

Our File/N/Réf.  
Your File/V/Réf.

DATE 24 June 1996

TO/DEST. Co-ordinator  
Corporate Services and Economic Development Committee

FROM/EXP. Regional Chair and Finance Commissioner

SUBJECT/OBJET **ENDORSEMENT OF CANADA SUMMER GAMES BID**

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### **DEPARTMENTAL RECOMMENDATIONS**

**That the Corporate Services and Economic Development Committee recommend Council:**

- 1. endorse the Ottawa-Carleton 2001 Canada Summer Games bid;**
- 2. indicate to the Ontario Ministry of Citizenship, Culture and Recreation Ottawa-Carleton's intent to bid for the 2001 Canada Summer Games;**
- 3. provide a deficit guarantee conditional upon fall 1996 Regional Council approval of the Ottawa-Carleton 2001 Canada Summer Games bid committee's deficit management plan;**
- 4. direct the Finance Commissioner to work with the bid committee on preparation of a deficit management plan.**

### **BACKGROUND**

The Canada Games are a high profile, national multi-sport competition for Canadian youth from every province and territory. They take place every two years alternating between Winter and Summer Games and rotating the host province sequentially. Consequently, Ontario gets to host the Canada Games once every 20 years, the next time being the Canada Summer Games in the year 2001.

Last February, representatives of the Ottawa-Carleton 2001 Canada Summer Games bid committee (hereafter “bid committee”) wrote to the Office of the Regional Clerk to request that its application for funding be considered as part of the RMOC grants review outside the budget process. On March 5, 1996, a report was submitted by the Regional Clerk to Corporate Services and Economic Development Committee. On March 27, 1996, Regional Council, in turn, approved a grant of \$35,000 to the Ottawa-Carleton 2001 Canada Summer Games Bid Committee, conditional upon equivalent support in services and kind from area municipalities. Such support was provided by area municipalities as follows: City of Ottawa - \$25,000; City of Gloucester - \$10,000; City of Nepean - \$10,000; City of Kanata - \$ 5,000; Township of Cumberland - \$ 5,000.

## DISCUSSION

The Region has traditionally supported initiatives that further the economic well being of the Ottawa-Carleton region. An event such as the Canada Games is such an initiative given its economic impact. As well, an athletic event of the magnitude of the Canada Games supports the Region’s health mandate by raising the profile of the relationship between activity, sport and health.

The Canada Games Council (hereafter “CGC”), a private, non-profit organisation, is the governing body of the Canada Games. It develops policies, requirements and procedures to guide the preparation and staging of the games, including the bid process to host the games. The bid committee is able to address and satisfy the CGC’s requirements and procedures.

The Ontario Ministry of Citizenship, Culture and Recreation (hereafter “MCCR”) has initiated a formal bid process for interested Ontario municipalities. By August 1, 1996, municipalities must declare their intent to bid; and by September 11, 1996, MCCR must be in receipt of preliminary bids. Certain bid requirements are compulsory to the preliminary bid process. The bid committee is unable to fulfill three of these requirements:

- a) a certified copy of a resolution of Municipal Council(s) declaring to submit a bid;
- b) a certified copy of a resolution of Municipal Council(s) committing to working within the Financial Framework as specified by the CGC; and
- c) a certified copy of a resolution of Municipal Council(s) committing participation in a deficit management plan which guarantees capital or operating overruns.

Preliminary bids which fail to meet the above requirements will not be considered.

The bid committee has submitted a document titled “Regional/Municipal Council Resolutions Required for Bid Acceptance by the Province of Ontario” (see Appendix A). In it, the bid committee requests that Regional Council adopt resolutions

- a) declaring Ottawa-Carleton’s intent to bid for the 2001 Canada Summer Games,
- b) agreeing to become a stakeholder and endorsing the Ottawa-Carleton bid, and
- c) guaranteeing, subject to fall 1996 Regional Council approval of the bid committee’s deficit management plan, that net operating deficits resulting from the hosting of the 2001 Canada Summer Games (if awarded to Ottawa-Carleton) be underwritten by the Regional Municipality. (This deficit guarantee would be net of the Revenue Shortfall Guarantee as identified through cost sharing by the federal government and Ontario. Should the deficit management plan not meet with Regional Council approval, then the Ottawa-Carleton bid will be withdrawn.)

