

An aerial photograph of Calgary, Alberta, Canada. The image shows the city's skyline with several high-rise buildings, including the Calgary Tower. In the foreground, there is a large green park area with many trees and a winding river. The sky is blue with some light clouds.

The City of Calgary
West Village-CalgaryNEXT
Phase One Analysis
Impacted Organizations
Report

April 2016



West Village-CalgaryNEXT Phase 1 Analysis
Impacted Organizations Report

IMPACTED ORGANIZATIONS

Mayor's Office Report to Council (M2015-0856), page six, dated 2015 November 9 asked City Administration to look at Other Impacted Organizations in relation to CalgaryNEXT.

"Calgary Economic Development has already met with some of the stakeholders with respect to CalgaryNEXT and Calgary's economic strategy. Administration would work collaboratively with CED to understand the issues and concerns from impacted organizations such as the Calgary Stampede, the Calgary Convention Centre, the Saddledome Foundation, Tourism Calgary, and other relevant stakeholders."

Calgary Economic Development

Administration has worked with Calgary Economic Development's Mary Moran (President/CEO), Steve Allan (Chair of the Board) and Deana Haley (Vice President, Business Retention & Expansion) regarding the organization's perspective on CalgaryNEXT.

CED's leaders are in support of the City of Calgary's work on CalgaryNEXT and confirmed that the stakeholder list for Other Impacted Organizations should be kept to the five organizations listed in the Mayor's Report to Council for Phase 1.

CED is implementing Calgary's Economic Strategy, which is called *Building on our Energy*. CED stated the CSEC plan (CalgaryNEXT) could address many of the elements within the Strategy, including building the city's brand, making sports and recreation accessible to all Calgarians, attracting world-class sporting and cultural events, and building a downtown that is vibrant and well-connected from East Village to the core through to the West Village.

CED's Economic Strategy also wants to ensure that Stampede Park remains a vital part of Calgary and the West Village be a vibrant bookend to downtown. One of the challenges raised by CED is the evolution of West Village into a vibrant gathering place could detract from Stampede Park and the East Village.

In a letter to City Administration dated March 15, 2016, CED recommends that the new arena be built near Stampede/East Village to enhance the vitality of the area. In addition, CED recommends demolition of the Saddledome and Calgary's fieldhouse be developed near the University of Calgary. All details are clearly outlined in CED's letter, which is part of the appendices to this report.

CED also raised the question of convention centre space in Calgary. There is a need, according to CED, for the Calgary TELUS Convention Centre and Calgary Stampede to work together on a case for expansion. It has been noted by several stakeholders that Calgary is ranked fourth in Canada in terms of revenue generated by conventions, but just 10th in Canada when it comes to space. CED would like a stakeholder engagement plan put together to advance this discussion and ensure that all relevant stakeholders are included.

Calgary Stampede

Administration has worked with Calgary Stampede's Warren Connell (President and CEO) and Paul Rosenberg (COO) regarding the organization's perspective on CalgaryNEXT.



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The Calgary Stampede is at the midway point of its 20-year Master Plan, which includes additional trade, consumer and convention centre space. The Stampede believes that Calgary does not have ample convention centre space to compete with Tier 1 markets (Toronto, Vancouver, Montreal and a number of U.S. cities). The Stampede's expansion will help fill the gap that currently exists when it comes to convention and trade show space.

Several factors help make a convention city, including airlift, desirability of the city, having appropriately-sized venues/infrastructure, and having hotel capacity. The Stampede says Calgary lacks in having appropriately-sized venues, while hotel capacity will increase in relation to added convention space.

Regarding the CalgaryNEXT concept, the Stampede stated that a lack of information has made it difficult to comment on the concept. While there is room at Stampede Park to accommodate a new hockey arena, the Stampede stated that the entire CalgaryNEXT project could not be accommodated at Stampede Park and understands that CSEC is focused on CalgaryNEXT being located in West Village.

Further, the Stampede says it would only be concerned about CalgaryNEXT if any elements of the plan directly competed with the Calgary Stampede's business (major trade, consumer and convention facilities).

Calgary TELUS Convention Centre

Administration has worked with Calgary TELUS Convention Centre's (CTCC) Marcia Lyons regarding the organization's perspective on CalgaryNEXT.

