

**Community Services Report to  
SPC on Community and Protective Services  
2018 May 02**

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CPS2018-0546  
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**Calgary Sport Tourism Authority Update**

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**EXECUTIVE SUMMARY**

The Calgary Sport Tourism Authority (CSTA) was established under The City of Calgary's *Civic Sports Policy* in 2005 to increase Calgary's capacity to bid for sporting events. Tourism Calgary has overseen the administration and management of the CSTA which has effectively positioned Calgary as a premier host of sporting events in Canada. Since it was established, the sport and cultural events landscape has changed considerably across Canada and the world, and the needs of the city, cultural and sporting organizations, and the strategic goals of Tourism Calgary have evolved.

To adjust to the changing environment, and align CSTA's activities with The City's proposed *Sport for Life Policy*, *Cultural Plan* and Tourism Calgary's *Destination Strategy: Ultimate Hosts. Ultimate Host City*, Tourism Calgary is proposing a new Calgary Sport & Major Events Committee. This report provides an overview of the new body and provides Terms of Reference for approval.

**ADMINISTRATION RECOMMENDATION:**

That the Standing Policy Committee on Community and Protective Services recommend Council:

1. Approve the Calgary Sport & Major Events Committee Terms of Reference as presented in Attachment 1; and
2. Direct Administration work with Tourism Calgary to bring a recommended slate of committee members for appointment to the Calgary Sport and Major Events Committee for Council's consideration no later than Q2 2018.

**RECOMMENDATION OF THE SPC ON COMMUNITY AND PROTECTIVE SERVICES,  
DATED 2018 MAY 02:**

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That the Administration Recommendation contained in Report CPS2018-0546 be approved.

**PREVIOUS COUNCIL DIRECTION / POLICY**

On 2005 November 14, Council approved the following recommendations: 1. Approve the Calgary Civic Sport Policy and its appendices; 2. Approve the appointment of the Calgary Sport Council (CSC) as an independent sport body to represent the interests, goals, and objectives of amateur sport to The City of Calgary; 3. Approve the appointment of the Calgary Sport Tourism Authority (CSTA) as the independent event bidding and hosting authority to The City of Calgary; and 4. Direct Administration to work with the CSC and the CSTA to report back to the SPC on Community and Protective Services with the Civic Sport Strategic Plan and financial strategy no later than 2006 October.

**BACKGROUND**

Attracting major sports, recreation and cultural events generates incremental economic and social benefits for sport, culture, tourism, and the broader community. The Calgary Sport Tourism Authority (CSTA) was established in 2005 in The City of Calgary's *Civic Sport Policy* (CSPS002)

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to increase Calgary's capacity to bid to host sporting events, positioning Calgary as the premier host of sport events in Canada.

Since 2005, CSTA has successfully attracted over 200 events to Calgary that have contributed to the local economy and Calgary's reputation, including eight world cups and world championships, 23 international competitions and championships, and 34 national championships. In addition, CSTA has bid successfully on major cultural events such as the JUNO Awards of the Canadian Academy of Recording Arts and Sciences.

Since it was established, CSTA has been guided by the following principles: to increase economic growth; direct wise spending and strategic investing; instill a high level of professionalism and accountability in the evaluation, investment and bidding process; create community legacies; and enrich quality of life through health, wellness, and recreation. Tourism Calgary, a City of Calgary Civic Partner, has overseen the administration and management of the CSTA.

### **INVESTIGATION: ALTERNATIVES AND ANALYSIS**

Since CSTA was established in 2005, the sport, culture, and major events landscape has changed considerably across Canada and the world, and the needs of the city, cultural and sporting organizations, and the strategic goals of Tourism Calgary have evolved.

To respond to this changing landscape, Tourism Calgary is proposing a new governance structure and rebranding to refresh the CSTA. Tourism Calgary has worked with Administration to develop Terms of Reference (Attachment) to establish the new Calgary Sport & Major Events (CSME) committee.

The CSME committee and its updated Terms of Reference align with the strategic directions of The City and Tourism Calgary, as reflected in *The Cultural Plan for Calgary*, the proposed *Sport for Life Policy* that would replace the *Civic Sport Policy*, and Tourism Calgary's *Destination Strategy: Ultimate Hosts. Ultimate Host City*. The governance practices detailed in the CSME Terms of Reference align with the Council approved *Governance and Appointments of Boards, Commissions and Committees Policy* and the *Investing in Partnership Policy*.

The CSME committee will adopt a collaborative approach and work with other key organizations in Calgary to provide strategic direction, advice, and due diligence in the proactive process of evaluating and attracting major sports and culture events for Calgary. Based on Tourism Calgary's strategy, decision-making criteria, principals and guidelines, committee members will evaluate and recommend events for potential investment, and suggestions for approaches to bids.