Hosting the Canada Games would provide significant benefits to Ottawa-Carleton and further its economic development. The Canada Games are noted for producing sustaining legacies (i.e. financial, tourism promotion, community profile, facilities, equipment, increased volunteerism, event management expertise and community spirit, pride and confidence). Other cities which have hosted the Canada Games have built new facilities or upgraded existing facilities. These cities have also been showcased nationally through the media thereby promoting them as tourism destinations and raising their community’s profile. In addition, a financial legacy has been established by the creation of a trust fund for the promotion and advancement of sports and recreation in the community long after the Canada Games have left.

Letters of support for the bid and for Council’s assistance to the bid committee have been received from the Ottawa Tourism and Convention Authority, Ottawa-Carleton Economic Development Corporation and the Ottawa-Carleton Board of Trade (see Appendix C).

In March 1996, the Ottawa Tourism and Convention Authority generated an analysis of the direct economic impacts of the 2001 Canada Summer Games on Ottawa-Carleton (see Annex B of the “Regional/Municipal Council Resolutions Required for Bid Acceptance” document). It reveals that visitor, capital and business expenditures would exceed \$15 million, \$16 million and \$18 million respectively. The Canada Games would generate \$6 million in tax revenues for the three levels of government.

The only scheduled meeting of Regional Council prior to MCCR’s August 1, 1996 deadline takes place on July 10, 1996. It is, therefore, necessary for Corporate Services and Economic Development Committee and Council to give immediate consideration to the bid committee’s request that Council adopt the recommendations set out above.

## CONSULTATION

The bid committee has consulted community sport associations and prominent Ottawa-Carleton sport organisers. They have provided the bid committee with assistance and direction relating to the bidding process as well as the staging and operation of the Canada Games. Further consultation took place to identify existing municipal recreation infrastructure and private facilities to be utilised in the bid.

## FINANCE DEPARTMENT COMMENT

The bid committee is requesting Regional Council to pass a resolution stating that it will endorse the Ottawa-Carleton bid and that it will guarantee any operating deficit of the 2001 Canada Summer Games. At the same time, the Bid Committee is requesting the local Municipal Councils' who have indicated their willingness to participate in the bid to pass resolutions stating that they will guarantee any cost overruns relating to capital expenditures required for facilities within their jurisdiction.

A review of the past six Canada Games (3 winter & 3 summer) has revealed that all have resulted in an operating surplus for an average \$3.15 million (21.5% of expenditures) per games. (A summary of each game's statement of revenues and expenditures is attached as Appendix B.) It is typical that any surplus arising as a result of the Canada Games be shared with the Canada Games Council, however, most of the surplus of past games have remained with the host municipality. In addition to the operating surplus, new sports facilities or capital improvements to existing facilities averaged more than \$12 million per games at an average cost of \$2.4 million to the host municipality.

The federal and provincial governments assist in funding the essential operating cost based on \$1,600 per participant. The following schedule shows the source of government funding based on 4,304 participants (85% of maximum) at \$1,600 per participant as established by the Canada Games Council:

Federal (52%)	\$3,580,928
Provincial (16%)	\$1,101,824
Host Society (16%) - Guaranteed by Municipality	\$1,101,824
Host Society (16%) - Guaranteed by Fed. & Prov. Govn'ts	<u>\$1,101,824</u>
Total	<u>\$6,886,400</u>

The amounts shown above are for illustration purposes only. Should the number of participants exceed 4,304, the senior governments' funding will increase proportionately.

Although the Host Society is responsible for 32% of the essential games expenditures, 16% is guaranteed by the two senior levels of government. Therefore, it would be in the best financial interest of the Regional Municipality (should it guarantee the host bid), to ensure;

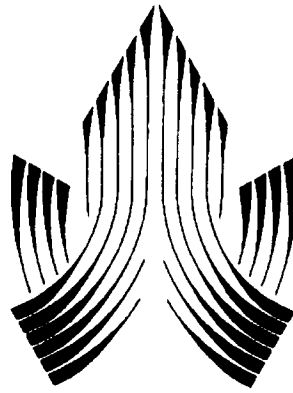
- that the games expenditures do not exceed \$1,600 per participant and
- that fundraising activities are maximized so that, at a minimum, the Host Society's first 16% share of the funding responsibility is realised.

