

Calgary Metropolitan Region Board Agenda

July 21, 2023, 9:30-12:30

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- | | | | |
|---|---------------|-----------------------------------|-----------|
| 1. Call to Order & Opening Remarks | | Clark | |
| 2. Land Acknowledgment | | Genung | |
| 3. Adoption of Agenda | | All | |
| <i>For Decision: Motion to adopt and/or revise the Agenda</i> | | | |
| 4. Approval of Minutes | (Attachments) | All | 3 |
| <i>For Decision: Motion to approve the Minutes of the June 23, 2023 Board Meeting</i> | | | |
| <u>Closed Session pursuant to Section 21 of FOIP</u> | | | |
| 5. Regional Economic Development Framework Update | (Attachments) | City of Calgary | |
| <i>For Decision: Motion that the Board receive for information an update on the Regional Economic Development Framework</i> | | Attachment sent separately | |
| <u>Return to Public Session</u> | | | |
| 6. Board Strategic Initiatives Update | (Attachment) | Copping | 7 |
| <i>For Information: Motion that the Board receive for information the Board Strategic Initiatives Update</i> | | | |
| 7. Presentation - Commonwealth Games | (Attachment) | David Legg | 12 |
| <i>For Information: Motion that the Board receive for information a presentation from the Alberta 2030 Commonwealth Games Corp</i> | | | |
| 8. Completion of Digitization of Existing & Approved Land Use (DEAL) Version 2 | (Attachment) | Leclair | 56 |
| <i>For Decision: Motion that the Board approve the DEAL (Version 2) Dataset</i> | | | |
| 9. Roundtable | | | |
| 10. Next Meeting: Friday October 13, 2023 @ Town of Okotoks | | | |
| 11. Adjournment | | | |

UPCOMING MEETINGS:

Land Use & Servicing Committee	Thursday Sept 21 @ 9:30 AM	GoTo Meeting
Governance Committee	Friday Sept 15 @ 9:00 AM	GoTo Meeting
Board Meeting	Friday Oct 13 @ 9:30 AM	Town of Okotoks

The Calgary Metropolitan Region is honored to be in the traditional territory of the Siksika, Kainai, and Piikani Nations of the Blackfoot Confederacy; the Tsuut'ina Nation; the Bearspaw, Chiniki, and Goodstoney Nations of the Stoney Nakoda; and the home of Métis Nation of Alberta Region 3.

In the spirit of truth and reconciliation the CMRB is actively working to build meaningful and mutually beneficial long-term relationships with Indigenous Nations and communities in and around the Region.

Delegates in Attendance

Mayor Peter Brown – City of Airdrie
Mayor Jyoti Gondek – City of Calgary
Deputy Mayor Mel Foat – City of Chestermere
Mayor Jeff Genung – Town of Cochrane
Reeve Delilah Miller – Foothills County
Mayor Craig Snodgrass – Town of High River
Councillor Brent Robinson - Town of Okotoks
Councillor Kevin Hanson – Rocky View County (Vice Chair)
Shawn Ewasiuk - Municipal Affairs (Virtual)

CMRB Administration:

Greg Clark, Chair
Jordon Copping, Chief Officer
Liisa Tipman, Director of Regional Planning
Jaime Graves, Director of Regional Projects
Shelley Armeneau, Office Manager
JP Leclair, GIS & Data Lead

1. Call to Order & Opening Comments

Chair Clark called the meeting to order at 9:35 and provided opening comments about the recent provincial election. He confirmed that a congratulatory letter had been sent to Minister McIver at Municipal Affairs.

2. Land Acknowledgment

Mayor Gondek provided a land acknowledgment.

3. Approval of Agenda

Moved by Mayor Gondek **Seconded by** Deputy Mayor Foat, accepted by Chair.

Motion: That the Board approve the agenda of the June 23, 2023 meeting.

Motion carried unanimously.

M 2023-13

4. Rocky View County Community Update

Reeve Crystal Kissel presented to the Board on what's happening in Rocky View County, which included a virtual tour of population centres, employment and industry highlights and geography of the County.

5. Consent Agenda

Included in the Consent Agenda were Minutes of the April 28, 2023 Board meeting and the Board Strategic Initiatives Update.

Jordon Copping noted an error on page 7 of the agenda package in the Board Strategic Initiatives. CMRB Administration is waiting for contribution feedback from a member municipality on the Additions to Reserve (ATR) Framework, not from First Nations. The agenda package will be amended and reposted to the CMRB website.

M 2023-14

Moved by Mayor Brown **Seconded by** Councillor Hanson, accepted by Chair.

Motion: That the Board approve Consent Agenda.

Motion carried unanimously.

6. Scoping RTTMP – Draft Objectives

Jaime Graves introduced the agenda item. David Cooper of Leading Mobility presented to the Board the draft RTTMP Objectives. Board members discussed the Key Questions posed on page 14 of the agenda package. The Board discussion resulted in general agreement that:

- i. The Board accepts the subject matter expert additions proposed in Column 1 of Table 1 of the agenda; and
- ii. The Board does not wish to reduce the number of objectives.

Moved by Mayor Snodgrass **Seconded by** Mayor Gondek, accepted by Chair.

Motion: That the Board approve the draft objectives of the Regional Transportation and Transit Master Plan, as revised, and direct CMRB Administration to work with subject matter experts and TAG to develop a corresponding scope of work for the Regional Transportation and Transit Master Plan.

Motion carried.

M 2023-15

7. Regional Economic Development Framework

Members of the MNP Team presented to the Board and answered questions. The Board discussed the 3 objectives set out in the framework. Questions were answered around the meaning of regional significance, the role of the region as a transportation hub, CMRB staff capacity, leveraging Calgary Economic Development, and building a library of initiatives over time.

Moved by Mayor Genung, **Seconded by** Mayor Brown, accepted by Chair.

Motion: That the Board approve the Purpose Statement and Objectives contained in the CMRB's Collaborative Regional Economic Development Framework and Vision Report, as amended, and request:

- 1) that Mayor Gondek formally request Calgary city council to add regional economic development to the mandate of Calgary Economic Development and report back to the Board by July 21, 2023; and
- 2) that CMRB Administration report back on next steps no later than October 13, 2023.

Motion carried.

M203-16

8. Stories of the Land Project

Anne Harding of Forum Community Relations reviewed the project charter for a Stories of the Land pilot project and answered questions about volunteering options, possible cultural risks and intellectual property.

M2023-17

Moved by Mayor Brown, **Seconded by** Councillor Robinson, accepted by Chair.

Motion: That the Board approve the project charter for the Stories of the Land Project.

Motion carried.

Closed session

The Board moved into a closed session at 11:35 AM and returned to public session at 12:03 PM.

9. Funding Advocacy Plan

M2023-18

Moved by Mayor Brown, **Seconded by** Councillor Hanson, accepted by Chair.

Motion: That the Board approve the direction to administration as discussed in the closed session.

Motion carried.

10. Proposed Member Funding

Based on discussions in the closed session a member recommended that this item be tabled to a future meeting.

Moved by Councillor Hanson, **Seconded by** Deputy Mayor Foat, accepted by Chair.

M2023-19

Motion: That the Proposed Member Funding item be tabled to a future meeting.

Motion carried unanimously.

11. Roundtable

- Commonwealth Games Presentation to Board: Chair Clark advised he had been approached by the team organizing to bring the Commonwealth Games to our region and they have asked to present to this Board. Mayor Genung added it would be more of an update and information sharing opportunity, and perhaps an economic development play for the entire province. At most, a letter of support may be requested. The bid will be for the Edmonton and Calgary regions, as well as Enoch and Tsuut'ina First Nations. No objections to a presentation were noted. An invitation to present will be extended for 20 minutes at the July Board meeting.

- Update on Office Lease: Jordon Copping advised the Board that a new office space has been secured. Cost savings will be approximately 15% and the new office has better amenities more suited to the organization, including a more functional board space for meetings.
- EMRB 15-Year Anniversary Invitation: Chair Clark noted that Board members should have received an invitation from EMRB for the September 7 event. He encouraged Board members to attend and noted that he would be going.
- Mayor Brown updated the Board on an upcoming unveiling ceremony of the Gapyeong War Monument on July 8th. Airdrie is the sixth municipality to receive such a monument, and 32 delegates are coming from Korea for the unveiling. Mayor Gondek will be white hatting the delegates at the event. An invitation to attend will be coming via email. This event is a significant symbol of remembrance and tribute.
- Deputy Mayor Foat requested that information sent to him be in a larger caption.
- Councillor Hanson updated the Board on a grant that Rocky View County was able to get through Travel Alberta for a boutique hotel business in Bragg Creek.
- Councillor Robinson noted that the Alberta Summer Games are being hosted in Okotoks from July 20-23. He mentioned the regional undertaking of volunteers that is required and thanked all of the people who contributed.

12. Next Meeting

Friday July 21, 2023 @ 9:30 AM.

13. Adjournment at 12:13 PM.

Greg Clark, Chair

Agenda Item	6
Submitted to	Board
Purpose	For Information
Subject	Board Initiatives Progress Update
Meeting Date	July 21, 2023
<i>That the Committee receive for information a progress update on Board initiatives</i>	
<p>Summary</p> <ul style="list-style-type: none"> • In early 2022 CMRB Administration developed a draft 5-year planning timeline to visualize the recommendation to focus on implementing the Growth and Servicing Plans in the near term. • Following the Minister’s approval of the Growth Plan and Regional Evaluation Framework (REF) and the filing of the Servicing Plan by the Minister, CMRB began implementation of REF and the Growth and Servicing Plans. • In 2023, the CMRB confirmed five strategic initiatives. They are: <ul style="list-style-type: none"> ○ Phase 2 of Indigenous Relations ○ Regional Economic Development ○ Environmentally Sensitive Areas Database ○ Scoping the Regional Transportation and Transit Master Plan; and ○ Scoping the Water Roadmap Update • The purpose of this agenda item is to update the Board on the progress on these five initiatives and other pertinent projects. 	
<p>Attachments</p> <ul style="list-style-type: none"> • Table 1: 2022/23 Board Initiative Update 	

Table 1: 2022/2023 Board Initiatives Update

CMRB Initiative	Phase(s)	Status
1. Indigenous Relations	Dialogue	Potential interest from Bearspaw First Nation for their Chief to come to a future board meeting and share information about the Nation and its interests.
	Learning	Next opportunity for learning to be identified
	Co-create	<p>Additions to Reserve (ATR) Framework - Draft is currently out for feedback to member municipalities and contributing First Nations' leadership (Siksika and Bearspaw First Nation). Delay impacting project schedule - one member municipality requested more time to provide feedback.</p> <p>Anticipate having a draft ATR framework to the Board in Q3 2023.</p>
	Celebrate	Project charter for Stories of the Land pilot project approved by the Board in June 2023. See Initiative 1 a) below.
	Summary Report Overall project status	Not Applicable
1 a) Stories of the Land pilot project	Stage 1	Outreach to cultural groups ongoing. Confirmation of Working Group ongoing.
	Stage 2	Not Applicable

Table 1: 2022/2023 Board Initiatives Update

CMRB Initiative	Phase(s)	Status
2. Regional Economic Development	Procurement	MNP LLP is consultant team.
	Environmental Scan	Interviews with municipal and external stakeholders are complete. Summary document circulated.
	Gap Analysis	Summary document circulated.
	Vision & Framework	Workshops with Board and summary report complete. Board approved Purpose Statement and Objectives on June 23, 2023.
	Communications Overall project status	Ongoing.
3. Scoping Regional Transportation and Transit Master Plan	Procure SMEs	Aziz Merali and David Cooper retained as subject matter experts (SMEs).
	Environmental Scan	Presentation of jurisdictional scan presented to LUSC March 9, 2023. First engagement with municipalities complete. Meetings with Working Group complete.
	Objectives and Scoping	Workshop completed May 11, 2023. TAG met and provided feedback on draft objectives. LUSC recommended draft objectives for approval June 2023. June 23, 2023, Board approved objectives.
	Finalize Scope, Sched and approx. budget Overall project status	Ongoing. TAG meetings scheduled.