The CSME committee will operate as an advisory committee under Tourism Calgary's bylaws. Tourism Calgary will report on its activities through The City's Civic Partner accountability reporting. Tourism Calgary is committed to advancing good governance practices of its boards and committees and the proposed CSME committee Terms of Reference refresh and update the previous version that defined the CSTA. The terms detail the CSME committee's proposed structure, accountability, and oversight.

Using a skills matrix, Tourism Calgary will be responsible for the recruitment of between eight (8) to 14 committee members who reflect and understand Calgary's potential to host events, our city's diversity, and the sport and cultural landscape. The proposed committee membership does not include any members of Council. Tourism Calgary will work with Administration to bring a recommended slate of nominees for Council's consideration and appointment annually at the Organizational Meeting of Council.

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If the proposed CSME committee Terms of Reference are approved, Administration will work with Tourism Calgary to bring an initial slate of committee members forward to Council for consideration and appointment no later than Q2 2018.

### **Stakeholder Engagement, Research and Communication**

Tourism Calgary and Administration worked collaboratively to develop the Terms of Reference for the proposed CSME committee and will work with Tourism Calgary to refine the skills matrix used to identify and develop the list of candidates for membership.

### **Strategic Alignment**

The CSME committee and proposed Terms of Reference align with *The Cultural Plan for Calgary*, the proposed *Sport for Life Policy* that is proposed to replace the *Civic Sport Policy*, Tourism Calgary's *Destination Strategy: Ultimate Hosts*, *Ultimate Host City*, and *building on our energy: an Economic Strategy for Calgary*.

The alignment between the CSME committee and Tourism Calgary is mutually-beneficial. With the vision of making Calgary the Ultimate Host City, Tourism Calgary is focused on marketing the city; attracting and hosting sport, cultural and major events; activating events and experiences; and advocating to support the quality of life of Calgarians and a high impact tourism industry.

Tourism Calgary's 2018-2020 strategic plan, and its organizational key performance indicators align the efforts of the CSME committee and Tourism Calgary. The CSME committee will be a significant contributor to the achievement of Calgary as Ultimate Host City.

The CSME committee will align with the *Be Part of the Energy* brand that Tourism Calgary, Calgary Economic Development and other economic development leaders use to ensure its identity is consistent and that its profile and messages are aligned with the city's other marketing, sales and promotional agencies.

### **Social, Environmental, Economic (External)**

Attracting major sports, recreation and cultural events generates incremental economic and social benefits for sport, culture, tourism, and the broader community.

Events enrich Calgary by adding to the vibrancy of the city, infusing spending into the economy, supporting our hosting infrastructure, and contributing quality of life for Calgarians through legacies and participation. They also attract visitors. Attracting events that build Calgary's brand and offer shareable experiences, while ensuring existing events are successful and sustainable, provides the opportunity to showcase Calgary's hosting abilities to organizers, participants, fans and Calgarians.

Sport tourism is an important subset of the visitor economy, contributing over \$6.5 billion annually to the Canadian economy. There has also been considerable increase in the importance of cultural tourism over the past few years. In Calgary, sport and cultural events bring more than 40,000 hotel-room night stays each year. With goals of increasing the number of events attracted and supported from 68 to 75 by 2020, and increasing attendance at Tourism Calgary and CSME-supported events by three per cent annually, the impact of sport, cultural and major events in Calgary will continue to increase.

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### **Financial Capacity**

#### ***Current and Future Operating Budget:***

There is no impact to the operating budget arising from this report.

#### ***Current and Future Capital Budget:***

There is no impact to the capital budget arising from this report.

### **Risk Assessment**

Risk related to the proposed activities of the CSME committee outlined in the Terms of Reference is reduced through a number of measures. While the CSME committee is governed under Tourism Calgary's bylaws, under the Terms of Reference both The City and Tourism Calgary have a role in oversight and accountability for the body. Risk is further reduced through the accountability framework that is in place for Tourism Calgary as a City of Calgary Civic Partner, including an annual financial review, and annual reporting on governance practices, performance measures, and other key information. Annual reporting for the CSME committee will be included in these measures.

#### **REASON(S) FOR RECOMMENDATION(S):**

Since CSTA was established in 2005, the sport and major events landscape has changed considerably across Canada and the world. The needs of the city, sporting organizations and cultural organizations, and the strategic goals of Tourism Calgary have evolved. Establishing the CSME committee will better position Calgary to effectively bid and attract major sports, recreation and cultural events, and ensure the appropriate oversight and accountability measures are in place.

### **ATTACHMENT(S)**

Calgary Sport & Major Events Committee Terms of Reference