The CTCC stated that Calgary is in need of more convention centre space. The CTCC has been actively looking into convention space options for more than 10 years. An initial market study was completed in 2006 and has been refreshed periodically since then. The CTCC noted that the convention business has changed dramatically and this has impacted how much and what kind of space is needed to hold major conventions.

The CTCC stated the CalgaryNEXT proposal has revived discussion around facilities in Calgary and an extension of that is the conversation regarding convention space.

According to CTCC, organizations aren't choosing Calgary for their conventions because the city doesn't offer the space people are requesting (size and configuration). To be competitive, any additional convention centre space needs to be located near hotels and other urban amenities and the CTCC believes it's located in the heart of Calgary's core.

Tourism Calgary

Administration has worked with Tourism Calgary's Cindy Ady (CEO), Andrew Rodych (Manager, Executive Services) and Cassandra McAuley (Director, Corporate Communications & Strategy Development) regarding the organization's perspective on CalgaryNEXT.

Tourism Calgary stated that Calgary is in a facility-deficit position compared to the rest of Canada and that includes convention centre facilities and infrastructure. Tourism Calgary noted that there are six reasons why people choose to spend tourism dollars in Calgary. They include: regional travel (those coming in from surrounding communities); Calgary is the gateway to Banff; convention travel; sports travel; business travel; and friends/family.



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Traditionally, 25 per cent of tourism revenue in Calgary is business travel. In comparison, other Canadian metropolitan cities are in the neighbourhood of 11-12 per cent. With the downturn in Calgary's economy, Tourism Calgary has taken steps to enhance the leisure travel segment. Among the work that is being done is the *Destination Strategy*, which strives to answer the question: How does Calgary develop as a destination in the next 10 years to better focus on the visitor and their experience?" This work is part of CED's Economic Strategy.

Tourism Calgary stated that sport tourism contributes over \$5.2 billion annually to the Canadian economy. In Calgary last year, sport tourism accounted for nearly 50,000 hotel room nights. With the right infrastructure, the economic benefit to our city in the form of attracting sport tourism events will increase significantly.

Tourism Calgary noted that there are several elements of the CalgaryNEXT proposal that are positive for the future of Calgary and invite organizations to look at this concept from multiple angles. Tourism Calgary said a complex like the one proposed will increase Calgary's place on the national and international stage as a capable and competitive host to major events. Further, the organization stated that a destination for sporting events would benefit the city in many ways, enhancing Calgary's ability to attract sport and culture events, leading to an increase in economic benefits through community investment and visitor spending, while offering Calgarians increased exposure to a multitude of sport and cultural events as participants and spectators.

Tourism Calgary noted it remains unbiased when it comes to the location or funding model for the project.

Saddledome Foundation

Administration has worked with Saddledome Foundation board members regarding the organization's perspective on CalgaryNEXT. Members of the Foundation board who have been engaged are Gregory Forrest, Owen Tobert, Gordon Olsen, Ken Faulkner, Barry Heck, Eric Sawyer, and Ray Jones.

On Nov. 26, 2015, the Saddledome Foundation provided the City of Calgary with terms of reference for the Saddledome Future Use Report. That report is scheduled to be completed by Sept. 1, 2016 and will look at four options for the Saddledome:

- To continue operating the Saddledome in its present form
- Repurposing of the Saddledome
- Decommissioning or "going black" in order to have the Saddledome available for major international or national events that require two multi-purpose facilities
- Demolition

Regarding the CalgaryNEXT proposal, the Saddledome Foundation clearly outlined its mandate, which is maintenance and operation of the Saddledome. The Calgary Flames are currently the manager and operator of the Saddledome and, if a new arena is built, some negotiations would be required to either terminate the current arrangement or enter into a new arrangement for the Saddledome with the Flames.

The Saddledome Foundation states it is not in a position to comment on a new facility.