Table 1: 2022/2023 Board Initiatives Update

CMRB Initiative	Phase(s)	Status
4. Scoping Water Roadmap Update	Procure SME Environmental Scan and Governance Mapping Confirm Areas of Focus Gap Analysis - Role Finalize Roadmap Update Overall project status	Arup retained for the project Ongoing with support from Water TAG. Arup draft findings discussion with TAG in July. Arup draft findings discussion with TAG in July. Not Applicable
5. Environmentally Sensitive Areas Database	Procurement Available Datasets Data Gap Analysis Database Framework Database Reporting Overall project status	Complete. O2 Planning and Design were the successful proponent. Municipal Administrations and external organizations have provided data to the consultant. Phase I project summary delivered at June 8 2023 LUSC meeting. O2 is completing a gap analysis and will report back. Not Applicable Not Applicable Not Applicable

Table 1: 2022/2023 Board Initiatives Update

CMRB Initiative	Phase(s)	Status
6. DEAL v2 dataset	GIS update (internal to CMRB)	Complete.
	Municipal Feedback Level 2 Data (approved, planned land use)	Feedback received. Updates Complete. Feedback received. Updates Complete.
	Finalization	Ongoing. DEAL v2 is the subject of an agenda item of this meeting.
	Overall project status	

Agenda Item	7
Submitted to	Board
Purpose	For Information
Subject	Commonwealth Games Presentation
Meeting Date	July 21, 2023
<i>Motion that the Board receive for information a presentation from the Alberta 2030 Commonwealth Games Corp.</i>	
<p>Summary (Wikipedia 2023)</p> <ul style="list-style-type: none"> • The Commonwealth Games is a quadrennial international multi-sport event bringing together athletes from the Commonwealth of Nations. • The event was first held in 1930 and has successfully run every four years since inception, with the exception of 1942 and 1946 (cancelled due to World War II). • The event was called the British Empire Games from 1930 to 1950, the British Empire and Commonwealth Games from 1954 to 1966, and British Commonwealth Games from 1970 to 1974. • Athletes with disabilities have been included as full members of their national teams since 2002, making the Commonwealth Games the first fully inclusive international multi-sport event. • In 2018, the Games became the first global multi-sport event to feature an equal number of men's and women's medal events. Four years later, they became the first global multi-sport event to have more events for women than men. 	
<p>Attachment</p> <ul style="list-style-type: none"> • Presentation – Commonwealth Games Committee • Economic Benefits 	



Alberta

2030

Commonwealth

Games

Calgary Metropolitan Region Board - Brief

<https://alberta2030.ca/>

Agenda Item 7i



VISION

An Alberta 2030 Commonwealth Games that meaningfully improves the lives of our citizens, reminds us who we are and aspire to be, and that delivers enduring legacies to better our communities for many decades to come.



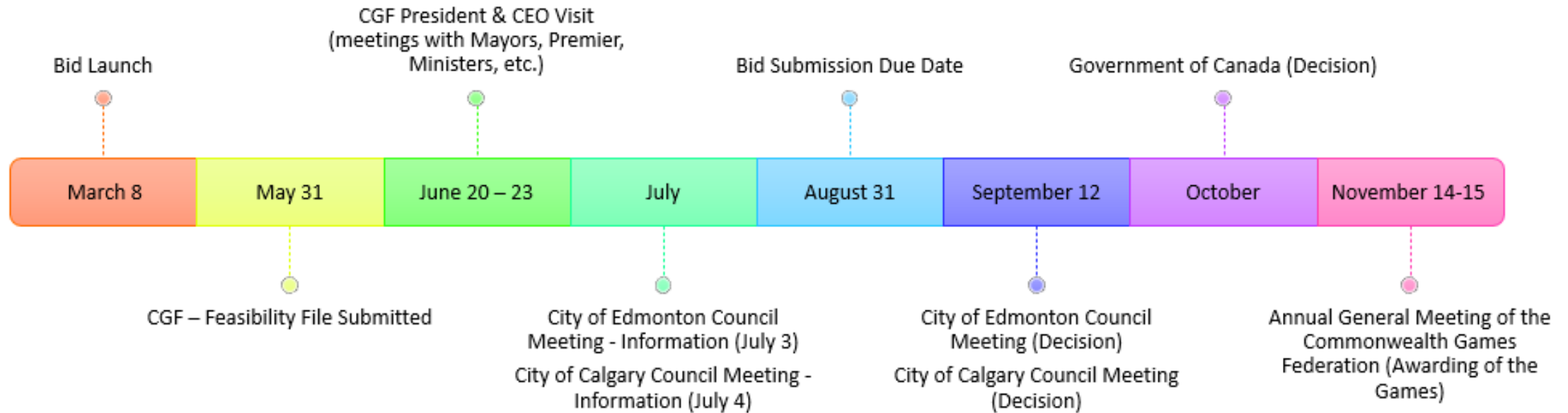
Video

Alberta 2030 Commonwealth Games

- 5,000 athletes across 20 sports shared between Calgary, Banff, Canmore, Tsuut'ina Nation, Edmonton, and Enoch Nation
- Para sports fully integrated into the overall sport program
- 74 Commonwealth Nations and Territories
- 20-day event with 11 days of competition:
August 7 – 18, 2030

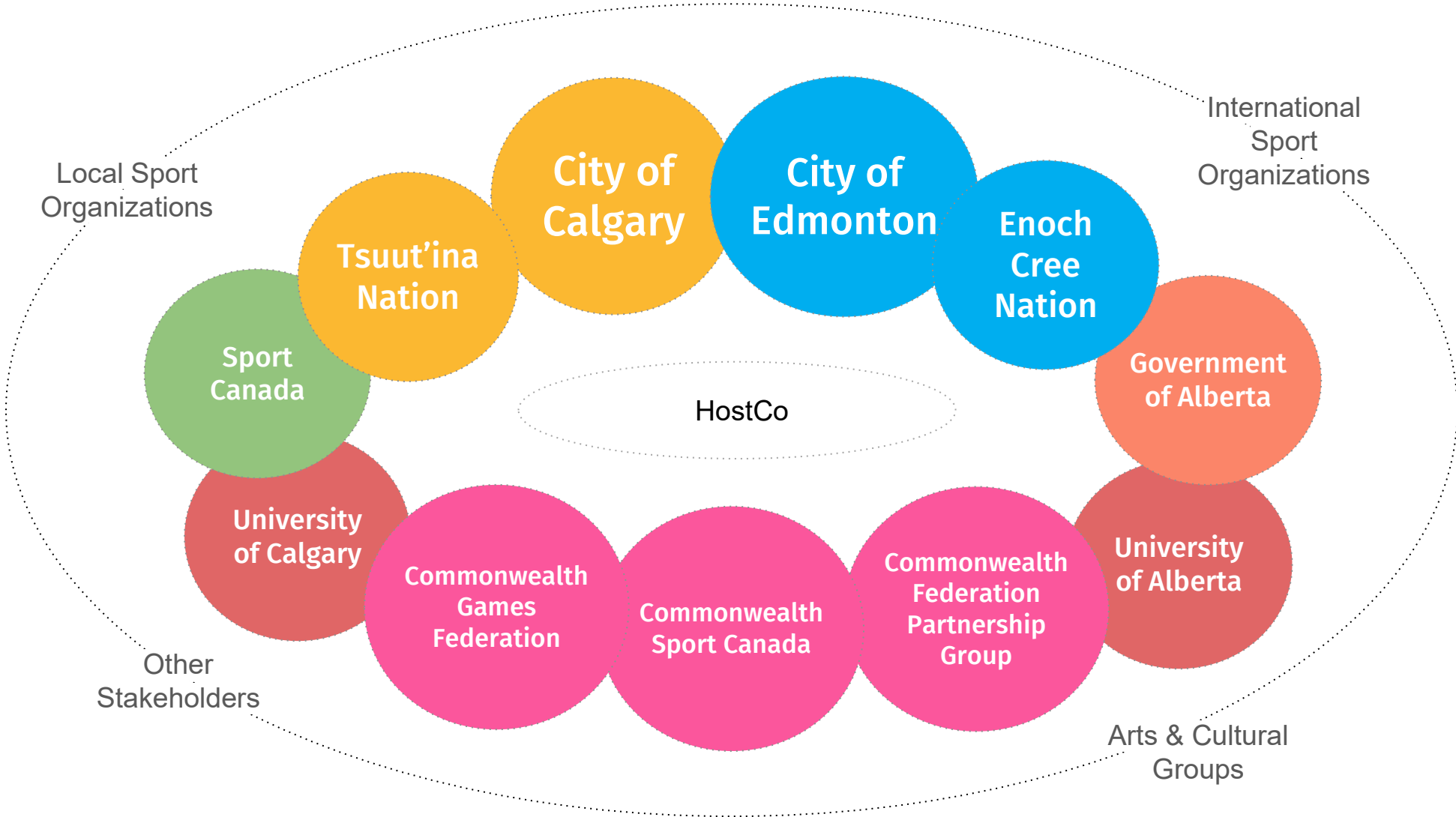


Key Dates for Government Decisions / Approvals





United Through Sport - Alberta's Bid



What do Albertans Think?

- **70% of Albertans support** hosting the 2030 Commonwealth Games
- Strongest support in New Canadians, Indigenous Canadians, and Families – equal support across major cities and rural Alberta
- 20% are undecided – concerns are whether return will be realized, and if the Games will be more than just an event (they want to see the impact and benefit as an investment not as a one-off)

Survey conducted April 2023; n=1,011





Community Engagement

- Alberta 2030 has held over **200 meetings with community organizations, leaders and businesses** in a diverse range of sectors across the province
- On our website Alberta2030.ca we have a feedback form which has received dozens of comments to date (all positive):

“Hosting the 2030 Commonwealth Games provides an opportunity for our Alberta Communities to come together and welcome the Commonwealth World. Through an investment in our citizens and our sporting facilities we can demonstrate the importance of sport to healthy living and making the world a better place to live”

“My name is Daniel Mugo, I am one of the Kenyan communities Leaders in Calgary. I would like my community members participate in the 2030 games by volunteering, hiring our youth and adults in various positions, giving small business owners opportunities to do their business freely but most importantly collaborating with my community to make the games a success”



Impact and Legacy

- Indigenous Reconciliation & Partnership
- Economic Development
- Facilities
- Youth Attraction and Retention
- Arts and Culture
- Multicultural Inclusion and Celebration

Indigenous Reconciliation

- First Nations participation in the leadership of the Bid Committee & Organizing Committee
- Events held on Tsuut'ina and Enoch First Nations' lands
- Training and employment opportunities for Indigenous youth and businesses
- Indigenous arts, music and culture as core to the Commonwealth Cultural Festival
- Indigenous athlete and coach development programs
- Support for the objectives of the Truth and Reconciliation Commission (Emphasis on recommendation #91).