The Bid Committee will be submitting for Council approval a deficit management plan in early September. To ensure that the deficit management plan developed minimises the Region's financial exposure, it is recommended that the Region's Finance Commissioner work with the Bid Committee on formulating this plan. Should the deficit management plan presented not be to the satisfaction of Regional Council, then the Ottawa-Carleton bid can be withdrawn.

*Approved by  
Regional Chair*

*Approved by  
Finance Commissioner*

Attachs.



Ottawa-Carleton

**2 0 0 1**

**Ottawa-Carleton  
2001 Canada Games  
Bid Committee**

**Regional / Municipal Council Resolutions  
Required for Bid Acceptance  
by the  
Province of Ontario**

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**Regional Municipality of Ottawa-Carleton  
Township of Cumberland  
City of Gloucester  
City of Kanata  
City of Nepean  
City of Ottawa**

June 21, 1996

## **Background**

On the basis of federal and provincial funding commitments announced by the Minister of Canadian Heritage on 26 April 1996, the Province of Ontario (under the auspices of the Ministry of Citizenship, Culture and Recreation) has formally initiated a bid process to select a host municipality / region for the 2001 Canada Summer Games, which are scheduled to be held in Ontario under the Canada Games Council's (CGC) provincial rotation structure.

Ontario municipalities interested in hosting the event were invited by the Ministry of Citizenship, Culture and Recreation (MCZCR) by letter on 10 May 1996 to attend a 'Bidder's Conference' at Queen's Park on 28 May 1996.

The Ottawa-Carleton 2001 Canada Summer Games Bid Committee attended the conference. The Bid Committee, in anticipating the announcements of senior government funding and a bid process, has worked over the past six months to secure the active participation of appropriate community interests and municipal governments for what is envisioned to be a bid representing the metropolitan municipalities of Ottawa-Carleton. Through funding support and staff participation, the Bid Committee currently represents the following municipal government stakeholders:

- the Regional Municipality of Ottawa-Carleton,
- the Township of Cumberland,
- the City of Gloucester,
- the City of Kanata,
- the City of Nepean, and
- the City of Ottawa.

Key milestones conveyed at the Bidder' Conference are as follows:

- municipalities declare their intent to bid by letter to the Province of Ontario (MCZCR) by 1 August 1996;
- declared municipalities submit preliminary bids to the Province of Ontario (MCZCR) by 11 September 1996;
- the Province presents a short-list of not more than three candidate municipalities to the CGC by 20 December 1996;
- short-listed municipalities submit final bids to the CGC by 1 April 1997;
- the CGC recommends a final host municipality to the federal Minister of Canadian Heritage for a final decision in May 1997 and announcement of the site decision in June 1997.

## **Bid Requirements**

The CGC (through its *Bid Procedures and Requirements* document) clearly defines the scope of the technical, organizational and financial requirements of candidate bids for the

2001 Canada Games. The majority of these procedures and requirements can be adequately addressed and satisfied by the Ottawa-Carleton Bid Committee.

The MCZCR has organized a 2001 Canada Games Bid Secretariat, charged with conducting the Province's site-selection process. In conjunction with the aforementioned CGC document, the Secretariat has communicated bid requirements which are also compulsory to the preliminary bid process. The ability to fulfill three of these required elements currently falls outside the capacity of the Bid Committee.

The first element, which must accompany the declaration of intent to bid, is as follows:

- a certified copy of a resolution of Municipal Council(s) declaring to submit a bid.

The remaining two required elements, which must accompany the preliminary bid, are as follows:

- a certified copy of a resolution of Municipal Council(s) committing to working within the Financial Framework as specified by the CGC (see Annex 'A' attached),
- a certified copy of a resolution of Municipal Council(s) committing participation in a deficit management plan which guarantees capital or operating overruns.

Candidate bids which fail to meet these bid requirements as stipulated by the CGC or the MCZCR will not be considered by the Secretariat when it determines its short-list of candidate municipalities.

### Discussion

The ability of the Bid Committee to act in cooperation with its municipal government stakeholders to secure the required resolutions is exacerbated by two key problems. First is the severe temporal constraint of the bid process vis-a-vis the Bid Committee's ability to access the decision making process of various Councils after key financial elements of the Bid have been developed by the Bid Committee. Secondly, is the requirement for multi-party agreements that would normally be necessary given the total limit of cost-shared funding that is available under the financial framework of the Games and the absence of a finalized list of facilities that would be eligible for capital spending.