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Stakeholder Perspective Summary

	Stakeholder	Session date/venue	Comments
	Calgary Economic Development	<ul style="list-style-type: none"> Initial meeting held Dec. 21, 2015 at Andrew Davison Administration also held several follow-up calls/emails with Steve Allan of CED Calgary Economic Development sent letter regarding its position on March 15, 2016 	<ul style="list-style-type: none"> CalgaryNEXT could address many elements within Calgary's Economic Strategy (building city's brand, making sports and recreation accessible to all Calgarians, attracting world-class events, and building a vibrant and well-connected downtown) CED wants to ensure that Stampede Park remains a vital part of Calgary and that the West Village should also be a vibrant bookend to downtown CED would also like to see more work on adding convention centre space in Calgary CED recommends the new hockey arena be built near Stampede/East Village to enhance the vitality of the area CED recommends demolition of the Saddledome CED recommends that the Fieldhouse be developed in the area of the University of Calgary
	Calgary Stampede	<ul style="list-style-type: none"> Initial meeting held Jan. 19, 2016 at Andrew Davison Administration also held several follow-up calls/emails with Warren Connell and Paul Rosenberg of Calgary Stampede Calgary Stampede sent letter regarding its position on March 10, 2016 	<ul style="list-style-type: none"> Calgary Stampede would like to see more detail on the CalgaryNEXT concept Calgary Stampede is at the midway point of its 20-year Master Plan The next major component of the Master Plan is the final phase of BMO Centre expansion The Master Plan (endorsed by City Council in 2005) was designed to accommodate a new hockey arena; discussions between CSEC and the Stampede have occurred over the years on possible locations for the new arena While a new arena could work on Stampede land, the complete CalgaryNEXT concept could not be accommodated on Stampede land The Stampede wants to ensure that no elements of the CalgaryNEXT concept compete with the Stampede's competitive trade, consumer or conference space



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	Stakeholder	Session date/venue	Comments
	Calgary TELUS Convention Centre	<ul style="list-style-type: none"> • Initial meeting held Jan. 18, 2016 at Andrew Davison • Administration also held several follow-up calls/emails with Marcia Lyons of CTCC CTCC chose not to submit a letter with its perspective to the City of Calgary 	<ul style="list-style-type: none"> • CTCC stated that Calgary is in need of additional convention centre space • The CalgaryNEXT concept has helped revive discussions around infrastructure in Calgary
	Tourism Calgary	<ul style="list-style-type: none"> • Initial meeting held Jan. 19, 2016 at Tourism Calgary • Administration also held several follow-up calls/emails with Tourism Calgary staff • Tourism Calgary sent letter regarding its position on April 13, 2016 	<ul style="list-style-type: none"> • Calgary is in a facility-deficit position • A comprehensive destination for sporting events would benefit the city in many ways (it would enhance Calgary's ability to attract major events, leading to increased economic benefits in the form of community investment and visitor spending, while offering Calgarians exposure to a multitude of sport and cultural events) • Sport contributes over \$5.2 billion to the Canadian economy annually • Tourism Calgary believes the CalgaryNEXT concept would increase quality of life for Calgarians • Tourism Calgary evaluated CalgaryNEXT against four measures: support for the generation of tourism revenue; support for Calgary's brand; making Calgary a better destination; support for high-performance sport • Tourism Calgary remains unbiased regarding the location or funding model of the project
	Saddledome Foundation	<ul style="list-style-type: none"> • Initial meeting held Jan. 20, 2016 at the Saddledome • Administration also held several follow-up calls/emails with Gregory Forrest of the Saddledome Foundation • Saddledome Foundation sent letter regarding its position on Jan. 29, 2016 	<ul style="list-style-type: none"> • Saddledome Future Use Report is scheduled to be completed by Sept. 1, 2016 • Future Use Report will look at four options for Saddledome (to continue operating the Saddledome in its present form; repurposing of the Saddledome; decommissioning or "going black" in order to have the Saddledome available for major international or national events that require two multi-purpose facilities; demolition) • Saddledome Foundation's mandate is maintenance and operating of the Saddledome



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APPENDIX A STAKEHOLDER LETTERS

Calgary Economic Development's
collaborative energy makes us a
conduit, connector, catalyst and
storyteller for Calgary.

March 15, 2016

Mr. Chris Jurewicz
Senior Strategist
Office of Land Servicing and Housing

Dear Sir:

RE: CalgaryNEXT

You have asked us to write you with respect to Calgary Economic Development's position on the CalgaryNEXT proposal and we are pleased to provide our comments herein.

Calgary Economic Development is the steward of Calgary's Economic Strategy, *Building on Our Energy* (the Strategy) and I am Chair of the Leadership Implementation Committee that has been charged by City Council with implementing the Strategy.