Economic Development

- Annual business, trade shows, and economic forums, and opportunities.
- Community markets, county fairs, and partnership events
- Skills training in hospitality and tourism
- Albertan's volunteerism and hardworking spirit (thousands of volunteers are needed for the relay, business conferences and training camps themselves)
- Opportunities to integrate youth into these conferences ensures that future generations of Albertans understand the economic landscape of our province and world



Ag Expo in Lethbridge, Alberta



Learning and career opportunities for youth



Economic Development

Pre-games and hosting

- \$1.8 billion in GDP
- 9,945 FTE jobs
- \$519 million in federal, provincial and municipal taxes

Post-Games

- 21% increase in annual tourism three years after the Games
- \$534m post-Games annual economic impact
- \$2.1b four-year post-Games GDP impact

Combined Economic Effect

Hosting could equate to a 10-year GDP impact in Alberta of **\$3.9b** (2024-2034)

For every public dollar spent there would be a return of **1.5 dollars** (on a purely economic basis – no social effects have been factored into this return)



Renewed Legacy Facilities for Alberta



MNP Community and Sport Centre – Calgary



Canmore Nordic Centre - Canmore



Commonwealth Stadium - Edmonton





New Legacy Facilities for Alberta



Shooting Facility – Tsuut’ina Nation



Velodrome - Edmonton



Cricket Pavilions – Calgary & Edmonton



Multi-Sport Fieldhouse - Calgary



Community Arena/Fieldhouse – Enoch Cree Nation



Youth Attraction, Retention, and Development

- Leverage existing initiatives to showcase career and education opportunities for indigenous and underprivileged youth
- Young athletes - investment in access to coaching and high-performance training opportunities across Alberta
- Integrate youth before, during and after the Games: volunteer and paid roles for business and trade conferences, hospitality sector, cultural programming, and within HostCo
- Youth Advisory Committee
- School programs to help children and young people understand different cultures and celebrate their own



Arts and Culture

- Focus on highlighting “togetherness” and “The Friendly Games” as the project is one of peaceful collective impact – Alberta Unity
- Province wide opportunities including live-sites during Games Time, as well as cultural and arts fairs in the lead up to the Games
- Opportunities to show-off the diverse landscapes and people of Alberta through broadcasting and digital activations
- Multicultural celebration and learning opportunities – sharing our stories as Albertans and across the Commonwealth





Opportunities outside of Hosting Sporting Events

There are still many ways to participate with the Games without being an official Games competition venue. These opportunities include, but are not limited to:

- Pre-Games training camps & acclimatization (staging) locations for National Teams
- Cultural Celebrations
- Baton Relay
- Volunteers
- Tourism
- Host co legacy fund



The Ask

A Letter of Support



Questions?

david.legg@alberta2030.ca

The potential impact of the 2030 Commonwealth Games in Alberta

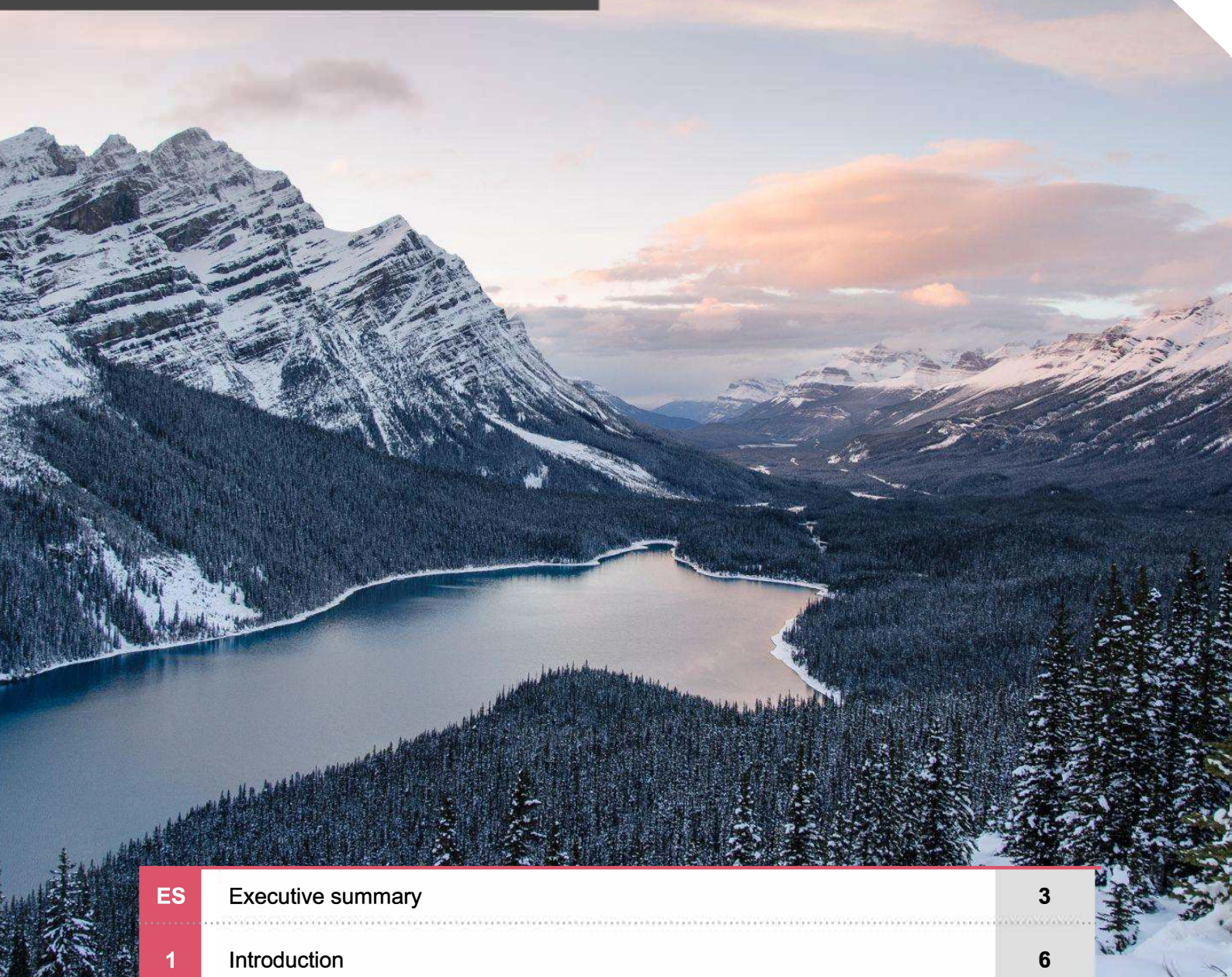
A study for the Alberta 2030 Commonwealth Games
Corporation

June 2023

Agenda Item 7ii



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Executive summary

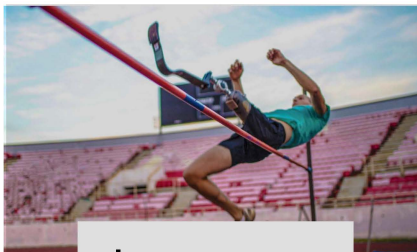


In this report, PwC (we) assess the potential impact of holding the Commonwealth Games in Alberta in 2030. The scope of this study includes:

- assessing the economic footprint (in terms of GDP, employment and tax) of hosting and preparing for the Commonwealth Games. This captures the impact of developing new and upgraded venues, holding sporting events and accommodating visitors in Alberta that come for the Commonwealth Games;
- considering the potential long-term economic legacy of the Commonwealth Games based on a review of evidence and benchmarks from past editions of the Games;
- showcasing social impacts that have previously been experienced by hosts; and
- discussing ways in which Alberta can maximize the value of hosting the Commonwealth Games.

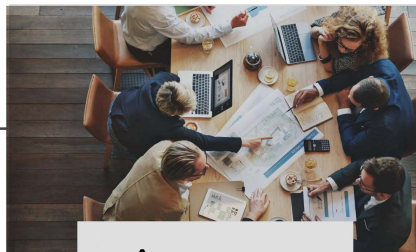
Preparing for and hosting the Games will support economic activity in Alberta. In 2030 prices:

Capital spending



\$1,082m
in GDP

Preparing and hosting events



\$614m
in GDP

Visitors to Alberta



\$81m
in GDP

We have estimated the economic footprint of the Commonwealth Games using the latest available budget estimates and benchmarking visitor numbers based on past Games.

Using Input-Output models to assess the direct, indirect and induced economic footprint, we estimate that the capital spending, preparations for the Games and hosting the event in 2030 could support **\$1.8 billion in GDP, 9,945 full-time employment years and could generate \$519 million in federal, provincial and municipal taxes.**

Metric	Alberta total
GDP (in millions of \$, 2030 prices)	\$1,777
Employment (full-year jobs)	9,945
Tax (in millions of \$, 2030 prices, federal, provincial, municipal)	\$519

Long-term economic legacy

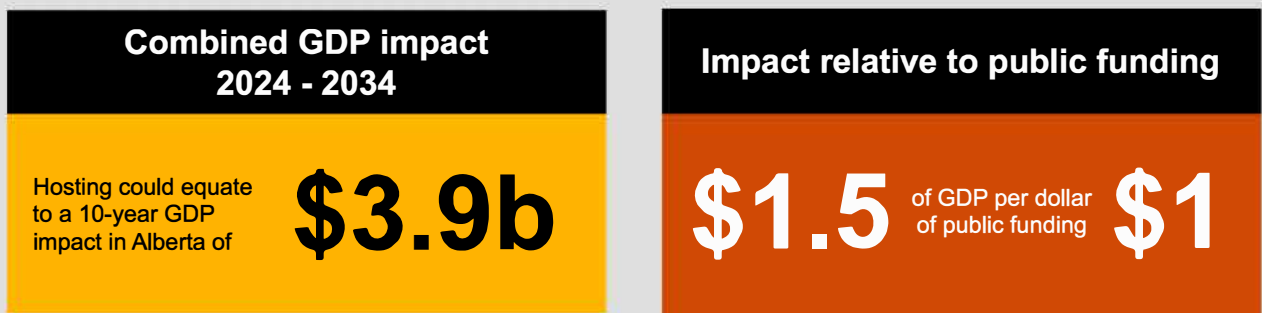
The evidence from past Games shows that economic impacts do not cease when the lights go out at the closing ceremony. Independent analysis conducted on the Gold Coast 2018 Games in Australia showed that the economic legacy effects in the four years following the Games **exceeded those in the five years that preceded them** (including the year in which the Games were held).

These legacy economic impacts can arise from a long-term boost in tourism, and investment and trade that arise from using the event as a springboard for economic promotion and development and the greater profile it affords. As shown in the diagram below, past hosts have, on average, **experienced a 21% tourism boost** three years after the event.¹ This could equate to **an extra 2.8 million visitors per year in Edmonton and Calgary**. The economic legacy of the Games could also add **\$534 million per year to Alberta's GDP**, based on a benchmark to results from the Gold Coast 2018 Games.²



Combined economic effect

Taking the estimated economic impact of **Preparing for and hosting the Games** and the **Long-term economic legacy** together suggests a potential economic impact of \$3.9 billion over the ten-year period from 2024-2034. With government funding anticipated at around \$2.7 billion (combined across federal, provincial and municipal governments) this would represent \$1.5 of GDP for every \$1 of public funding when viewed on a purely economic basis - not factoring in social effects, which are also described in this report.



In interpreting these forms of economic analysis, it is important to highlight that these figures represent the “gross impact” of hosting the Games and do not compare this scenario against alternative uses of public funds, which would also have economic impacts.

We also note that different modeling approaches are used to estimate the Preparing for and hosting the Games estimate which we have developed using Input Output modelling and the Long-term economic legacy figures which rely on benchmarking against results from a Computable General Equilibrium model developed as part of the Gold Coast 2018 Games. Input-Output modelling and Computable General Equilibrium modelling employ different assumptions and, as a result, the estimated economic impact of a given scenario can vary.³ For example, input-output modelling assumes there are no labour shortages which can restrict economic output, whilst Computable General Equilibrium models incorporate the possibility of displacement of labour from other sectors.

Bringing value to Alberta

Alberta can learn many lessons from how prior Games host cities sought to maximize both their long-term economic legacy and their social and environmental benefits. For example:

Prioritizing Indigenous reconciliation



Alberta can leverage the Games to bolster Indigenous reconciliation and economic opportunity. A key feature of Gold Coast 2018 was the development of a Reconciliation Action Plan (RAP), which included specific targets and an independent review of performance.

The RAP delivered a number of concrete impacts; for example it:

- encouraged procurement from Indigenous-owned businesses, which benefited from AU\$14 million in Games related procurement;
- created employment opportunities that helped over 800 Indigenous people find work; and
- provided grants to 48 schools to run programs that promoted Indigenous cultural awareness.⁴

Creating jobs for target groups



Alberta can use the Games to provide training, skills and experience to target youth, minority groups and under-employed residents. For example, the Birmingham 2022 Games included a dedicated Jobs and Skills Academy to identify such groups, match them with employment and volunteering roles at the Games and then use the experience and confidence this brought to help them into long-term jobs.

