

**Calgary**



CPS2015-0704

Attachment 1



THE CITY OF  
**CALGARY**  
ANIMAL & BYLAW SERVICES



# 2014 Calgary Combative Sports Commission Annual Report

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## CALGARY COMBATIVE SPORTS COMMISSION MEMBERS

Member	Role	Current Appointment	Expiry Year
<b>Ms. Shirley Stunzi (Chair)</b>	Member appointed by resolution of Council	2007	2016
<b>Mr. Toby D. Schultz (Vice Chair)</b>	Member appointed by resolution of Council	2011	2017
<b>Mr. Michael Gadde</b>	Member appointed by resolution of Council	2015	2017
<b>Mr. Shawn Hiron</b>	Member appointed by resolution of Council	2014	2017
<b>Ms. Allison Kavanagh</b>	Member appointed by resolution of Council	2013	2017
<b>Mr. TJ Madigan</b>	Member appointed by resolution of Council	2012	2016
<b>Ms. Kirstin Morrell</b>	Member appointed by resolution of Council	2012	2016
<b>Mr. Bob Cameron</b>	Chief Licence Inspector Designate (non-voting)	2015	2016
<b>Mr. Kent Pallister</b>	Chief Licence Inspector (non-voting)	2015	2017

## **INTRODUCTION**

In November 2014, Council approved the recommendations of the Calgary Combative Sports Commission (CCSC) Governance Review, including the requirement for the Commission to provide an annual report with a summary of activities, statement of revenues and expenditures, and a budget for the future year.

This annual report for 2014 also provides an update on the implementation of the 2014 Governance Review recommendations, including transition of administrative functions to The City, improving efficiency through enhanced technology; enhancing operating budget sustainability through a new fee structure; and reviewing and amending Combative Sports Commission Bylaw 53M2006. Through these actions, the CCSC has enhanced its efficiency, accountability, financial sustainability and customer service.

## **BACKGROUND**

CCSC has regulated combative sports in Calgary for over 100 years. The CCSC's mandate is to regulate, govern and control professional combative sporting events and contestants within the city of Calgary in order to ensure events are conducted in a safe environment for participants, officials and spectators. Under Bylaw 53M2006, CCSC has the authority to control and regulate all aspects of combative sports events held in the city, such as the provision of officials and medical staff and the coordination of pre-event activities including weigh-ins.

The Commission's governance model has been reviewed and modified as combative sports have evolved and grown in Calgary. The last review occurred in 2014, and resulted in the current version of the Combative Sports Commission Bylaw. Subsequently, in Action Plan (2015-2018), Council approved an FTE to support CCSC administrative functions and increase the Commission's efficiency and effectiveness, by standardizing written and electronic materials, managing technology, processing applications and managing records.

## Activity Summary for 2014

### Combative Sports Events

CCSC regulated 16 combative sports events in 2014, which are described in Tables 1 and 2, including information on the event promoters, dates, venues, and gate fees. These events include Mixed Martial Arts (MMA), boxing and Muay Thai events.

**TABLE 1: History of Calgary Combative Sports Sanctioned Events**

Year	Total Events	MMA	Boxing	Muay Thai
2014	16	6	7**	3
2013*	9	4	2	3
2012	18	10	3	5
2011	22	9	6	7
2010	19	7	7	5
2009	9	5	1	3
2008	17	8	4	5

\*Fewer Events due to the Flood of June 2013

\*\* Includes the November 29 2014 event that held both a boxing competition and Muay Thai event.

**TABLE 2: Detailed list of 2014 Combative Sports Events**

Event	Date	Venue	Gate Fee	Type of Event
Hard Knocks Events	17-JAN-14	Century Casino	\$1800.00	MMA
Mike Miles	24-JAN-14	Bowness Sportsplex	\$600.00	Muay Thai
Teofista	07-FEB-14	Chinese Cultural Centre	\$1200.00	Boxing
Mike Miles	05-APR-14	Century Casino	\$600.00	Muay Thai
Mike Short	12-APR-14	Polish Canadian Club	\$733.25	Boxing
Hard Knocks Events	25-APR-14	Century Casino	\$2130.61	MMA
Hard Knocks Events	13-JUN-14	Century Casino	\$2094.58	MMA
Teofista	26-JUN-14	Deerfoot Inn and Casino	\$900.00	Boxing
Fanbase Boxing	06-JUL-14	Roadhouse Bar	\$344.25	Boxing
Mike Short	16-AUG-14	Bowness Sportsplex	\$600.00	Muay Thai
Mike Miles	20-SEP-14	Deerfoot Inn and Casino	\$300.00	MMA
Hard Knocks Events	03-OCT-14	Canada Olympic Park	\$1200.00	MMA
Hard Knocks Events	11-NOV-14	Century Casino	\$1200.00	Boxing
Teofista	21-NOV-14	Chinese Cultural Centre	\$1659.65	Boxing
Mike Short	29-NOV-14	Bowness Sportsplex	\$1200.00	Boxing & Muay Thai
Hard Knocks Events	12-DEC-14	Century Casino	\$2555.83	MMA
<b>Total Collected</b>			<b>\$ 19,118.00</b>	