The CalgaryNEXT proposal is a bold and exciting vision, which has implications for many elements of the Strategy. Specific actions contained in the Strategy that are impacted by CalgaryNEXT are as follows:

Entrepreneurial Energy

Strategy One/Action Six – Grow tourism through enhanced local attractions and better collaboration with world class regional destinations.

Community Energy

Strategy Two/Action Two – Address greater connectivity between Calgary's primary cultural, recreation and commercial districts in the Centre City (Stampede Park to Calgary Zoo and Inglewood to Downtown West Village).

Strategy Four/Action Four – Build a city where all Calgarians can participate in sport and recreation to the extent they choose.

Collaborative Energy

Strategy One/Action One – Position Calgary as the location of choice to live, visit, meet, start a business and invest.

Strategy One/Action Two – Showcase Calgary's urban assets to the world and increase citizen participation in events and festivals.

Due to our role as a neutral facilitator and steward, in September 2015 we brought together key stakeholders likely to be impacted by the Strategy to discuss opportunities, implications, challenges and concerns. These stakeholders included senior representatives of City of Calgary Administration, the Mayor's Office, Calgary Exhibition and Stampede, Tourism Calgary, Calgary Convention Centre, University of Calgary, Calgary Municipal Land Corporation, Sport Calgary, and Calgary Multisport Fieldhouse Society, as well as the proponent of CalgaryNEXT, Calgary Sports and Entertainment Corp.

We have shared the points raised in the discussion with your West Village-CalgaryNEXT analysis project team. We have also maintained dialogue with many of the key stakeholders throughout the process, but have not convened any further meetings with the entire stakeholder group.

You have asked us to answer the following questions with respect to CalgaryNEXT:

- What do you like about the CalgaryNEXT project?
- What do you see as challenges with the project?
- What don't you like about CalgaryNEXT?
- What do you think of the West Village site that CalgaryNEXT has chosen for the project?
- Do you have anything to add about the project?

We will answer these questions in the context of the Strategy and given the discussions and dialogue we have had with various stakeholders.

What do you like about the CalgaryNEXT project?

The proposal presents a bold and exciting vision for Calgary, which in many ways responds to the actions contained in the Strategy noted above. Among the highest priorities for Calgary for several years now, is a fieldhouse facility. We are also well aware that our NHL arena and our CFL stadium are dated and inadequate. We lag behind other Canadian and North American cities with respect to these specific facilities. The CalgaryNEXT proposal addresses these inadequacies and deficiencies with a plan that is indeed bold, exciting and innovative.

The proposal has also highlighted for Calgarians, the fact that we have a contaminated site in the centre of our city, which is unacceptable and must be dealt with. It has also highlighted that once this site is reclaimed, it is prime for development.

What do you see as challenges with the project?

As stewards of the Strategy, we believe our role is to take a holistic, macro, high-level view of the proposal and its impact and implications for the stakeholders identified above, as well as for Calgarians and our visitors. In addressing the project from this perspective, we have identified the following challenges and concerns:

1. Access and egress: Although we understand there may be significant cost savings by having these two facilities adjacent to one another, we see serious logistical challenges for users of the fieldhouse to access the facility when there is an event occurring at the arena. We have heard from proponents of a fieldhouse facility as to serious concerns about the difficulties with users of the facility arriving by automobile, bus, or C-train,

when attendees of the arena are endeavouring to access that facility at the same time. We share those concerns.