With respect to commitments for capital spending, only local municipalities already identified as Bid stakeholders would be eligible to participate in any cost-shared capital program related to the Games. Based on a preliminary evaluation of Ottawa-Carleton's available recreational facility infrastructure, the Bid Committee is committed to maximizing the use of existing facilities for inclusion in the Bid. This approach is seen as not only being fiscally prudent, but a measure of adding to the potential surplus funds and the resulting legacy to the community. Any capital program spending will be limited to competition or practice facilities selected for Games' use by the Games' Host Society, and shall be primarily in the form of facility upgrading at the discretion of the respective municipality and as deemed necessary by the Host Society. Since it is assumed that any

upgrades would already be included in programmed municipal spending, it is expected that any capital overruns would be minor, and given that the municipality is already receiving a 2/3 subsidy for the upgrade, it is only reasonable that the local municipality should commit to covering any cost overruns, whether they be voluntary or otherwise.

Although the selection of competition and practice facilities have yet to be confirmed for the Ottawa-Carleton Bid, it will be essential that Council resolutions commit all recreation facility inventory falling within their respective jurisdictions to the Bid. Once facility locations are finalized and facility expenditures are identified and budgeted, all facility stakeholders will be expected to enter into a multi-party agreement which limits the total aggregate contribution of all municipalities to the capital program to \$2 million as per the CGC financial framework.

With respect to providing an operating deficit guarantee, the Bid Committee in its current capacity has neither the financial or legal ability to provide a deficit guarantee to the operations of the 2001 Canada Summer Games. Given the role the Regional Municipality of Ottawa-Carleton plays as catalyst and proponent of major economic development initiatives, it is felt appropriate that the Regional Corporation can and should fulfill this role, at least until deficit-sharing guarantees can be assumed along with other Games' stakeholders once the bid stage has been completed.

The hosting of an event the scope of the 2001 Canada Summer Games must be seen primarily as an economic development initiative. Its financial legacy, short and long term economic impacts and community benefits are all key elements to be evaluated, as is evidenced by the weight placed upon these factors by both the Province's selection process and by the CGC. In terms of regional economic impacts, the 2001 Canada Summer Games can be expected to inject initial expenditures of \$22 million and produce over 330 full-year jobs, in addition to creating \$6 million in additional combined tax revenues (see Annex 'B').

The Canada Games, since inception, have yet to incur a significant deficit. Indeed, surplus funds from Canada Games over the last ten years have produced significant financial legacies for their host communities (see Annex 'C'). The potential for an even greater surplus for an Ottawa-Carleton hosted event lies in the fact that the market size of the Metropolitan Ottawa area with respect to ticket sales, merchandising and fundraising far exceeds the potential of past host municipalities. These factors, combined with successful recent CGC initiatives to secure major corporate sponsorships which would also encompass the 2001 Canada Summer Games, clearly minimizes the risk to the provider of an operating deficit guarantee.

It is therefore suggested that the Regional Municipality assume the role of guarantor of any operating deficit. It must be stressed, however, that a detailed deficit management plan must be developed and incorporated into the Bid which clearly delineates the responsibilities of all stakeholders for both capital and operating. It is only reasonable to

expect that once developed, the plan be returned to those stakeholders, and most importantly to the Regional Municipality, for ratification and endorsement.

### **Conclusion**

The Regional Municipality of Ottawa-Carleton will be asked to provide a Regional Council resolution:

- declaring Ottawa-Carleton's intent to bid for the 2001 Canada Summer Games,
- agreeing to become a stakeholder and endorsing the Ottawa-Carleton Bid, and,
- guaranteeing that net operating deficits resulting from the hosting of the 2001 Canada Summer Games (if awarded to Ottawa Carleton), be underwritten by the Regional Municipality. This deficit guarantee would be net of the Revenue Shortfall Guarantee as identified through cost sharing by the federal government and the host province (Ontario). This resolution will be conditional upon the deficit management plan accompanying the Ottawa-Carleton Bid being returned to Regional Council for approval at the earliest possible opportunity following its adoption by the Bid Committee. Should the deficit management plan not be to the satisfaction of Regional Council, then the Ottawa-Carleton bid will be withdrawn by the Bid Committee from further consideration by the Ministry of Citizenship, Culture and Recreation.

