establishing investment priorities (for funding or to remain unfunded) including alignment with Council-approved infrastructure investment priorities, associated technical specifications to meet international hosting standards, and venue time requirements;
- defining Triple Bottom Line impacts;
- exploring various investment models; and
- developing economic proformas which consider potential incremental value of future events hosted, financial impact and payback period.

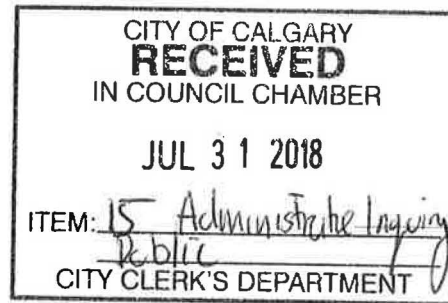
This work may result in a future business case to Council recommending further funding as a budget adjustment or in the 2023-2027 budget cycle.



THE CITY OF

CALGARY

CITY CLERK'S OFFICE



ADMINISTRATIVE INQUIRY

CC 660 (R2013-09)

DATE: Monday, July 30th 2018

SUBMITTED BY COUNCILLOR: Cllr Colley-Urquhart, Cllr Chahal

RE: Calgary "Event-Ready Infrastructure"

As discussed at the May 2018 SPC on Community and Protective Services, Tourism Calgary was requested to provide detailed feedback on events Calgary has lost between 2014-2017, due to a deficit in "Event-Ready Infrastructure".

Administration is requested to report back to members of Council no later than October 2018, in preparation for the One Calgary Operating and Capital Budget discussions in consultation with key stakeholders (including but not limited to Tourism Calgary and Meeting and Conventions Calgary (MCC)) on:

- a) Options on how the "Event-Ready Infrastructure" gap can be addressed with timelines;
- b) Examine "lost business" opportunities as they relate to postponed, declined, developmental loss and competitive loss;
- c) Technical deficits in meeting hosting standards on the nine facility gaps identified in the attached

WRITE TO:

(SIGNATURE)

NOTE: Administrative Inquiries must be submitted to the City Clerk at a Regular Business Meeting. ISC: Protected

EVENT-READY INFRASTRUCTURE

The following analysis identifies technical deficits in meeting the hosting standards of various event rights holders from 2014 to 2017. The analysis is limited to events which were referred to and/or considered by Tourism Calgary and Calgary Sport Tourism Authority.

The nine facility gaps identified below could be expanded to include other events which were “lost or declined” for similar reasons. This analysis highlights examples where the absence of event ready infrastructure played a pivotal role in Calgary’s inability to secure the event and/or advance a cost / benefit / feasibility assessment.

EXAMPLE OBSERVATIONS

FACILITY	EVENT OPPORTUNITY	RIGHTS HOLDERS	DATES	ESTIMATED ATTENDEES & POTENTIAL SPEND ¹	POSTPONED, DECLINED, LOST
Glenmore Reservoir	Canadian Masters Rowing Championship	Rowing Canada	July (Annual)	400 participants (pax) \$150K	<p>Declined – course upgrades required.</p> <p>In 2016 Calgary Rowing Club confirmed course upgrades would be required including but not limited to improved lane markers and addressing the requirement for fixed starts. Calgary’s course is 1,500 metres while the requirement for a national and Olympic distance event would be 2,000 metres.</p> <p>Successful bid was Burnaby Lake Rowing Club who possess a facility which is a 2,000 metre long water course buoyed with a sixlane Albano system. The course is one of three FISA standard courses in Canada. The others are located in St. Catherines and Montreal.</p>

	Canadian Canoe Kayak Sprint Championship	Canoe Kayak Canada	August (Annual)	1,200 pax \$550K	<p>Developmental Loss – Calgary Canoe Club withdrew from bid; course and equipment upgrades required.</p> <p>Enhancements are required to the observation tower, course markings and buoys. Candidate destinations must also guarantee at minimum 2 meters depth.</p> <p>Canoe Kayak Canada follow a geographical rotation when awarding the hosting rights to the Sprint Championship. In 2019, the Wascana Racing Canoe Club in Regina, SK will host its fourth consecutive Western Canadian edition. Calgary last hosted the event in 1987.</p>
Repsol Sport Centre	World Junior Swimming Championship	Fédération Internationale de Natation (FINA)	August (Biennial)	1,000 pax \$480K	<p>Declined – An evaluation was not conducted as Calgary does not possess a FINA World Championship Standard Pool.</p> <p>A facility would need to meet the international body's extensive facility rules including automatic officiating equipment, 10 lanes (preferred), consistent 2m depth, 1,500 lux lighting, and minimum 2,000 spectator seats in addition to seating for media, athletes, coaches and officials.</p> <p>The 2017 World Junior Swimming Championship was hosted in Indianapolis, Indiana at the Indiana University Natatorium which has a permanent seating capacity of 4,700 expandable to 6,200 with pool deck seating.</p>
Hosting Clusters	Men's World Lacrosse Championship	Federation of International Lacrosse (FIL)	July (Quadrennial)	1,400 pax \$1.3M	<p>Declined – An evaluation was not conducted given at time of the request for proposals by the FIL, Calgary did not possess a tournamentready, multi-sport field complex with a feature field capable of seating up to 5,000. Spectator seating of 5,000 has since been established at the Calgary Rugby Union as a result of bleachers donated by Tourism Calgary.</p> <p>The 2006 edition was hosted in London, ON at Western University's TD Stadium which features a seating capacity of 10,000. The 2010 edition was hosted at the Armitage Sport Centre in Manchester, UK where a 5,000 seat spectator area was constructed around an artificial turf field. And, the 2014 edition was held at Dick's Sporting Goods Park in Commerce City, Colorado where the stadium can seat up to 18,061 for soccer matches, up to 19,734 for special events.</p>

Midsized Arena	Canadian Tire National Skating Championship	Skate Canada	January (Annual)	500 pax \$400K	<p>Developmental Loss – A requirement of the event is an arena with seating capacity between 6,000 and 8,000. During the evaluation period, Tourism Calgary spoke with event stakeholders who confirmed the Stampede Corral would not be received favorably if it were to be designated the feature venue for a Calgary bid. The Scotiabank Saddledome was unavailable due regularly scheduled NHL programming.</p> <p>The 2018 Canadian Tire National Skating Championship occurred January 8 to 14, in Vancouver, BC at the Doug Mitchell Thunderbird Sports Centre. The venue is a LEED Silver certified international (200ft x 100ft) indoor arena located on the campus of UBC with a seating capacity of 7,500. The facility also hosted the Davis Cup in both 2012 and 2013.</p>
Cricket Pitch	Global T20 Canada	International Cricket Council (ICC) / Cricket Canada	June (Annual)	115 pax \$190K	<p>Declined – Calgary does not possess a One Day Internationals ICC sanctioned pitch. Only two exist in Canada: Toronto Cricket, Skating & Curling Club Ground and Maple Leaf Cricket Club.</p> <p>The Global T20 Canada is a 20-over cricket tournament recently hosted from June 28 to July 15 2018. Matches were played at the Maple Leaf Cricket Club in King City, ON. The facility has 5 cricket grounds and seating capacity of 7,000. The event featured teams from Edmonton, Montreal, Toronto, Vancouver, Winnipeg and Cricket West Indies B Team.</p>
Six Surface Arena	Canadian Ringette Championship	Ringette Canada	March (Annual)	1,175 pax \$850K	<p>Competitive Loss – Calgary has twice unsuccessfully bid for the Canadian Ringette Championship in 2015 and 2017.</p> <p>Ringette Canada will only accept bids which feature six regulation size (200ft x 80ft) arenas. While the Markin MacPhail Centre and Cardel Rec South both feature quad arena facilities, logistics of scheduling 2 to 3 venues were among the reasons cited for unsuccessful bids. By comparison, the Co-operators Centre in Regina, SK features six regulation-size ice surfaces with a main arena providing seating for 1,300 spectators.</p> <p>Additionally, if the facility were conversion friendly, had the proper decking and adequate ceiling height, other hosting opportunities include national and international events in basketball, volleyball, badminton and lacrosse.</p>

Multisport Fieldhouse * 200m with raised banks	World Indoor Masters Championship	World Masters Athletics in cooperation with the International Association of Athletics Federations (IAAF)	March (Biennial)	3,700 pax \$2.7M	<p>Declined - An evaluation was not conducted as Calgary does not meet the facility requirement of an indoor a six lane 200meter synthetic track with raised banks.</p> <p>The Calgary Multisport Fieldhouse Society confirmed Edmonton is currently evaluating the merits of a 2021 bid.</p>
	VC 15U – 18U Nationals	Volleyball Canada	May (Biennial)	3,700 pax \$840K	<p>Competitive Loss – Alberta Volleyball declined to endorse a Calgary based bid instead opting to support a bid from Edmonton.</p> <p>Among the reasons provided from Alberta Volleyball were the turnkey capabilities of the Saville Centre, where the facility features 25 permanent indoor volleyball courts. A Calgary bid proposed the use of the Olympic Oval where 20 temporary courts would need to be installed; this option was deemed too resource intensive for Alberta Volleyball.</p>
	Men's U15 & U17 National Championship	Canada Basketball	August (Annual)	350 pax \$210K	<p>Developmental Loss – In 2014, Basketball Alberta confirmed Calgary would host the 2015 Canada Basketball National Championship provided it met venue requirements. Canada Basketball rotates hosting obligations between its member associations. Basketball Alberta requested seating capacity of 2,000 or greater.</p> <p>Calgary was forced to withdraw its bid when Tourism Calgary was unable to secure access to Mount Royal's Triple Gym, SAIT's Dual Gym, or UofC's Jack Simpson Gym. All three institutions cited the need to prioritize existing day camp programs.</p>
Outdoor Festival Site	Big Top Touring Shows	Cirque du Soleil	Various	165 pax \$1.2M	<p>Postponed - Cirque du Soleil officials are keen to once again bring a Big Top Show to Calgary. The Big Top requires an 820ft x 330ft paved lot with power and sewer in a highly visible location.</p> <p>While Cirque confirms downtown remains their preferred location, it has become increasingly difficult for organizers to align their touring schedules to the only two periods of accessibility at Stampede Park with acceptable temperature ranges. They have also cited higher than average production cost as a barrier to hosting performances in Calgary.</p>

Soccer Stadium	Women's World Cup	Federation International de Football Association (FIFA)	June (Quadrennial)	550 pax \$1.8M	<p>Declined – During the initial feasibility assessment, the required renovations to McMahon Stadium were determined to be costprohibitive in relation to the projected benefits corresponding to Calgary's inclusion in hosting a portion of the 2015 FIFA Women's World Cup.</p> <p>A minimum requirement was a FIFA Recommended Two-Star artificial pitch to be considered capable of hosting matches. Matches were played in Vancouver, Edmonton, Winnipeg, Ottawa, Montreal and Moncton. The largest spectator capacity was Commonwealth Stadium at 56,302 while the smallest spectator capacity was Moncton Stadium at 13,000.</p>
TOTAL:				14,255 pax \$10.67M	

¹ Projected visitor spending represents cost of travel, meals and incidentals for event participants (spectators and accompanying friends and family are unaccounted for). This projected spending does not account for operational expenses required by the organizing committees. These expenditures represent a significant aspect of any projected economic impact along with any capital spending required as a result of hosting the event.

There is a deficit in the variety of hosting infrastructure throughout Calgary. Event hosting is also limited as any hosting opportunity must consider the extent of any dislocation of organizations regularly using the infrastructure.

The types of events that Calgary has been unable to attract due to antiquated infrastructure is also varied. For example, a modern 5,000 – 7,000 seat arena facility would enhance bids for such potential events, including but not limited to: the Davis Cup, The Fédération Internationale de Volleyball (FIVB) World League, Combat Sports, World Hockey Challenge, World Synchronized Skating Championship, World Curling Federation (Ford Women's, Scotties, Canada Cup), Basketball World Cup, and entertainment events. Furthermore, such a facility would be complimentary to current cultural festivals and certain conferences.

Infrastructure is an important feature to the attraction and hosting of events. The ultimate goal is to build a balanced, sustainable and dynamic portfolio of events that produces a broad range of economic and tourism benefits, branding, promotional opportunities, and meaningful community legacies.

REFERED REPORT

RIVERS DISTRICT ECONOMIC IMPACT ANALYSIS (VERBAL), ECA2019-0109

BACKGROUND:

The attached materials are forwarded for Council's information with respect to their discussion of item 9.2.2 Consideration of Unfunded Long Term Projects, C2019-0135.

Attachments:

1. Ernst & Young, LLB presentation to the Event Centre Assssment Committee
2. Ernst & Young, LLB Report on Rivers District Impact Analysis

Excerpt from the Minutes of the Regular Meeting of the Event Centre Assessment Committee, held 2019 January 25:

"The following materials were distributed with respect to Verbal Report ECA2019-0109:

- A presentation entitled "Economic Impact Assessment of the Rivers District Revitalization in Calgary"; and
- A Report entitled ""Economic Impact Assessment of the Rivers District Revitalization in Calgary - Understanding the Role and Economic Impact of the Proposed Rivers District Projects".

The following clerical corrections were noted with respect to today's distributions:

- The date on page 1 of the presentation was corrected to January 25, **2019**; and
- The date on page 1 of the Report was corrected to January 25, **2019**.

SPEAKERS

1. Court Ellingson
2. Lance Mortlock
3. Mauricio Zelaya.

Moved by CMLC President M. Brown

That with respect to Report ECA2019-0109, the following be approved:

That the Event Centre Assessment Committee:

Direct that the Rivers District Economic Impact Analysis (Verbal) - ECA2019-0109 and subsequent presentation be forwarded for information to the 2019 January 28 Strategic Meeting of Council as an item of Urgent Business, to be heard in conjunction with Report C2019-0135, Consideration of Unfunded Long-Term Projects."

MOTION CARRIED

Economic Impact Assessment of the Rivers District Revitalization in Calgary

Event Centre Assessment Committee
January 25, 2019



Meeting Objectives, Agenda, Introductions

Meeting Objectives

The purpose of the meeting today is for EY to present the key findings of the Rivers District Revitalization economic impact assessment to the Event Centre Assessment Committee and answer any questions related to the assessment and the presentation

Agenda

1. Scope and methodology
2. Overview of master plan and key projects
3. Overview of the economic model
4. Summary of quantitative results
5. Summary of qualitative results
6. Summary of comparator jurisdictions
7. Key messages

EY Introductions

Lance Mortlock, Strategy Partner



Lance is a Calgary-based partner, leads the strategy practice for EY Canada and brings more than 20 years of consulting experience. Lance has worked with more than 60 different organizations bringing a broad set of strategic skills and experiences to help clients solve some of their most complex strategic problems. Many of these assignments have included economic impact analyses and businesses cases. Lance has studied advanced strategy at INSEAD, Innovation at Stanford Graduate School of Business and is an Executive Research Fellow at The Haskyane School of Business.

Dr. Mauricio Zelaya, Economics Leader



Dr. Zelaya is an economist with extensive experience in econometrics and statistical modelling for both private and public sector clients. He specializes in the economics of innovation, industrial organization, and more generally, the application of economic theory to real business issues. His work in this area spans across numerous industries, from oil & gas and mining to finance, healthcare, and pharmaceuticals. Dr. Zelaya is also an active member in the academic community, concurrently lecturing graduate economic courses at the Schulich School of Business at York University.

1. Scope and Methodology of the Assessment

EY was tasked with completing an economic impact assessment for the three primary Rivers District projects. A tried and tested methodology incorporating both quantitative and qualitative elements was used to prepare a comprehensive analysis.

Scope

EY was asked to perform an economic impact assessment of the Rivers District Revitalization, focused on the aggregate impact of three projects – the expansion of Arts Commons, the expansion of the BMO Centre and the construction of an Event Centre. The assessment includes both quantitative and qualitative results.

EY worked with key stakeholders to gather the required data for the economic modelling inputs:

- ▶ Arts Commons
- ▶ Calgary Arts Development
- ▶ Calgary Economic Development
- ▶ Calgary Municipal Land Corporation
- ▶ Calgary Sports and Entertainment Corporation
- ▶ Calgary Stampede

In Scope

Quantitative components:

- ▶ GDP
- ▶ Job creation
- ▶ Labour income
- ▶ Output

Qualitative components:

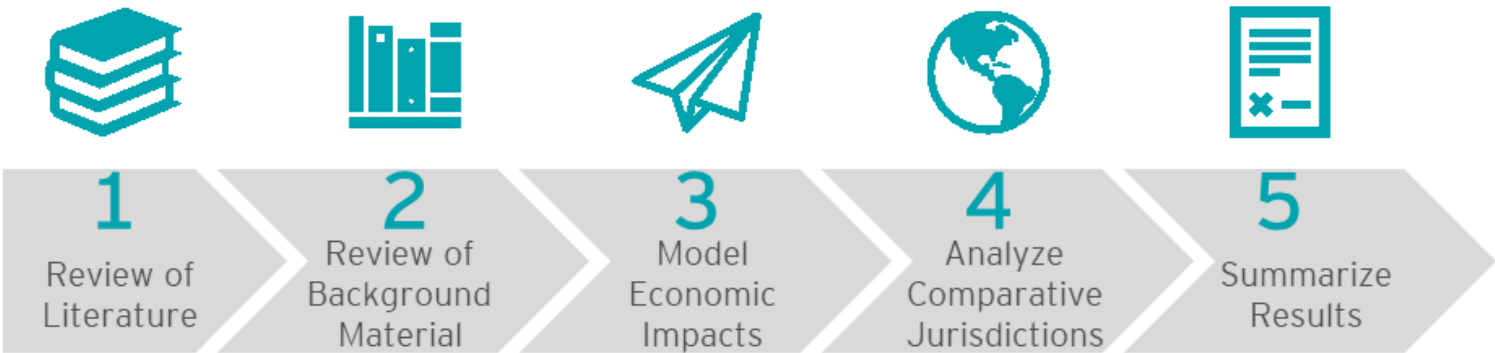
- ▶ Culture
- ▶ Social
- ▶ Connectivity
- ▶ Tourism
- ▶ Spillover effects (property values, wages, employment and environment)

Out of Scope

- ▶ Funding scenarios and requirements
- ▶ Any cost / benefit analysis
- ▶ Municipal taxes
- ▶ Results on an individual project basis

Methodology

To estimate these impacts, EY used a successful and proven methodology based on sound economic principles. This approach has been carefully considered and customized to the unique needs of the Rivers District Revitalization (steps can occur in parallel), and employs a methodology that will enable comparisons to other EIAs.



As an initial step to the assessment, EY conducted a thorough review of existing academic and industry research to inform three important areas of analysis relevant to the Rivers District Revitalization:

- ▶ Critiques and limitations of the I-O, and other, economic models: Research on this topic informed several adjustments to the specific methodology used to estimate the economic impacts e.g. the risk of overstating impacts due to the inclusion of indirect impacts.
- ▶ Value of mixed-use developments: Research on this topic heavily informed considerations used in conducting the qualitative analysis including spillover effects.
- ▶ Outcomes from other community revitalization projects: Research on this topic informed both the qualitative analysis, as well as some of the jurisdictional analysis.

EY also conducted an economist peer review to test the methodology and assumptions, and the feedback was incorporated.

2. Overview of Rivers District Revitalization Master Plan and Key Projects

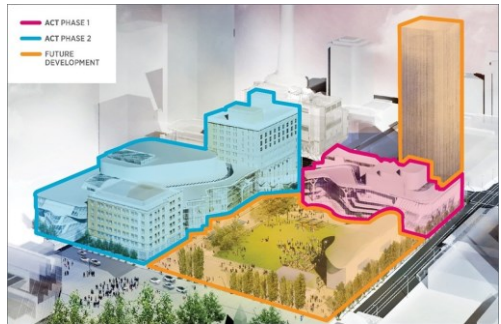
The master plan is the primary tool to ensure that key developments are in close proximity to each other and capture potential project synergies throughout the development cycle. It also helps to ensure alignment to Calgary’s economic and destination strategies.

Rivers District Master Plan

The Rivers District refers to the 504 acre CRL (community revitalization levy) boundary, and the Rivers District master plan has been developed by CMLC and encompasses a smaller 286 acre subset of the area. This report refers to the Rivers District Revitalization, and includes three main projects – the expansion of Arts Commons, the expansion of the BMO Centre and construction of a new Event Centre.