2. City of Calgary/University of Calgary shared use: We have been advised that the City views the university as an essential partner of the fieldhouse facility, in order to make the project feasible from an operational perspective. This, of course, would be an advantage for the university as well and if significant facilities like this can be shared, rather than duplicated, it is a plus for the taxpayer. The total population of the university campus approximates 35,000 students and staff. As well, the university requires facilities for its athletic teams and kinesiology faculty for teaching and research. There are significant challenges to meeting the needs of the university with facilities located at West Village.
3. Timeliness: We endorse the need to address the environmental clean-up in West Village and suggest that should proceed regardless of CalgaryNEXT. However, the uncertainties surrounding the extent of the clean-up required, who will pay for the clean-up, and the time required to complete the clean-up, will add delays that will likely not be experienced if other sites are chosen for the projects.
4. Financing: It is proposed that a significant portion of the project would be financed by a Community Revitalization Levy (CRL). Our understanding is that this will require both Provincial and Municipal approvals, which given the current economic and political environment, will be challenging. Moreover, the funds that would be generated by a CRL in this economic environment are uncertain.
5. Competing Use: The Stampeders Football Club would be another user of the fieldhouse, in addition to the users contemplated in a partnership between the City and the University of Calgary. Our understanding is that they use the field at McMahon for approximately three hours a day between the start of training camp and the end of the season (approximately May-November). In addition, the Stampeders have relatively new space for coaches' offices, administration, dressing rooms, training and therapy rooms etc. that they require for their exclusive use. These conflicts may be able to be resolved, but they will present challenges in a facility that is intended for public use.
6. Potential Challenges to the Viability of East Village and Stampede: From the perspective of the Strategy, it is essential that the vitality of the Stampede/East Village area continues to be enhanced. The Saddledome draws significant numbers to this area for hockey, concerts and other events throughout the year. There is a risk that the West Village proposal could detract from the Stampede/East Village area. The Stampede already has very successful trade show, meeting and event space. The location of the Saddledome adjacent to the Stampede's exhibition and meeting space provides Calgary with a competitive advantage when attracting events. The Saddledome has been an important component of this offering for local, national and international events. New facilities in West Village will not necessarily be perceived as complementary to the Stampede facilities in situations where the City is bidding for national and international events and there is a risk that these new facilities could compete with facilities in Stampede Park.

7. Other Costs: We understand that there will be additional costs for upgrading roads, providing access for transit etc., in the West Village area, but have no information on the magnitude of these costs.

What do you think of the West Village site that CalgaryNEXT has chosen for the project?

This question is answered by the responses above.

Do you have anything to add about the project?

We applaud Calgary Sports and Entertainment Corp. for advancing the CalgaryNEXT proposal and initiating an essential conversation in our community at a time when we need to focus on significant projects like this that will help to shape our city for generations to come. Our summary comments are as follows:

1. We endorse the building of a new arena as a new home for the Flames, and a new venue for concerts and other major events, but suggest that it be located in or around the Stampede/East Village area. This will serve to enhance the vitality of this area. We are aware that the Stampede is proposing to expand the BMO Centre in such a way that it will help Calgary achieve tier one status as a convention, meeting and trade show venue in Canada. We endorse this concept and believe that a new arena located on or near Stampede Park will enhance the competitiveness of the contemplated new trade and convention facilities.
2. The CalgaryNEXT proposal contemplated that the existing Saddledome be converted to convention or meeting space. As highlighted above, we endorse the plans of the Stampede for new trade, convention and meeting space. We do not believe a retrofitted Saddledome in any way enhances the plans for these new facilities and unless the Saddledome might be required for a future international event, in the relatively near term, we believe it should be demolished.
3. We are pleased with the MOU that was recently agreed to between the Stampede and Calgary Municipal Land Corporation. The addition of a new arena and convention, trade and meeting space in the area presents a tremendous opportunity for Calgary. The area is within the existing CLR which can be used to help develop the area and enhance assets that will be added in the area. As well, the opportunity to attract additional development to the area, such as hotels, restaurants, retail will be enhanced by the addition of the major assets. This is indeed an exciting opportunity for Calgary.
4. There is existing transportation infrastructure in the area, and the proposed Green Line will also service this area, making access and egress to the facilities much more convenient.
5. We believe that the Fieldhouse should be developed in the area of the University of Calgary. The feasibility of developing a new stadium for the Stampeders within a fieldhouse as contemplated by CalgaryNEXT should be pursued. However, some of the points raised above with respect to competing uses need to be taken into account.

6. If it is not considered feasible or cost effective to build a new stadium within the fieldhouse complex, then renovating McMahon Stadium should be pursued. The McMahon Stadium Society has a master plan for the stadium that has four phases. The first phase would see a near doubling of the concourses and enhancements to washrooms (to current code) and to concession areas at a cost of approximately \$20 million. Additional phases could add corporate suites and create other enhancements to the building. The life of the building can easily be extended for 25-30 years or beyond.
7. The lands on which McMahon Stadium sits, which are owned by the University of Calgary and the lands to the North (the Foothills lands) which are owned by the City present an excellent development opportunity, which could incorporate not only a new fieldhouse and stadium (either a renovated McMahon or a new build) but also mixed uses for recreation, housing, retail and uses complementary to teaching, learning and research. We would urge the City and the University to jointly pursue a long range development plan for these combined lands.
8. We believe the environmental reclamation of the West Village lands should proceed as soon as practicable and the Area Redevelopment Plan should be pursued as soon as feasible, such that West Village will ultimately become a vibrant book-end to downtown Calgary.