## **Implementation of the 2014 CCSC Governance Review (PFC2014-0418)**

In addition to coordinating and regulating these events, in late 2014 CCSC began focusing on implementation of the recommendations of the CCSC Governance Review approved by Council in PFC2014-0418. The eight recommendations highlighted in Table 3 fall into four categories: (1) transitioning CCSC administrative functions and record keeping; (2) improving efficiency through technology improvements; (3) enhancing operating budget sustainability; and (4) reviewing and amending the Combative Sports Commission Bylaw 53M2006. Implementation of the recommendations is continuing throughout 2015.

### **(1) Transitioning CCSC administrative functions and record keeping**

The transition of CCSC administrative functions and records to The City began in late 2014 and continued throughout 2015, with a portion of a City staff position in ABS allocated to support the Commission (PFC2014-0418 Recommendation 1). In Action Plan 2015-2018, Council approved an FTE to support the CCSC's administrative functions and enable the Commission to focus on its primary role of overseeing combative sports events regulation, coordination, and participant safety (PFC2014-0418 Recommendation 2).

This administrative support includes preparing materials for sporting events and Commission meetings, managing information technology assets, updating policies and procedures, processing licence applications and payments, processing gate fees, tracking event statistics, and managing competitor medical files and other records in compliance with the Freedom of Information and Protection of Privacy Act (FOIP) (PFC2014-0418 Recommendation 1, 3).

### **(2) Improving efficiency through enhanced technology**

Technology improvements initiated in late 2014 and continuing during 2015 include enhancing the CCSC website, acquiring server space for records management and exploring other technology such as hand held devices to streamline operations at sports events (PFC2014-0418 Recommendation 5). The Commission and Administration also began developing written and electronic materials to standardize Commission procedures and processes, which has made CCSC materials and tools more consistent, accessible, efficient and convenient for event promoters (PFC2014-0418 Recommendation 4). Promoters have expressed increased satisfaction with the CCSC as a result of the improved processes. Administration meets with the Commission on an ongoing basis to determine additional technology requirements to increase efficiency, effectiveness and customer service.

### **(3) Enhancing operating budget sustainability**

The CCSC net-zero operating budget information was included in Action Plan 2015-2018, as part of the Animal & Bylaw Services budget (PFC2014-0418 Recommendation 6). The CCSC budget is self-sustaining, with fees for combative sporting events fully funding the regulation and coordination of combative sports events. However, the Commission had faced challenges in funding the cost of regulating combative sporting events under the fee schedule in place until late 2014, which based licence fees on the type of event without consideration of the event size and associated CCSC workload. To ensure the Commission has sufficient financial resources to effectively carry out its duties, Council approved a cost recovery model in late 2014 with a fee structure based on event size, in line with other

jurisdictions. This change has enhanced long-term financial sustainability, and improved transparency of fees and fairness of event costs for event promoters. The impact of these fees is evident in the increase in gate fees from \$19,000 in 2014, to a projected \$100,000 for 2015. The CCSC Financial Overview section provides details on the 2014 statement of revenues and expenditures and the 2015 budget.

#### **(4) Amending the Combative Sports Commission Bylaw**

In 2014 Administration reviewed CCSC Bylaw 53M2006 in collaboration with the Commission and recommended amendments through PFC2014-0761, approved by Council on November 03, 2014 Commission (PFC2014-0418 Recommendation 8). These changes strengthened the Commission's authority to control and regulate all aspects of combative sports events held in the City, in the interest of the safety, health and welfare of contestants, officials and spectators. The bylaw was also streamlined to enhance clarity and ease of implementation. Further housekeeping amendments are being proposed in 2015 in conjunction with this report.