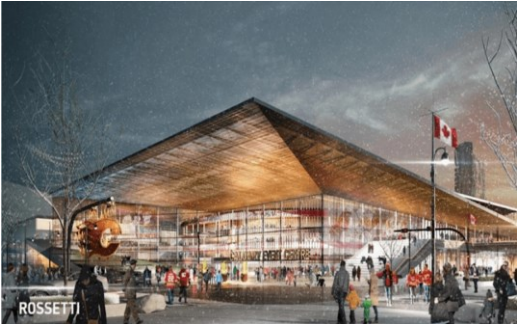
Key Projects



Expansion of Art Commons
(2019-2026)

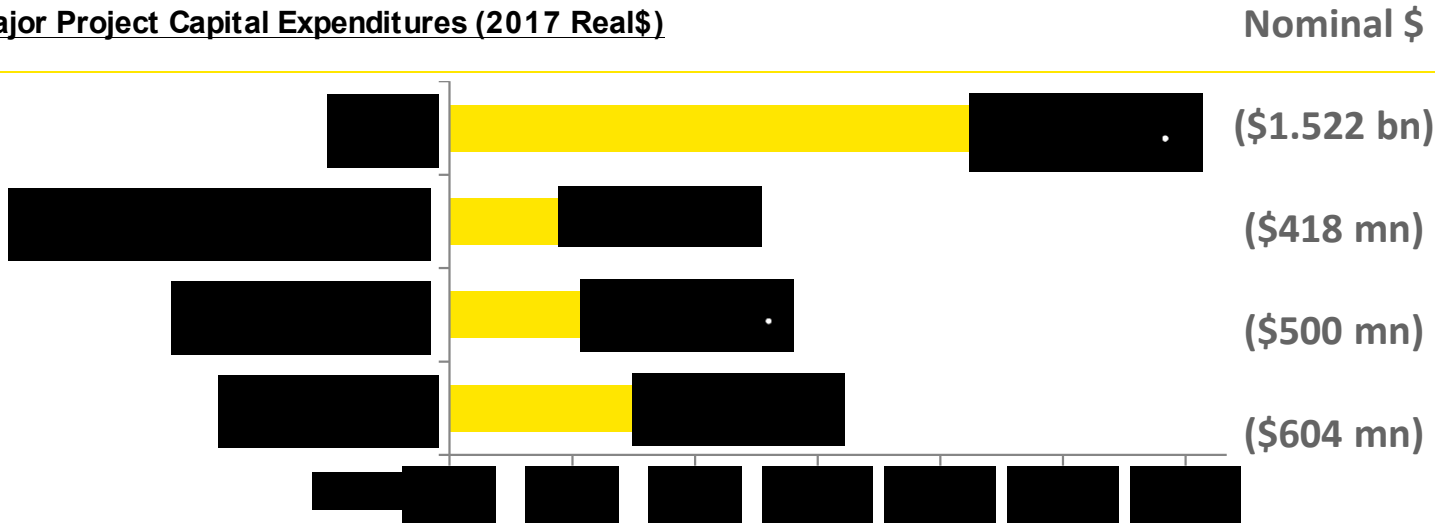


Expansion of BMO Centre
(2021-2024)
(Hall F 2019)



Construction of Event Centre
(2021-2023)

Major Project Capital Expenditures (2017 Real\$)



Note: Total capital expenditures have been rounded and are based on information provided to EY by key stakeholders. Bn. stan for billions and mn. stands for millions. Numbers are reported in 2017 dollars. Capital expenditures include hard-costs, soft-costs, and other related capital expenditures.

Source: EY calculations.

3. Overview of the Economic Model

EY took a conservative approach to the economic model, focusing only on direct and indirect impacts of the capital and operating expenditures. The analysis is based on the StatsCan Input / Output model, which allows for regional customization.

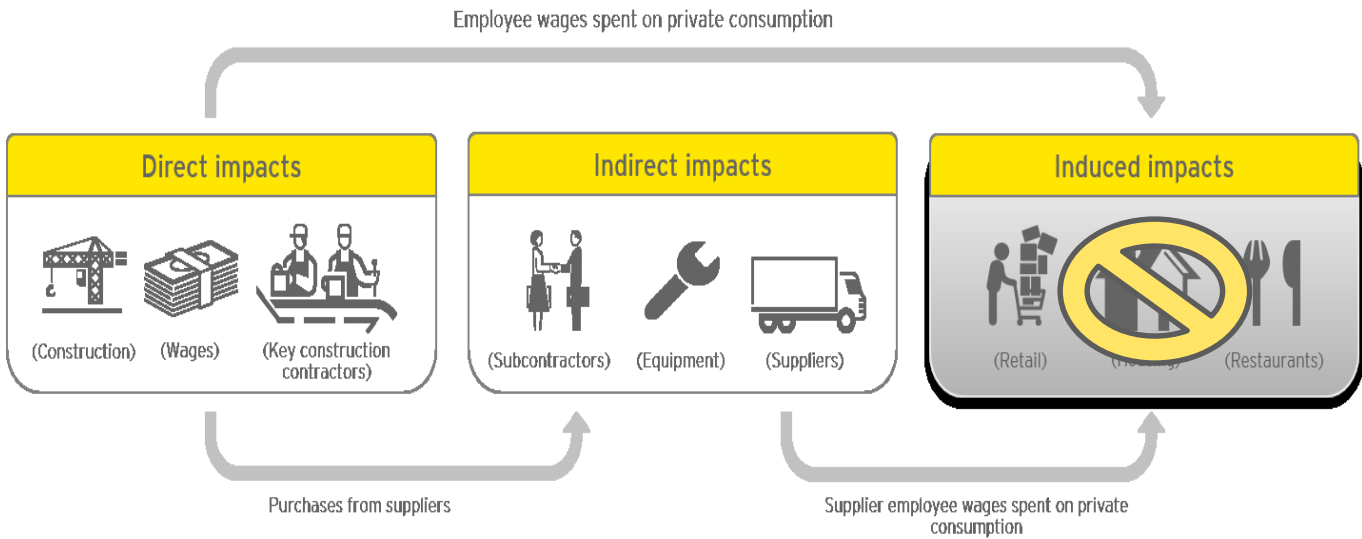
Overview

- ▶ An economic impact assessment (“EIA”) is a tool that economists use to quantify the likely economic effects of a certain event or project by using its business activities and investment decisions as inputs to the model.
- ▶ The impacts from an EIA can be categorized into the three distinct impacts:
 - ▶ **Direct impact:** includes the economic impact supported directly by the proposed capital investment costs and post-construction operation costs.
 - ▶ **Indirect impact:** includes the economic impact from business activities supporting the business operations of the Rivers District Revitalization.
 - ▶ **Induced impact:** includes the economic impact from employees benefiting from the economic activity in the Rivers District (including those directly employed) spending their incomes on goods and services locally.
- ▶ The economics impacts from an EIA are expressed in terms of the following economic indicators:
 - ▶ Gross Domestic Product (“GDP”)
 - ▶ Full-time equivalent employees (“FTEs”)
 - ▶ Labour Income
 - ▶ Gross Output



Key assumptions

- ▶ The economic impacts estimates produced in this report are conservative for the following reasons:
 - ▶ The model does not include induced impacts.
 - ▶ The model does not attempt to quantify potential increase in tourism spending arising from the construction and operation of the new facilities.
 - ▶ The model does not attempt to quantify other positive spillover effects as it relates to follow on investments.
- ▶ As such, the estimated economic impacts presented are considered to be very conservative.



4. Summary of Quantitative Results

EY took a conservative approach to the economic model, focusing only on direct and indirect impacts of the capital and operating expenditures. The analysis is based on the StatsCan Input / Output model, which allows for regional customization.





Quantitative results

- ▶ The results from the EIA are presented separately for the collective capital investment and annual operational spending, once the facilities are fully operational.
 - ▶ Further, due to the confidentiality of the information, the results presented below are the total impacts from the capital investment and operation spending.
- ▶ The economic impact results from the capital investment spending should be interpreted based on the aggregated impacts over the duration of the projects.
- ▶ The economic impact results from operational spending should be interpreted as the annual contribution, or economic footprint, from the operation and maintenance of the three facilities.

Key Considerations

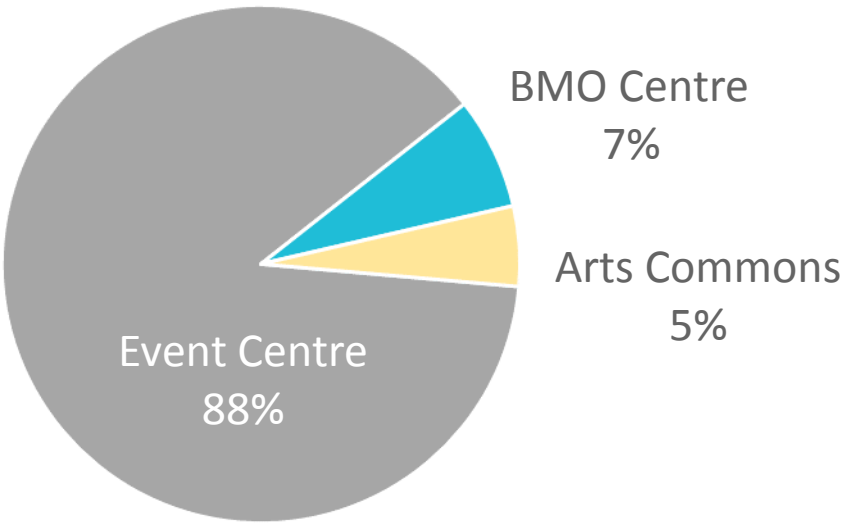
- ▶ The following are key considerations when interpreting the results from the economic impact assessment:
 - ▶ The estimates produced are gross values.
 - ▶ The estimates presented does not distinguish between public and private funding, but merely the economic impact when the capital investment is made.
 - ▶ The economic impact results do not consider alternative uses, or the opportunity cost, of allocating the funds to other proposed projects to assess the net incremental benefit of these projects.
 - ▶ The model assumes that all spending will generate positive impacts, when this may not be necessarily be the case.
 - ▶ The model is based on a snapshot of industry linkages from the province of Alberta as at 2014, resulting in a bias if the economic environment, or more specifically, the industries predicted to be impacted by the model, have significantly changed.

Summary of Economic Impacts from Expenditures

	 Person-Year FTEs	 Wages (\$ mn.)	 GDP (\$ mn.)	 Output (\$ mn.)
Expenditure Type				
Capital Expenditures (2019 to 2026)	4,750	413	602	1,701
Operational Expenditures (Annually, starting 2024)	1,536	161	168	297

Note: Capital expenditures are one time contributions to the local economy as they relate to the duration of the construction activities which are from 2019 to 2026. Operating expenditures are annual contributions to the local economy, and the associated FTEs are indicative of the ability to sustain those jobs annually. The values presented above for operational expenditures represent the expected annual impact in 2024.

Forecasted % of Total OPEX by Project (2024-2028)



- ▶ The economic model uses forecasted operating expenditures for each of the three facilities.
- ▶ This graph outlines the average % of total operating expenditures for each facility from 2024-2028.

5. Summary of Qualitative Results

There are a number of potential impacts likely to occur as a result of the Rivers District Revitalization that are tougher to measure and qualitative in nature. Nonetheless, they can be valuable pieces of information to complement the quantitative results.

Qualitative Results

The assessment considers the broader impact that the revitalization has on four areas, which are inherently harder to quantify:



Cultural

Enhanced arts and culture options are critical to improving Calgary’s reputation as a city of choice for employers, visitors and citizens – helping to achieve the city’s economic, cultural and destination strategies. Expansion of Arts Commons as well as the likely enhancements to Calgary’s culture and entertainment scene as a result of the revitalization have the ability to improve Calgary’s standing and perception.



Social

The creation of public spaces that all Calgarians of all income levels can enjoy is a core concept of the revitalization. An increase in civic pride and reputation is a common described benefit of such developments. Planned components such as Festival Street and increased outdoor gathering places would increase the social options available to Calgarians and visitors.



Connectivity

Current connectivity challenges in the area would be addressed with several planned enhancements, with a goal of connecting the area to surrounding neighborhoods and beltline (Stampede Trail, 5th Street underpass, 17th avenue and 12th avenue promenades, planned Green LRT line station).



Tourism

The projects identified would increase the scale and diversity of tourism destinations in Calgary, driving related spend in food and beverage, hotels, retail, etc. related to day trips and overnight stays. The master plan supports Tourism Calgary’s destination strategy, which calls for a collaborative approach to enhance the city’s hosting infrastructure for events, festivals and performances.

Impact on Surrounding Areas

Specific spillover effects that surrounding areas are likely to capture because of the Rivers District Revitalization have also been considered. The neighborhoods likely to observe spillover include: Downtown East Village, Ramsay, Inglewood, Beltline, Mission, Erlton and the Downtown Commercial Core.



Property Values

Proximity plays an important role - commercial developments such as retail space, office buildings and industrial sites have negligible impacts on property values. However, structures such as event centres and sporting arenas typically generate some level of economic impact on property values.



Wages

Large developments can impact wages through three primary channels (prices, amenities and urbanization). Prices can become more expensive, leading residents to seek out higher paying jobs, thereby increasing wages throughout the area.



Employment

Mixed use developments often comprise structures that that require a large labour force to operate, relying on local labour pools. There is also a positive relationship between the construction of these developments and labour growth in the service and retail sectors.



Environmental

There can be positive environmental benefits associated with transportation choices (walkability) based on close proximity and/or increased transit options. Negative impacts can include increased traffic, congestion, noise, etc.

6. Summary of Comparator Jurisdictions

All of the jurisdictions examined experienced significant follow on private investment as a result of the developments that took place. This often led to additional job creation in the commercial, retail and hospitality industries.

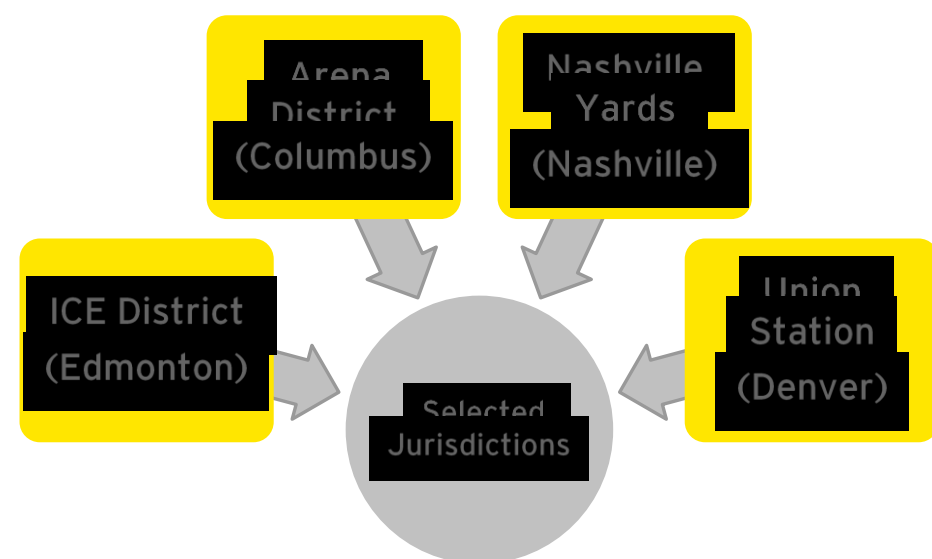
Selection Process

There are potentially dozens of comparable cities and projects for the Rivers District Revitalization. EY followed a deliberate and tested process, and evaluated potential projects based on several key criteria to come up with four appropriate comparators.

Some of the criteria assessed include:

- ▶ Comparable population, land size and employment
- ▶ Development stage (in progress or completed)
- ▶ Inclusion of event centre, convention centre, arts/performance centre
- ▶ Residential, commercial and hotel space

Selected Comparator Jurisdictions



- ▶ Denver and Columbus developments have been completed for some time and provide “actual” results of the impacts seen in the years following completion.
- ▶ Edmonton and Nashville are partially complete, however they better reflect the current market realities observed today.

Key Takeaways

Perhaps the largest takeaway from the jurisdictional assessment was the level of follow on private investment that occurred after initial development or completion:

- ▶ **Edmonton ICE District:** claims follow on investment of ~\$878 million. ICE District 2 (not confirmed) would be an additional extension onto the current development covering over 500,000 sq. ft. just behind Rogers Place, and would have the capacity to support another 3,000 residential units, retail and office spaces.
- ▶ **Columbus Arena District:** Aside from what was already planned for the area, an additional USD \$406.5 million was further invested in the District, which was primarily allocated towards developing further residential and commercial spaces.
- ▶ **Nashville Yards:** The Hyatt Hotels Corporation has committed to building the areas first luxury hotel, which will be a 591-room Grand Hyatt located at the heart of the development. Amazon is also investing ~USD \$230 million in the area for a new Operations Centre of Excellence, however it can not be directly concluded that this is a result of the Nashville Yards development.
- ▶ **Denver Union Station:** Due to the success of the Union Station development, there is now plans to redevelop Market Street Station for ~ USD \$200 million (expected completion for 2019) . This site is located just a few blocks south of the Union Station area, and will seek to add to the appeal of downtown Denver as a whole. Overall, the development has led to the construction of 25 new projects, which to date has generated ~ USD \$2 billion in private investments.

Additional impacts observed across jurisdictions included:

- ▶ An increase in employment and wages
- ▶ An increase in property values
- ▶ An increase in public outdoor spaces, perceptions of the area and tourism

7. Key Messages

- ▶ The presentation and report prepared by EY does not provide a recommendation – it simply provides results and relevant information from the quantitative and qualitative analysis. It is intended to be independent, unbiased and fact based.
- ▶ The approach to the economic modelling effort was intentionally conservative, the results only represent the direct and indirect impacts of capital and operating expenditures for the three facilities. There are likely to be additional impacts related to induced factors, tourism and follow on private investment (however they have not been included).
- ▶ A master plan that supports Calgary's economic strategy is critical to ensuring that the expected outcomes will actually be delivered by a series of independent projects. Close proximity and proper planning is integral to ensuring synergies across projects can be achieved.
- ▶ The economic assessment of planned capital and operating expenditures for the three projects had positive results related to GDP, jobs, labour income and output.
- ▶ Additional qualitative benefits can be expected related to cultural, social and connectivity enhancements – this increases Calgary's attractiveness as a destination and could lead to an increase in visitors and tourism spend.
- ▶ The key takeaway from the jurisdictional assessment was the level of follow on private investment that occurred in the years after initial public investment and project completion.

Economic Impact Assessment of the Rivers District Revitalization in Calgary

Understanding the role and economic impact
of the proposed Rivers District projects

Report Date: January 25, 2019
Report Authors: EY LLP



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Executive Summary

Recent years have proven to be both challenging and exciting for Calgarians. Except for 2009, Calgary experienced 24 years of sustained economic growth from 1990 – 2014.¹ From 2004 to 2014 the city's economy expanded by almost 45%.² However, the rapid decline in the price of oil beginning in 2014 brought over two years of economic decline and a slower pace of growth.

To build a more resilient economy with the goal of once again leading growth in Canada, the city adopted “Calgary in the New Economy, the Economic Strategy for Calgary” in June 2018. This strategy strives to uphold Calgary's vision of being 'A great place to make a living, a great place to make a life' and enhance the reputation and image of the city as a great place to live, work and play. The Rivers District Revitalization (“RDR”) is a comprehensive plan consisting of three major projects that work in concert with each other, as well as an overall master planning document (Rivers District Master Plan, “RDMP”) to redevelop and revitalize the Rivers District. These plans are a key component of the city's plans to achieve its new strategy.

Today, the East Village portion of the Rivers District has seen a significant level of development through nearly \$400 million in infrastructure investment that has attracted approximately \$3 billion of planned, private investment. In contrast to East Village, the east Victoria Park portion of the Rivers District is underutilized and development has remained stagnant. The RDMP was developed to create an integrated vision that guides development so that it is conducted in a deliberate and coordinated manner and optimizes both investment spending and overall citizen experience.

As part of this plan, three key infrastructure projects have been identified as being catalysts to revitalization: an expansion of Arts Commons; an expansion to the BMO Centre and the construction of a new Event Centre. Ernst & Young LLP (EY) has been engaged to perform an economic impact assessment (“EIA”) of the proposed projects to the city of Calgary. The intent of this report is not to provide a recommendation for the proposed projects but to simply inform citizens and decision-makers within the city about the potential impacts of the developments. It is important to note that this report focuses on the impacts of these projects in aggregate and does not consider funding scenarios or implications, opportunity costs of alternative uses of funds or land development, or more generally, an assessment of the net cost-benefit of the proposed projects. The assessment is focused on the direct and indirect economic impacts and has taken a more conservative approach where possible.

To understand the impacts, relevant data was obtained from primary stakeholders which was then used to drive modelling efforts and enable directional projections on factors such as local GDP, job creation, labour income and output. After analyzing the impact of operational and capital expenditures related to





¹ Calgary Economic Development (CED)

² Ibid.



these three projects, there is a substantial positive impact related to jobs, labour income, GDP and output, as seen in the table below:

Table 1. Summary of Economic Impacts from Expenditures

				
Expenditure Type	Person-Year FTEs	Wages (\$ mn.)	GDP (\$ mn.)	Output (\$ mn.)
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Notes: Capital expenditures are one time contributions to the local economy as they relate to the duration of the construction activities which are from 2019 to 2026.

Operating expenditures are annual contributions to the local economy, and the associated FTEs are indicative of the ability to sustain those jobs annually. The values presented above for operational expenditures represent the expected annual impact starting in 2024.

To drive further insights on realized and projected outcomes from other notable economic development projects in cities that have undergone similar development transformations, four comparator jurisdictions were also examined, including: the Ice District in Edmonton, Union Station in Denver, the Arena District in Columbus, and Nashville Yards. The economic impact projections for the Rivers District Revitalization in Calgary are directionally consistent with those observed in these four jurisdictions. A key component of success for similar developments is the effective utilization of a master plan, which ensures key projects are planned such that they establish synergies with each other, allowing for an effect where the sum is greater than the parts. In all cases examined, after the initial investment had been made, the comparator jurisdictions experienced significant levels of follow on private investment related to restaurants, hotels, retail and commercial opportunities. The magnitude of follow on private investments in each jurisdiction was several hundred million dollars.

To be as comprehensive as possible, this report also examines the impact on cultural, social, connectivity and tourism impacts. These are the additional impacts (both positive and negative) that can also be expected. Overall, the RDR would be expected to have a positive impact on city and its residents when assessing qualitative factors. For example, the project will support arts and culture that is likely to improve the quality of life for Calgarians, as well as the overall improvement on the perception of the city, which would help drive tourism and potential employment. Connectivity and accessibility may also improve because of several planned infrastructure investments that are part of the proposed development plan.



Finally, to complement both the quantitative and qualitative analysis and consider other impacts that would not be captured in the economic model, an extensive review of relevant academic, industry, and government literature and research was performed. The results of the literature review are inconclusive as various groups differ in presenting a positive, neutral or negative impact of similar developments.

Taking all of this into account, the quantitative analysis suggests that there is a positive economic impact to the city based on completing these three projects as part of the Rivers District Revitalization. Qualitative and comparator analyses also indicate that the proposed developments can enhance the social and cultural foundation of the city, providing facilities and public places for all Calgarians to use and enjoy.