This program provided training to 9,231 West Midlands residents, with 7,640 gaining qualifications and 472 (of which 84% were previously unemployed) worked at Games events.⁵

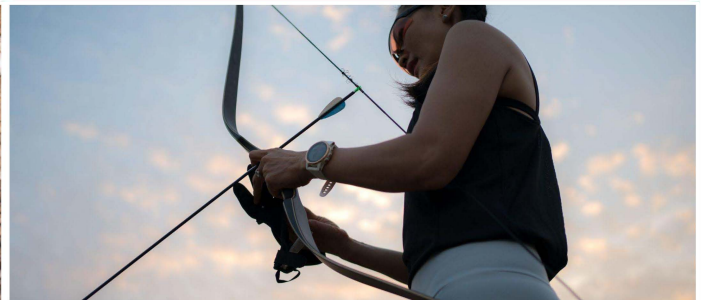
Promoting business investment



At Birmingham 2022, an independent agency, Business and Tourism Programme (BTP), was stood up to drive the economic legacy. BTP leveraged the profile generated by the Games to boost Birmingham's global reputation as a leading investment and tourism destination in order to attract a range of events.⁶

Alberta already excels at hosting business and investment events; it hosts a range of them linked to cultural occasions, like the Calgary Stampede. Hosting the Games provides an opportunity to reach a new audience that is far wider and more internationally focused and to showcase economic growth areas including technology, AI, hydrogen, unmanned aerial vehicles (UAVs) and the energy sector.

Encouraging participation in sports



According the Active Alberta Council, more than 82% of Albertans believe that sports contribute to an improved quality of life, but only 24% of adults and 59% of children currently participate in organized sports.⁷

Past editions of the Commonwealth Games have been shown to inspire residents to take up sports, with between 5% and 10% of adults reporting taking up sports as a result of the Games, based on evidence from Melbourne 2006 and Gold Coast 2018.⁸

Introduction

Canada played host to the first-ever edition of the Commonwealth Games in 1930, when 400 athletes from 11 nations competed in 59 different events.⁹ The Games have become a far bigger event since then. The most recent edition, Birmingham 2022, hosted approximately 6,600 athletes and team officials from 72 different countries, and attracted around 1.6 million visitors and a global TV viewership of 835 million.¹⁰ The 2030 Games will be an important milestone, marking the 100th anniversary of the Commonwealth Games.

This major, multi-sport event has the potential to catalyze significant economic and social impacts in Alberta, and the Alberta 2030 Commonwealth Games Corporation (the Games Corporation) has been established to explore whether Alberta could host the centenary edition. PwC has been engaged by the Games Corporation to assess the potential economic and social impact of the Alberta 2030 Commonwealth Games (the Games). Specifically, the scope of this study includes:

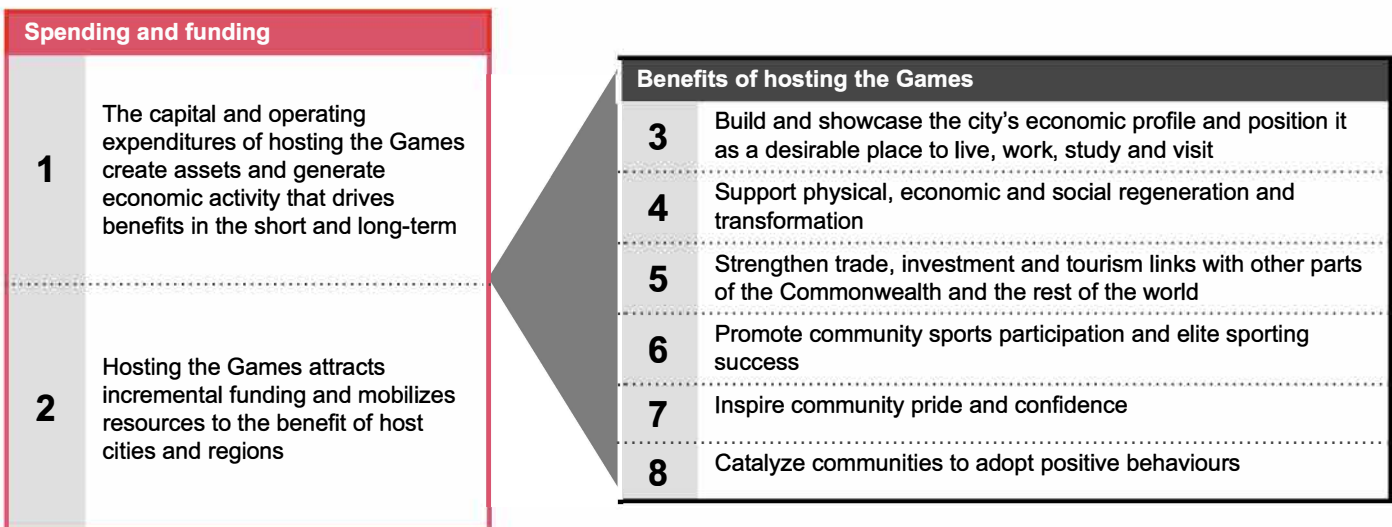


The Games Value Framework

In 2019, the Commonwealth Games Federation (the organization responsible for the direction and control of the Commonwealth Games and Commonwealth Youth Games) commissioned PwC to develop a Games Value Framework. This framework (illustrated below) was designed to provide a consistent structure for new and prospective hosts to assess the impacts of the Games.

The framework considers both the impacts that arise from spending and funding associated with the Games and the benefits from hosting. In this report, we have applied elements of the Games Value Framework to the potential Alberta 2030 Commonwealth Games.

PwC/Commonwealth Games Federation Value Framework



Report structure

We have structured the remainder of this report in three further chapters, as illustrated below.

2 The economic footprint of preparing for and hosting the Games

Measures the economic footprint in Alberta before and during the Games due to spending on:

- new and upgraded venues;
- administering the Games; and
- visits and ticket sales.

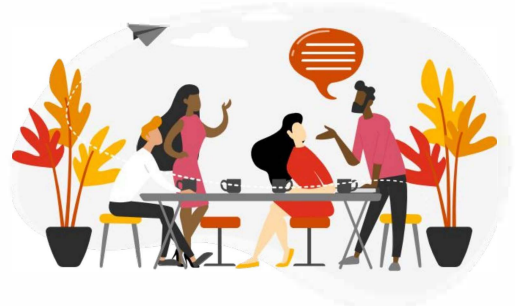


3 The long-term economic legacy of the Games

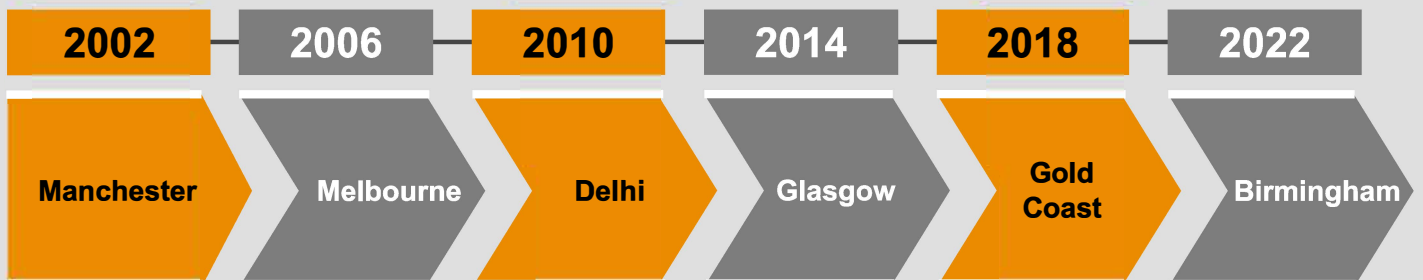
Assesses potential long-term legacy effects on investment, trade and tourism based on evidence from prior hosts.

4 Social impacts experienced by host cities and regions

Showcases major social impacts experienced by prior hosts through a series of case studies.



Much of the evidence we will discuss in the report is drawn from evaluations of past editions of the Games that have made use of surveys and data analysis to judge how hosting has affected the cities and surrounding regions. We have focused on evidence from the last six editions of the Games, as illustrated below.¹¹



2 The economic footprint of preparing for and hosting the Games

In this section, we present our findings on how hosting the Games could impact the economy in Alberta. The assessment corresponds to item 1 of the Games Value Framework presented in the introduction, whereby capital, operating and visitor expenditures related to the Games create economic impacts and new assets in the host location.

The economic footprint of the Games has been estimated at the direct, indirect and induced levels (see explanation of these channels at the bottom of the page) using an Input–Output (IO) modelling approach. The economic impacts, individually and collectively, represent how the activities associated with the Games would ripple throughout the Albertan economy.

The three channels of economic footprint we have measured in this section arise from:

- **Capital expenditures** in preparing for the Games (for example, in building new venues or upgrading existing venues);
- **Operational expenditures** associated with Games preparation and running the sporting events (e.g. staff costs, spend on broadcasting, event management); and
- **Visitor expenditures** arising from groups coming to Alberta for the Games (including athletes, spectators, media and Games officials); for example, Birmingham experienced a 38% increase in visitors in the Games year when compared to the year before.¹²

Importantly, this section does not consider longer term legacy effects of the Games, which we discuss in section 3. Estimates for capital and operating expenditures were provided by The Games Corporation, while visitor spending estimates were developed through benchmarking against past editions of the Games.

To model the economic footprint arising from these three channels, we made use of the Sport Tourism Economic Assessment Model (STEAM – see box to the right). This tool allows the impact of each channel above to be assessed at the direct, indirect and induced levels, and enables the estimation of GDP, employment and taxes.

About the STEAM model

To model these impacts we used the Sport Tourism Economic Assessment Model (STEAM). The STEAM model, hosted by Sport Tourism Canada, is a tool that is specifically designed to estimate the economic impact of hosting a particular sporting event in a specific location in Canada, and is commonly used for assessments of this type.

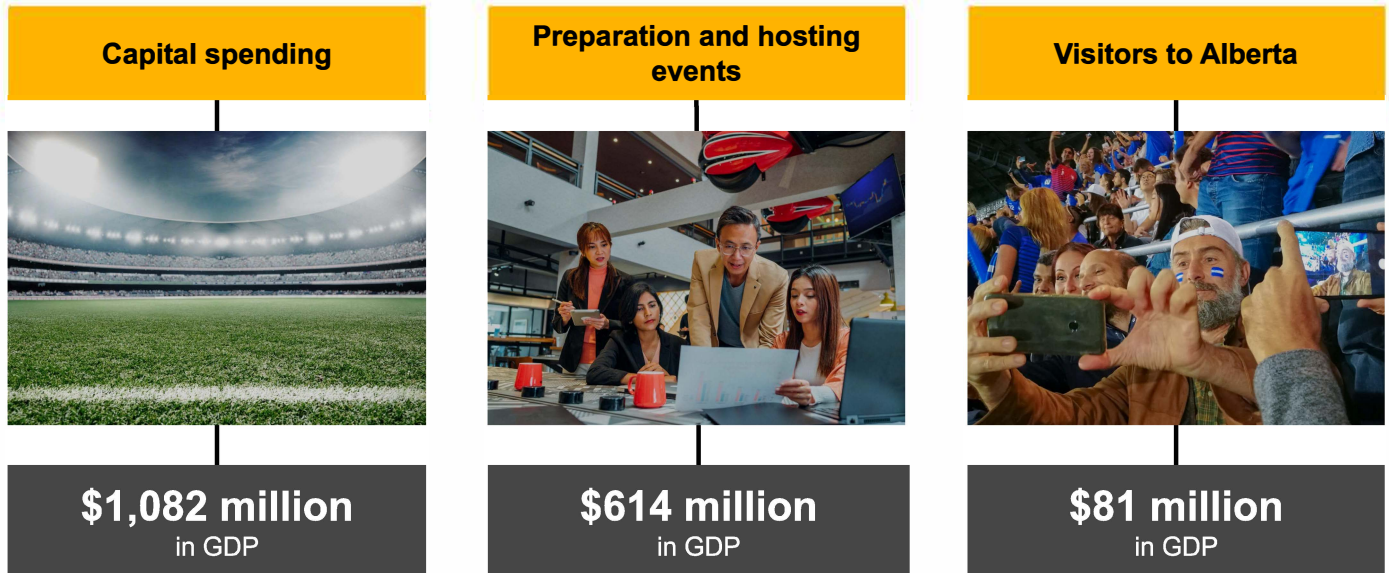
Definition of different levels of economic impact



Hosting is estimated to provide a \$1.8 billion economic footprint in Alberta from capital and operating spend and event visitors

We have estimated the economic footprint of the Commonwealth Games using the latest budget estimates, and by benchmarking visitor numbers based on past editions of the Games. Using IO models to assess the direct, indirect and induced economic footprint, we estimate that the preparations for the Alberta Games and hosting the event in 2030 could support \$1.8 billion in GDP, 9,945 full-time years of employment and could generate \$519 million in federal, provincial and municipal taxes.