We are grateful for the opportunity to comment on the CalgaryNEXT/West Village proposal. Again, Calgary Sports and Entertainment Corp. is to be applauded for their foresight and vision in tabling this proposal. Calgary Economic Development enthusiastically endorses the concept of a new arena, new fieldhouse, new convention, meeting and trade show facilities, the reclamation of the West Village lands, and the development of a master plan for the McMahon/Foothills lands, all of which have been spawned by their proposal.

As stated, we have taken a holistic view of the proposal within the context of Calgary's Economic Strategy, *Building on our Energy*, and feel that the eight points summarized in answer to the final question above, present an enormously exciting opportunity for our community at a time when we need to provide vision, hope and encouragement to our citizens, as well as tremendous new assets that will benefit our community for generations to come.

Yours truly,



Steve Allan
Chairman of the Board



March 10, 2016

Chris Jurewicz
Senior Strategist
Real Estate and Development Services
The City of Calgary

Dear Chris:

The Calgary Stampede sincerely appreciates being invited to participate in the stakeholder consultations regarding the CalgaryNEXT proposal. Clearly it is not in the best interests of the City for the Stampede to decide independently on the merits of the CalgaryNEXT proposal when we have not seen any detail. We understand the larger City wide objectives desirous by City Council and will continue to work with the community to undertake the decisions which would best see Calgary become an even greater City to live, work and play.

What we can say is that the Stampede Master Plan as put in place and approved approximately 10 years ago, was designed to accommodate a new arena since we have enjoyed the synergies of having CESC and the Saddledome on Stampede Park. We have had discussions over the years with CSEC on possible locations for an arena on Stampede Park and expressed our desire to accommodate the arena. However, CESC's plan for CalgaryNEXT is a multi-facility development where the land requirements, over and above the arena and fieldhouse, include the development of a mixed use neighbourhood consisting of commercial and residential uses which far exceed the available space at Stampede Park.

When the CalgaryNEXT plan was presented to us by CESC, we advised them and have expressed to the City that we will continue to leave the door open for future discussions with the City and CESC should there become a common desire to see the arena return to Stampede Park. We have room for a new arena on our park and it will work on site inclusive of the other development that the Stampede has planned. Our only other discussion relevant to CalgaryNEXT was our request that CESC not supplement the proposed CalgaryNEXT development with any competitive Trade, Consumer or Conference space. CESC agreed with this request.

The Stampede Master Plan was endorsed by City Council in 2005 and supported with a new approved DC land use, a new 100 year lease for the City of Calgary owned portions of the site and ultimately the expropriation of the small number of owners who could not come to terms with the Stampede. We are at the mid-point of the 20 year plan with two successful expansions to the BMO Centre, a new Agrium Western Event Centre, a soon to be opened new ENMAX Park providing 18 acres of green public space for use by the community and just breaking ground on a new inclusive Youth Campus that has already changed the youth development model in the province. Five new facilities will open over the next few years all funded with donors who believe in the vision of a greater community for the development of tomorrows spirited leaders.

Our next major component of the Master Plan to move forward is the final phase of the BMO Centre expansion. At completion, the BMO Centre would be the second largest tier one facility in Canada. A Convention and Trade facility that would allow Calgary to attract tier one conventions and elevate Calgary as an international convention destination. We have spent the past three years working with the industry to build a model consistent with the current operation of the BMO Centre which on an operating basis is self-supporting.

Please contact me if you require any further information.

Yours truly,



Warren Connell
Chief Executive Officer

April 13, 2016

Chris Jurewicz
Senior Strategist, Office of Land Servicing & Housing
City of Calgary
6th Floor
133 – 6 Avenue SE
Calgary, Alberta T2G 4Z1

Dear Chris,

Members of Tourism Calgary's executive staff and I met with the research team from the Office of Land Servicing & Housing in February 2016 to discuss the CalgaryNEXT project proposal, for which no alternatives are currently available for consideration. Tourism Calgary regularly reviews projects and initiatives which have the potential to advance Calgary as a visitor destination and for residents.