1. Introduction and Scope

The Rivers District poses an intriguing opportunity to kick-start urban development in Calgary's downtown core and help develop the city centre as the heart of a world-class city where people want to live. Calgary Economic Development (CED), in partnership with Calgary Municipal Land Corporation (CMLC), has engaged EY to work with key stakeholders to understand the economic impact of building the proposed culture and entertainment district in the Rivers District on the city of Calgary.

Key Geographic Terms and Uses

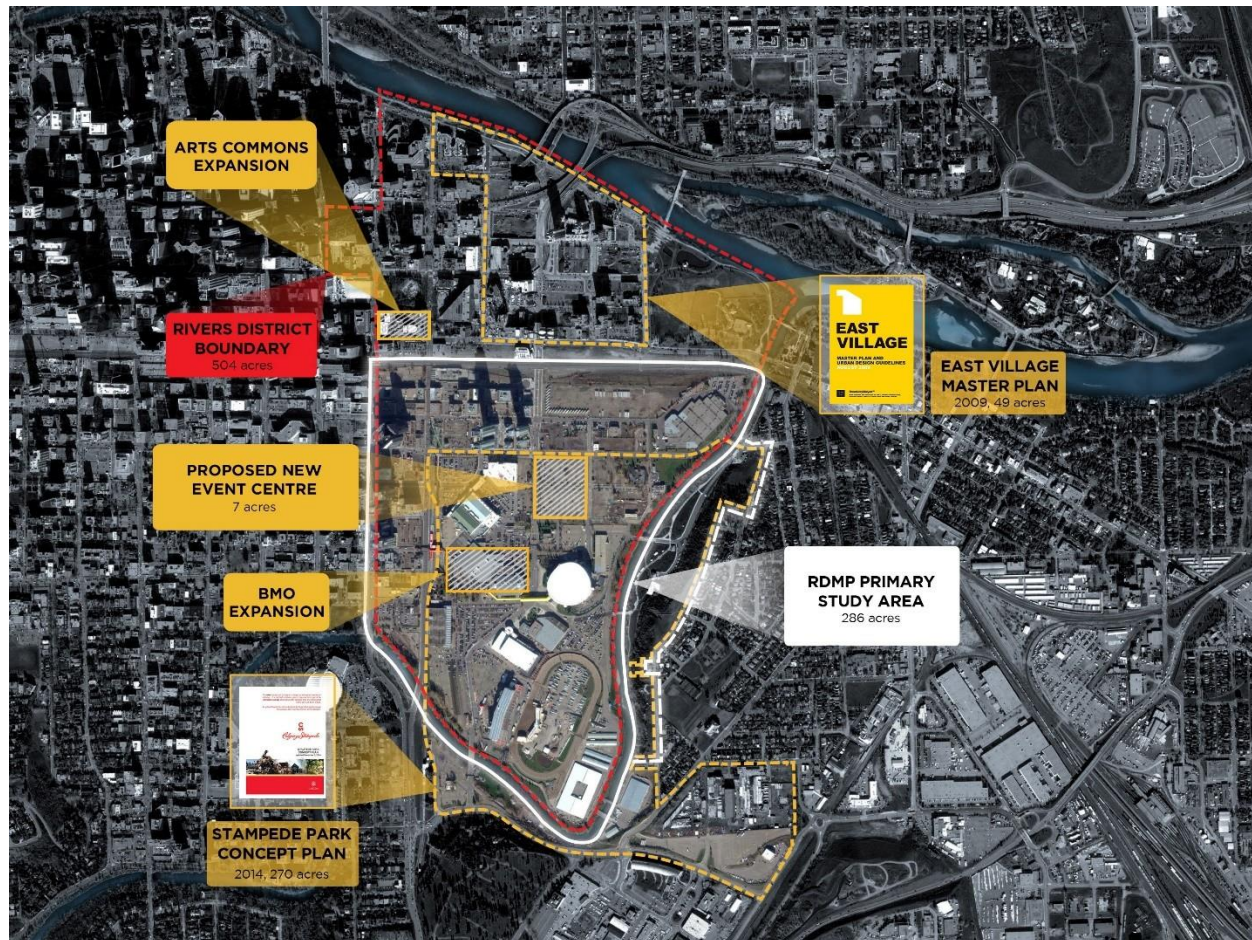
This report is intended to evaluate the impact of the Rivers District Revitalization on the city of Calgary. For this, it is important to understand several key terms used throughout the report:

- **Rivers District:** Refers to the 504-acre district and CRL boundary that lies at the confluence of the Bow and Elbow rivers and includes several distinct areas such as East Village, Fort Calgary and east Victoria Park.
- **Rivers District Master Plan ("RDMP"):** Refers to the master plan developed by Calgary Municipal Land Corporation ("CMLC") encompassing a smaller 286-acre subset of the Rivers District, also known as east Victoria Park.
- **Rivers District Revitalization ("RDR"):** Refers to the scope of this EIA which includes developments within the RDMP and the three proposed major projects: the expansion Arts Commons, the expansion of the BMO Convention Centre and the construction of a new Event Centre.

Refer to Figure 1 for a better understanding of the differentiation between these terms.



Figure 1: Boundaries of the Rivers District, RDMP study area, and Rivers District Revitalization



Description of the Rivers District Revitalization

The Rivers District lies at the confluence of the Bow and Elbow rivers and is conveniently located close to downtown Calgary. The District has long been known as the centre of Calgary's culture and entertainment scene and encompasses some of the Calgary's most notable landmarks including the Calgary Stampede, BMO Centre and the Saddledome. Although the area draws over 3 million visitors per year, the Rivers District today is an underutilized portion of real estate with the potential to become a world-class culture and entertainment district. The RDR considers a substantial investment in the district, including three significant construction projects:

- Expansion of Arts Commons
- Expansion of the BMO Centre
- Construction of a new Event Centre

The results of this investment would be lively, high-density, mixed-use district that draws on the spirit of entertainment and contributes to a culturally vibrant and healthy community in Calgary.



Scope of the Report

The scope of this report is focused on the three primary projects mentioned above (expansion of Arts Commons, expansion of BMO Centre and construction of a new Event Centre). The primary areas considered when looking at impacts are those within the Rivers District Master Plan (“RDMP”) study area, and potential impacts on adjacent neighborhoods are noted where appropriate.

Out of Scope Items

Any considerations and analysis related to funding structures or arrangements, such as public subsidization of any of the facilities, are out of scope. Additionally, all cost-benefit analysis or opportunity-cost analysis is also out of scope.

Key Questions Addressed

This report looks to answer several key questions, including:

- What impact will the revitalization of the Rivers District have on the local economy?
- How will these investments contribute to GDP, labour income, employment and output?
- Will there be spillover effects to other sectors of the economy in Calgary? How significant?
- What could the value of a thriving cultural and entertainment sector be for the community?
- How will the Rivers District Revitalization contribute to the goal of establishing Calgary as a vibrant culture and entertainment destination in Canada and around the world?
- What impacts have other jurisdictions experienced when completing similar developments?

Key Stakeholders

It is important to critically evaluate the potential impact of any investment in the community to ensure that all concerned stakeholders have all the relevant information. The stakeholders involved as part of this analysis include:

- Arts Commons
- Calgary Arts Development
- Calgary Economic Development
- Calgary Municipal Land Corporation (CMLC)
- Calgary Sports and Entertainment Corp.
- Calgary Stampede

Key Message: The purpose of this report is to assess the economic and qualitative impacts of the proposed Rivers District Revitalization, including the (1) expansion of Arts Commons, (2) expansion of the BMO Centre, and (3) construction of a new Event Centre.



2. The Rivers District and Calgary Today

2.1. East Victoria Park Today

East Victoria Park has long stood as the city's entertainment epicentre, and is home to some of Calgary's most iconic landmarks, such as the Calgary Stampede and Saddledome. As the city's oldest neighbourhood, the area has long been neglected despite its character and interesting architecture that includes several heritage buildings. Except for certain events throughout the year, the area today is generally underutilized and covered in large part by surface parking lots. The RDR is an opportunity to build on the neighbourhood's heritage to create a successful culture and entertainment district that stimulates private investment and will ultimately change the perception of both the area and the city.

2.2. Surrounding Areas Today

While the primary focus of this assessment was to evaluate the impact of the Revitalization on the RDMP study area, the projects under consideration would likely cause spillover effects into the surrounding areas. These spillover effects could be either positive or negative and would influence factors such as property values, wages, the environment, employment, as well as having impacts on culture, society, connectivity and tourism in the city of Calgary.

One surrounding area of note is East Village, which lies to the north of the RDMP study area. Like the RDMP study area, East Village was formerly one of Calgary's most underdeveloped districts and its reputation as such left it unable to attract private investment. In response to this, CMLC was formed with the mandate to revitalize the Rivers District starting with East Village. Since that time, several large investments in the area have been made, including building the RiverWalk, revitalizing St. Patrick's Island and constructing the recently completed and globally renowned new Central Library. This intervention has proven to be highly successful as evidenced by the major private, follow-on investments that have occurred in the area, including the construction of numerous high-rise residential condominium units, small and medium sized retailers and restaurants. The significant momentum has increased the perception and popularity of East Village, changing the demographic profile and attracting new residents and visitors.

Table 2 presents some information about the areas in and around east Victoria Park (including East Village) that are likely to capture these spillover effects. For a more in-depth discussion on potential spillover effects, see section 9 of this report.



Table 2: Details of Surrounding Areas

Details	East Village	Ramsay	Inglewood	Beltline	Mission	Erlton	Core
2018 Population	3,543	2,187	4,072	24,887	4,673	1,303	8,464
Change from 2016	9%	3%	5%	13%	5%	4%	- 3%
Demographics (approximate, based on 2016 population distributions)							
65+	684	173	355	1,622	657	120	737
20-64	2,662	1,660	3,072	21,193	3,904	1,049	6,749
15-19	117	65	87	369	25	24	127
5-14	26	140	223	468	32	43	308
0-4	53	150	334	1,234	55	68	543
No. Residences	3,203	1,145	2,403	18,029	3,486	731	5,686
Residential Vacancy Rate	7.9%	4.2%	5.1%	8.5%	4.5%	4.9%	7.9%
Median Household Income^A	\$48,913	\$84,011	\$86,101	\$76,408	\$79,433	\$146,148	\$54,502
Change from 2010 (Before-Tax Levels^{B,3,4,5})	\$28,198	\$38,903	\$17,549	\$19,117	\$16,352	\$40,334	\$12,080

Note: Difference between median household incomes in 2015 and 2010 not adjusted for inflation. Numbers have been rounded.

A: Source - 2016 Federal Census. Indicates before-tax income in 2015 dollars

B: Indicates before-tax income in 2010 dollars

Source: EY calculations.

Key Message: The RDR has the potential to transform an underutilized portion of the city of Calgary as well as have impacts on the surrounding areas.

³ City of Calgary. "Census by Community 2018." Calgary Civic Census, 2018. <<https://data.calgary.ca/browse?category=Demographics&sortBy=newest&tags=census>>

⁴ Statistics Canada. "2016 Federal Census."

⁵ City of Calgary. "Community profiles." < <http://www.calgary.ca/CSPS/CNS/Pages/Research-and-strategy/Community-profiles/Community-Profiles.aspx>>



3. Rivers District Revitalization

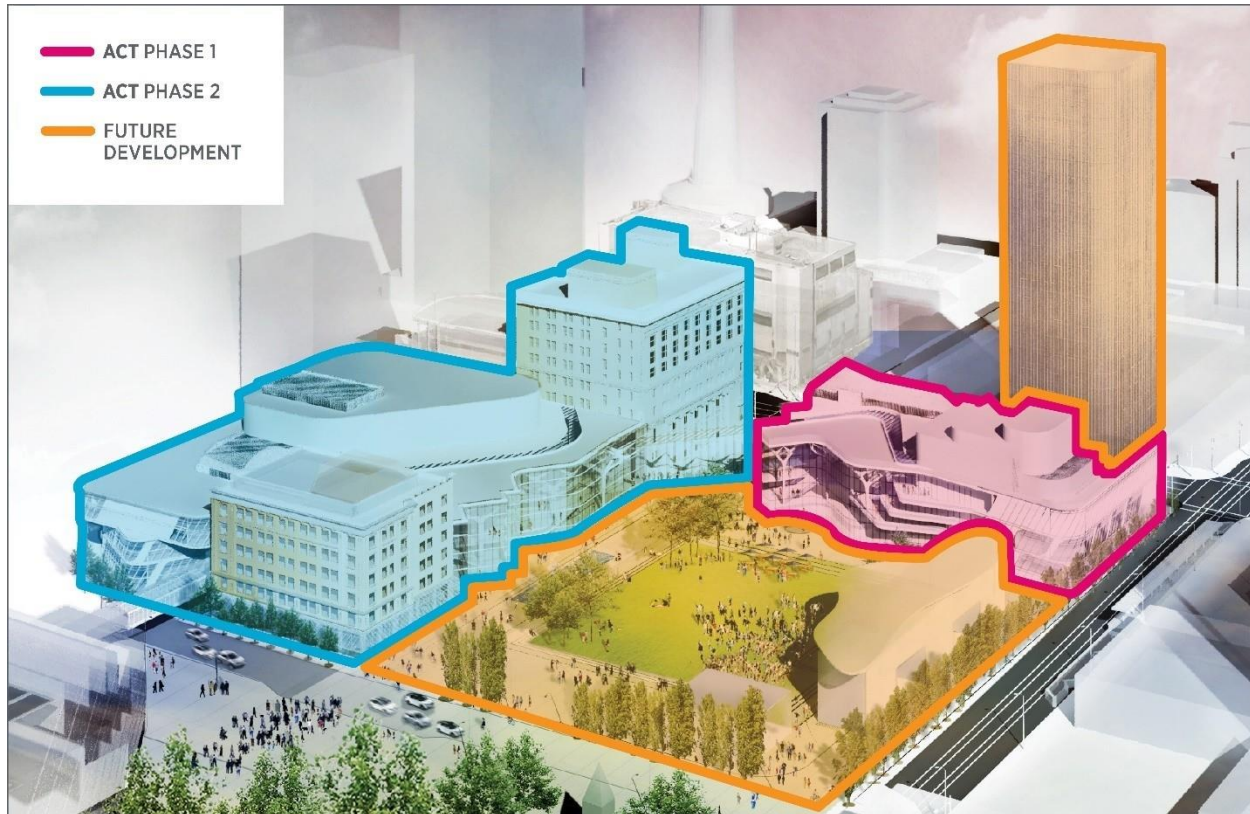
The RDMP is a proposed mixed-use development project located in the east Victoria Park region of downtown Calgary. The plan outlines the development of 4,000,000 sq. ft. of mixed-use development space, with the intention of attracting over 8,000 new residents to the area. CMLC envisions this space as a vibrant, high-density, mixed-use community that attracts tourists from across the globe, and establishes Calgary as a premier destination for arts, culture, and entertainment. The Rivers District Revitalization includes three mega-projects with these being: the expansion and renovation of Arts Commons; the expansion of the BMO Centre; and the construction of a new Event Centre. Note that the projects are listed alphabetically and the order does not indicate prioritization or importance.

3.1. Arts Commons Expansion

Arts Commons (“AC”) currently serves as the arts and cultural hub for the city of Calgary. Today, it includes a collection of performance spaces, rehearsal halls, theatre workshops, offices, meetings rooms as well as a café and display areas for art work. As the home of six resident organizations (including Alberta Theatre Projects, Arts Commons Presents, Calgary Philharmonic Orchestra, Downstage, One Yellow Rabbit and Theatre Calgary) that promote the arts, it provides a much-needed space to foster creative expression in Calgary. The expansion and renovation of Arts Commons will be carried out in two phases. The first phase will convert approximately 440,000 sq. ft. of land into cultural space designed to house three mixed-use venues: a 1,200-seat proscenium theatre; a 350-seat black box theatre; and a smaller 100-seat black box theatre. The second phase of the project will involve renovating the existing 33-year-old AC structure into a modern space for arts and community events.



Figure 2: Rendering of the proposed Arts Commons Expansion



The transformed Arts Commons will also include an active park space inside Olympic Plaza, a residential complex, and a parkade. The space will be designed to accommodate the diverse needs of a world-class city, and align both Calgary's and Alberta's long-term strategic objective to build a culturally vibrant and healthy community.

3.2. BMO Convention Centre Expansion

The BMO Centre today is Calgary's largest convention and exhibition space with approximately 270,000 sq. ft. of rentable space - 250,000 sq. ft. of which is classified as exhibition space. It is a Tier 2 convention facility by Canadian standards. The BMO Centre today is primarily associated with consumer shows and is not considered as an ideal venue for many other business-related events due to a lack of meeting and breakout space, these being drivers for out of town meetings and conventions. The BMO Centre's exhibit space utilization is greater than 70% therefore not allowing for larger meetings and conventions to choose Calgary as their destination. (A utilization rate this high is considered to be at maximum capacity by industry norms.)



Figure 3: Exterior of the BMO Convention Centre today



The BMO Centre expansion project calls for the expansion of the BMO Convention Centre to become a Tier 1 facility that can compete with Toronto, Montreal and Vancouver for large meetings and conventions. By adding over 500,000 sq. ft. the BMO Centre will almost double in size. In addition to the expansion, it is also expected that there will be construction of a new hotel in the vicinity to accommodate the new visitors.

3.3. New Event Centre

The third major project includes the construction of a new Event Centre to replace the aging Scotiabank Saddledome. The Event Centre would have the capacity to seat approximately 18,000 people, and would cover approximately 600,000 sq. ft. More than just a hockey arena, the Event Centre would be used for sporting events, concerts, and other forms of entertainment and is designed to interact with the public space surrounding it to create a community space open to all citizens, regardless of their attendance at hockey games. Furthermore, the Event Centre would support an active Festival Street, retail at street-level and dynamic programming around it to become part of the new culture and entertainment district.



Figure 4: Rendering of the proposed Event Centre



In addition to the major projects outlined above, the RDMP also calls for other notable developments, including:

- **Retail/Commercial Space:** Over the approximated 20-year revitalization period, the potential space created by new developments within east Victoria Park would have the capacity to accommodate over 150,000 sq. ft. of new retail and commercial space. This would include coffee shops, clothing stores, hotels, and more.
- **Residential Space:** The planned developments for the Rivers District have the potential to accommodate approximately 4 million sq. ft. of residential space. This would include the construction of enough residential units to accommodate up to 8,000 residents.
- **Stampede Trail & 17th Avenue Promenade:** Building on the culture of the 10-day event, Stampede Trail will become a place for local and independent retailers to thrive while also serving as a designated festival street that can be closed to vehicular traffic when required. A 17th Avenue connection will be built to improve the connectivity between Calgary's exciting Beltline communities and the proposed cultural and entertainment district. Improving access for pedestrians as well as those taking transit will increase the walkability and connectivity of Calgary's downtown.
- **Public Space Development:** The RDMP outlines how an integrated open space plan is delivered within the community to create a variety of spaces and places of different sizes and scales that integrate with pedestrian streets, lanes, plazas and parks. It is designed to link existing neighbourhoods along with existing and future entertainment destinations. The future Green



Line LRT station will anchor the north boundary of the district between 4th and 5th Street SE and provide an important transit connection to the area.

- **5th Street Underpass:** The RDMP examines the critical connections necessary to reconnect the district into its surrounding neighbours and ensure that as development progresses, access for pedestrians, cyclists and vehicles meets the needs of a growing community. The 5th Street Underpass will provide a critical north - south connection into east Victoria Park while also allowing for the establishment of the Festival Street along 4th Street SE.

3.4. Alignment with Calgary's Economic Strategy

In 2018, city Council adopted “Calgary in the New Economy”, the economic strategy for Calgary. The strategy identified four key areas of focus (Talent, Innovation, Place and Business Environment) targeted at turning the city's vision for the future economy into reality: “Calgary is the city of choice in Canada for the world's best entrepreneurs. We embrace innovation and create solutions to meet the world's needs in food, health, energy and transportation.”

Figure 5: Focus Areas for Calgary's Economic Strategy



The RDR has the potential to be a key catalyst to delivering the “Place” element of the strategy, the mandate of which is *“Making Calgary Canada's most livable city”*. The key initiatives outlined in the strategy are to:

- Accelerate urbanization and connectivity in the Core;
- Expand and enhance tourism, cultural and recreational assets; and
- Actively support diversity and inclusion

The overarching goal of this focus area is to make Calgary a more attractive place to live, work and play which should result in the city, and downtown, being able to attract new employers, young professionals and top talent as well as enticing organizations already here to grow and expand locally. Today, the perception of Calgary is that cultural and arts experiences are limited, and individuals for whom these experiences are a priority, may feel the need to leave the city to find them. The RDR presents an opportunity to change this perception by developing a strong arts, culture and entertainment district to improve the citizen experience. Additionally, the area would also create a central focal point that will help attract tourists to the city.



Key Message: The RDR is a proposed mix-use development project located in the east Victoria Park region of Calgary. The master plan outlines development of 4,000,000 sq. ft. of mixed-use space, with the intention of attracting over 8,000 new residents to the area. It is directly supportive of enhancing the “Place” component of Calgary’s economic strategy.



4. Description and Methodology of an EIA

4.1. Assessing Economic Impacts

An economic impact assessment (“EIA”) is a tool that economists use to quantify the effects of a certain event on the level of activity within a given area. EIAs estimate the impacts of these events on key, economic indicators and categorize them into the three distinct categories of *direct economic impacts*, *indirect economic impacts*, and *induced economic impacts* (defined in section 4.2 below).






This EIA for the Rivers District Revitalization examines the economic footprint associated with the current and projected capital and operational activities of the three major projects. The assessment will estimate the impacts on the following economic indicators (defined in section 4.4 below):

- GDP (or local value added);
- Labour income;
- Employment
- Output

To estimate these impacts, EY used a successful and proven methodology based on sound economic principles. This approach has been carefully considered and customized to the unique needs of the Rivers District Revitalization, and employs a methodology that will enable comparisons to other EIAs. An overview of the approach and additional details are outlined below, however, it is important to note that some of the steps are conducted in a parallel or overlapping fashion and are not necessarily sequential.