**TABLE 3: 2014 Governance Review Recommendations Implementation Summary**

<b>Council Direction in PFC2014-0418 Governance Review - CCSC</b>		<b>Result / Status Update</b>
<b>1</b>	Administrative Functions of the Calgary Combative Sports Commission as described in Appendix A (the "Administrative Functions") be transferred to Administration	The administrative transition has taken place to support the Commission with the administrative functions outlined in PFC2014-0418 (i.e., application processing, meeting support, records management, IT asset management, correspondence, codifying procedures, website management, event support, and financial reporting).
<b>2</b>	Direct Administration to create a FTE position to carry out the Administrative Functions of the Commission based on an overall cost recovery model	The FTE approved by Council in Action Plan 2015-2018, has now been put in place to support the CCSC's administrative functions and enable the Commission to focus on its primary role of overseeing combative sports events regulation, organization and coordination, and participant safety Commission. At present, the workload represents .2 of an FTE based on CCSC's administrative support needs.
<b>3</b>	Direct Administration to work with the Commission Chair (the "Chair") to transfer the Administrative Functions and all records of the Commission to Administration	The administrative support functions have been transferred to The City. These include preparing materials for sporting events and Commission meetings, managing information technology assets, updating policies and procedures, processing licence applications and payments, processing gate fees, tracking event statistics, and managing competitor medical files and other records in compliance with the Freedom of Information and Protection of Privacy Act (FOIP).
<b>4</b>	Direct Administration to work with the Chair to develop written and electronic materials to standardize Commission procedures and processes	Through collaboration between the Commission and Administration, standard electronic materials have been produced, leading to efficiencies and increased customer service. For example, online forms, plain-language checklists of responsibilities, and standard layout maps and charts have made event set-up easier and more efficient for the CCSC and event promoters.
<b>5</b>	Direct Administration to work with the Chair to determine and acquire the technology needed to increase the efficiency and effectiveness of the Commission	Technology improvements initiated in late 2014 and ongoing in 2015 include enhancing the CCSC website, acquiring server space for records management and exploring other technology such as hand held devices (tablets) to streamline operations at sports events, laptops, server space for records management, and website improvements. Administration meets with the Commission on an ongoing basis to determine continuous technological improvements that will increase CCSC's efficiency, effectiveness and customer service.
<b>6</b>	Direct Administration to include an operations budget for Commission in Action Plan 2015-2018 which ensures the Commission has sufficient financial resources to effectively carry out its duties	The CCSC net-zero operating budget information was included in Action Plan 2015-2018, as part of the Animal & Bylaw Services budget.
<b>7</b>	Direct the Commission to provide an annual report to the Priorities and Financial Committee in accordance with the corporate governance framework	Council directed that the CCSC provide an annual report as a means of creating the appropriate level of oversight and provide a forum for the Commission to raise issues with Council in accordance with the approved Corporate Governance Framework. This annual report aligns with the Corporate Governance Framework / Framework of Principles for Governance Relationships (C2012-0498 Attachment 1: Principles 3 and 6).
<b>8</b>	Direct Administration and the Commission to complete their bylaw review by the end of the third (3) quarter of 2014 and present the new bylaw for Council's review	The review of Bylaw 53M2006 was completed and amendments were approved by Council through report PFC2014-0761 (2014 November 03).



## CCSC FINANCIAL OVERVIEW

<b>TABLE 4: Statement of Revenues and Expenditures (Dollars in Thousands)</b>		
	2014 Actual	2015 Budget
<b>Revenues</b>		
Gate fees	19 <sup>(1)</sup>	100 <sup>(4)</sup>
<b>Expenditures</b>		
Salary, Wage and Benefits	0	20 <sup>(5)</sup>
Meeting, Event and Honorarium Expenses <sup>(2)</sup>	14	27
Business Expenses (including parking, meeting supplies, etc.)	2	4
Communication and IT Services (including computer, phone, printing, etc.)	1	2
	<b>17</b>	<b>53</b>
<b>Net Surplus</b>	<b>2<sup>(3)</sup></b>	<b>47<sup>(6)</sup></b>

### Notes

- (1) In 2014, gate fees were collected for a total of 16 events as recorded in the Combative Sports Commission account.
- (2) As per the Combative Sports Commission Bylaw, Commission members attending Commission meetings and/or events will receive an honorarium.
- (3) The funding surplus was transferred to the CCSC contingency fund. As of December 31, 2014, the contingency fund balance was approximately \$154,000.
- (4) The event fee structure was amended in November 2014 in order to recover additional costs associated with administrative functions of the Commission. Based on the 16 events scheduled for 2015, the estimated gate fee revenue using the new fee structure is \$100,000.
- (5) A portion of a City staff position is allocated to CCSC support and is cost recovered in relation to the amount of administrative support allocated to the Commission. As the administrative functions of the CCSC were transitioned to The City over the course of 2015, 20 per cent of the FTE was allocated to the CCSC based on their requirements. If Commission requirements for administrative support increase, a larger proportion of the FTE will be dedicated and subsequently cost-recovered.
- (6) The net surplus will be transferred to the CCSC contingency fund. The projected fund balance at 2015 year end is at \$201,000. A portion of the fund will be allocated to future year projects that enhance sport safety, sustainability and customer service.