The tables below segment this impact according to the impact channel, and provide greater detail on the split of federal, provincial and municipal taxes.



Estimated economic footprint in Alberta, 2030 prices, in millions of \$ unless stated

	Capital expenditures	Operating expenditures	Games visitors	Alberta total
GDP	\$1,082	\$614	\$81	\$1,777
Employment (full year jobs)	5,417	3,727	801	9,945
Federal tax	\$178	\$87	\$15	\$280
Provincial tax	\$138	\$43	\$10	\$191
Municipal tax	\$32	\$13	\$2	\$48
Total tax	\$348	\$143	\$27	\$519

Note: Totals may not sum due to rounding



3 The long-term economic legacy of the Games

While the previous section considered the impacts that flow from the event and its preparations, past host cities have also experienced broader economic legacy effects. This section considers these longer-term economic legacies using evidence from past editions of the Games. There are several reasons why wider legacy effects on tourism, investment and exports can manifest:

First, the **Commonwealth Games increase a host city's profile on the world stage**. Birmingham 2022, for example, attracted total global TV viewership of 835 million, over 215 million digital views and 141 million interactions on social media.¹³ In addition, the Queen's Baton Relay reached 72 Commonwealth nations and territories.¹⁴

Second, hosts will typically **leverage this profile with dedicated business promotion campaigns**, including trade show promotions, overseas missions, advertising and so forth. The Games' profile makes these more effective than would typically be the case, and can also be used to showcase the region to leading talent as an attractive place to live and work.

Third, the **investment in facilities and built environment** can attract more tourists in the future. The city can attract major future sporting events, and visitors who first came to the host city for the Games often return.

Investment and trade

To maximize the benefits of investment and trade, previous host cities have established programs to run concurrently with the Games that leverage the profile the event affords. Examples of these include:



- **Business and Tourism Programme (BATP)**, launched by the UK Government around Birmingham 2022;
- Gold Coast 2018 Games, **Trade 2018 program**, launched by the Queensland Government; and
- **International Business Club Australia** ran multiple promotional events linked to the 2006 Melbourne Games.

Past editions of the Games have used surveys and other analysis to understand whether these measures make a difference. The evidence shown below suggests that they do.

Evidence from past Games

Birmingham 2022

BATP has engaged over 2,500 UK and overseas businesses to stimulate trade deals, and BATP activity led directly to 23 investment decisions before the Games had even begun.¹⁵

Gold Coast 2018

The Trade 2018 program showed positive results from participant surveys, for example:

- 64% of international delegates participating said they are likely to increase investments in Australia or buy Australian goods or services following Trade 2018; and
- over 33% of Australian delegates said they are likely to achieve export and/or investment deals as a result of their participation in Trade 2018.

Melbourne 2006

Participant surveys at International Business Club of Australia events showed that, as a result of participation in these programs:¹⁶

- over 60% of members saw increased awareness of Melbourne, Victoria and Australia as places to do business as a result of the Games;
- 34% of businesses had already seen/expected to see export growth; and
- 103 business deals worth AU\$236.5 million for Australian companies were linked to the programme.

Manchester 2002

£400 million (approx. \$700 million) was invested into new homes and communities as part of a joint venture between the Abu Dhabi United Group (ADUG) and Manchester City Council to regenerate East Manchester. ADUG has invested in the socio-economic and environmental improvement of the area.¹⁷

Host cities use the Games as a springboard for trade and investment promotion

How Birmingham used the 2022 Games as an anchor for inward trade and investment

At Birmingham 2022, the BAPT leveraged the profile generated by the Games to boost Birmingham's global reputation as a leading destination for tourism, trade and investment. The BAPT was delivered by an independent entity, The West Midlands Growth Company, on behalf of the West Midlands Combined Authority, in partnership with the Department for International Trade (a branch of Central government) and Visit Britain.

The BAPT program was delivered in partnership with the Organizing Committee (OC) for Birmingham 2022, Birmingham's City Council and the Commonwealth Games Federation (CGF). Focusing on tourism, trade and investment, the three-year program catalyzed the West Midlands' growth strategy, cementing the region, and wider UK, as a globally sought-after location to visit, invest in and live in. The BAPT helped to acquire 23 new investments and worked with over 2,500 UK or overseas businesses become involved in creating trade and investment agreements.¹⁸ The BAPT held eight days of events that included the Commonwealth Business Forum, which had nearly 100 sessions, panels and workshops on various topics.

The BAPT was designed to secure more than **£650 million** of new overseas investment into the UK, and create **£7 million** of additional export deals by 2027. By showcasing the best of the region and the UK, the BAPT is anticipated to create approximately **1,000 new jobs**, with up to 600 of these roles based in the West Midlands.¹⁹



How Albertan businesses can work together to maximize the benefits of hosting the Games in Alberta in 2030

Alberta can learn from the programs employed by past hosts. For example, these hosts prioritized attendance at major trade and investment conferences around the world in the run-up to the Games, targeting priority sectors where they had competitive strengths. In Alberta's case, these can include events centred around technology, AI, hydrogen, UAVs and the energy sector. Similarly, host cities have typically run a series of business events during the Games themselves to maximize the opportunities the event brings.



When developing this report, we spoke to a number of major business organizations that expressed enthusiasm in participating in and leading trade and investment promotion events.

Alberta already excels at hosting such events. Every year, the Calgary Stampede, which in 2022 attracted 1.2 million visitors, is accompanied by a wide range of business-focused events and opportunities including trade shows, business networking events and client events.²⁰ The Commonwealth Games provide an opportunity to reach a new audience that is far wider and more internationally focused. Businesses that participate in events linked to the Stampede will often display their logos and branding; this could also be used a model for the Commonwealth Games.

Businesses in Edmonton are also experienced in maximizing the profile these events can bring. During the Jump into JUNO week, as part of the 2023 JUNO Awards,²¹ there was a week of events leading into the ceremony that gave Edmonton businesses an opportunity to network and promote their activities.

There is a further opportunity to use Commonwealth Games procurement to help Albertan businesses and also support disadvantaged groups through, for example, a focus on procurement from Indigenous-owned businesses. Past Commonwealth Games have used digital procurement portals for any Games-related opportunities, as they provide transparency and allow broad access to these opportunities for all businesses.

Several of the organizations we interviewed also highlighted the potential for the Games to showcase Alberta as an attractive place to live and work. The Games could serve to attract talent to the province and showcase its diverse range of nature landscapes to the film and television production industry.

The Games can be a catalyst to bring long-term unemployed and disadvantaged communities into the workforce

The Commonwealth Games have a history of providing training, skills and experience that target youth, minority groups and under-employed residents.

Prioritizing employability and skill development at the Birmingham 2022 Games

In anticipation of the Games' related jobs, volunteering roles and training opportunities, **the Jobs and Skills Academy (the Academy)** was created. The Academy was designed to help develop the skills of residents in the region, in particular those from minority groups, and to provide a pathway to long-term employment by using the Games to build participants' experience and self-confidence.

Data provided by the UK Government shows that, of those West Midlands residents supported by the Academy into Games-related roles:²²



84%

were previously unemployed

62%

identified as Black, Asian or minority ethnicities

14%

had a disability or a limiting illness

41%

were under 30 years of age

The Jobs and Skills Academy provided training to 9,231 West Midlands residents, with 7,640 gaining specific qualifications.²³ The programme aimed to improve the longer-term employment and earnings prospects for these residents, as well as provide a skilled workforce with the capability to support future major events held in the region.

Of those trained, 472 (of which 84% were previously unemployed) were supported into employment specifically related to the delivery of Games events.²⁴ The Organizing Committee (OC) provided 28 apprenticeship places, delivering a total of 1,736 weeks of apprenticeship training and experience.²⁵ A number of OC suppliers also offered apprenticeships as part of their social value commitments made when securing contracts with the OC.

Alberta can draw lessons from these programmes and initiatives, for example by:

- Establishing a Skills Academy in the lead-up to the Games to offer training and employment opportunities linked to the Games (targeting residents and specific groups that are unemployed); and
- Requiring social value commitments from suppliers that include targets such as training, apprenticeships and employment of disadvantaged communities with high unemployment rates.



Increased profile and improved facilities can boost long-term tourism



Many host cities reported a **long-term boost to tourism following** the Games, driven by an increase in profile, visitors who came for the Games returning in the future, and the ability to hosting future events that could make use of the facilities created for the Games (e.g. elite sporting events).

As the graphic at the foot of the page shows, host cities commonly experience a 21% increase in tourist numbers three years following the event. Previous editions of the Games have used innovative ways to enhance tourists' experience and therefore encourage them to return year after year. The Birmingham 2022 Games had Festival Sites staged across the city, in surrounding neighbourhoods and across the West Midlands area. The sites were free to access and included live performances, entertainment and special events, as well as big screens for people to gather to watch the sporting events. The Festival Sites provided an opportunity to be part of the Games without having a ticket. The neighbourhood sites also included a Relaxed Festival Site, which provided support to people with disabilities.²⁶

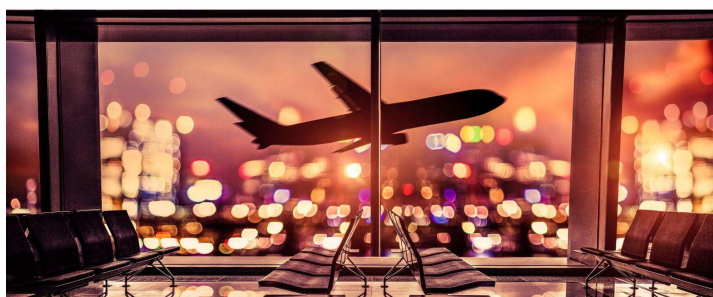
The Games are an opportunity to showcase Edmonton, Calgary and the wider province on an international stage. They can also be used to broaden Alberta's profile beyond well-known activities such as skiing, the Stampede and visiting Lake Louise and the Mountains. Last year's Alberta Tourism Strategy²⁷ set out three pillars to improve performance of the sector: marketing, air access and destination development. The Games can provide a major marketing boost, building Alberta's brand among international tourists in markets like the UK, Australia and India. The Organizing Committee has an opportunity to partner with organizations with a tourism mandate like Explore Edmonton and Visit Calgary to maximize the opportunity.

The facilities built or upgraded for the Games will also support the goal of destination development. The Calgary 1988 Winter Olympics is a good example of this, with many of the facilities developed still in use today. Furthermore, the venues that were built as part of the Olympic games have remained a draw for tourists, including the Canada Olympic Park in Calgary and the Canmore Nordic Centre Provincial Park, which are used every year by both professional athletes and recreational visitors.

The Alberta Commonwealth Games can develop a number of destinations that act as long-term draws for tourists and for future events. As an example, local stakeholders we spoke to expressed a desire for:

- upgrading the swimming pool at the University of Calgary to meet Olympic pool standards, enabling future professional swimming events to be held;
- adding an indoor track facility or a dome to Edmonton's Foote Field (a multi-use outdoor training facility) which could enable the city to host elite track and field events in the winter months. Canada, as a whole, is currently limited in its ability to host world-class indoor track events due to a lack of suitable infrastructure; and
- developing cricket facilities and a velodrome to enable Alberta to host future professional events in these sports.

The impact of past Games on tourism after the event²⁸



When compared to the year the Games were held, many hosts experienced consistently higher tourism after the Games.

For example:

- **Manchester 2002:** Five years after hosting the Games, Manchester saw 65% higher tourist arrivals;
- **Melbourne 2006:** Melbourne experienced 23% higher tourist arrivals four years after hosting the Games; and
- **Glasgow 2014:** Glasgow experienced 26% higher tourist arrivals three years after the Games were held.