Step	Description
 <p>Review of Literature</p>	<p>Performed a detailed review of the existing literature from industry, government, and academic sources. The review included developing an understanding of economic outcomes of several types of investments relevant to the RDR including:</p> <ul style="list-style-type: none"> • Community revitalization; • Development of mixed-use communities; and • Construction of mega-projects as a catalyst for development.
 <p>Review of Background Material</p>	<p>Obtained background data on the proposed investments in the RDR, including capital and operational expenditures for the projects to determine the local economic impacts to the city of Calgary. This data and information provides the basis for:</p> <ul style="list-style-type: none"> • Evaluating the landscape of the Rivers District, including area information and usage of potential facilities; • Assessing the current and future economic state of the Rivers District; and • Developing the economic model to determine impacts of the investments on GDP, employment, labour income, and output. <p>Note: EY signed a non-disclosure agreement (NDA) and therefore details of capital and operating expenditures for the facilities are not shared within this report.</p>
 <p>Model Economic Impacts</p>	<p>Using data gathered in the previous step, employed Statistic Canada's provincial 2014 Input-Output ("I-O") Model to assess direct and indirect impacts of the RDR on Calgary's economy including effects on:</p> <ul style="list-style-type: none"> • GDP • Labour income • Job creation • Output <p>This information was also supplemented with an in-depth qualitative analysis based on the current (and projected) landscape of the city of Calgary.</p> <p>Note: For reasons described in section 4.3, our analysis excludes induced impacts associated with the RDR.</p>
 <p>Analyze Comparative Jurisdictions</p>	<p>Developed criteria to identify comparator jurisdictions that underwent, or are in the process of, constructing developments like the RDR to understand potential:</p> <ul style="list-style-type: none"> • Changes in economic activity and effects on indicators like employment, median income and wages, property values etc.; • Further redevelopment opportunities and follow on investments; and • Impact on the branding of the city. <p>After thorough analysis, final selected jurisdictions were:</p> <ul style="list-style-type: none"> • ICE District in Edmonton; • Arena District in Columbus; • Nashville Yards in Nashville; and • Union Station in Denver.
 <p>Summarize Results</p>	<p>Develop a comprehensive report detailing the impacts of the proposed RDR.</p>



4.2. Approach for Detailed Literature Review

As an initial step to the assessment, EY conducted a thorough review of existing academic and industry research to inform three important areas of analysis relevant to the Rivers District Revitalization:

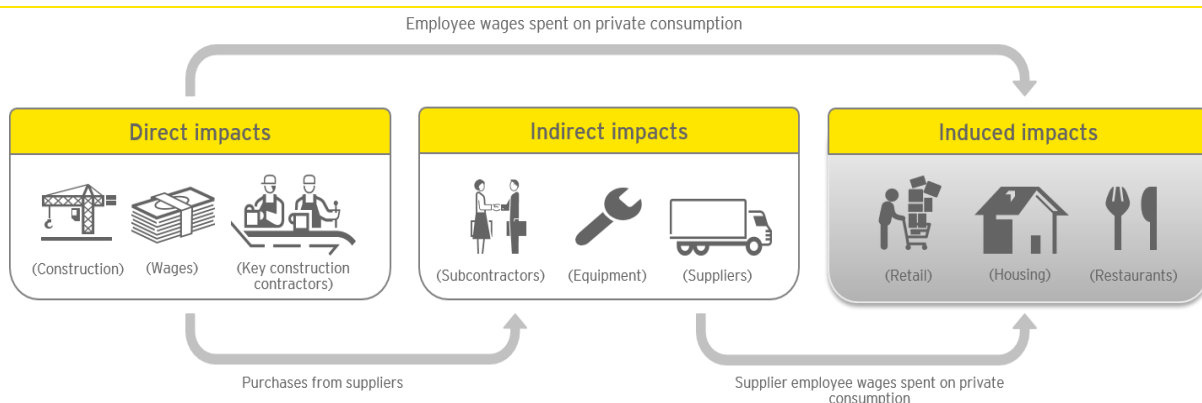
- **Critiques and limitations of the I-O, and other, economic models:** Research on this topic informed several adjustments to the specific methodology used to estimate the economic impacts e.g. the risk of overstating impacts due to the inclusion of induced impacts (refer to section 4.3).
- **Value of mixed-use developments:** Research on this topic heavily informed considerations used in conducting the qualitative analysis including spillover effects.
- **Outcomes from other community revitalization projects:** Research on this topic informed both the qualitative analysis, as well as the jurisdictional analysis.

In addition to references to research that are included throughout this report, a summary is included in section 7.

4.3. Definitions of Direct, Indirect, and Induced Impacts

Although EIAs can use any one of several models, for the purposes of the Rivers District Revitalization, EY determined that Statistics Canada's Input-Output model was most appropriate as it is able to balance economic rigour with easily understood outputs. This framework categorizes the effects of an event, the three mega-projects in this case, into three distinct types of impacts: *direct*, *indirect*, and *induced* impacts. These impacts individually, as well as collectively, represent how the activities within the District ripple throughout the economy (see Figure 6).

Figure 6: Direct, Indirect and Induced Impacts of the Rivers District Revitalization



Source: EY illustration.

Before reviewing details of the I-O methodology, it is important to understand the definitions of each of these types of impacts:



- *Direct impact* includes the economic impact supported directly by the proposed capital investment costs and post-construction operation costs. This represents the value-added to Calgary's economy as a direct result of the capital spending on new and existing facilities as well as operational expenditures.
- *Indirect impact* includes the economic impact from business activities supporting the business operations of the Rivers District Revitalization. The indirect impacts include, among other things, the impacts from suppliers' spending when purchasing goods and services from other suppliers in the area. For the Rivers District, this includes the expenditures by general contractors on goods and services such as lumber, equipment, and general labour.
- *Induced impact* includes the economic impact that occurs when employees that benefit from the economic activity in the Rivers District (including those directly employed) spend their incomes on goods and services throughout the Calgary economy. The induced activities are assumed to be primarily in service or consumer-related industries such as retail, transportation, accommodation, restaurants, housing and finance. The jobs and income that result from these consumer expenditures are also considered induced impacts. Induced impacts can be estimated based on any number of rounds or iterations of recycling income into increased spending, economic activity, and additional income. Induced impacts are often estimated based on infinite iterations of these activities (closed model) and as a result, can overstate the magnitude of economic impacts, especially when the assumptions made in the model are not realized e.g. if a significant amount of the additional income is not spent in the region then the positive bias is amplified with every iteration. Although induced impacts are real economic impacts, they can be difficult to quantify and their inclusion can potentially overstate the overall impact of an event. **Therefore, in line with the conservative approach adopted for this EIA, induced economic impacts have been excluded from consideration.**

4.4. Methodology for Measuring Economic Impacts

To analyse the economic impacts for both the capital investments and post-construction operating costs associated with the River District Revitalization, we performed a comprehensive EIA using data provided by key stakeholders (i.e., Arts Commons, CADA, CED, CMLC, CSEC, and Stampede), publicly available data, Statistics Canada, and combined these with our own proprietary EY economic model tools (i.e., economic models founded on the principles of Statistics Canada's Input-Output Model). As such, our analysis will allow us to capture the direct and indirect economic impacts of the Rivers District Revitalization on the city of Calgary.

For the purposes of this EIA, Statistics Canada's Input-Output ("I-O") model was selected. The I-O model uses economic multipliers specific to provinces and regions to translate the direct impacts of capital and operational expenditures into indirect impacts, which will collectively define the total estimated economic impact of the RDR. We will express the economic impacts in terms of the following economic indicators:

- **Full-time equivalent employment ("FTEs"):** This refers to the total number of employee jobs that are converted to full-time equivalence based on the overall average full-time hours worked in either a business or government sector. Note here that this measure does not account for those who are self-employed. This is a better estimate as it does not overstate or understate the



number of jobs created. Further, the FTE job metric is measured in “person-years”, as in the number of hours needed for individuals to work in order to be classified as such.

- **Wages or labour income:** A component of the local value-added that measures the total employee compensation (value of wages and benefits) and proprietor income.
- **Gross Domestic Product (“GDP”):** GDP, or local value added, is a measure of the value of all final goods and services produced in a specific region (i.e. the city of Calgary).
- **Gross Output:** The total economic activity of new goods and services within the City of Calgary.

It is important to note that these impacts are all expressed in gross terms, as opposed to net. Whereas net impacts would indicate the incremental value of new construction, gross impacts indicate the total value of the capital and operational expenditures including the impact of current operations.

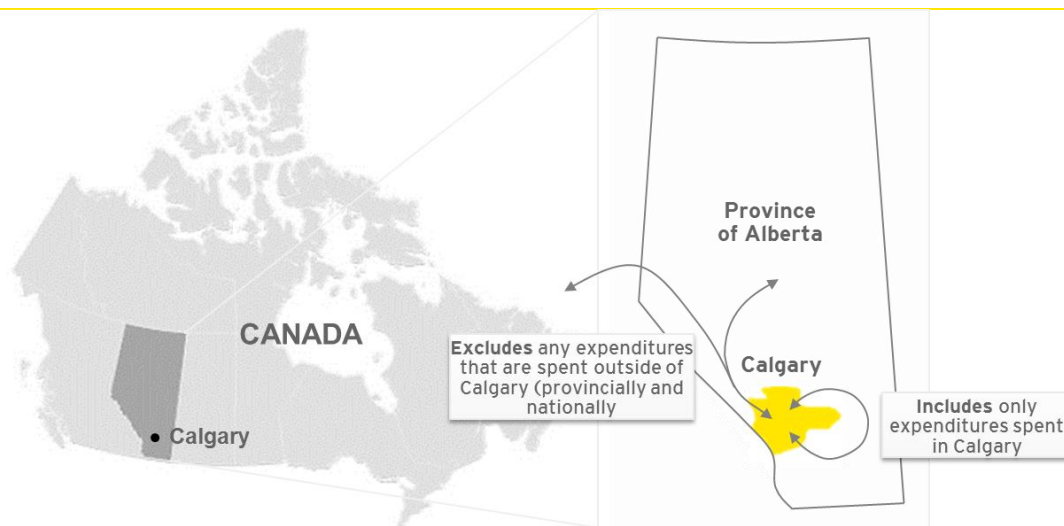
To estimate the total economic impact of the RDR, we rely on using Statistics Canada’s most recent 2014 economic multipliers that reflect the proposed construction and expansion of the three facilities. These multipliers reflect how Statistics Canada tracks the interdependency between different sectors in the economy. Each of these multipliers is a number that describes the size of the total economic impact for a given level of spending. For example, a multiplier of 1.2 suggests that the total economic impact for every dollar spent on the Rivers District Revitalization adds an additional 20 cents to the economy. In other words, for every dollar spent, the economic activity from supporting businesses and consumers generates an additional 20 cents for the local economy. Statistics Canada’s I-O model is used by both public and private sector organizations as well as researchers, and is based on a widely accepted methodology for estimating these types of economic linkages. Please refer to Appendix A.1 for a more detailed description of the I-O model and its underlying assumptions and restrictions.

4.5. Adjustments

To assess the RDR’s economic impact, we adjust the estimated capital and operating costs to only include those that are specific to the city of Calgary and represent value-added to the local economy. The Statistics Canada Input-Output model used for this analysis is constructed only for the national and provincial economies, but not for sub-regions. Thus, an adjustment must be made to estimate regional impacts to the city of Calgary. Here, we separate expenditures that are locally sourced versus those that are sourced from outside the city of Calgary (e.g. how much of the labour costs are paid to employees residing in Calgary compared to outside, and what proportion of the expenditures are spent on purchases of goods and services located in Calgary compared to outside of Calgary – Figure 7 below). This distinction between local and external expenditure is critical for the size of the directional impact analysis and must be considered when assessing the direct and indirect impacts. An example of this is line items associated with purchases from retail or wholesale suppliers that would not be fully realized within the city of Calgary, as a large percentage would be sourced from outside of the city.



Figure 7: Adjusting Impacts only to Consider Regional Effects



Source: EY illustration.

More specifically, we would adjust the impacts to consider, among other things, the following:

- Businesses supporting the operations of the facilities (i.e. Arts Commons, the BMO Centre and the Event Centre) within the Rivers District that are located outside of the city of Calgary.
- Wages and salaries paid to employees of the facilities within the Rivers District that may not reside within the city of Calgary, and are likely to spend their labour incomes outside the city's boundaries.
- Expenditures paid to general contractors hired during the construction phases of the RDR that are not located within the city of Calgary.

These adjustments are made by considering the traded or local nature of the industries in the Statistics Canada I-O model and the city's relative specialization in each industry. Relative specialization is assessed by calculating the ratio of employment of a certain sector in Calgary to the total employment of that same sector in the province. This provides a reasonable proxy to assess the concentration of sectors within Calgary and adjust the total economic impacts for each industry that is likely affected from the operations of the RDR. Given that the I-O model provides a detailed description of which industries are predicted to be impacted from the collective expenditures of the RDR, we would then be able to adjust each industry individually based on the concentration of sectors within the city of Calgary. This would provide adjusted indirect impacts specific to the city.



4.6. Boundaries

When carrying out any EIA, it is important to clearly define the geographical scope of the area of interest. In this case, the area of consideration is the jurisdiction in which the activity or project is taking place, which could be at the neighbourhood, city, provincial, or national level. This is to ensure that the area of direct influence is captured to properly account for those individuals and groups that are directly affected. It is also important to properly define the geographical scope of the analysis so that the distributional impacts on surrounding areas can be properly assessed. This ensures that both qualitative and quantitative benefits and consequences to these regions are considered. For the purposes of this EIA, boundaries used were those defined by the developing organization within their own materials and literature.

4.7. Limitations of Economic Impact Assessments

While the I-O methodology outlined above is widely accepted for carrying out EIA, it does have shortcomings. Brief descriptions of notable limitations are below, with a more detailed description provided in Appendix A.1:

1. **I-O models assume that there is an unlimited supply of workers available for production.** It does not consider that expanding production in one industry could result in a redistribution of labour as opposed to an increase in employment in another. More specifically, the numbers provided by the I-O model in terms of FTEs may not necessarily imply an incremental change in total workers, but rather an upper limit as to what is expected.
2. **I-O models do not take into consideration the alternative uses or opportunity costs associated with allocating funds towards one project vs. another.** For example, in the case of the RDR, public funds allocated towards the construction of Arts Commons, the BMO Centre or the Event Centre could go towards other uses. Allocating these funds towards alternative areas will produce their own economic impacts, which could be larger or smaller than the outcomes from the RDR. Moreover, there is a cost associated with raising funds through public means that is not considered in economic impact analyses. In general, the analysis does not adjust for or separate expenditures by private or public funding.
3. **Results from the model should not be interpreted as causal,** meaning that the numbers produced by the I-O model may not be solely attributable to the RDR. Assume for instance that the I-O model revealed that because of the capital and operational expenditures associated with the RDR, X amount jobs would be created. In this case, we cannot assume that all X jobs would be a result of these expenditures. It could be the case that general contractors hired to construct portions of the project added additional workers to address potential labour shortage issues, and that it just so happened to coincide with the period in which the revitalization was occurring.
4. **The model assumes that all spending will generate positive impacts.** In this case, all multipliers in the model are greater than zero, suggesting that any level of spending will generate positive economic impacts, which is not the case in all circumstances. Some studies have shown that



when accounting for macroeconomic shocks, the indirect impacts from government spending have been negative in the long run.⁶

5. **The I-O model assumes constant returns to scale**, meaning that an increase of X in inputs should lead to the same X increase in output. More formally, an increase in inputs causes the same proportional increase in outputs. For instance, if a manufacturing plant increases its labour force by say 10 units, then the output produced by that facility will also increase by 10 units. More intuitively, the ratio of inputs and outputs is always equal to 1.
6. **The model does not account for substitution amongst inputs**, and that each industry in the model is regarded as having a single static production process. Further, the model does not account for any technology shocks that may occur, or consider that businesses likely become more efficient over time.
7. **The impact of visitors and tourism is not considered.** In this case, the I-O model used to carry out our analysis does not account for the impacts associated with both the number and spending propensities of visitors to the Rivers District. As a result, the economic impacts may be understated.

Another important point to note is the difference between an EIA and a cost-benefit analysis (“CBA”). A CBA is based on the principles of welfare economics, and is an economic efficiency model that measures the economic advantages and disadvantages of an event or policy by assessing its cost and benefits to calculate net changes in welfare. In other words, it identifies net benefits (i.e. benefits less costs) for relevant stakeholders by disaggregating inputs of an EIA (i.e. capital and operational expenditures) into categories of costs and benefits. As an example, in a CBA, wages paid to workers for the Arts Commons, BMO Centre and Event Centre would be treated as a benefit for the individual worker, but also as a cost for each of the businesses. In contrast, an EIA would treat these wages as simply an input within the model, without differentiating between costs and benefits. Additionally, unlike EIAs, CBAs also account for opportunity costs, and explicitly comparing the “status quo” baseline scenario to evaluate incremental changes. CBAs look at the broader question of societal gains and losses due to a policy or project, while an EIA looks only at economic benefits. Further, EIAs are based on the concept of multiplier analysis, and as mentioned previously, are carried out using standard I-O modelling. EIAs examine the effect of an event or project on the economy within a specified area, and typically measure changes in key indicators such as jobs, labour income, GDP and gross output.

Key Message: EY followed a proven methodology for the EIA using Statistics Canada’s Input-Output model and evaluated direct and indirect impacts. Economic impacts are expressed in terms of FTE employment, labour income, GDP and output. The model has taken a conservative approach as it does not include induced impacts.

⁶ Grandy, P., & Muller, R.A., “On the Use and Misuse of Input-Output Based Impact Analysis in Evaluation.” *The Canadian Journal of Program Evaluation*, 3, no.2 (1988): 49-61.



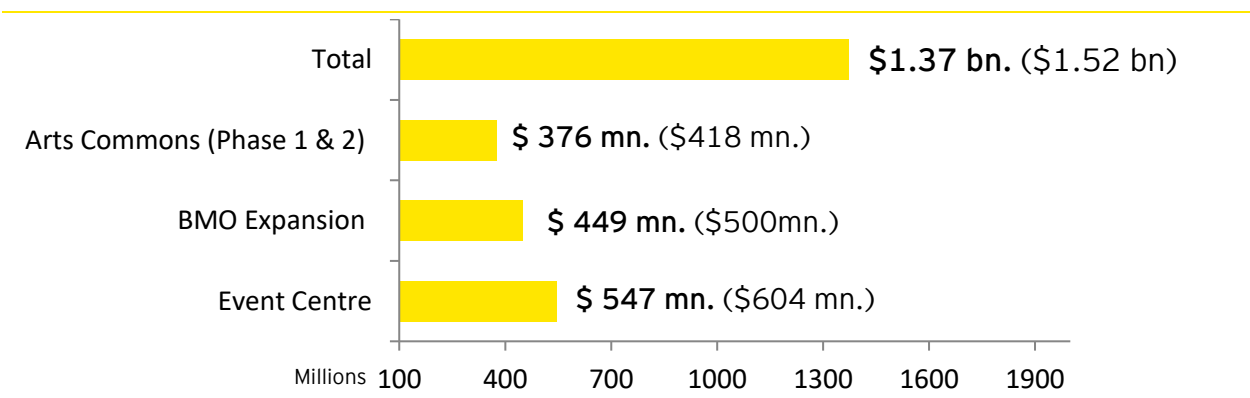
5. Overview of Inputs into the I-O Model

Statistics Canada’s Input-Output model uses economic multipliers specific to provinces and regions to understand the direct and indirect impacts of specific inputs into the area. For the Rivers District Revitalization, the inputs under consideration are the capital and operating expenditures associated with the major projects within the district including both phases of Arts Commons, the expansion of the BMO Convention Centre, and construction of the Event Centre. Details of these inputs as they were provided for the purposes of this report are provided below and may be subject to revision if construction plans are changed.

5.1. Capital Expenditures of the Rivers District Revitalization

Over the entire lifecycle of the three projects, estimated capital expenditures are more than CAD \$1.37 billion and are similar in magnitude to analogous projects (for the development of entertainment districts) that have been or are in the process of being constructed. For an overview of the estimated capital expenditures associated with these projects, please refer to Figure 8 below. **Note that dollar values shown below are those used in the economic model and were normalized to 2017 dollars. Nominal dollar values, which match the publicly released figures for the projects, are listed in brackets.**

Figure 8: Major Project Capital Expenditures in 2017 Real \$ (Nominal \$ in brackets)



Note: Total capital expenditures have been rounded and are based on information provided to EY by key stakeholders. Bn. stands for billions and mn. stands for millions. Numbers are reported in 2017 dollars. Capital expenditures include hard-costs, soft-costs, and other related capital expenditures.

Source: EY calculations.

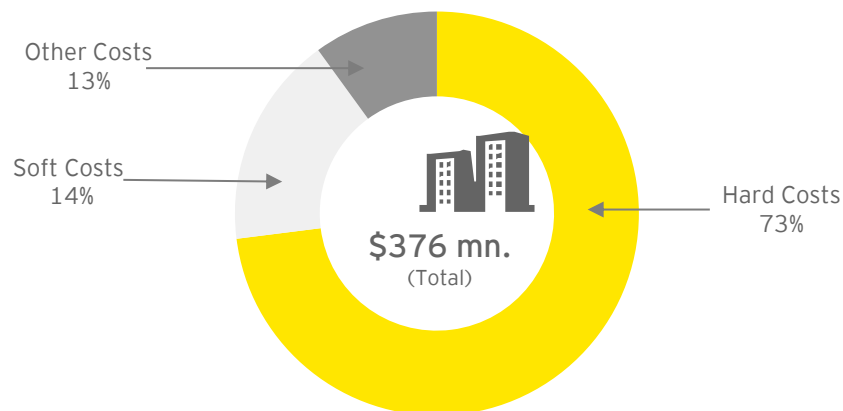


The expenditures outlined above can be broken down into:

- **Hard-costs:** any construction related expenditures for labour, material and general contracting;
- **Soft-costs:** payments towards consultants for architectural design, engineering, geotechnical, or other related services; and
- **Other-costs:** reflect expenditures on project contingencies, administrative work associated with the construction of the project, equipment expenditures, etc.