Host municipalities which have indicated their willingness to participate in the Ottawa Carleton 2001 Canada Summer Games Bid (namely the Township of Cumberland, City of Gloucester, City of Kanata, City of Nepean and City of Ottawa), shall each be asked to provide a Council resolution:

- agreeing to become a stakeholder and endorsing the Ottawa-Carleton Bid,
- committing existing facilities identified in the Ottawa-Carleton Bid and falling under their jurisdiction, for competition and practice use for the staging of the 2001 Canada Summer Games,
- committing participation in a capital cost-sharing program with the federal government and host province (Ontario), whereby total aggregate contributions of all municipalities eligible for cost-sharing shall not exceed \$2 million. Any capital contributions made by municipalities under cost-sharing will only be for facilities which fall, or will fall, under their respective jurisdiction, and which are to be used for competition and practice during the 2001 Canada Summer Games. Further, any capital cost overruns encountered under the cost-sharing program shall be underwritten by that municipality.
- committing that any voluntary capital programs falling outside the scope of the Games and outside the cost-sharing program shall be underwritten totally by that municipality.

The Regional Council resolution to accompany the declaration of intent to bid must be received by the Bid Committee by 26 July 1996. All remaining Regional and Municipal Council resolutions must be received by the Bid Committee by August 23, 1996.

Bid Committee representatives will be made available to address the inquiries of elected representatives and regional / municipal staff members in this regard, and to attend any committee or council meetings as requested.

For further information please contact: Doug Hotston - General Manager  
Ottawa-Carleton 2001 Canada Summer Games  
Bid Committee  
Phone: (613)244-5300 Ext. 3511  
Fax: (613)244-5447

## ANNEX 'A'

**2001 CANADA SUMMER GAMES****VII) FINANCIAL FRAMEWORK**

(excepted from Canada Games Bid Procedures and Requirements - May 1996)

There are several principles that apply to the financial model for the 2001 Games:

- > capital contributions are limited at \$2 million per partner (i.e. federal government, provincial government, host municipality).
- > if any partner (including the Host Society) wishes to augment its capital contribution it may do so, but such increases would not obligate any other partner to increase its contribution.
- > the number of participants for operating cost purposes is calculated as 85% of the theoretical maximum.
- > the federal government is responsible for 52% of the essential operating costs based on \$1,600 per participant.
- > the host province is responsible for 16% of the essential operating costs based on \$1,600 per participant.
- > the Host Society is solely responsible for 16% of the essential operating costs based on \$1,600 per participant.
- > the Host Society is responsible for an additional 16% of the essential operating budget based on \$1,600 per participant, but if the Host Society should fall short on this 16%, after first drawing upon all other non-government revenue sources (merchandising, ticket sales, fundraising, etc.) and before allocating any funds to the capital program, the federal government and host province will cover the shortfall on the 16% on a 50/50 basis (this constitutes the **Revenue Shortfall Guarantee**).
- > the Host Society is responsible for any capital or operating cost overruns.

Given that sport selection has identified a theoretical maximum of 5,064 participants, operating costs will be calculated at \$1,600 x 4,304 participants (85% of 5,064). Thus, the financial model would be as follows:

	<u>Operating</u>	<u>Capital</u>
Federal Government	\$3,580,928	\$2,000,000
Host Province	\$1,101,824	\$2,000,000
Host Municipality	-	\$2,000,000
Host Society	<u>\$2,203,648</u>	<u>-</u>
<b>TOTAL</b>	<b>\$6,886,400</b>	<b>\$6,000,000</b>

Should the Bid Committee identify a need for more than \$6 million for capital projects, either the host municipality or the Host Society must contribute the additional funding. This would not, however, oblige the senior governments to increase their share.

If the Bid Committee wishes to budget for more than \$6,886,400 in operating expenses, the Host Society must contribute the additional funding.

Should the number of participants be higher than 4,304, due to adjustments in the technical packages or due to teams sending more athletes than has historically been the case, the federal and provincial governments will supplement the operating budget to cover the incremental costs of food and accommodations.

The Host Society's priority for fundraising should be to cover its share of essential operating costs, as the Host Society is responsible for 32% of the essential operating costs (as defined by the financial framework).

It is also very important to note that the Host Society is responsible for any capital or operating cost overruns, should they occur. Because of this, the Site Evaluation Committee will wish to see evidence of a sound deficit management plan, including guarantees that one or more partners (other than the federal government) will cover the deficit. Failure to provide such evidence could render a bid ineligible.