Benchmarking past Games to Alberta

On average, past hosts have seen a 21% uplift in annual tourist numbers three years after the Games were held (relative to the event year).

↑ 21% in annual tourism three years after the Games.

In 2019, Calgary and Edmonton experienced

13.7m total person-visits.²⁹

This would equate to an increase in visitors of

2.8m

If Alberta sees a similar legacy effect to the Gold Coast's, it would be worth \$534 million a year to the economy

The evaluation of Gold Coast 2018 included analysis of the combined economic impact of these legacy effects on tourism, trade, investment and skills development.

An independent report by Griffith University in Queensland, *The economic impacts of the Gold Coast 2018 Commonwealth Games*,³⁰ used several methods, including surveys and computable general equilibrium modelling, to estimate the net economic value of these legacy impacts.

The table below summarizes these economic impact results before, during and after the Games. Interestingly, while the benefits of preparing for the Games (e.g. which arise through capital investments) and in the Games year (e.g. from visitors to the event) are significant, the post-Games legacy impact is by far the greatest, accounting for AU\$1.43 billion of the AU\$2.48 billion total impact. These post-Games impacts represent the combination of benefits through tourism, investment and exports.




	Net Economic impact (AU\$, millions, 2018)	Annual impact (AU\$, millions, 2018)
Pre-Games years (2013–17)	494	124
Games year (2018)	559	559
Post-Games years (2018–22)	1,431	358
Total (2013–22)	2,484	276

Queensland has a number of similarities to Alberta in terms of population and economic size: Alberta's 2022 population was 4.6 million,³¹ while Queensland's was 5.4 million,³² and Alberta's 2022 GDP was CA\$390.3 billion compared to Queensland's CA\$404.3 billion (2022 prices).^{33, 34}

If Alberta experiences the equivalent level of post-Games legacy growth, it would provide a post-Games economic boost of \$2.1 billion in the four years following the Games. This impact is in addition to the economic footprint estimates from preparing for and hosting the Games, as estimated in Section 2.

Taking the estimated economic impact of Preparing for and hosting the Games and the Long-term economic legacy together suggests a potential economic impact of \$3.9 billion over the ten-year period from 2024 -2034. With government funding anticipated at around \$2.7 billion (combined across federal, provincial and municipal governments), this would represent \$1.5 of GDP for every \$1 of public funding when viewed on a purely economic basis.



Applying Gold Coast results to Alberta

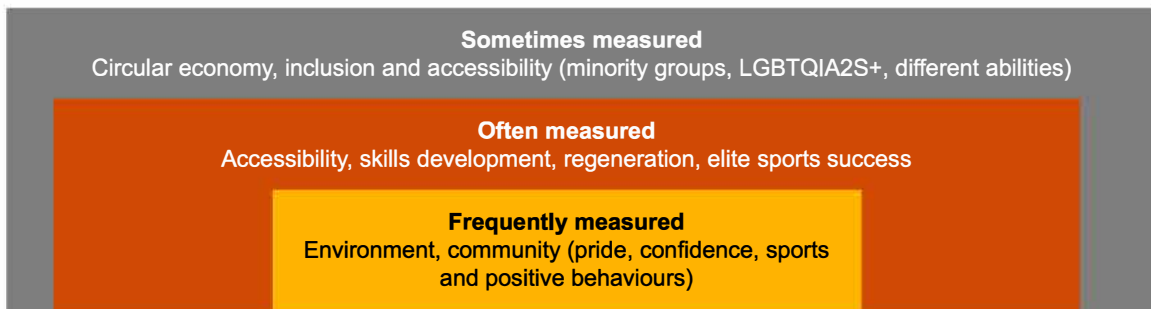
The annual Queensland post-Games impact was estimated to be AU\$358 million (2018 dollars), which is equivalent to a GDP increase for Queensland of **0.09%**.

Applying a proportional impact to Alberta's economy would equate to a post-Games net economic impact of **\$534 million** per annum in the four years following the Games, or **\$2.1 billion** in total (2030 dollars).



4 Social impacts experienced by host cities and regions

Previous hosts typically conduct post-Games evaluations to assess the social impacts of the event. These often touch on similar themes, as illustrated in the diagram below, with impacts like community, accessibility and inclusion and the environment often measured. These social impacts are also linked to PwC's Games Value Framework presented in the Introduction, notably benefits 4, 6, 7 and 8, which focus on regeneration, sports participation, community pride and positive behaviours.



In this section, we highlight evidence from past Games on three selected areas of social impact:

1	Community	This can include impacts on volunteering, sports participation, community cohesion and pride.
2	Accessibility and inclusion	This includes reconciliation with Indigenous peoples, diversity in staff and volunteers, inclusion of LGBTQIA2S+ people and other factors.
3	Environment	This includes ways in which past Games have attempted to limit carbon footprint and promote the circular economy and energy-efficient forms of accessibility.



Community

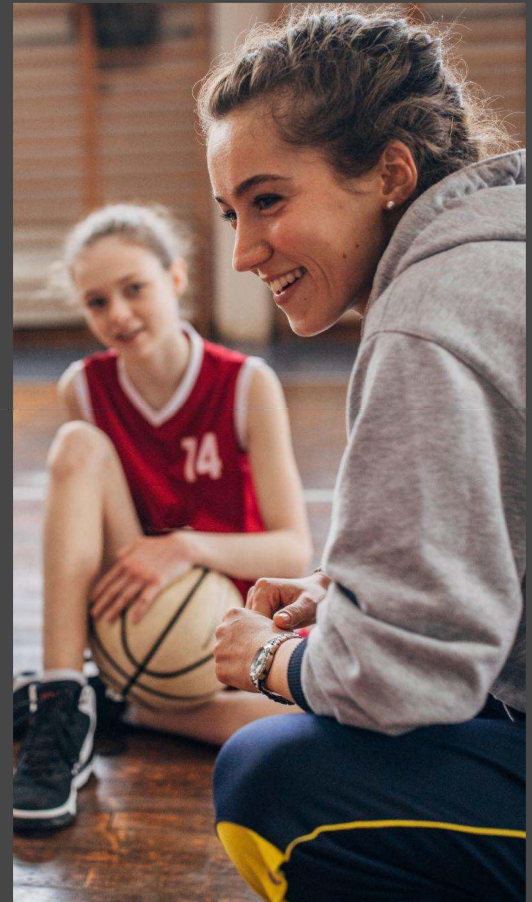
Hosting the Games can affect people's lives and the communities in which they live. These impacts include tangible elements such as improved access to high-quality community facilities and less tangible impacts such as the effect on community pride. Impacts across these areas have the potential to contribute to a better quality of life over the long term, and evidence from past Games (shown below) has highlighted the potential for the Games to act as a catalyst for enhancement in these areas. According to a 2020 study by the Active Alberta Council, more than 82% of Albertans believe that sports contribute to an improved quality of life, but only 24% of adults and 59% of children currently participate in organized sports.³⁵

We also note that Albertans have a strong sense of community, and we can expect them to come together for the Games. Alberta has one of the highest volunteer rates in Canada, with 50% of adult Albertans volunteering, which surpasses the national average of 44%.³⁶

Melbourne, Glasgow and the Gold Coast all saw increases in community sports participation following Commonwealth Games

Prior host cities saw a boost in community sports participation following the Games;³⁷ this can be linked to the investment in sporting facilities as well as inspiration from watching sports heroes perform first-hand. For example:

- Following Melbourne 2006, 10% of Victorians reported taking up new sports as a result of the Games;
- Following the Glasgow 2014 Games, annual use of the Glasgow Club (the city's network of sport, leisure and gym facilities) increased by over one million, from 5.6 million 2014/15 to 6.9 million in 2018/19.
- Following Gold Coast 2018, surveys showed a 5% increase in sports participation in Queensland as a result of the Games.



What Alberta can learn

There is an opportunity to use the Games to boost sports participation in Alberta, which would provide wide-ranging benefits to overall health and quality of life. Building the venues contributes to that, but is not sufficient on its own; hosting the Games could lead to organizing volunteer-led sporting clubs and events that build on the enthusiasm and profile of the Games to get more Albertans into sports. Legacy funds can also be used to partner with schools and fund visits and use of Games venues.



Improved social cohesion and community inclusion

Evidence from past Games³⁸ also demonstrates that the volunteering efforts associated with the Games can contribute to enhanced cohesion across the broader community. For example:

- The Melbourne 2006 Games included 14,000 volunteers, with half of them reporting the intention to keep volunteering after the Games;
- The Glasgow 2014 Games saw an 18% reduction in crime in Greater Glasgow in 2014 compared to 2013. Pride in the local area increased from 60% to 74% between 2012 and 2016 and, in 2016, more than 40% of local residents felt the Games had had a positive impact on their families;
- In the Gold Coast 2018 Games, the Organizing Committee participated in the inaugural Pride in Sport Index™ in 2016 and 2017. This benchmarking instrument was designed to measure the inclusion of LGBTQIAS+ communities within Australian sports and sporting organizations. Gold Coast's Organizing Committee won the Pride in Sport Most Improved Achievement Award 2018; and
- Of the 15,000 volunteers for the Gold Coast 2018 Games, 87% had a good or excellent experience. More than 100,000 Queensland students were engaged in Games-related learning activities.

Inclusion and reconciliation

The Commonwealth Games can provide an opportunity for Alberta to harness the power and common ground of sport to facilitate reconciliation and to address issues that affect Indigenous peoples. Canada's Truth and Reconciliation Commission published 94 Calls to Action to advance reconciliation; several of them focused on sports, including:

- Providing public education that tells the national story of Indigenous athletes in history;
- Supporting long-term Indigenous athlete development and growth;
- Amending the Physical Activity and Sport Act to support reconciliation by ensuring policies that promote physical activity as a fundamental element of health and well-being, and reducing barriers to sports participation for Indigenous peoples; and
- Ensuring that hosts of international sporting events such as the Commonwealth Games respect Indigenous peoples' territorial protocols and engage them in all aspects of planning and participating in such events.

Feedback from Indigenous communities we spoke to highlighted several goals they hoped the Games would help to deliver, which link to the Calls to Action above. Firstly, that they can bring international recognition to Alberta's Indigenous communities and help grow tourism, in line with Indigenous Tourism Alberta's strategy.³⁹ Secondly, that the Games should be used to encourage sports participation among the youth, and thirdly, that the Games can be used to develop facilities that the communities can use on an ongoing basis.

As the example from Gold Coast 2018 below demonstrates, the development of a Reconciliation Action Plan is a tool that Alberta can use to ensure that hosting the Games delivers for Indigenous communities. This should be developed in consultation with communities and other stakeholders like the Alberta Indigenous Opportunities Corporation to set out tangible goals on factors like:

- Procurement from Indigenous-owned businesses;
- Employment and training opportunities;
- Sporting events and facilities; and
- Cultural events.

Prioritizing reconciliation with Aboriginal and Torres Strait Islander Peoples at the Gold Coast 2018 Games

Sports can serve as an avenue to promoting and celebrating Indigenous culture, and they play a role in the journey to reconciliation. This is especially true looking at the Gold Coast 2018 Games (GC2018). As a first-of-its-kind for the Games, a Reconciliation Action Plan (RAP) was developed for GC2018 in consultation with members of the Yugambah language group and Aboriginal and Torres Strait Islander communities across Queensland.⁴⁰ According to the Office of the Commonwealth Games Department of Innovation, Tourism Industry Development and the Commonwealth Games, RAPs provide a framework for organizations to realize their vision for reconciliation. These are practical plans of action for social change and economic opportunities for Indigenous peoples, based on relationships, respect and opportunities.⁴¹

The vision was to deliver a great Commonwealth Games that would recognize, respect and celebrate Aboriginal and Torres Strait Islander cultures. GC2018 sought to leave a lasting and meaningful legacy through employment and training, procurement, showcasing Aboriginal and Torres Strait Islander arts and cultures, building a culturally capable workforce and providing authentic Aboriginal and Torres Strait Islander cultural experiences for GC2018 and beyond. The RAP evaluation report⁴² showed that Gold Coast 2018:



Increased procurement opportunities	Generated more than AU\$14 million in contracts and other additional revenues for Aboriginal and Torres Strait Islander businesses.
Created employment and training opportunities	Over 800 Aboriginal and Torres Strait Islander Peoples have successfully gained employment through the GC2018 RAP.
Encouraged Aboriginal and Torres Strait Islander participation in healthy active lifestyle initiatives	RAP-specific initiatives included the Diabetes Queensland project and the Deadly Choices Commonwealth Games Sports program. In addition to the RAP-specific initiatives, 13 non-governmental organizations and other organizations delivered programs under the Embracing 2018 Healthy and Active Program.
Increased cultural awareness	The initiative provided grants of up to AU\$5,000 for projects that promoted reconciliation through cultural understanding and respect for Aboriginal and Torres Strait Islander cultures. Overall, 48 schools received funding. There was also a range of activities to increase awareness of Aboriginal and Torres Strait Islander languages, cultures and histories, such as cultural awareness training for Games staff and volunteers, and the Opening Ceremony and Festival 2018, which showcased Aboriginal and Torres Strait Islander languages and cultures.