For both phases of Arts Commons, 73% of the total capital expenditures are for hard-costs, 14% are related to soft-costs, and the remaining 13% is attributable to other capital costs (See Figure 9 below).

Figure 9: Breakdown of Capital Expenditures by Type of Cost for Arts Commons



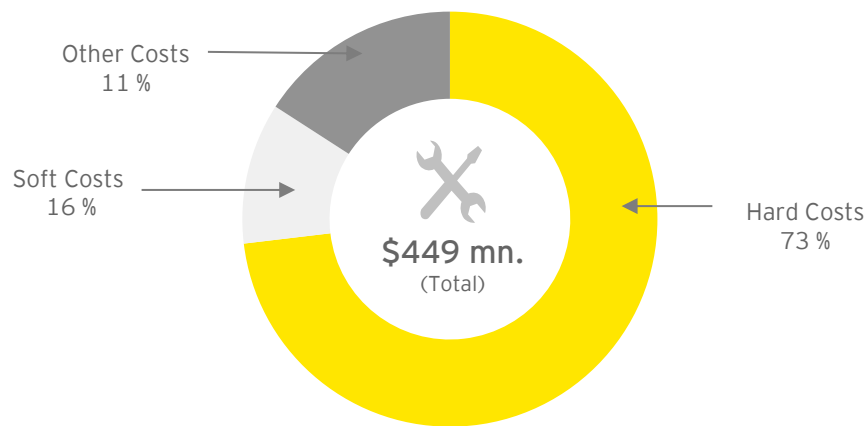
Note: Percentages have been rounded and are based on data provided by key stakeholders. mn. represented millions. Numbers are reported in 2017 dollars. Accounts for both phase 1 and phase 2 capital expenditures.

Source: EY calculations.



For the BMO Centre expansion, 73% of the total capital expenditures are hard-cost related, 16% are soft-cost related, and the remaining 11% are associated with other capital related costs. (See Figure 10 below).

Figure 10: Breakdown of BMO Centre Expansion Capital Expenditures by Type of Cost

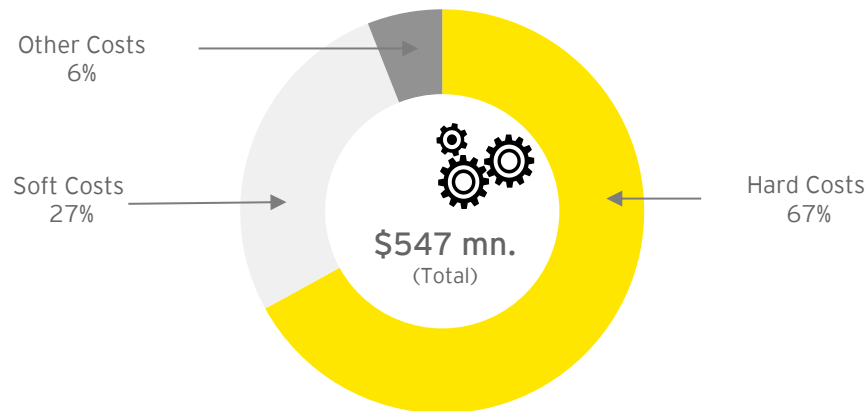


Note: Percentages have been rounded and are based on data provided by key stakeholders. mn. represented millions. Numbers reported in 2017 dollars.

Source: EY calculations.

For the Event Centre, of the approximate CAD \$547 million in capital expenditures, 67% of these are hard related costs, 27% are soft related costs, and the remaining 6% are allocated to other-costs (see Figure 11 below).

Figure 11: Breakdown of Event Centre Capital Expenditures by Type of Cost



Note: Percentages have been rounded and are based on data provided by third party groups. mn. represented millions. Numbers reported in 2017 dollars.

Source: EY calculations.



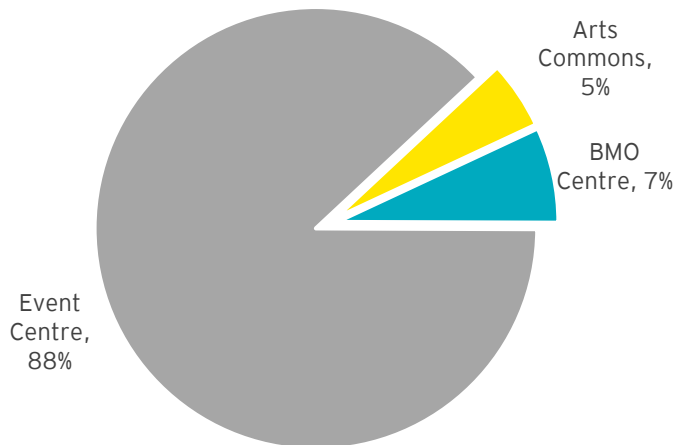
5.2. Operational Expenditures of the Rivers District Revitalization

Beyond capital investments required to construct these projects, there are also substantial costs associated with operating them. Operating expenditures refer to the day-to-day maintenance and administrative costs of running a business such as accounting and legal fees, bank charges, wages and salaries, travel expenses, office supply costs, rent, utility expenses, repair and maintenance costs, etc. Operating expenditures can be categorized into three distinct groups:

- **Fixed Costs:** costs that do not change over time, and must be paid regardless of the businesses activities or performance. An example of this would be rent paid for a manufacturing facility where, regardless of company production or earnings, this must still be paid. Other examples of fixed costs include overhead costs, insurance, and equipment costs.
- **Variable Costs:** costs that vary (i.e., change) over time with production. The relationship between variable costs and production are positively correlated with one another, indicating that as production increases so too do these costs. Examples of variable costs include raw material costs, payroll, utilities, etc.
- **“Semi-Variable” or “Semi-Fixed” Costs:** costs that have criteria that satisfy both variable and fixed costs. These costs vary in part with increases or decreases in production, but still exist when production is zero.

The economic model uses forecasted operating expenditures for each of the three facilities from 2024-2028 because it is assumed that all three facilities will be operational by 2024. Of the total operating expenditures for this period, it is assumed that 5% will come from Arts Commons, 7% of these are from the BMO Centre and the remaining 88% will be from the Event Centre. Figure 12 outlines the average percentage of total operating expenditures forecasted for each facility.

Figure 12: Forecasted Percentage of Total OPEX by Project (2024-2028)



Note: Percentages have been rounded and were derived using data provided by key stakeholders and assumptions made by EY.
Source: EY calculations.



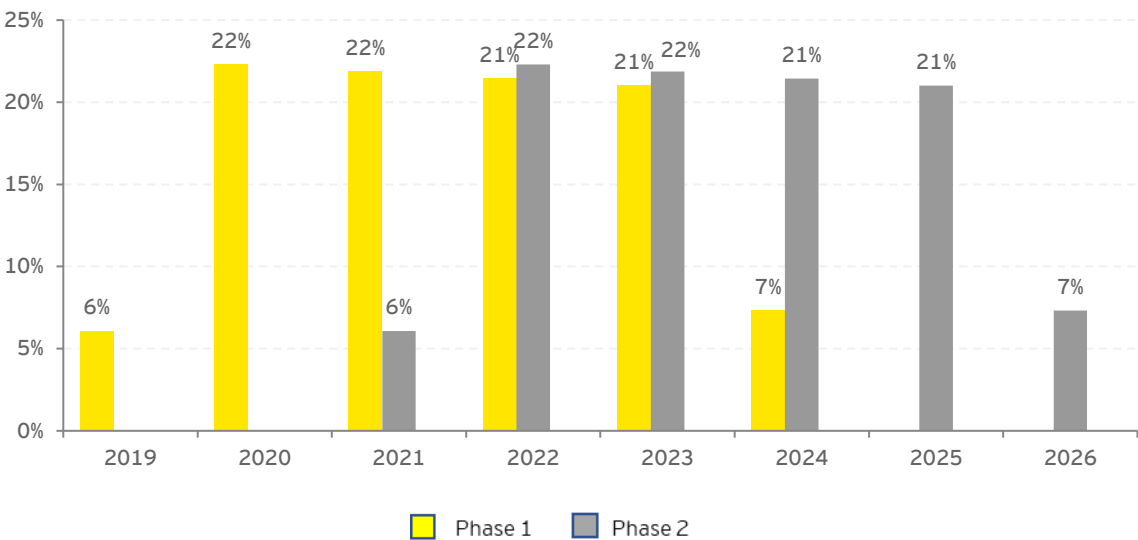
To protect sensitive data related to operational expenditures for the key stakeholders, additional line item details are not included in this report, and the model results have been included in aggregate for the three projects.

5.3. Timeline of District Renovations and Expenditures

The projects planned for the Rivers District Revitalization are assumed to be completed over a six-year period, beginning in 2019 and ending in 2026.

Phase 1 of the Arts Commons expansion project is set to begin in 2019, and is expected to be completed by 2024. Similarly, phase 2 of the project will begin in 2021, and is expected to be completed by 2026. Using data obtained from key stakeholders, as well as careful considerations and assumptions made by EY, for both phases, 6% of the funds delegated to construction will be used in year 1, while 22% will be used in years 2 and 3, 21% would be used in years 4 and 5. Finally, the remaining 7% of these costs will be used in the final year of construction (See Figure 13 below). A breakdown of the Arts Commons project lifecycle by dollar amounts is also presented (see Figure 14 below).

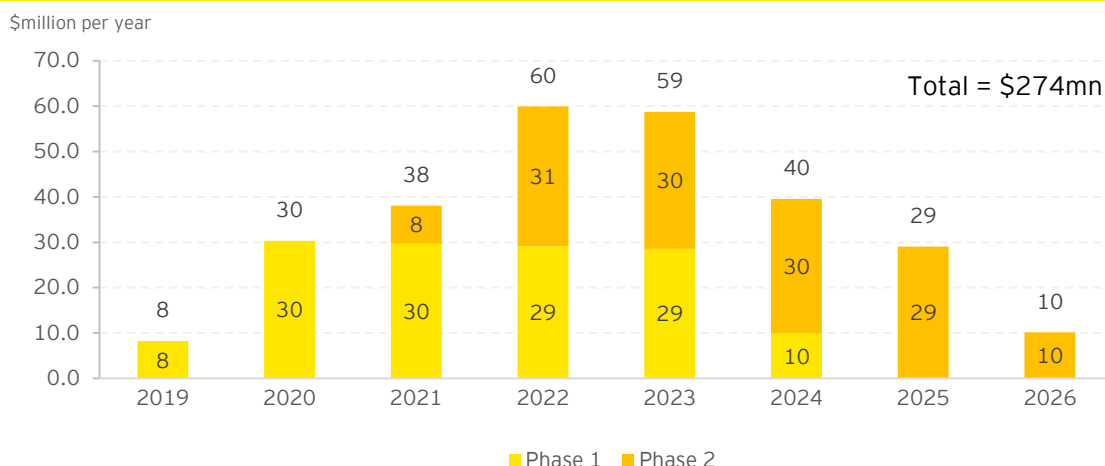
Figure 13: Percentage Breakdown of Arts Commons Construction Life Cycle



Note: Percentages have been rounded and were derived using data provided by key stakeholders and assumptions made by EY.
Source: EY calculations.



Figure 14. Dollar Breakdown of Arts Commons Construction Life Cycle

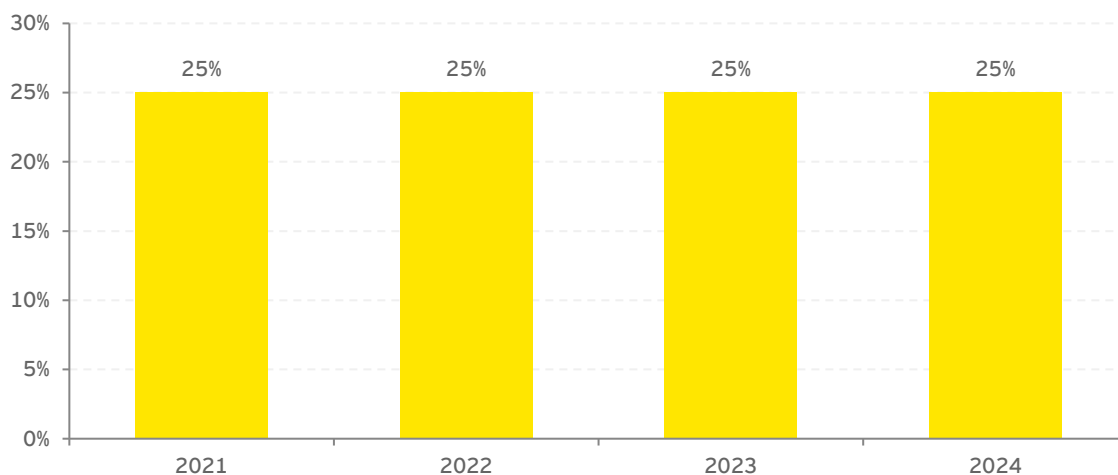


Notes: Numbers have been rounded and only reflect hard related costs. Values were derived using data provided from key stakeholders. Construction costs account for both phase 1 and phase 2. Numbers reported in 2017 dollars. Total hard-cost related to both phases of the arts commons ~CAD \$274 million (~CAD \$136 million for phase 1 and ~CAD 138 million for phase 2).

Source: EY calculations.

For the expansion of the BMO Centre, a portion of the building, known as Hall F, will commence in 2019. However, for the purposes of the economic model and this report, it was assumed that the project would take four years to complete and that 25% of the costs would be spent in each year (See Figure 16 below).

Figure 15. Percentage Breakdown of BMO Centre Expansion Construction Life Cycle

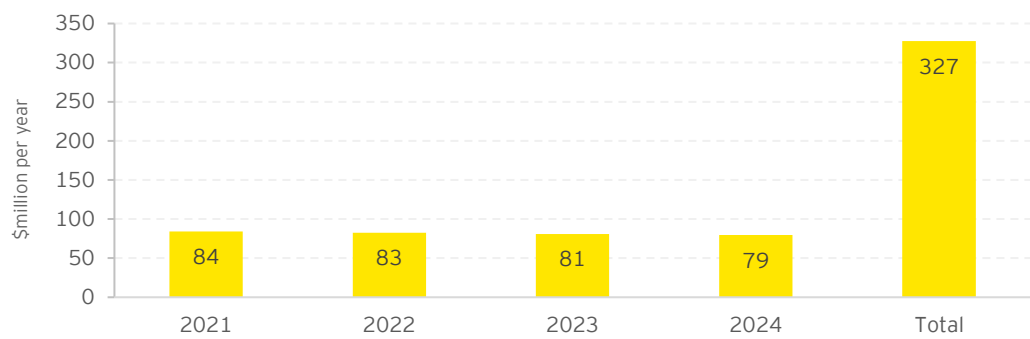


Note: Percentages have been rounded and were derived using data provided by key stakeholders and assumptions made by EY personnel.

Source: EY calculations.



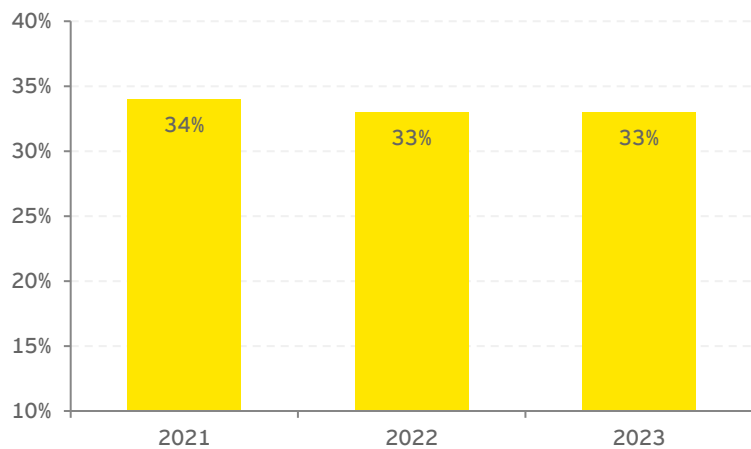
Figure 16. Dollar Breakdown of BMO Centre Expansion Construction Life Cycle



Notes: Numbers have been rounded and only reflect hard related costs. Numbers were derived using data provided by key stakeholders. Numbers reported in 2017 dollars.
Source: EY calculations.

For the construction of the Event Centre, construction was assumed to begin in 2021, and is scheduled to take approximately three years to complete. The life cycle of the construction phase is presented in Figure 17 below. It was assumed that 34% of the construction costs would be accrued in year 1, while 33% of the construction costs would be accrued in years 2 and 3 respectively. The total dollar amounts allocated to each year of construction are shown in Figure 18.

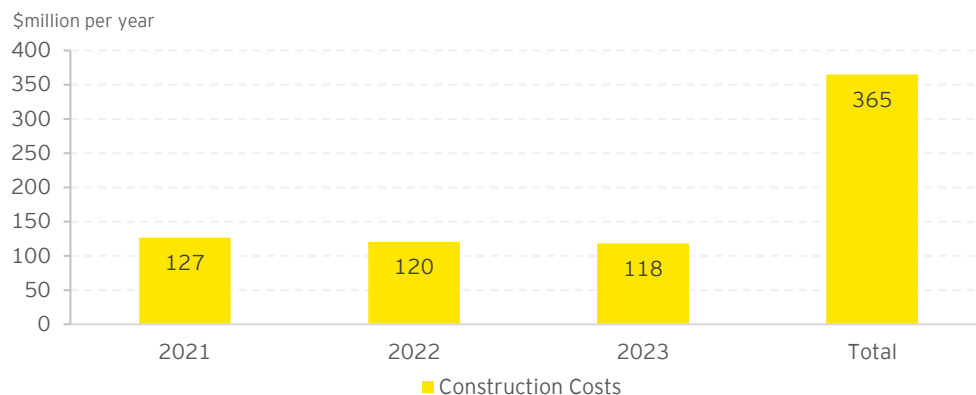
Figure 17. Percentage Breakdown of Event Centre Construction Life Cycle



Note: Percentages have been rounded and were derived using data provided by third party groups and assumptions made by EY personnel.
Source: EY calculations.



Figure 18. Dollar Breakdown of Event Centre Construction Life Cycle



Notes: Numbers have been rounded and only reflect hard related costs. Data provided by third party groups. Numbers reported in 2017 dollars.

Source: EY calculations.

Key Message: *The overall timeframe for completion of the proposed RDR projects is from 2019 - 2026, and the projects require significant operational and capital expenditures over this period. Total capital construction and development costs for the three projects are estimated to be ~\$1.5 bn. (nominal).*







6. Economic Impact Results

This section presents the results from the economic impact assessment based on the adjusted expenditure estimates of the Rivers District Revitalization from Statistic Canada’s I-O model. The impacts related to employment, labour income, GDP and output are presented separately below.

6.1. Operational Expenditure Impacts

The economic impact of the operations of the three major projects are estimated for the year 2024, when construction of the Arts Commons North expansion is expected to be completed and all facilities are operational. For simplicity, Table 3 below summarizes the expected total impacts from the operational expenditure in 2024, which would be expected to be sustained annually, barring any significant changes to operations.

Table 3. Summary of Economic Impacts from Operational Expenditures (Annually, Starting 2024)

Impact	 Person-Year FTEs	 Wages (\$ mn.)	 GDP (\$ mn.)	 Output (\$ mn.)
Total	1,536	161	168	297

Note: Prices are in real 2017 dollars and “mn” refers to units of millions; the figure shows the total impact of the operational expenditure for one year to the city of Calgary.

Source: EY calculations based on expenditure estimates and Statistics Canada’s Input-Output tables.

Based on forecasted operational expenditures, total gross output (direct and indirect) impact from these facilities is estimated to be \$297 million annually from 2024 onwards. The cumulative direct and indirect economic impact on GDP is projected to total \$168 million annually. Based on the local nature of the Arts, Entertainment and Recreation industry, most of the impact on output and GDP is expected to be specific to Calgary. Additional adjustments were made to account for impact leakages to other regions.

The operations of these major projects are estimated to directly or indirectly support and sustain a total of 1,536 full-time equivalent (FTE) jobs annually. The corresponding total annual economic impact on wages and salaries in 2024 and onwards is expected to be approximately \$161 million CAD. However, the number FTE jobs and salary contributions must be interpreted with caution. For instance, it may be that some of the labour specific impacts may capture the dynamic labour market in Calgary of workers moving between jobs, which means that the above estimates cannot be interpreted as net “new” incremental impacts to the city. Additionally, other aspects to consider are that some workers will likely be commuters into the city. The Arts Commons North expansion represents incremental operations in the region, however this additional shock could crowd out impacts from other existing businesses or attract additional workers outside of Calgary if there is not an abundance of labour readily available to be employed. In general, the city of Calgary accounts for 36 percent of the total labour force in the Arts,







Entertainment, and Recreation sector in the province and much of the labour force is within commuting distance.

6.2. Capital Expenditure Impacts

Expansion, renovation, and new construction on the three major projects in the district will span from 2019 to 2026, where most of the capital expenditure is expected to take place between 2021 and 2023. As per section 4.5, certain adjustments were made to, among other things, the sourcing of labour and materials needed to complete various projects of the RDR. Table 4 below summarizes the expected total impacts from the capital investments over the duration of the RDR.