No Host Society to date has incurred a significant deficit. In fact, through careful financial management and aggressive fundraising, some Host Societies have wound up with a significant surplus.

ANNEX 'B'

2001 CANADA SUMMER GAMES  
PRELIMINARY SUMMARY OF DIRECT ECONOMIC IMPACTS

Impact Types

	Visitor Expenditures (,000)	Capital Expenditures (,000)	Business Expenditures (,000)	TOTAL (,000)
Initial Expenditures	\$5,477	\$6,000	\$5,865	\$17,342
Employment (full-year jobs)	122.3	72.9	135.6	330.8
Industry Output	\$5,974	\$7,686	\$8,312	\$21,972
Taxes	\$1,915	\$1,498	\$2,288	\$5,701
> federal	\$911	\$816	\$1,096	\$2,823
> provincial	\$725	\$563	\$776	\$2,064
> local	\$279	\$119	\$416	\$814

Source: OTCA - March 1996

## ANNEX 'C'

**CANADA GAMES - SUMMARY OF FINANCIAL PERFORMANCE (SINCE 1985)**

	CAPE				GRANDE	
	SAINT JOHN 1985	BRETON 1987	SASKATOON 1989	P.E.I. 1991	KAMLOOPS 1993	PRARIE 1995
<b><u>REVENUES</u></b>						
FEDERAL GOVERNMENT	\$10,803,554	\$7,919,830	\$8,875,392	\$16,185,000	\$8,750,000	\$7,652,747
HOST PROVINCE	\$4,500,000	\$2,805,946	\$2,578,800	\$4,910,000	\$3,146,832	\$2,916,169
HOST MUNICIPALITY(IES)	\$4,500,000	\$2,100,858	\$2,821,031	\$3,000,000	\$2,000,000	\$2,000,000
HOST SOCIETY	\$5,270,425	\$5,291,834	\$9,686,904	\$8,771,041	\$10,785,381	\$11,678,509
FUNDRAISING	\$2,838,123	\$2,730,128	\$5,624,975	\$4,663,860	\$7,503,064	\$7,646,146
TICKETS / MERCHANDISE	\$538,033	\$1,594,098	\$1,390,257	\$2,371,486	\$1,450,005	\$3,141,165
INTEREST / OTHER	\$1,894,269	\$967,608	\$2,671,672	\$1,735,695	\$1,832,321	\$891,198
<b>TOTAL REVENUES</b>	<b>\$25,073,979</b>	<b>\$18,118,468</b>	<b>\$23,962,127</b>	<b>\$32,866,041</b>	<b>\$24,682,213</b>	<b>\$24,247,425</b>
<b><u>EXPENDITURES</u></b>						
CAPITAL	\$14,908,449	\$9,277,180	\$9,537,937	\$22,644,195	\$9,254,310	\$6,864,728
OPERATING	\$7,893,035	\$7,462,232	\$13,104,527	\$10,335,566	\$13,870,975	\$16,479,094
<b>TOTAL EXPENDITURES</b>	<b>\$22,801,484</b>	<b>\$16,739,412</b>	<b>\$22,642,464</b>	<b>\$32,979,761</b>	<b>\$23,125,285</b>	<b>\$23,343,822</b>
<b>SURPLUS / DEFICIT</b>	<b>\$2,272,495</b>	<b>\$1,379,056</b>	<b>\$1,319,663</b>	<b>(\$113,720)*</b>	<b>\$1,556,928</b>	<b>\$903,603</b>

\* NOTE: Capital Expenditures in the amount of \$1,863,298 for a dining hall at the University of Prince Edward Island were expensed through the Canada Games financial statement, thereby offsetting a \$1,749,578 surplus position.

# **CANADA GAMES** **Statements of Revenue and Expenditures**

(\$,000)

