

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.

CONTENTS

REVIEW OF FACILITY GAP #1: Glenmore Reservoir	3
ALTERNATIVE FOR CONSIDERATION: Temporary Installation of Extended Course	7
REVIEW OF FACILITY GAP #2: Repsol Sport Centre	9
REVIEW OF FACILITY GAP #3: Hosting Clusters.....	14
REVIEW OF FACILITY GAP #4: Midsize Arena	19
REVIEW OF FACILITY GAP #5: Cricket Pitch.....	23
REVIEW OF FACILITY GAP #6: Six-Surface Arena.....	27
ALTERNATIVE FOR CONSIDERATION: Flames Community Arena and Glenmore Athletic Park	30
REVIEW OF FACILITY GAP #7: Multi-Sport Fieldhouse	31
ADDITIONAL SCOPE FOR CONSIDERATION: FIFA 2-Star	35
ADDITIONAL SCOPE FOR CONSIDERATION: Removable 200m Indoor Raised Bank Track to Broaden Hosting Capabilities.....	35
ADDITIONAL SCOPE FOR CONSIDERATION: Midsize Arena and Six-Surface Arena.....	36
REVIEW OF FACILITY GAP #8: Outdoor Festival Site	37
REVIEW OF FACILITY GAP #9: Soccer Stadium.....	40

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.

“Event-Ready Infrastructure” Review

2019 January 28

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.

“Event-Ready Infrastructure” Review

2019 January 28

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.

“Event-Ready Infrastructure” Review

2019 January 28

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.

“Event-Ready Infrastructure” Review

2019 January 28

(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.

“Event-Ready Infrastructure” Review

2019 January 28

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.

“Event-Ready Infrastructure” Review

2019 January 28

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.

“Event-Ready Infrastructure” Review

2019 January 28

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).

“Event-Ready Infrastructure” Review

2019 January 28

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).

“Event-Ready Infrastructure” Review

2019 January 28

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.

“Event-Ready Infrastructure” Review

2019 January 28

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.

“Event-Ready Infrastructure” Review

2019 January 28

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.

“Event-Ready Infrastructure” Review

2019 January 28

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.

“Event-Ready Infrastructure” Review

2019 January 28

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.

“Event-Ready Infrastructure” Review

2019 January 28

(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

“Event-Ready Infrastructure” Review

2019 January 28

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.

“Event-Ready Infrastructure” Review

2019 January 28

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 gymnasias, 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 gymnasias 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.

“Event-Ready Infrastructure” Review

2019 January 28

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.

“Event-Ready Infrastructure” Review

2019 January 28

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.