### **2014 CCSC Statement of Revenues and Expenditures**

CCSC utilizes a self-supporting, net-zero financial model, securing event gate fees to regulate and coordinate combative sports events. While Commission members are volunteers, they receive an honorarium for supporting combative sports events. The 2014 statement of revenues and expenditures indicates that gate fees of \$19,000 were collected for a total of 16 events. Expenditures of \$17,000 included meeting, event and honorarium expenses, business expenses, and communication and IT services. (See Table 4)

A net surplus of \$2,000 was transferred to the CCSC contingency fund, which held approximately \$154,000 as of December 31, 2014. CCSC aims to maintain a contingency fund with a minimum fund balance of \$70,000 to cover one year of operating expenses, and to provide a funding source for major projects that will enhance sport safety, sustainability and customer service. It is important to note that the majority of this contingency fund was accumulated via a major 2012 event, and a significant portion of the fund is anticipated to be utilized in 2016 for several major Commission projects relating to drug testing and best practice research involving safety processes.

### **2015 CCSC Budget**

The estimated CCSC 2015 revenues of \$100,000 reflect the increase in gate fees under the new event fee structure approved by Council in 2014 in order to fully cover the CCSC's costs associated with combative sport regulation and coordination. The 2015 Budget also reflects \$20,000 in salary, wage and benefits for a portion of a City staff position allocated to provide CCSC administrative support; increased meeting and honorarium expenses as approved by Council through the 2014 bylaw amendments; and a minor increase in business and IT costs associated with enhanced use of technology. A net surplus of \$47,000 is anticipated and will be transferred to the CCSC contingency fund, with an estimated balance of \$201,000 at year end. (See Table 4)

**APPENDIX:**

**CALGARY COMBATIVE SPORTS COMMISSION PROPOSED 2016 WORK PLAN**

To continue to enhance Commission planning and accountability efforts, the CCSC is including an overview of its work plan for 2016 in conjunction with this annual report. The Commission will be providing ongoing updates to Administration throughout the year on the work plan implementation progress, and will update Council through future annual reports. The 2016 work plan includes ongoing technological enhancements to ensure continuous improvement in CCSC’s efficiency and customer service, as well as a number of projects which the Commission is exploring to enhance sport safety. These projects are categorized into five distinct areas: ongoing technology enhancements, a drug testing feasibility project, and staff training and knowledge, event recruiting, and increasing administrative efficiency.

2016 Work Plan	Description	Anticipated Results
<p><b>Ongoing Technology Enhancements</b></p>	<p>The CCSC is examining options to further enhance service delivery to event promoters through its website content, with a focus on increased accessibility of information.</p>	<p>These technological enhancements will streamline operations and support enhanced customer service by simplifying where information is held, how data is collected and how event promoters submit information. These enhancements include: continual development of the combative sport website, the use of mobile technology at weigh-ins, sporting events and Commission meetings, and further providing additional materials in electronic form.</p>
<p><b>Drug Testing Feasibility Project</b></p>	<p>To further enhance the safety and fairness of combative sports in Calgary the CCSC intends to explore the potential for providing drug testing at a random number of events. The testing would align with the World Anti-Doping Code, the core document that harmonizes anti-doping policies, rules and regulations within sport organizations and among public authorities around the world.</p>	<p>Drug testing capabilities would allow Calgary to host a number of regional, national and international competitions that require drug testing. Additionally, the drug testing would also educate event promoters and participants, and would promote awareness of the ethical aspects and health, legal and social consequences of doping.</p>
<p><b>Staff Training and Knowledge</b></p>	<p>To ensure that the CCSC is up-to-date and aware of current practices in the combative sports industry, ongoing training (through conferences such as Association of Boxing Commissions and the World Anti Doping Agency conferences on anti-doping) will support sharing of experiences and knowledge with other regulators.</p>	<p>Through additional combative sports training and education, the CCSC will increase its knowledge of safety practices in areas such as technical standards, regulations, appropriate combative gear, and health and medical protocols for participants.</p>

<b>2016 Work Plan</b>	<b>Description</b>	<b>Anticipated Results</b>
<b>Event Recruiting</b>	Event recruiting efforts will focus on securing additional events for the city to broaden the range of opportunities afforded to participants and citizens.	These efforts will lead to enhanced customer service and event choice for citizens.
<b>Increasing Administrative Efficiency</b>	The CCSC will continue to meet with Administration to foster continuous improvement and further streamline Commission practices and protocols.	This will increase standardization and efficiency with respect to Commission activities and allow for a greater focus on customer service and best practices over administrative functions.