Table 4. Summary of Economic Impacts from Capital Expenditures

				
Impact	Person-Year FTEs	Wages (\$ mn.)	GDP (\$ mn.)	Output (\$ mn.)
Total	4,750	413	602	1,701

Note: Prices are in real 2017 dollars and “mn” refers to units of millions; the figure shows the total impact of the capital expenditure to the city of Calgary.

Source: EY calculations based on expenditure estimates and Statistics Canada’s Input-Output tables.

The total impact on gross output from construction is estimated to be \$1,701 million. This includes both the direct impacts on the primary industries impacted as well as additional gross output impacts from purchases and activities of the industries supporting construction activities. However, some of the indirect impact may be overstated due to the double counting of impacts from different industries.

Cumulative direct and indirect impacts on GDP from capital expenditure are projected to total \$602 million. The construction projects are also associated with a total impact of \$413 million in labour income in the city of Calgary. Similarly, the associated impacts on employment are projected to be 4,750 person-year FTE jobs over the 8 years of construction.

It is important to note that the non-residential construction industry and its related suppliers are less likely to be based out of Calgary than the Arts, Entertainment, and Recreation industry. Moreover, Calgary’s labour force in the non-residential construction industry represents 28 percent of the labour force in Alberta and many workers in the industry may likely be sourced from surrounding areas. Assuming all three projects are approved and proceed within the specified timeline, the overlapping construction timelines across the three projects may result in overestimated impact numbers as locally based firms reach production capacity and must source additional workers (and capital) from outside of Calgary. This could cause further double counting due to the activities and hiring practices for each the projects. If this assumption is not met, these considerations may not apply.



Key Message: Based on information obtained through Statistic Canada's "I-O" Model, the Rivers District Revitalization is projected to have a positive impact on Calgary's economy. Capital investment during the construction and development phases, as well as the ongoing operational spending after completion are projected to contribute to GDP and output, create jobs and generate labour income. Although there is a certain level of subjectivity in the assumptions used and adjustments made, the conservative approach used in this model makes it likely that the economic footprint of the Rivers District Revitalization will be positive.



7. Literature Review

As stated earlier, research from a variety of sources was conducted to inform several aspects of this EIA. Topics reviewed included community revitalization, the construction and subsidization of sports facilities, as well as the impact of arts, culture and entertainment districts to the greater community. A list of sources examined can be found in the footnotes throughout this report.

The overall conclusion from the literature review appears to indicate mixed results, where some suggest that these developments provide little to no economic return, while others argue that these types of projects can be valuable investments. Generally, a mixed-use development is a project with a combination of retail, office, residential, hotel, or other recreational spaces. For a mixed-use development to be considered “financially feasible”, the benefits of their construction must outweigh the costs.⁷ The financial feasibility of these developments relies on several considerations, including:

- **Market and economic factors:** structures within the development must be mutually supportive of one another to enable “synergy” amongst them and thus increase both the investment and market value of the development. Synergy amongst projects is achieved when individual structures within the development can generate revenue from customers of others such as when occupants of residential or commercial space shop at certain stores or eat at restaurants located within the same site. Additionally, this synergy can be achieved when one structure within the site acts as an amenity for another. For example, offices could use restaurants and hotels within the development site to attract potential tenants, while at the same time these hotels and restaurants rely on these office tenants to provide them business. Other examples of economic and market factors which influence the financial feasibility of mixed-use developments include the number of customers it plans to serve, income levels within the area, prices for both complementary and substitute goods and, although more difficult to capture, the ability to cater to individual tastes and preferences.⁸ The Rivers District Revitalization has been planned, to enable the synergies between the three proposed projects and create an overall arts, culture and entertainment district. It has also carefully considered the capacity the market must absorb the additional developments.
- **Competition with external projects:** competition with external projects is also considered to be a significant contributor to the financial success of mixed-use developments. For example, building a hotel within a development that just so happens to be within proximity of other hotels will likely lead to cases where the supply of rooms is greater than then demand, thereby leading to an uptake in vacancies. In this case, each structure needs to be analyzed with regards to local market dynamics given the characteristics of the surrounding area.⁹ The RDR must thoughtfully be sequenced with other projects planned for the city to maximize the success of the district.

⁷ Rabianski, J.S. & Clements, J.S. “Mixed-Use Development: A Review of Professional Literature”. National Association of Industrial and Office Properties Research Foundation, November 2007, <https://www.naiop.org>.

⁸ Ibid.

⁹ Ibid.



- **Design factors:** the concept is that all mixed-use developments must be based on a master plan, and that this plan must fully account for the surroundings in which the development is being built. In this case, when designing the development, it must be fully integrated within its respective neighbourhood to gain community approval.¹⁰ The RDMP is a master plan that integrates these design factors to optimize the setup of the district.

A mixed-use development is often characterized by both its cornerstone and dominant use. A “cornerstone use” in this case refers to the most viable and profitable structure contained within the development, and often determines which other structures are to be included in the development site. A “dominant use” refers to the structure that takes up the largest geographical space.¹¹ In recent years, projects associated with these mixed-use developments that often carry both characteristics include Event Centres or sports arenas.

While initial theory suggests that the economic effects associated with these facilities are positive, a large body of research suggests that the economic and financial outcomes of these projects are negligible, and may even be negative once public subsidization is accounted for. The construction of these facilities often comes with a price-tag exceeding a few hundred million dollars, much of which is covered by public funds from local taxpayers. The main justification behind subsidization of Event Centres/sports arenas is that they are often referred to as, “special activity generators”, in that they have the potential to generate economic surplus in the form of spillover spending benefits for surrounding areas, increased follow-on investments, and can rejuvenate a previously underdeveloped area, etc. Specifically, these structures have the capacity to anchor developments by drawing local and distant visitors to the area in which they are located, thereby leading to positive economic outcomes.¹²

However, opponents of using arts, convention, or events facilities as catalysts for economic development often refer to the opportunity costs associated with these structures, which can be substantial, whereby the funding of the project could be put towards alternative uses, such as general infrastructure improvements, increasing health and education expenditures, improving environmental conditions, etc. Funding these projects is suggested to produce their own economic benefits and advantages, some of which, in the long-run, may prove to provide higher economic impacts than those produced by a new Event Centre or sports stadium.

From an economic perspective for example, it could be argued that a dollar is best put towards uses that generate the greatest productivity. Using the example outlined previously, government spending on improving infrastructure (i.e., airports, highways, and bridges) would in general lead to high productivity as it would reduce the costs, which in this case is measured in time and money, of transporting goods and services. Another example would be increasing human capital investments through increases in

¹⁰ Ibid.

¹¹ Ibid.

¹² Chapin, T.S. “Sports Facilities as Urban Redevelopment Catalysts: Baltimore’s Camden Yards and Cleveland’s Gateway.” *Journal of the American Planning Association* 70, no.2 (2014): 193-209



education expenditures. Investing in resources that lead to increases in productivity are advantageous because they are directly linked to both economic growth and increased living standards.

However, despite the apparent drawbacks associated with subsidizing these facilities, there is a body of research that suggests that the return on these investments are positive. For example, sports stadiums and event centres are often praised for their ability to generate and accumulate both social and human capital. Social capital is simply the set of informal values or norms that is common between members of a group that allows them to achieve some level of internal cooperation with one another.¹³ In this case, developments such as those planned for the RDR have the potential to create a space in which groups can come together to foster relationships, while at the same time build a sense of common identity. Further, these developments often attract increased levels of human capital through what is referred to as the “experience economy”, where individuals are attracted to areas in which their places of work and entertainment are within proximity. Similarly, businesses also benefit from establishing themselves where they can attract and attain top labour talent, and seek out areas in which they can achieve both. Part of the long run success of these businesses is to locate to areas that are desirable for their employees, which provides developments like the Rivers District certain advantages.¹⁴

Key Message: EY conducted a thorough review of existing academic and industry literature to gauge the potential impacts of the RDR. The overall conclusion from this review appears to indicate mixed results, where some suggest that these developments provide little to no economic return, while others argue that these types of projects can be worthwhile investments.

¹³ Nabil, Noha., Elsayed, Gehan., & Eldayem, Abd. “Influence of mixed-land use on realizing the social capital.” HBRC Journal 11, no. 2 (2015): 285-298.

¹⁴ Rosentraub, M.S. “Sport Facilities, A New Arena in Edmonton, and the Opportunities for Development and a city’s Image: Lessons from Successful Experiences.” city of Edmonton. https://www.edmonton.ca/attractions_events/documents/PDF/RosentraubReport.pdf



8. Jurisdictional Comparisons

It is also important to examine what has taken place in other jurisdictions that have undergone similar developments encompassing arts, culture, convention and events centre facilities. This jurisdictional analysis qualitatively discusses the social, cultural and economic outcomes from similar cities to understand the potential outcomes from the Rivers District Revitalization. The selected jurisdictions were based on pre-specified boundaries outlined by the cities and developers involved, which allowed for greater clarity and objectivity in the analysis for the following key reasons:

- Provides a more clear and consistent methodology on how the boundaries are defined among all jurisdictions.
- Information collected, for the most part, relates to the relevant development within each selected jurisdiction.
- Avoids misinterpretations that arise from arbitrarily expanding the boundaries of the comparator jurisdictions to include facilities within proximity (to avoid falsely assessing the size, and more importantly, the impacts of these jurisdictions).
- Establishes consistencies in defining facilities that fall outside the entertainment district to better understand social, cultural, and economic impacts from follow-on investments that occur outside the respective jurisdictions.

To narrow down the choice of comparator jurisdictions, objective selection criteria based on demographic, economic, regional, and development characteristics was used. These criteria include indicators such as population size, land size, development stage, and more. To start, nine jurisdictions that were most suitable to the proposed River District Revitalization were evaluated (see Figure 19 below).



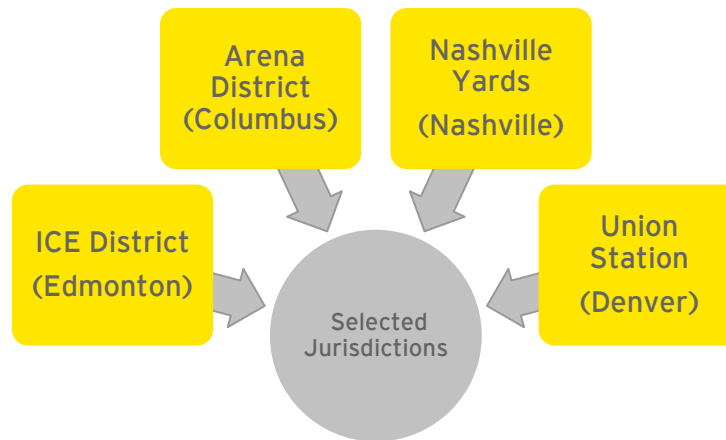
Figure 19: Objective Criteria Matrix

Criteria	City & Development								
	Edmonton, Alberta <i>Ice District</i>	Montreal, Quebec <i>Quad Windsor</i>	Columbus, Ohio <i>Arena District</i>	LA County, California <i>Hollywood Park</i>	Denver, Colorado <i>West Lot</i>	Denver, Colorado <i>Stadium District</i>	Nashville, Tennessee <i>Nashville Yards</i>	Tampa, Florida <i>Water Street</i>	Denver, Colorado <i>Union Station</i>
Comparable Population	✓	✓	✓		✓	✓	✓		✓
Comparable Unemployment	✓	✓		✓				✓	
Comparable Land Size			✓						
Development Stage	In-progress	In-progress	Completed	In-progress	In-progress	Planning	In-progress	In-progress	Completed
Event Centre	✓	✓	✓	✓	✓	✓	✓	✓	✓
Convention Centre			✓				✓	✓	
Arts/Performance Centre	✓		✓		✓		✓	✓	
Hotel	✓	✓	✓	✓	✓		✓	✓	✓
Residential Space	✓	✓	✓	✓	✓	✓	✓	✓	✓
Commercial/Retail Space	✓	✓	✓	✓	✓	✓	✓	✓	✓

In analyzing these developments, there was consistent mention of facilities outside the core development boundaries which in one way or another were linked to the development itself (indicated by the red check marks in Figure 19 above). When deciding which of the 9 jurisdictions would be selected as final comparators, these additional facilities were taken into consideration. Using this approach, four jurisdictions were selected (See Figure 20 below).



Figure 20. Selected Comparator Jurisdictions



Source: EY illustration.

8.1. Jurisdictional Comparator 1: ICE District

The first selected comparator jurisdiction is the ICE District located in downtown Edmonton. The development of the district initially began with the desire to turn Edmonton into a destination for which people from all corners of the world can come and enjoy. Once a dream that began nearly a decade ago in a city looking for change, Edmonton's ICE District is set to become the largest mixed-use sports and entertainment district in Canada once completed. Anchored by what residents often refer to as "The Arena Deal", the concept for the ICE District was to simply design, build, and operate Rogers Place. However, over time, the vision for the District grew, and is now home to some of Edmonton's most sought-after retail, commercial and hospitality spaces.¹⁵ For a description of the criteria used to compare the ICE District with the potential Rivers District Revitalization, refer to Table 5 below.

¹⁵ Edmonton Economic Development. "Evaluation of the Benefits of Rogers Place". Edmonton Alberta, 2018.



Table 5. Objective Criteria for ICE District

Criteria	Edmonton <i>ICE District</i>
Population	▶ 932,546
Population Density	▶ 1,306.9
Unemployment Rate (%)	▶ 8.8%
Project Land Size (Approx.)	▶ 1,089,000 sq. ft.
Median Age	▶ 35.7
Median Household Income	▶ CAD \$90,874 / \$USD 69,903
Average Household Size	▶ 2.5
Development Stage	▶ Completion expected for 2020/2021
Event Centre	▶ Rogers Place (NHL) ▶ Ford Hall ▶ Edmonton Community Arena
Convention Centre	▶ N/A
Arts/Performance Centre	▶ Art Gallery of Alberta
Hotel	▶ JW Marriott-Legends Residences
Residential Space	▶ Stantec Tower (residential) ▶ Edmonton Tower
Commercial/Retail Space	▶ Stantec Tower (retail and commercial)
Investment Spending	▶ The city of Edmonton will help fund their portion of the project through a Revitalization Levy over 20 years.
New Businesses Operations	▶ 12 new full-service on-site restaurants & 10 new mixed-use towers.
Employment	▶ Over 8,800 workers employed in the Ice District upon completion
Total Cost	▶ CAD \$2.5 billion



Figure 21: Image of Ice District (only shows a representative view)



The main takeaways from the ICE District development are presented below, which can be categorized by (1) **follow-on investments**, (2) **employment and wages**, (3) **qualitative impacts**.

Follow-on Investment

The ICE District has acted as a major catalyst in revamping Edmonton's downtown core, by attracting new business development to the area. While it is difficult to establish a direct link, it is not unreasonable to assume or speculate that the District has had some influence on investments within the area. For instance, recent private development throughout Edmonton's downtown core was estimated to be ~ CAD \$878 million. Some of these investments include Ultima Tower (~ CAD \$75 million), Fox Towers (~ CAD \$100 million), Encore Tower (~ CAD \$120 million) and the Enbridge Centre (~\$CAD 298 million). Additionally, major renovations have also occurred to some of Downtown Edmonton's current facilities, such as Scotia Place (~ CAD \$22 million), City Centre Mall (~CAD \$41 million) and ATB Plaza (~ CAD 20 million). There has also been some discussion around building ICE District 2, which would be an additional extension to the current development. This extension would cover over 500,000 sq. ft. just behind Rogers Place, and would have the capacity to support another 3,000 residential units, retail and office spaces.¹⁶

¹⁶ Kent, Jessica. "ICE District is Expanding." ICE District Properties, June 28, 2017. icedistrictproperties.com/news-media/news/ice-district-is-expanding/



Employment & Wages

The various projects associated with the development have had a deep impact on employment levels within the city. For example, since 2014, the ICE District has directly contributed 4,300 person-years of employment, meaning that on average, over the past 4 years, there has been approximately 1,000 full time employees building the ICE District on a given day.¹⁷ Furthermore, once all facilities become fully operational, it is expected that the ICE District will employ up to 8,800 full and part-time workers, 7,200 hundred of which will be office related, 1,000 hospitality-related, and 600 hotel-related.¹⁸ Additionally, there are projected to be ~30,000 total employees within a 5-minute radius from the District's location, and ~75,000 employees within a 10-minute radius.¹⁹ In terms of wages, developments within the ICE District are expected to contribute ~CAD \$393.6 million in wages and salaries.²⁰

Qualitative Impacts

The ICE District has also lead to an overall increase in the perception and vibrancy of Edmonton as a city. While difficult to quantify in theory, vibrancy is often thought of as “a measure of positive activity or energy in a neighbourhood.” This could potentially be measured by such indicators as the number of new residents moving into the area, or the increase in the number of hotel rooms used to accommodate tourists. As of today, the ICE District currently has 1,309 residential units and 346 hotel units under construction. For Downtown Edmonton in general, there are another 1,786 residential units currently under construction, indicating that the area expects a relatively high increase in the demand for those wishing to relocate. Similarly, the ICE District expects to receive an estimated 2.5 to 3 million visitors annually, and that since the opening of Rogers Place, has hosted more than 320 events.²¹

8.2. Jurisdictional Comparator 2: Arena District

The second selected comparator jurisdiction is the Arena District located in downtown Columbus. Like the ICE District in Edmonton, the Arena District is built in and around Nationwide Arena, home to the Columbus Blue Jackets NHL hockey team. Additionally, although not part of the actual development itself, the Arena District also includes the Huntington Park Baseball Stadium, which is home to Columbus's AAA baseball team. The total development covers approximately 3,267,000 sq. ft. and was completed in 2014. This ensured that EY met the requirement of including at least one jurisdiction that was fully completed as requested. Like many developments, the overarching goal of the Arena District was to rejuvenate an underutilized portion of the city. In a report commissioned by the Columbus Blue

¹⁷ Ibid.

¹⁸ Ibid.

¹⁹ Oneproperties, *Introducing ICE District* (Edmonton Alberta, One Properties, 2016), 1-35.

²⁰ city of Edmonton. Updated Economic Impact Assessment for Downtown Arena and CRL Projects.

²¹ Edmonton Economic Development. “Evaluation of the Benefits of Rogers Place”. Edmonton Alberta, 2018.



Jackets hockey team in 2008 and carried out by the John Glenn School of Public Affairs at The Ohio State University, results indicated that the Arena District contributed substantially to the overall health and well-being of Columbus's economy, and has established itself as a thriving collection of entertainment attractions, restaurants and businesses. Using Nationwide Arena as its focal point, the goal of the report was to first establish the economic footprint of the Blue Jackets organization and Nationwide Arena on the Central Ohio area, while at the same time highlight the gross economic footprint of the Arena District itself.²² For a breakdown of the objective criteria used to evaluate the comparability of the Arena District with the RDR (please see Table 7 below).

²² Wirick, David. "Assessment of the Gross Economic Impact of the Arena District on Greater Columbus". Columbus Ohio: John Glenn School of Public Affairs Columbus, 2008. <http://bluejackets.nhl.com/ext/2008/AssessmentGEIArenaDistrictonGreaterColumbus.pdf>



Table 6: Objective Criteria for Arena District

Criteria	Columbus <i>Arena District</i>
Population	▶ 837,038
Population Density	▶ 1,448.7
Unemployment Rate (%)	▶ 6.9%
Project Land Size (Approx.)	▶ 3,267,000 sq. ft.
Median Age	▶ 32.1
Median Household Income	▶ CAD \$59,356/ \$USD \$45,659
Average Household Size	▶ 2.2
Development Stage	▶ Completed in 2014
Event Centre	▶ Nationwide Arena (NHL) ▶ Huntington Park (AAA Baseball)
Convention Centre	▶ Greater Columbus Convention Center
Arts/Performance Centre	▶ Express Live!
Hotel	▶ Courtyard by Marriott Columbus ▶ Hampton Inn & Suites Columbus ▶ Hilton Columbus Downtown
Residential Space	▶ 300,000 sq. ft. of retail space
Commercial/Retail Space	▶ 2,000,000 sq. ft. of office space
Investment Spending	▶ In total, the district has a private to public investment ratio of 14:1.
New Businesses Operations	▶ Since its inception in 2000, the Arena District has introduced 60 new or relocated businesses to Columbus (as of 2006).
Employment	▶ As of 2008, roughly 7000 people worked in the District compared to 1,870 before development.
Total Cost	▶ USD \$1 billion



Figure 22: Columbus Arena District



The main takeaways from the Arena District development are presented below, which can be categorized by (1) follow-on investments, (2) employment and wages, (3) property values, and (4) qualitative impacts.

Follow-on Investment

Another positive outcome of the development was the additional investment it generated over the life cycle of its construction. Aside from what was already planned for the area, an additional USD \$406.5 million was further invested in the District, which was primarily allocated towards developing further residential and commercial spaces. In this case, the ratio of private to public investment for the project was 14:1.²³

Employment and Wages

Like the ICE District, one of the main economic contributions of the Arena District was the impact it had on both employment and wages. For instance, the number of full and part-time workers in the area as of

²³ Iams, A., & Kaplan, P. "Economic Development and Smart Growth" Washington DC: International Economic Development Council, 2008. https://www.iiedonline.org/clientuploads/Downloads/edrp/IEDC_Smart_Growth.pdf



2006 was 5,449, which was a 192% increase from pre-construction levels.²⁴ Additionally, as of 2007, roughly 7000 people worked in the District. Furthermore, total District wages equated to ~ USD \$352 million, which represented a per capita wage of USD \$64,655. This was an increase from pre-construction per capita wages of ~ USD \$41,718 in 2000.²⁵ Also, from 2000 to 2006 approximately 60 new or relocated businesses set up shop in the District, generating over 3,600 jobs.²⁶

Property Values

Property values within the District increased significantly from its pre-construction period, where between 1999 and 2008, the assessed value of property per square foot in the District increased by approximately 267%, whereas surrounding areas only experienced a 22% increase over the same period. Also, the occupancy rate in the District was 95% as of 2008, an increase of 17% from 2003 when construction of the area was still in its early stages. This further enhances the argument that the District played a major role in attracting new business to the area. Additionally, as of 2006, the amount of property tax collected from businesses located in the area was ~USD \$4.4 million, where before construction, the amount essentially zero.²⁷

Qualitative Impacts

Because of the area's development, the popularity and image of the city also benefited greatly, as the city has now hosted several well-established events such as the Arnold Sports Festival and Fitness Weekend, and the NCAA basketball tournament, both of which entertain thousands of visitors per year who contribute directly to Columbus's economy. Between 2005 to 2007, total visitor spending at all events held between Nationwide Arena and the Greater Columbus Convention Center was estimated to be ~USD \$211 million.²⁸ Furthermore, the District has helped drive the economic resurgence of downtown Columbus, as it is now a popular destination for both out-of-town visitors and locals.