	1995	1993	1991	1989	1987	1985		
	Grand Pr.	Kamloops	P.E.I.	Saskatoon	Cape Breton	St. John	% of Total	
	Winter	Summer	Winter	Summer	Winter	Summer	Revenue	
	(Note 2)	(Note 2)	(Note 2)	(Note 2)			Average	
							Total	
<b>Operating Funds (Note 1)</b>								
Revenue								
Canada	5,653	6,750	5,425	6,375	5,420	6,303	35,926	5,988
Province	916	1,147	184	179	306	0	2,732	455
Municipality/Region	0	0	0	169	0	0	169	28
Donations/Fund Raising	7,646	7,503	3,414	4,902	2,660	2,588	28,713	4,786
Tickets & Merchandising	3,141	1,450	2,372	2,611	1,594	538	11,706	1,951
Interest	678	1,832	1,300	1,526	778	1,787	7,901	1,317
Other	214	0	435	114	10	108	881	147
	18,248	18,682	13,130	15,876	10,768	11,324	88,028	14,672
	16,479	13,871	10,336	13,104	7,462	7,893	69,145	11,524
	1,769	4,811	2,794	2,772	3,306	3,431	18,883	3,148
	865	3,254	2,794	1,452	1,927	1,158	11,450	1,908
	904	1,557	0	1,320	1,379	2,273	7,433	1,240
<b>Capital Funds</b>								
Revenue								
Canada	2,000	2,000	10,800	2,500	4,100	4,500	25,900	4,316
Province	2,000	2,000	4,800	2,500	2,500	4,500	18,300	3,050
Municipality/Region	2,000	2,000	3,000	2,500	500	4,500	14,500	2,417
Local University	0	0	1,250	0	250	250	1,750	292
Contribution from Operating	865	3,254	2,794	1,452	1,927	1,158	11,450	1,908
	6,865	9,254	22,644	8,952	9,277	14,908	71,900	11,983
	6,865	9,254	22,644	8,952	9,277	14,908	71,900	11,983
	6,865	9,254	22,644	8,952	9,277	14,908	71,900	11,983

Note: 1. Operating Funds are a consolidation of all funds, except Capital Funds, reported by each Canada Games for the purpose of comparison.

2. Figures have been restated in order to maintain consistency of financial reporting.



# OTTAWA

Tourism and Convention Authority, Inc.

L'Administration du tourisme et des congrès, inc.

June 21, 1996

Mr. Peter Clark  
Chair, RMOC  
111 Lisgar St.  
Ottawa, ON  
K2P 2L7

Dear Peter:

I am writing on behalf of OTCA to offer the strong support for the Bid Committee's efforts to host the Canada Summer Games in 2001, and to encourage the Regional Council to provide the required financial guarantees. The Summer Games would act as enormous boon to the tourism industry and would serve to elevate the region's profile across the country.

As you might remember, an analysis carried out by our organization demonstrated the large economic impact the Games would have on the region, in revenue, jobs and taxes generated. I also understand that the Canada Summer Games have never run a deficit and usually produce a financial surplus, as well as a legacy of infrastructure for the host community.

With the region's excellent existing sports facility infrastructure, the strong local support that has been demonstrated, and Ottawa's large catchment area for potential visitors, the Games would undoubtedly be an enormous success. I am sure that the positive impact on the Ottawa-Carleton Region in terms of economic development and awareness of our assets, will last for years to come.

We wish the Bid Committee the very best on their initiative, and look forward to a successful event in 2001.

Yours sincerely,

A handwritten signature in black ink, appearing to read "Jim Hill".

Jim Hill  
President

cc. Bob O'Doherty

June 27, 1996

Mr. Peter Clark  
Chairman, Corporate Services and Economic Development Committee  
Regional Municipality of Ottawa-Carleton  
111 Lisgar Street  
Ottawa, Ontario  
K2P 2L7

Dear Peter,

Re: Request for R.M.O.C. Council Resolutions  
Ottawa-Carleton 2001 Canada Summer Games Bid Committee

The Ottawa-Carleton Board of Trade has been advised of the request for various guarantees from municipal and regional governments to cover unforeseen cost overruns related to the staging of the 2001 Canada Games, should they be hosted by our community.

The Board supports the request for the Regional-Municipality of Ottawa-Carleton to provide an operating deficit guarantee in order that the Ottawa-Carleton bid can proceed. Given the past financial performance of other Canada Games events, and the economic strength our community would present in supporting such an initiative, the economic benefits of hosting this event far outweigh the perceptible risks.

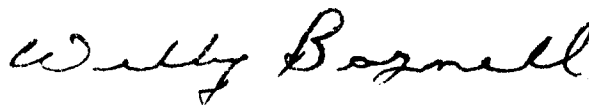
The Board urges the Committee and Regional Council to continue to support this important economic development initiative.

THE OTTAWA-CARLETON  
BOARD OF TRADE

*Incorporated 1857*

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Yours truly,



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