Environment

Hosting the Games can be used to influence the behaviours of local communities to achieve positive environmental impacts. The Games can serve as a platform for environmental and sustainability best practices, act as a template for future events and inspire environmentally-friendly actions among event-goers. Further, the Games are increasingly compensating for both their direct and indirect carbon emissions, and are implementing lasting zero-carbon solutions (e.g. clean transportation and renewable energy solutions).

Hosting the Games can be used as a platform for environmental and sustainability best practices



For the Birmingham 2022 Games, the Organizing Committee had an ambition to deliver the most sustainable Commonwealth Games to date. As part of this, they took a number of steps, detailed below, to reduce carbon impact. These steps reduced the environmental cost of the Games events and limited the total carbon footprint of the Games to 201,800 tonnes of carbon (equivalent to having about 44,000 additional cars on the road for a year).⁴³ Additionally, a commitment was made for the residual carbon footprint of Birmingham 2022 to be offset through planting of the Commonwealth Legacy Forest in the local area, and further steps were also taken to minimize waste and promote biodiversity.⁴⁴

Birmingham's reduction-first approach targeted areas it considered to be key emissions hotspots, with initiatives put in place to reduce the negative carbon impact of the Games, including:⁴⁵

- **Reuse of existing buildings and facilities:** Circular economy principles were applied throughout the Birmingham 2022 Games, including reusing and repurposing existing venues where possible. For instance, 95% of Games venues already existed prior to the Games. This was also supported through the work on new venues, such as the construction of Alexander Stadium, which took steps to limit the carbon footprint throughout the building process;
- **Inclusion of public transport as part of spectator tickets:** A public transport pass was included with every event ticket for all 12 days of the Games. An estimated 54% of spectators used local public transport while in the area, while 41% of ticketed spectators used public transport to travel to the venues in Birmingham from their homes. In comparison, across the West Midlands region in England, only 8% of all trips are made by public transport;⁴⁶
- **Free bicycle hire and storage:** Over 1,200 bikes were made available for use free of charge through the Games bicycle hire scheme, with users making 28,000 bike rides during the Games, an increase of 131% relative to the three months prior to the Games. In addition, 7,500 personal bikes used bike parking facilities at Games venues; and
- **Low-carbon vehicle fleet:** 100% of the fleet of vehicles used for the Games met Birmingham City Council's Clean Air Zone requirements. Of the fleet vehicles, 31% were electric vehicles and a further 11% were low-emission (including hybrid and hydrogen vehicles).

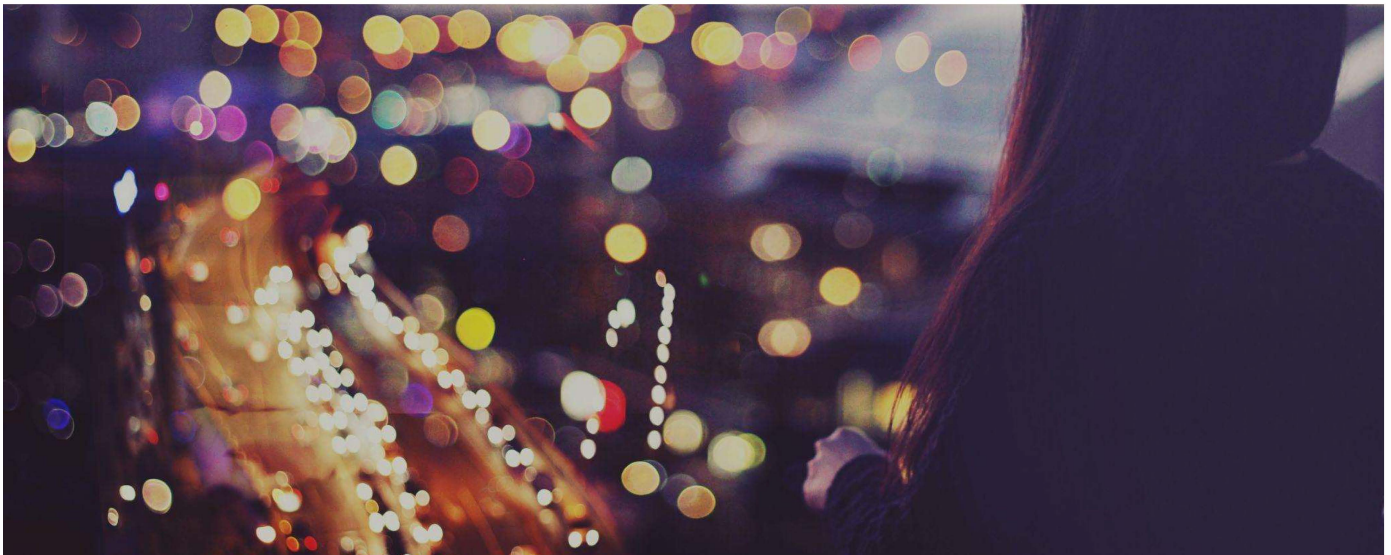
Impacts at other Games included⁴⁷



Environment and accessibility

Our discussions with Alberta stakeholders generated ideas for using the Games to promote environmental awareness in Alberta. These included:

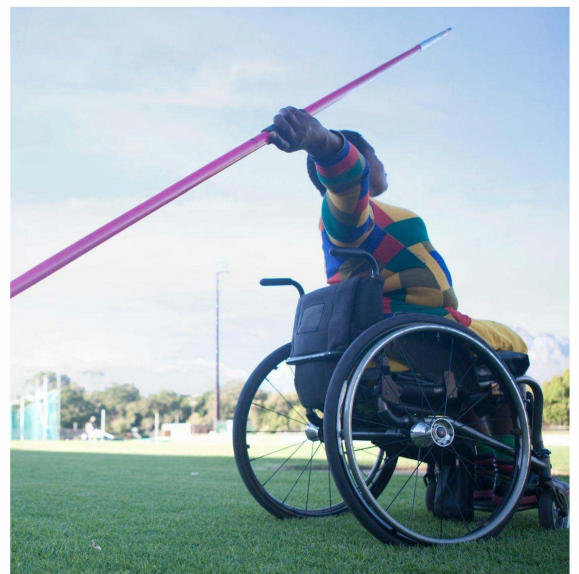
- **Providing free public transport for spectators with a ticket to an event:** This would reduce the dependence on cars for those attending the Games, and could also include bus services between Edmonton and Calgary. Where possible, zero-emissions electric or hybrid vehicles should be used.
- **Using the Games to promote the case for broader public transport investment:** The publicity afforded by the Games would present an opportunity to make the case for improved public transit infrastructure in Calgary and Edmonton, as well as a high speed rail line between them. With the federal government target of net-zero emissions by 2050, a wide range of public transport funding programs are available to support such projects, including the National Trade Corridors Fund and the Active Transportation Fund.
- **Commonwealth legacy forests:** A number of past Games has made forest planting a key part of their environmental strategy, and the Alberta Games could adopt a similar model to offset the emissions associated with the Games and help restore ecosystems damaged by forest fires.



Birmingham demonstrated leadership in accessibility

The Birmingham 2022 Games embedded a requirement for accessibility and inclusivity across Games delivery, from medal design and facilities to employment and volunteering. They established the Birmingham Inclusive Games Standard (BIG standard).³⁹ The BIG Standard worked to be a catalyst for change by providing clear and practical guidance, delivering consistency and endeavouring to improve accessible standards. It focused on solutions like:

- wheelchair bays and easy-access seating;
- assistive technology;
- training;
- athletes village apartment specifications;
- pedestrian screening areas and queuing systems;
- affordability and financial capability;
- accessible and changing places toilets; and
- faith provision.





Appendices

Glossary of terms

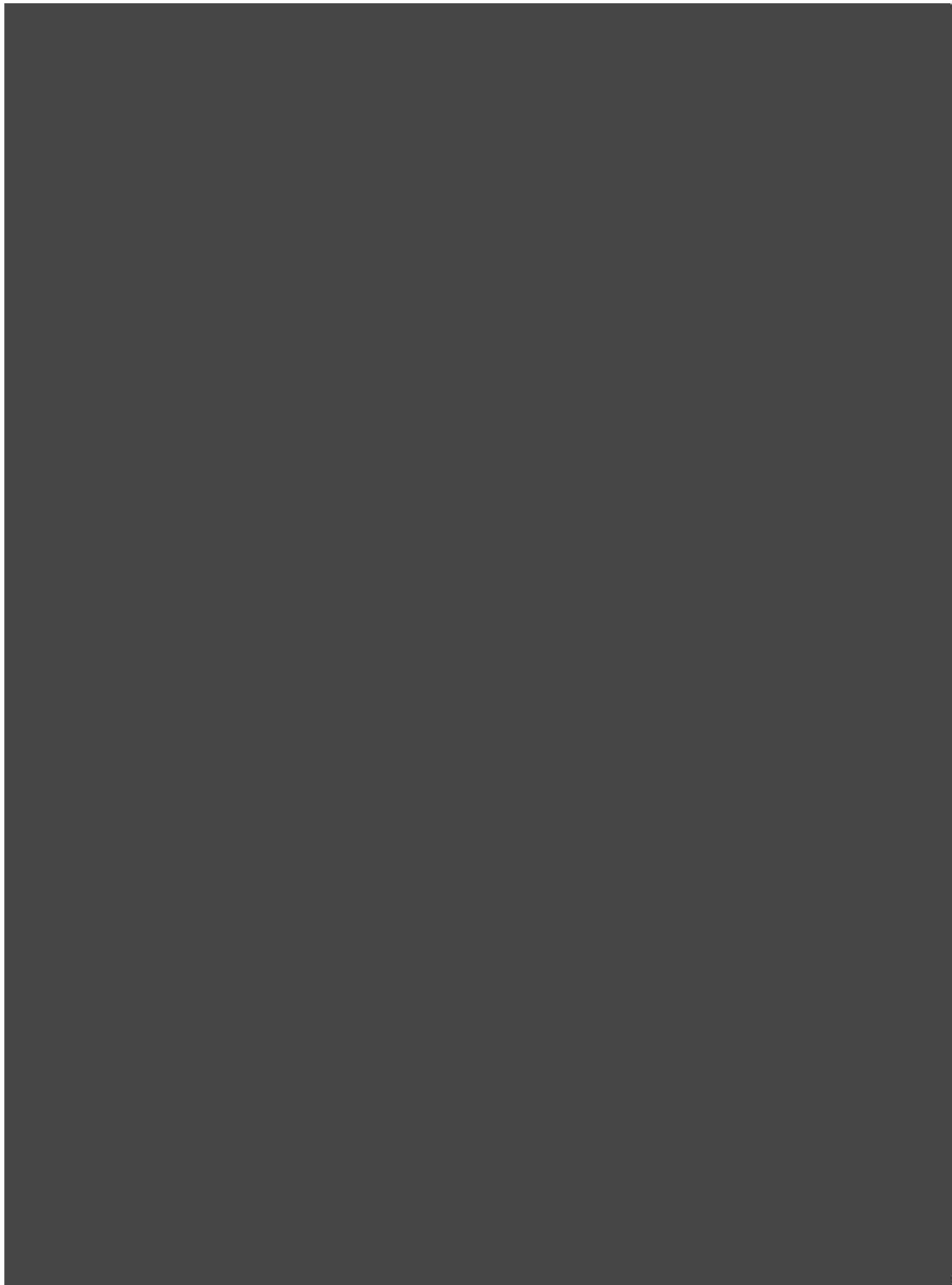
Term	Definition
ADUG	Abu Dhabi United Group
BATP	Business and Tourism Programme
BIG Standard	Birmingham Inclusive Games Standard
CAPEX	Capital expenditures
CGE modelling	Computable general equilibrium modelling
CGF	Commonwealth Games Federation
FDI	Foreign direct investment
FY	Fiscal year
GDP	Gross domestic product
GVA	Gross value add
GC2018	Gold Coast 2018 Games
Trade 2018	Business and Tourism Programme
STEAM	Sport Tourism Economic Assessment Model
IO modelling	Input-Output modelling
OPEX	Operational expenditures
OC	Organizing Committee
LGBTQIA2S+	LGBTQIA2S+ refers to lesbian, gay, bisexual, transgender, queer/questioning, intersex, asexual, two spirit
RAP	Reconciliation Action Plan
NPV	Net present value
UAV	Unmanned aerial vehicle