8.3. Jurisdictional Comparator 3: Nashville Yards

The third selected comparator for our analysis is Nashville Yards in downtown Nashville. The Nashville Yards is a 15-acre mixed-use redevelopment of the former LifeWay Campus in the heart of Nashville's downtown core. The project includes 4,000,000 sq. ft. of mixed-use space, which includes office, retail, and residential developments and is projected to be completed between 2020 and 2021. While not directly located within the physical boundaries of the project itself, Nashville Yards is within walking distance to the Music City Center, the Country Music Hall of Fame and Museum, Bridgestone Arena, the

²⁴ Of this total, 3,542 were full-time workers and 1,907 were part-time workers.

²⁵ Ibid.

²⁶ Wirick, David. "Assessment of the Gross Economic Impact of the Arena District on Greater Columbus". Columbus Ohio: John Glenn School of Public Affairs Columbus, 2008. <http://bluejackets.nhl.com/ext/2008/AssessmentGEIArenaDistrictonGreaterColumbus.pdf>

²⁷ Iams, A., & Kaplan, P. "Economic Development and Smart Growth" Washington DC: International Economic Development Council, 2008. https://www.iedconline.org/clientuploads/Downloads/edrp/IEDC_Smart_Growth.pdf

²⁸ Ibid.



Frist Center for the Visual Arts, The Johnny Cash Museum, and Nashville's Honky Tonks. The development is also conveniently located close to Nashville's central business district, the Tennessee State Capitol, the Gulch, Vanderbilt, Tennessee State and Belmont Universities, and major corporations in the area, including Bridgestone, Hospital Corporation of America, Dollar General, Nissan North America, and Under Armour. For a breakdown of the objective criteria used to evaluate the comparability of Nashville Yards with the Rivers District, see Table 7 below:

Table 7: Objective Criteria for Nashville Yards

Criteria	Nashville <i>Nashville Yards</i>
Population	▶ 643,771
Population Density	▶ 472.7
Unemployment Rate (%)	▶ 6.2%
Project Land Size (Approx.)	▶ 1,500,000 sq. ft.
Median Age	▶ 34
Median Household Income	▶ CAD \$61,908/ \$USD 47,621
Average Household Size	▶ 2.5
Development Stage	▶ Completion expected for 2020/2021
Event Centre	▶ Bridgestone Arena (NHL)
Convention Centre	▶ Music city Center
Arts/Performance Centre	▶ Frist Art Museum Centre
Hotel	▶ Grand Hyatt Hotel
Residential	▶ 344-unit apartment building ▶ North Gulch
Commercial/Retail Space	▶ 1,500,000 sq. ft. of class A office space ▶ 600,000 sq. ft. of retail space
Investment Spending	▶ Amazon Operations Center of Excellence will bring roughly US \$230 million in capital investment. State will provide USD \$87 in tax relief.
New Businesses Operations	▶ 11 new structures will be developed within the area for new businesses to occupy.
Employment	▶ Amazon will hire approximately 5000 employees for its new Operations Centre of Excellence.
Total Cost	▶ USD \$1 billion



Figure 23: Nashville Yards



The main takeaways from the Nashville Yards development are presented below, which can be categorized by (1) **follow-on investments** and (2) **employment and wages** and (3) **qualitative impacts**.

Follow-on Investment

The Hyatt Hotels Corporation has committed to building the area's first luxury hotel, which will be a 591-room Grand Hyatt located at the heart of the development. Although it is unclear if there is a direct linkage between Amazon's investment and the Nashville Yards development, Amazon (one of the world's largest companies), will be investing ~USD \$230 million in the area by committing to the construction of their new Operations Centre of Excellence. This investment will add to the company's economic footprint in the region, where it is reported that Amazon's investment in the state to date has contributed ~ USD \$4 billion to Tennessee's GDP.²⁹

Employment and Wages

According to early reports from both private and public agencies, Amazon's Centre will employ approximately 5000 people, and will become Nashville's largest private employer. Furthermore, the

²⁹ Nashville Chamber of Commerce, "Amazon Announces Operations Center of Excellence in Nashville." November 13th, 2018, <https://www.nashvillechamber.com/blog/2018/amazon-announces-operations-center-of-excellence-in-nashville>



Centre will largely focus on attracting highly skilled and educated workers, as the average employee wage will be USD \$150 thousand dollars a year before tax.³⁰

Qualitative Impacts

The Nashville Yards development is set to include several public outdoor spaces which incorporate both the charm and history of Nashville, while at the same time offers a fresh take on urban living. For example, this includes the construction of an urban piazza and 1.4 acres of greenspace that is to be used for park and recreational activities. This is primarily to promote both physical activity and relaxation for residents, which has been shown, by the World Health Organization, to improve mental health outcomes. Furthermore, this greenspace is to be used as storm water infrastructure, which will help mitigate any property damage that might occur from excessive waterfall.³¹ Moreover, the layout of the Nashville Yards is designed in a way to present an overall community feel, where the buildings have been constructed in a way to integrate low-rise buildings with some larger towers, so that pedestrians do not feel overwhelmed by their experience when they visit. Second, for all buildings, each of the first two floors will have a variety of façade treatments, opening variability and interesting landscape elements, to ensure that visitors perception of the environment is positive.³²

8.4. Jurisdictional Comparator 4: Union Station

The final jurisdictional comparator for our analysis was the Union Station development in Denver. The total development area covers approximately 871,200 sq. ft., and came with an estimated cost of USD \$500 million. Like Nashville Yards, the Union Station does not include an event centre within its boundaries, but is within proximity of Coors Field, home to the Colorado Rockies baseball team. As the largest transportation and mixed-use development in the United States, Union Station was designed to become a staple of downtown Denver. Along-side a new and evolving transportation system, which included the construction of an 8-track CRT, 3-track LRT and 22-bay regional bus facility, Union Station also includes over 4,000,000 sq. ft. of mixed use- development and green space.³³ For a more comprehensive overview of the objective criteria comparing Union Station to the Rivers District, refer to Table 8.

³⁰Governor Haslam, Commissioner Rolfe Announce Amazon to Create 5,000 New Jobs in Nashville." Office of the Governor. November 18th, 2018. <https://www.tn.gov/governor/news/2018/11/13/amazon-to-create-5000-new-jobs-in-nashville.html>

³¹ Mazza, Sandy. "Mega-Developments are Hoping to make Downtown Nashville Greener." The Tennessean, April 11th, 2018.

³² Williams, William. "Designing a True Urban Experience." Nashville Post, September 20th, 2018.

³³Sirois, B., Barrett, D., Lien, M., & Cannon, F. "Denver Union Station: A True Public-Private Partnership," (presentation, Denver Colorado).



Table 8: Objective Criteria for Union Station

Criteria	Denver <i>Union Station</i>
Population	▶ 663,303
Population Density	▶ 1,652.5
Unemployment Rate (%)	▶ 5.4%
Project Land Size (Approx.)	▶ 871,200 sq. ft.
Median Age	▶ 34.2
Median Household Income	▶ CAD \$90,718/ \$USD \$47,621
Average Household Size	▶ 2.4
Development Stage	▶ Completed in 2014
Event Centre	▶ Coors Field (MLB) ▶ Pepsi Center (NHL)
Convention Centre	▶ N/A
Arts/Performance Centre	▶ N/A
Hotel	▶ The Oxford Hotel ▶ The Crawford Hotel
Residential Space	▶ 577 residential units
Commercial/Retail Space	▶ 730,000 sq. ft. of office space ▶ 678,000 sq. ft. of retail space
Investment Spending	▶ Federal funding accounted for USD\$300 million, while private investment/state funding was USD \$200 million
New Businesses Operations	▶ Approximately 10 new businesses moved into the area in 2018, including Quizlet, Facebook, and Slack Technologies
Employment	▶ Facebook hired over 100 employees while Quizlet hired 300
Total Cost	▶ USD \$500 million



Figure 24: Union Station



The main takeaways from the Union Station development are presented below, which can be categorized by (1) **follow-on investments**, (2) **employment and wages**, (3) **property development** and (4) **qualitative impacts**.

Follow-on Investment

Like many of the projects described above, one of the more prominent outcomes of the Denver Union Station development was the increased follow-on investment it generated, and the reputation it established for Denver as a destination for corporate headquarters. Additionally, due to the success of the Union Station development, there is now plans to redevelop Market Street Station for ~ USD \$200 million (expected completion for 2019).³⁴ This site is located just a few blocks south of the Union Station area, and will seek to add to the appeal of downtown Denver. Overall, the development has led to the construction of 25 new projects, which to date has generated ~ USD \$2 billion in private investments.³⁵

³⁴ <http://continuumpartners.com/>

³⁵ Sirois, B., Barrett, D., Lien, M., & Cannon, F. "Denver Union Station: A True Public-Private Partnership," (presentation, Denver Colorado).



Employment and Wages

In total, it is suggested that the development has generated 5000 direct jobs, along with 6,000 indirect and induced jobs. This in turn should generate ~ USD \$ 425 million in direct wages and ~ USD \$ 325 million in indirect wages. The total economic impact of the development is projected to be ~ USD \$ 3.5 billion.³⁶

Property Development

From 2000-2016, Denver's Union Station accounted for ~39% of the city's new office and retail space, and had the highest increase in average lease rates over this time. As well, due to the number of new residential investments in the area, Union Station increased its residential dwelling capacity by ~3,425, which accounted for 6% of all new development. In total, there is ~ USD \$743 million in real estate value throughout the area as of 2016.³⁷

Qualitative Impacts

With the revitalization of Union Station, the area expects there to be an increase in the number of individuals who visit the region, both locally and outside the city's boundaries. The area hosts many popular shows and attractions, which includes the Union Station Holiday Market, The Grand Illumination, International Buskerfest and a summer concert series.³⁸ Additionally, the development has re-established Denver as a major transportation hub, and creates a pedestrian-friendly environment. The development also included the construction and revitalization to various public structures, such as the Wynkoop Plaza, Light Rail Plaza and the 17th Street Gardens, with the intention of fostering community engagement.³⁹ For instance, Wynkoop Plaza is home to seasonal markets where artists and craftsman can come together to sell their produce and art to the public.⁴⁰

Key Message: Overall, the analysis reveals the jurisdictional comparators witnessed a positive economic and social impact on their respective cities, and is an additional data point to provide the city of Calgary with a broad idea of what could be expected from the Rivers District Revitalization. Specifically, the comparators noticed increases in follow-on investments, wages, employment levels, property values, and qualitative impacts. It should be noted that the effects are idiosyncratic, meaning that the magnitude of each impact will not be consistent across all jurisdictions. Also, the outcomes from these jurisdictions need to be interpreted carefully, especially as it relates to the impact these developments have on regional employment levels. In this case, a large portion of the jobs created because of these developments likely accounts for redistributed labour from other portions of the city, and should not necessarily be treated as net new jobs.

³⁶ibid.

³⁷ Knudtsen, Andrew. "Economic of Transit-Oriented Development (TOD)." (Presentation, Denver Colorado, May 6th, 2016).

³⁸ Union Station. <https://unionstationindenver.com/>

³⁹ continuumpartners.com/project-page/union-station-district/

⁴⁰ <http://denverurbanism.com/wp-content/uploads/2011/05/USNC-Historic-Station-Booklet-4-18-11.pdf>



9. Other Impacts within Surrounding Areas

Specific spillover effects that surrounding areas are likely to capture because of the RDR have also been considered. While the number of effects may be large, the most relevant and transparent include the impact on property values, wages, the environment, employment levels as well as social, cultural, connectivity and tourism impacts. The neighborhoods likely to observe spillover include: Downtown East Village, Ramsay, Inglewood, Beltline, Mission, Erlton and Downtown Commercial Core.

9.1. Property Values

Large developments, such as the RDR, can produce both positive and negative effects on property values, depending on a multitude of factors. Research suggests that proximity plays an important role in the relationship between developments and property values, whereby the closer the property is to the developments location, the net effect of the property value will likely be very positive. For example, negative externalities such as increased levels of pollution, traffic congestion, crime and noise may adversely impact property values, whereas proximity factors to retailers and entertainment positively impact property values. In other words, if the development happens to be close to major shopping centers or individuals' place of work, individuals are likely to pay higher prices to live in these areas, with minor consideration to possible negative externalities.⁴¹

It has also been suggested that the association between mixed-use developments and property values are likely nonlinear. More specifically, in terms of proximity, there appears to be an ideal distance where property values are most likely to capture the positive externalities generated by these facilities, thereby increasing their worth but reducing in value considerably after a certain point.⁴²

Another factor that influences property values is the nature of the actual structures in the development. Commercial developments such as retail space, office buildings and industrial sites have negligible impacts on property values. However, structures such as event centres and sporting arenas typically generate some level of economic impact on property values. This is because these structures produce "civic pride" for area residents, which causes an increase in potential residents' willingness to pay for housing.⁴³ This provides context on the continued support for the construction of event centres despite a volume of literature suggesting that the benefits are negligible.

⁴¹ Aydin, Recai & A. Smith, Barton & Crawford, Evert, "Commercial Development Spillover Effects upon Residential Values," *Southwestern Economic Review*. 37 (2010): 47-61.

⁴² Ibid.

⁴³ Tu, Charles, "How Does a New Sports Stadium Affect Housing Values? The Case of FedEx Field," *Land Economics*. 81, no.3 (2005):379-395.



9.2. Wages

The second major impact the Revitalization is likely to produce on the surrounding areas is the change in median income. Large developments typically impact wages through three primary channels, which includes prices, amenities, and urbanization. Beginning with prices, it has been established that mixed-use developments, at least in the short run, lead to the overall decrease in consumer purchasing power by general prices of goods and services likely to increase in and around the areas in which these developments are located. As a result, it's likely that it becomes more expensive for consumers to purchase every-day items such as groceries, gas, meals, etc. In turn, theory would suggest that residents in these locations would seek out higher paying jobs, thereby increasing wages throughout the area. This would be more of an issue for areas that are directly linked to east Victoria Park, such as Downtown East Village, as the price effects generated from these developments becomes significantly less prominent the further away businesses are from the developments locations. This is often referred to as the "intercity cost of living differences," where individuals would require higher wages to reside in areas where these mixed-use developments are built.

In contrast, it has also been suggested that these developments often generate, and exacerbate, income inequality through both an amenity effect and urbanization. These developments often create what economists refer to as a "knowledge-based economy", which inherently favours high-skilled workers over low-skilled workers. As a result, wages for those who are more skilled and educated often increase, while wages for low-skilled labour either remain static or decrease. This in turn leads to cases where low-skilled workers could be displaced or dispersed to lower cost areas.⁴⁴

Regarding urbanization, these developments have been shown to attract individuals from surrounding areas. It is not unreasonable to suspect, that some residents from the suburbs of or outside of Calgary may decide to move to the city because of the Rivers District Revitalization. In this case, the laws of supply and demand dictate that as more residents move into the surrounding areas, then the supply of labour should exceed the demand for some jobs, thereby putting downward pressure on wages to some extent. However, this is likely to be more of an issue for those in low-skilled occupations.

9.3. Environmental

Academic and industry research often suggests that these developments lead to, and often, generate improved environmental outcomes. In this case, mixed-use developments have been shown to exert some influence on resident transportation choices. The hypothesis here is that, if residents are within proximity of these developments, then they are more likely to walk or bike as opposed to use other modes of public (or private) transportation. However, the size of this effect dissipates substantially the further out individuals are from the location of these developments. For instance, studies have shown that some

⁴⁴Moos, M., et al. "Planning for Mixed Use: Affordable to Whom?" *Journal of the American Planning Association*, 84:1, (2018). 7-20.



amenities within these developments encourage non-automotive transportation only if residents are within at least 300 feet (i.e., a few blocks) of their location, with almost no effect past this threshold. These developments have also been shown to lower vehicle ownership rates, decrease the number of automotive trips taken per week, and shorten average commute times, all of which lead to improved environmental conditions, which further lead to positive economic outcomes in improved productivity. Nevertheless, the size of the impact depends considerably on factors like household income and population densities. In this case, if the development is built in high density neighbourhoods as opposed to low density neighbourhoods, their influence is larger.⁴⁵

9.4. Employment

Mixed-use developments often comprise of structures that require a large labour force to operate, and rely on local labour pools to meet these vacancies. Specifically, for sport arenas and event centres, research has found that there is a positive relationship between the construction of these complexes and labour growth in both the service and retail sectors. As an example, the Roger's Place located in the ICE District in Edmonton, Alberta currently supports approximately 4,000 FTEs with a large percentage within the service and retail sector to support the merchandising, hospitality, and general maintenance needs of the district.⁴⁶ Further, mixed-use developments usually include hotels, residences, and general commercial sites, all of which employ large number of workers in both the retail and service sectors.

While the benefits to employment are apparent, some studies have suggested that the job creation effect from these developments, particularly as they relate to event centres and sports stadiums, is relatively low. The argument here is that these structures don't lead to an increase in net new jobs, but rather redistribute existing labour. Furthermore, most of the jobs created within these developments are part-time or seasonal, and therefore only act as a temporary shock to regional employment levels.⁴⁷

9.5. Cultural, Social, Connectivity and Tourism Impacts

Aside from the direct and indirect impacts of the capital investment and operational spending of the three facilities and the likely qualitative impacts to the surrounding neighbourhoods, there are many additional benefits associated with the Rivers District Revitalization that are not captured by a standard I-O model. These benefits are qualitative in nature, and account for the effect the RDR is likely to have on Calgary in terms of social, cultural, entertainment and connectivity impacts. Some of these impacts may include, but are not limited to, the improved perception of Calgary as an arts, culture and entertainment destination, increases in the well-being of Calgarians, and a better perception of the city overall (locally, nationally, internationally). Although much of the analysis focuses on positive impacts,

⁴⁵ Cervero, R. "Mixed Land-Uses and Commuting: Evidence from the American Housing Survey." *Transportation Research*. 30, no. 5 (1996): 361-377.

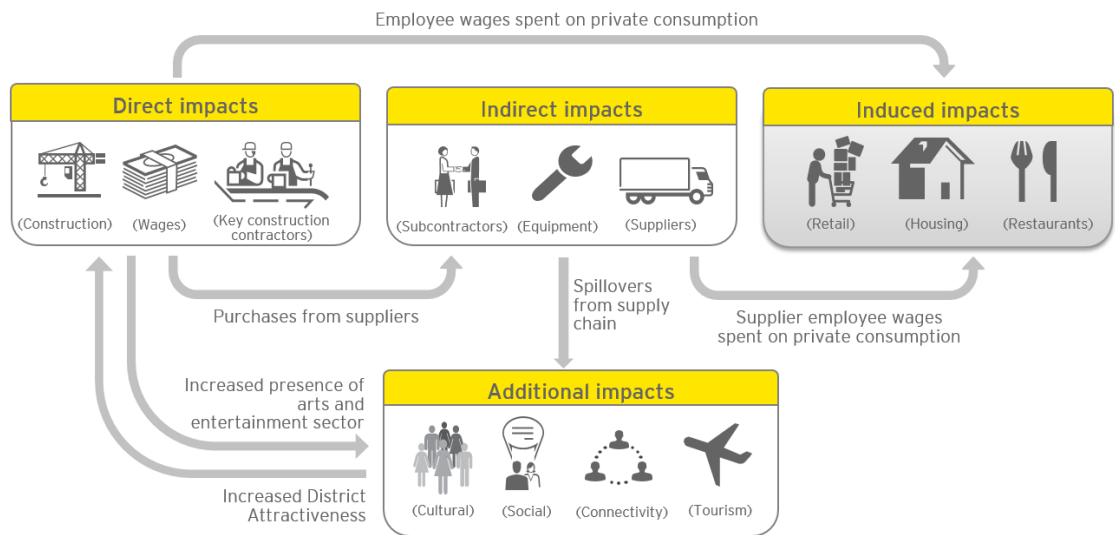
⁴⁶ city of Edmonton - Updated Economic Impact Assessment of Downtown Arena and CRL Projects.

⁴⁷ Baade, R.A. "The Impact of Stadium and Professional Sports on Metropolitan Area Development." *Journal of Urban and Regional Policy*. 21, no.2 (1990): 1-14.



there can also be negative consequences. These can include factors such as traffic and congestion, increased noise, displacement and a higher cost of living.

Figure 25: Additional Impacts of the Rivers District Revitalization



Source: EY illustration.