Calgary is in a facility-deficit position, and we are pleased to see that this proposal would make available critical sport infrastructure. A comprehensive destination for sporting events would benefit the city in many ways; it would enhance Calgary's ability to attract sport and culture events leading to increased economic benefits in the form of community investment and visitor spending, while offering Calgarians increased exposure to a multitude of sport and cultural events as both participants and spectators.

Sport tourism contributes over \$5.2 billion annually to the Canadian economy. In Calgary last year, sport tourism accounted for nearly 50,000 hotel room nights. With proper infrastructure, Calgary's economy will see significant increases from our ability to attract sport and event-related tourism.

Tourism Calgary supports the development of sport and event hosting infrastructure throughout the city. Not only do we believe that such infrastructure will have a positive impact to our visitation numbers from all key markets, it will also add to the vibrancy and culture of our city and brand.

Tourism Calgary evaluates proposed projects and initiatives through the following measurement areas looking at current and future needs. As such, we have evaluated the CalgaryNEXT proposal against the following measures:

1. Support for the generation of tourism revenue and visitation to Calgary

The project should generate attendance and economic increases through:

- Providing greater capacity and ability to host more visitors at events;
- Offering the ability to host new types of events in Calgary, while ensuring that major events do not forego Calgary due lack of a suitable venue?

2. Supports and enhances Calgary's brand

The project must showcase and tell Calgary's story while showcasing our spirit and culture. It should:

- Help Calgary be recognized as a world-class city that hosts major international events and performances;
- Feature the best of Calgary in sport and major events, arts and culture, and the shopping, attractions and nightlife which flow from the venue;
- Celebrate and promote Calgary through partnerships, local organization support, art, food, beverage and services;
- Make Calgary a memorable destination for visitors.

3. Makes Calgary a better destination

The facility must be easy to access and navigate while being enjoyable for all guests;

- The design must consider how the facility brings together communities and makes them better;
- CalgaryNEXT needs to understand its role in major event evolution and development as well as product development and enhancement.

4. Supports high-performance sport in Calgary

CalgaryNEXT will become a premier centre for Calgary's high performance system through its facilities, partnerships, programs and visitor experience. CalgaryNEXT should be dedicated to:

- Having the ability to host a wider variety of sporting events;
- Providing a venue for high-performance sport while fostering the growth of amateur sport;
- Encouraging health and wellness for Calgarians.

Tourism Calgary believes this proposed project will increase quality of life for Calgarians. It will benefit our community and residents through job creation, accessible recreation facilities, infrastructure development, and increased capacity to host major events as well as enhancing our national and international profile.

The CalgaryNEXT proposal would help alleviate the facility-deficit Calgary has been experiencing. Tourism Calgary remains unbiased as to location or funding model for the project. Further discussions regarding location will be required between all involved parties.

Sincerely,



Cindy Ady
CEO, Tourism Calgary



January 29, 2016

Brad Stevens
Deputy City Manager
City of Calgary

VIA EMAIL
Brad.Stevens@calgary.ca

Dear Mr. Stevens:

Re: Calgary NEXT Proposal – Stakeholder Position

Further to our meeting on January 20, 2016 with Chris Jurewicz and the Administration Team, this letter is sent to confirm the position of the Saddledome Foundation as a stakeholder.

The mandate of the Saddledome Foundation is to undertake responsibility for the operation and management of the Saddledome and to collect and distribute the revenues for the benefit of amateur sport, hockey development and research.

At the request of Calgary City Council, the Foundation was pleased to provide to City Administration a document dated November 26, 2015 outlining terms of reference for a Saddledome Future Use Report.

In light of our mandate we are not in a position to speculate on the Calgary NEXT proposal although we will as requested review and report on available options for the Saddledome in the event the Calgary NEXT or any similar proposal proceeds.

Thank you and the administration for requesting the input of the Saddledome Foundation as a stakeholder.

Yours very truly,

THE SADDLEDOME FOUNDATION

GREGORY J. FORREST
Board Chair