Endnotes

Page	Reference	Source
4	1	PwC and The Commonwealth Games Federation. (2019). <i>Commonwealth Games Value Framework</i> .
4	2	Griffith University. (2018). <i>The economic impacts of the Gold Coast 2018 Commonwealth Games: 2018 Post Games Report</i> .
4	3	Crawley, A. & Hewings, J.D.G. (2020). <i>Enhancing Our Understanding of a Regional Economy: The Complementarity of CGE and EIO Models</i> . Regional Research Institute West Virginia University.
5	4	Commonwealth Games Australia. (2022). <i>Commonwealth Games Australia Reconciliation Action Plan</i> .
5	5	2021 Birmingham Organising Committee for the 2022 Commonwealth Games Limited. (n.d.). <i>The Birmingham 2022 Legacy - Our Legacy: Jobs and Skills</i> .
5	6	West Midlands Growth Company. (n.d.). <i>Business and Tourism Programme</i> , [Accessed 05/25/23].
5	7	Active Alberta Coalition. (2020). <i>The Impact of Sport, Physical Activity and Recreation in Alberta</i> .
5	8	PwC and The Commonwealth Games Federation. (2019). <i>Commonwealth Games Value Framework</i> .
6	9	Previously called the British Empire Games, this was hosted in Hamilton, Ontario.
6	10	UK Government. (2023). <i>Evaluation of the Birmingham 2022 Commonwealth Games - Interim Evaluation Report</i> .
7	11	As minimal evidence is available on the 2010 Delhi Commonwealth Games, we have only used the other five Games since 2002 in our analysis.
8	12	West Midlands Growth Company. (2023). <i>West Midlands leads UK's COVID recovery with record visitor numbers in 2022</i> , [Accessed 06/02/23].
10	13	UK Government. (2023). <i>Birmingham 2022 contributes £870 million to UK economy</i> , [Accessed 05/25/23].
10	14	Birmingham Games 2022 Commonwealth Games. (2022). <i>The Birmingham 2022 Queen's Baton Relay arrives in England after completing journey through the Home Nations</i> .
10	15	UK Government. (2022). <i>Birmingham 2022 Commonwealth Games: the highlights</i> .
10	16	Insight Economics. (2006). <i>Triple Bottom Line Assessment of the XVII Commonwealth Games</i> .
10	17	PwC and The Commonwealth Games Federation. (2019). <i>Commonwealth Games Value Framework</i> .
11	18	West Midlands Growth Company. (n.d.). <i>Business and Tourism Programme</i> , [Accessed 05/25/23].
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11	20	Daily Hive. (2022). <i>Calgary Stampede attendance finishes near pre-pandemic levels</i> , [Accessed 05/23/23].
11	21	Edmonton Downtown. (2023). <i>Jump into JUNO Week</i> , [Accessed 05/23/23].
12	22	UK Government. (2023). <i>Interim Evaluation of the Birmingham 2022 Commonwealth Games</i> .

Endnotes

Page	Reference	Source
12,13	23-26	<i>ibid</i>
13	27	Travel Alberta. (2022). <i>2022-2025 Business Plan</i> .
13	28	PwC and The Commonwealth Games Federation. (2019). <i>Commonwealth Games Value Framework</i> .
13	29	6 million visitors to Edmonton in 2019, (Explore Edmonton, <i>The Value of the Visitor economy</i> , [Accessed 05/24/23]). 7.7 million visitors to Calgary in 2018 (Visit Calgary, <i>Calgary's tourism industry achieves impressive 2018 results</i> , [Accessed 05/24/23]).
14	30	Griffith University/ (2018). <i>The economic impacts of the Gold Coast 2018 Commonwealth Games: 2018 Post Games Report</i> .
14	31	Alberta Government. (2023). <i>Alberta population estimates</i> , [Accessed 05/24/23].
14	32	Queensland Government. (2023). <i>Queensland population counter</i> , [Accessed 05/24/23].
14	33	Statistics Canada. (2023). Table 36-10-0402-02, <i>Gross domestic product (GDP) at basic prices, by industry, provinces and territories, growth rates (x 1,000,000)</i> [Accessed 05/25/23].
14	34	CEIC Data. (2022). <i>Australia GDP: Queensland</i> , [Accessed 05/24/23].
16	35	<i>Active Alberta Coalition. (2020). The Impact of Sport, Physical Activity and Recreation in Alberta</i> .
16	36	Government of Alberta. (2021). <i>Honouring acts of kindness in Alberta</i> , [Accessed 25/05/23].
16	37	PwC and The Commonwealth Games Federation. (2019). <i>Commonwealth Games Value Framework</i> .
16	38	<i>ibid</i>
17	39	Indigenous Tourism Alberta. (2019). <i>Indigenous Tourism Alberta Strategy 2019-2024</i> .
17	40	Office of the Commonwealth Games Department of Innovation, Tourism Industry Development and the Commonwealth Games. (n.d.). <i>Gold Coast 2018 Commonwealth Games Reconciliation Action Plan Evaluation Report</i> .
17	41-42	<i>ibid</i>
18	43	Birmingham Organising Committee. (2022). <i>The Birmingham Inclusive Games Standard (The BIG Standard)</i> .
18	44	UK Government. (2023). <i>Interim Evaluation of the Birmingham 2022 Commonwealth Games</i> .
18	45	<i>ibid</i>
18	46	UK Government. (2022). <i>Average number of trips (trip rates) by main mode, region and Rural-Urban Classification: England</i> , [Accessed 19/05/23].
18	47	PwC and The Commonwealth Games Federation. (2019). <i>Commonwealth Games Value Framework</i> .



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Agenda Item	8
Submitted to	Board
Purpose	For Decision
Subject	Completion of Digitization of Existing and Approved Land use (DEAL) Version 2
Meeting Date	July 21, 2023

Motion that the Board approve the DEAL (version 2) dataset

Summary

- The Digitization of Existing and Approved Land use (DEAL) dataset is member municipalities' individual land use maps "stitched" together across the CMR with the land use districts put into broader regional categories, and the addition of approved statutory plans in place (e.g. ASPs) categorized into planned regional categories.
- The original DEAL dataset was created to provide information about planned and existing land uses for the development of the Growth Plan.
- The first DEAL dataset was delivered to CMRB in December 2019, and is based on data from 2018. The DEAL v2 update includes 2022 available data, making the dataset more current.
- The Data Sharing Framework was approved by the Board on November 20th, 2020. The Framework provides a guide for the sharing of data generated by a study, process, report, or similar that is produced by or for the Calgary Metropolitan Region Board (CMRB) as part of its work. The framework can be found on page 101 of the agenda package [here](#).
- One June 9th, 2022, the Board approved that the Output Data for the DEAL (version 2) dataset be classified as Open Data. CMRB Administration was directed to report back to LUSC and Board before the DEAL (version 2) is released as Open Data.
- All municipal administrations have had the opportunity to review, provide comment, or changes to the DEAL (version 2) dataset in their respective jurisdiction.
- On July 6th the Land Use & Servicing Committee recommended to the Board approval of the DEAL (version 2) dataset.
- The DEAL (version 1 or 2) dataset does not include any assumptions or conclusions about available or unavailable land.

- Should the Board approve the DEAL (version 2) dataset, it will be posted to the [CMRB open data portal](#).

1. Introduction

The Digitization of Existing and Approved Land use (DEAL) dataset was created to provide land use information for the development of the Growth Plan. It was a key dataset for starting and developing the Growth Plan. The DEAL (version 1) dataset provides a map of existing and approved (planned) land use from CMRB municipalities' land use bylaws and approved Area Structure Plans and consolidates those categories into broader regional categories.

CMRB Administration has updated this dataset with more current information as the original DEAL dataset used 2018 information, this will be known as DEAL (version 2). Having a regional land use dataset may aid in developing the Placetype database for the Region as per the Implementation section of the Growth Plan. The DEAL dataset will provide useful information for various future studies commissioned by the CMRB. Most regional boards have some type of land use map for their region for this reason.

2. Timeline and Consultation

February 3, 2022: The Land Use & Servicing Committee recommended to the Board that the Output Data for the latest DEAL (version 2) dataset be classified as Open Data. CMRB Administration assured members there would be opportunities for municipal administrations to check and correct data. A request was made to update the Board once the data is complete.

June 9, 2022: The Board directed CMRB Administration to classify DEAL (Version 2) as Open Data.

December 12, 2022 – January 20, 2023: Municipalities were given an opportunity to review the latest dataset and provide comments per their municipality.

- Level 1 review: CMRB Administration conversion of Land Use Bylaw to regional land use categories.

February 10, 2023: Land Use TAG agreed with CMRB Administration recommendation after general comments from January 20 comments were received.

- Recommended:
 - a. Classify all school sites as Parks and Open Space. The locations where schools are existing/built can be created as different dataset if needed.
 - b. Eliminate the DEAL v2 regional categories of Provincial Parks, Provincial Protected, and National Historic Sites and classify as

Parks and Open Space; the locations of these parks can be found in information from the Province and created as a different dataset if needed.

- c. Keep the Golf Course category and base these lands off the first iteration of DEAL (DEAL version 1).

May 29, 2023 – June 19, 2023: Municipalities were given an opportunity to review the latest dataset and provide comments per their municipality.

- Level 2 review: (a) Changes suggested by each individual municipality in prior review. (b) Changes suggested by LU TAG. (c) Addition of 'Planned Land' layer with regional land use categories; layer derived from municipal ASP data from DEAL (version 1) and IREF and REF submissions.

July 6, 2023 - The Land Use & Servicing Committee recommended to the Board approval of the DEAL (version 2) dataset.

3. Project Complete

Feedback from municipalities have been incorporated; back-and-forth discussions have occurred to incorporate changes or address concerns. Should the Committee and Board approve the dataset, the project will be complete.

The Output Data of the DEAL (version 2) dataset is a data map that covers the CMR and classifies land use into regional categories for both existing and planned land use. As Open Data, the DEAL (version 2) dataset only includes the regional land use categories, not land use bylaws per parcel. If a user would like land use information, they would obtain that from the municipality. The Open Data DEAL (version 2), once approved by the Board, will be available to anyone in GIS data or map form. It does not contain any personal information and falls under the CMRB Open Data Licence, available [here](#).

The following disclaimer will accompany the dataset, once approved: "This dataset is intended to be used on a regional scale and provides a general overview of land use. Errors or inaccuracies may have been introduced in the process of grouping many municipal land use districts into a limited number of regional land use categories. Because of the inherent differences in Land Use Bylaws among municipalities, there are still differences in how municipal land use districts are translated into regional land use categories. For landowners, please refer to your municipal Land Use Bylaw as this data is for reference purposes only. The CMRB provides no warranty, nor accepts any liability arising from any errors, incorrect, incomplete, or misleading information."

4. Recommendation

That the Board approve the DEAL (version 2) dataset.