9.5.1. Cultural Impact

Calgary has long been regarded as one of the most culturally diverse cities in North America. Today, the city is home to more than 120 spoken languages, a vibrant and prospering arts sector, and world-renowned restaurants offering cuisines from across the globe. Calgary is a welcoming destination with a globally connected workforce and a flourishing international community.⁴⁸

Over the last several decades, the city has completed several initiatives aimed at improving its cultural footprint. In 2007 for instance, the city put into motion the *Art Space Strategy and Capital Plan*, which was designed to increase the amount of cultural infrastructure in an around the city's boundaries. Structures such as The National Music Centre, Folk Festival Hall, Taylor Centre for the Performing Arts, Nickle Galleries, The Performing Arts Youth Centre, Decidedly Jazz Danceworks Dance Centre, the King Edward Arts Incubator (CSpace) and the Evergreen Community Spaces have all been constructed, which attract thousands of visitors to the city each year.⁴⁹

⁴⁸ city of Calgary. "Calgary in the New Economy." Calgary Economic Development. Retrieved from: <https://www.calgaryeconomicdevelopment.com/assets/Calgary-in-the-New-Economy/Calgary-in-the-New-Economy-Final.pdf>

⁴⁹ Calgary Arts Development. "Arts and Culture Infrastructure Strategy". Retrieved from: <https://calgaryartsdevelopment.com/publications/building-on-our-momentum/>



Furthermore, the city has also taken an active role in developing its cultural scene by increasing the number of festivals and events held within the city on an annual basis. Calgary recognizes that these festivals and events enhance the quality of life for its citizens, and are an essential element for creating complete and prosperous communities. In 2016 for example, the city supported approximately 272 events, of which 159 received some level of public funding.⁵⁰ Other important cornerstones of Calgary's cultural identity include its tourism sector. Internationally recognized, Calgary is a gateway to Banff National Park, and is home to other popular sites and amenities, including: the Calgary Stampede, Spruce Meadows, Calgary Folk Festival, Glenbow Museum, Calgary Zoo and Heritage Park.⁵¹

As of 2016, the city has committed to achieving various strategic initiatives outlined in the *Cultural Plan for Calgary*, which is an ambitious 10-year plan aimed at better utilizing and enhancing the city's cultural resources. The targets of the plan over the next 10-years is to increase the city's employment and tax base by developing its creative industries and cultural tourism sector, attract and retain skilled workers, build a more livable city using current and future spaces and places, and maximize the creative potential of its people. The Plan envisions Calgary as a place that is recognized as a connected, exciting, cosmopolitan, cultural centre that works in partnership with its cultural sector and creative industries to establish positive benefit for the local economy.⁵² In addition, the Arts Development Strategy for Calgary (Live a Creative Life) envisions Calgary as a place that empowers every resident to live a creative life, fuelling a vital, prosperous and connected city.

9.5.2. Social Impacts

Art and culture generate substantial "intangible" or non-monetary economic effects. More specifically, art and culture have a "soft" function for enhancing one's quality of life or well-being, which is fundamental for cities to maintain their competitiveness. Moreover, art and culture have the capacity to increase human creativity and innovation, and can also act as a gateway for stimulating civic pride, lead to increases in one's personal development, and foster prosperity and acceptance amongst different groups.⁵³ A key component of the RDMP is the creation of public spaces that all Calgarians can enjoy, regardless of social status or income level.

Focusing on well-being, literature suggests that one way that arts and culture enhance the well-being of individuals is through the act of volunteering. By going forward with the Rivers District Revitalization, the city would in turn be directly increasing the number of volunteer opportunities for its citizens, as there would now be additional space to accommodate more shows and events that would draw on the

⁵⁰ city of Calgary. "Arts & Culture." www.calgary.ca/SitePages/cocis/Scripts/SubCategory-ArtsCulture-Grid.aspx.

⁵¹ Calgary Economic Development. "Calgary in the New Economy." <https://www.calgaryeconomicdevelopment.com/assets/Calgary-in-the-New-Economy/Calgary-in-the-New-Economy-Final.pdf>

⁵² city of Calgary. "Cultural Plan for Calgary". <https://www.calgary.ca/CSPS/Recreation/Pages/Arts-and-culture/Cultural-Plan-for-Calgary.aspx>

⁵³ Van Der Borg, J., & Russo, A.P. "The Impacts of Culture on the Economic Development of Cities." European Institute for Comparative Urban Research. 2007. <https://www.wien.gv.at/meu/fdb/pdf/intern-vergleichsstudie-ci-959-ma27.pdf>.



support of community volunteers. Volunteering has been shown to lead to increases in both social and economic outcomes, both for businesses and individuals. In terms of the former, organizations can draw on a pool of labour that not only provides additional capacity and skills, but also helps them stay in touch with their audiences. For individuals, they can acquire unique skill sets and knowledge, which will help them with future employment prospects and training opportunities. Furthermore, volunteering allows individuals to maintain healthy and active lifestyles, and leads to an increase in social development through interaction with fellow community members, and fosters an overall “team mentality.”⁵⁴ Additionally, arts and culture are also considered primary determinants for improving mental health outcomes. For example, increases in motor activities, such as through dance and other forms of creative movements, has been shown too directly decrease individuals stress and anxiety levels. Likewise, art and culture play an important role in determine one’s psychological state, whereby individuals in areas where art and culture are more prevalent have reported increased levels of happiness and satisfaction.⁵⁵

The Rivers District Revitalization can also improve Calgary’s perception as a city both locally and internationally. Using the *Hull UK city of Culture Project* as a benchmark, one can see just how important the general perception and attitude of a city’s art and cultural sector are to its overall appeal. In 2017, Hull was awarded UK’s Cultural city of the Year award, which established the city as the premier art and cultural destination throughout the country. Internal attitudes of the city both before and after the project showed that approximately 75% of residents were proud to call Hull home, with nearly the same number of people speaking positively about city. On an international level, a recent UK survey found that perceptions of Hull’s arts and cultural scene improved substantially, with visitors scoring their satisfaction with the city as 4.6 out of 5. As a result, this led to a significant increase in consumer expenditures throughout the art and cultural sector, where total revenues on ticket sales alone to various shows and events equated to approximately £8.73 million pounds. This in turn represented a 13.6% increase in earned revenue across the sector from before the title was awarded.⁵⁶ Although inherently different from receiving a title, the Rivers District Revitalization will include projects that should receive a broader range of attention from both the domestic and international community, which should provide Calgary with similar benefits to what was experienced by the city of Hull in 2017.

9.5.3. Connectivity Impacts

When measured by population, Calgary is the fourth largest city in Canada (following Toronto, Montreal and Vancouver). However, when it comes to land area, it is larger than each of these cities, being almost 30% larger than the city of Toronto. While there are many reasons for Calgary’s lack of density, including

⁵⁴ city of London Corporation. “*The Economic, Social and Cultural Impact of the city Arts and Culture Cluster.*” <https://www.cityoflondon.gov.uk/business/economic-research-and-information/research-publications/Documents/research-2013/Economic-social-cultural-impact-of-the-city-arts-and-culture-clusture-ForWeb.pdf>

⁵⁵ Stuckey, H.L., & Nobel, J. “The Connection Between Art, Healing, and Public Health: A Review of Current Literature.” *American Journal of Public Health*, 100, no. 2 (2010): 254-263.

⁵⁶ University of Hull. “*UK city of Culture 2017 Evaluation.*” <https://www.hull.ac.uk/work-with-us/more/media-centre/news/2018/city-of-culture-evaluation.aspx>



tastes and preferences of residents, this characteristic of the city can create challenges towards developing a strong sense of community.

One of the objectives of the RDMP is to improve the connectivity to surrounding neighbourhoods and in and out of the district. This includes improved walkability, the creation of public spaces, and improved access points into the district. The specific projects to accomplish this include the creation of Stampede Trail as a designated festival street that will also have a retail component, as well as the 12th Avenue and 17th Avenue promenades which will increase accessibility. A connection to the LRT Green Line would also increase transit use and provide alternate modes of transportation to the district and to surrounding areas, including a better connection to the Beltline.

There are also concerns related to many of the above-mentioned projects. For example, surface parking in the area would be reduced (which can also be considered a positive incentive not to drive). Residents in nearby neighborhoods like Inglewood and Bridgeland could have concerns over congestion and spillover effects with traffic. However, the RDMP provides a comprehensive guide book to mitigate these types of concerns and traffic analysis has been part of that planning process.

9.5.4. Tourism Impacts

The Rivers District Revitalization has the ability enhance Calgary's reputation as both a social and cultural destination, both in North America and across the world. With the District's expansion and renovations to both Arts Commons and the BMO Centre, along with the construction of a new Event Centre, the city can attract a broader audience with more diverse tastes. Additionally, as these individuals commence on Calgary to view the shows, events and attractions held within the District, there will be additional benefits provided to Calgary's economy. These additional impacts include visitor spending on things such as food, beverages, gas, hotel accommodations and other miscellaneous purchases.

The RDR is also aligned with the Destination strategy for Calgary. This strategy calls for a collaborative effort to enhance the city's hosting infrastructure for events, festivals and performances. Specifically, the BMO centre will provide increased convention space, while the Event Centre and expansion of Arts Commons will provide additional, improved venues for many other activities and performances (arts, culture, entertainment, sports, etc.)

Key Message: There are numerous other potential impacts (both positive and negative) than can occur with this type of a revitalization effort, and they are important to consider along with the economic analysis. The area and the surrounding neighborhoods will see enhancements to the arts and cultural sector, creation of new public spaces, new connectivity infrastructure and likely undergo a longer-term change in demographics. These developments can lead to an increase in tourism, which may be accompanied by an increase in noise, traffic and congestion in the area.



10. Conclusion and Considerations

It is the intention of this report to be objective, fact based and conservative in the underlying assumptions wherever possible. Its purpose is not to decide or provide a recommendation on the proposed investments in the Rivers District, rather it is to inform the reader of the likely outcomes based on sophisticated modelling and comparisons to similar developments in other jurisdictions. This report can then be used by the reader as a data point in reaching their own conclusions.

The Rivers District has undergone substantial redevelopment and growth over the past decade, but only in certain areas. The RDMP is designed to unlock the potential of this district and realize the same transformation that East Village has seen over the past ten years to create a world-class cultural and entertainment district. For this reason and others, the expansion of Arts Commons, the BMO Centre as well as the construction of a new Event Centre are viewed as the catalysts to this revitalization. These projects have the potential to enhance the social and cultural framework of the city, as well as provide short and long term economic benefits.

Having gathered the appropriate data for the three proposed projects, the quantitative modelling results project a positive economic impact, both during construction and in ongoing operations. Primary areas that would be positively impacted include GDP, jobs, labour income and output. There are also many potential impacts that could occur related to social, cultural and connectivity enhancements in the district, making it more attractive and accessible for Calgarians and visitors. Both the quantitative and qualitative assessments performed for this report are directionally supported by what has been observed in comparator jurisdictions.

There are several important aspects to consider moving forward:

- Cities face multiple options when deciding where to invest money, and there are always competing priorities vying for the same dollars;
- There are various public and private funding options associated with these types of development projects, as seen in the comparative jurisdiction analysis. The funding structure can influence the attractiveness of any one project;
- Where possible, development decisions should be made in a planful and deliberate way that aligns to an overall vision or strategy (the whole is greater than the sum of the parts from one off projects).



Appendix

A.1 The Input-Output Model: Assumptions and Restrictions

An I-O model is subject to limitations both in concept and implementation. Like any economic model, the I-O model is conceptually an abstraction that attempts to be complex enough to accurately capture and estimate the most significant impacts to the real-life economy caused by economic activity, yet simple enough to be analytically and intuitively meaningful.

An I-O model reflects the observed interdependency between all the sectors of the economy. For Canada, Statistics Canada reports for 236 industrial sectors in the economy: (1) how each sector relies on the other 235 sectors for inputs to their production; and (2) how each sector supplies its products and services to each of the remaining 235 sectors. While an I-O model provides a consistent and intuitive way of measuring the economic effects of an economic activity, users should be aware of the assumptions and limitations of the I-O model's underlying approach, and in turn regarded its results merely as approximations. Some of these assumptions include:

- The relationship between industry inputs and outputs is linear and fixed, meaning that a change in demand for the outputs of any industry will result in a proportional change in production. The model cannot account for economies/diseconomies of scale or structural changes in production technologies, an assumption which does not necessarily hold in the actual economy;
- Prices are fixed in the model. Thus, the model is unable to account for elasticities, or more formally, how one economic variable changes in response to another.
- I-O models are static and does not consider the amount of time required for changes to happen. Changing the timeframe would not affect the magnitude of the estimates;
- There are no capacity constraints, and all industries are operating at full capacity. This implies that an increase in output results in an increase in demand for labour (rather than simply re-deploying existing labour). It also implies that there is no displacement that may occur in existing industries as new projects are completed;
- I-O models assume that the technology and resource mix (ratios for inputs and production) is the same for all firms within each industry, i.e. the 236 industry categories reported in Statistics Canada's input-output table. As such, our analysis describes industry average effects.
- The model assumes that the structure of the economy remains unchanged. Any structural changes in the economy since 2014 will therefore lead to changes to the multipliers, which could be implemented once Statistics Canada release updated input-output tables. As such, the more removed the year of analysis is from the year of the used input-output tables, the greater the uncertainties.
- The model does not consider the economic impacts or opportunity costs associated with using resources elsewhere. In the case of the Rivers District Revitalization, public funds used to help subsidize the construction of the Event Centre or Arts Commons for example could be used in



other areas such as healthcare, education, transportation, etc. Using these funds for alternative uses would generate their own economic impacts, which could potentially be larger or smaller than that of the Rivers District Revitalization. However, the model will not be able to capture this.

- Results from the I-O model should not be interpreted as causal impacts. That is, one should not take the economic impacts presented in this report at verbatim. We cannot say with certainty that X dollars of capital or operational expenditures will produce X number of FTEs or have an X amount of impact on GDP.
- The model does not consider substitutions amongst inputs, and that each industry in the model is regarded as having a single production process. For the Rivers District Revitalization, the model will not be able to account for supplier or material changes that may occur during the construction phases related to a price change (for example).

As per the assumptions above, the structure and limitations of I-O models lend themselves to measuring the impacts of projects that are shorter term in nature; generally, they are used to look at shocks to the economy. For longer-term, time series analysis and general equilibrium models are likely more appropriate.

Lastly, EY has relied upon the completeness, accuracy and fair presentation of all information, data, advice, opinions or representations obtained from public sources, key stakeholders, and third-party groups (collectively the “Information”). The findings of this report are conditional upon such completeness, accuracy and fair presentation of the Information as EY has not independently verified or audited the Information provided to us.

A.2 Detailed Breakdown of Expenditure Adjustments

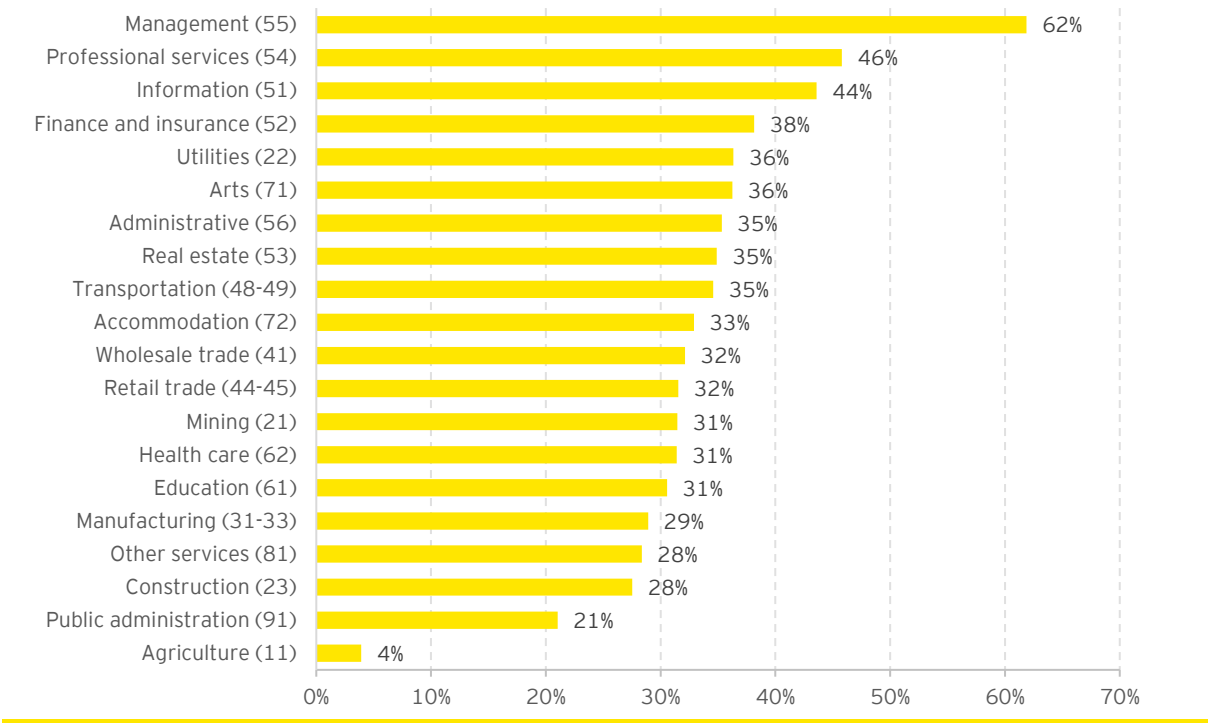
The following appendix describes in detail the adjustments made to the estimated capital and operating expenditures associated with the Rivers District Revitalization.

First, we consider the necessary adjustments to include only the expenditures that are spent within Calgary. This distinction between local and external expenditures is crucial for the accuracy of the impact analysis, however, it should be noted there are substantial uncertainties around performing such distinction due to lack of data availability. For capital expenditures, we need to identify to what extent the key contractors responsible for the construction of the three mega projects (i.e., Arts Commons, BMO Centre expansion, and Event Centre) will source their materials, subcontractors, machines, equipment from Calgary-based businesses, as opposed to business located outside of Calgary. For operational expenditures, these adjustments look to separate expenditures that are locally sourced versus costs that are sourced from outside of Calgary (i.e., how much of the labour costs are paid to employees residing in Calgary compared to outside, and what proportion of the expenditures are spent on purchases of goods and services located in Calgary compared to outside of Calgary). This for example will be crucial when examining operational data from the potential Event Centre, as a large percentage of this amount is likely to be spent outside Calgary (i.e., travel, business related functions, player salaries, etc.).



As a start, Statistics Canada’s input-output tables already adjusts for leakages outside the province of Alberta. Additionally, EY’s proprietary economic model makes further adjustment based on among other factors: industry linkages from input-output table data, the concentration of industry activity in Calgary relative to the province as measured by the industry’s share of employment in Calgary. For example, for both categories of expenditures, industries with high labour intensity are more likely to be sourced from Calgary with a large portion of employment and pay roll spending accruing to the local area. Moreover, service industries like administrative and support services are likely to be sourced almost exclusively from Calgary whereas the effective supply chain related to manufacturing and wholesale trade activities extends beyond the boundary of the city.

Figure #. Calgary’s share of total employment in Alberta, by industry



Note: NAICS codes for each industry are stated in brackets.
Source: Statistics Canada, Census 2016.

Another concept we can use to determine the amount of capital and operational expenditures spent within the city of Calgary vs. outside the city of Calgary is what economists refer to as the “Gravity Model of Trade.” In short, the general purpose of the model is to predict bilateral trade flows between two agents (i.e., countries) based on two factors; (1) economic size (traditional measured by each countries respective GDP) and (2) the distance between the two countries. Focusing on the latter, we can adjust this model to account for the distance between the Rivers District Revitalization and suppliers of products and services (inputs) that are demanded.

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REFERED REPORT

EVENT CENTRE RESOURCES AND WORKPLAN (VERBAL), ECA2019-0107

BACKGROUND:

The attached materials are forwarded for Council's information with respect to their discussion of item 9.2.2 Consideration of Unfunded Long-Term Projects, C2019-0135.

Attachment:

1. Event Centre Assessment Committee Mandate and Workplan

Excerpt from the Minutes of the Regular Meeting of the Event Centre Assessment Committee, held 2019 January 25:

"A document entitled "City of Calgary Event Centre Assessment Committee" was distributed with respect to Verbal Report ECA2019-0107.

Moved by Councillor Sutherland

That with respect to Report ECA2019-0107, the following be approved:

That the Event Centre Assessment Committee:

Direct that the Event Centre Resources and Workplan (Verbal) - ECA2019-0107 and subsequent documentation be forwarded for information to the 2019 January 28 Strategic Meeting of Council as an item of Urgent Business, to be heard in conjunction with Report C2019-0135, Consideration of Unfunded Long-Term Projects.

MOTION CARRIED"

City of Council Event Centre Assessment Committee

Mandate

The mandate of the Event Centre Assessment Committee (ECAC) is to explore and determine location, financial strategies and an approach to a partnership framework with respect to developing a new event centre that fits the long-term goals of The City of Calgary and City Council.

Work Plan

(Completed to Date)

1) Explore sites for new Event Centre within the City of Calgary:

- West Village
- McMahon Stadium
- Firestone Park
- Victoria Park

Result: It was determined by the committee that the Victoria Park site met the needs of Calgary as it was already home to the Saddledome and had the necessary infrastructure to support an Event Centre.

2) Understand critical success factors for the incorporation of an Event Centre into Victoria Park:

- Rivers District Master Plan
- Early Concept for an Event Centre
- Adjacencies to other community assets

Result: It was confirmed that the Event Centre could be a catalyst in the buildout of the Rivers District. It is critical that the Event Centre become part of Victoria Park and be much more than a venue for hockey. That the public spaces that are adjacent to the Event Centre are just as critical as the Event Centre itself. Adjacency to Stampede Park and the BMO where beneficial.

3) Establish a budget number for the construction of an Event Centre:

Result: Through engagement with industry, it was determined that the cost of a new Event Centre would be \$600 million in 2019 dollars. This number did not include land or addressing the future of the Saddledome.

4) Understand the return on investment around the build out of key civic assets (Event Centre, BMO Expansion, Arts Commons Expansion) in the Rivers District and their ability to attract private participation:

Update: Work is just being completed by Ernst and Young through Calgary Economic Development.

5) Assuming there is a need for public participation in the funding of the Event Centre, engage administration and confirm a source of funding.

6) Return to Council and secure a mandate to develop a term sheet.

7) Return to Council with that term sheet for approval to present to Calgary Sports and Entertainment Corporation.