



REVISED AGENDA

2026 OLYMPIC AND PARALYMPIC WINTER GAMES ASSESSMENT COMMITTEE

May 29, 2018, 9:30 AM

IN THE CALGARY POWER RECEPTION HALL

Members

Councillor E. Woolley, Chair
Councillor P. Demong, Vice-Chair
Mayor N. Nenshi
Councillor D. Colley-Urquhart
Councillor D. Farrell
Councillor R. Jones
Councillor J. Magliocca

1. CALL TO ORDER
2. OPENING REMARKS
3. CONFIRMATION OF AGENDA
4. CONFIRMATION OF MINUTES
 - 4.1 Minutes of the Regular Meeting of the 2026 Olympic and Paralympic Winter Games Council Committee, 2018 May 15
5. POSTPONED REPORTS
(including related/supplemental reports)
None
6. ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES
 - 6.1 Update from the Chair and Vice-Chair, May 29 (Verbal), VR2018-0042
 - 6.2 *Consideration of a Non-statutory Public Hearing on the 2026 Olympics and Paralympic Winter Games, OPC2018-0657*
 - 6.3 *Discussion on Vote of Electors (Plebiscite), OPC2018-0655*
 - 6.4 *2026 Olympic and Paralympic Winter Games Vision Update, OPC2018-0683*
Attachment 3 of 2026 Olympic and Paralympic Winter Games Vision Update, OPC2018-0683

6.5 *2026 Olympic and Paralympic Winter Games Financial and Value Proposition Process
Overview, OPC2018-0687*

7. ITEMS DIRECTLY TO COMMITTEE

7.1 REFERRED REPORTS
None

7.2 NOTICE(S) OF MOTION
None

8. URGENT BUSINESS

9. CONFIDENTIAL ITEMS

9.1 ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES
None

9.2 URGENT BUSINESS

10. ADJOURNMENT



MINUTES

2026 OLYMPIC AND PARALYMPIC WINTER GAMES COUNCIL COMMITTEE

**May 15, 2018, 12:30 PM
IN THE COUNCIL CHAMBER**

PRESENT: Councillor E. Woolley, Chair
Councillor P. Demong, Vice-Chair
Mayor N. Nenshi
Councillor D. Colley-Urquhart
Councillor D. Farrell
Councillor R. Jones
Councillor J. Magliocca

ALSO PRESENT: City Manager J. Fielding
City Solicitor and General Counsel G. Cole
City Clerk L. Kennedy
Acting City Clerk M. A. Cario
Legislative Assistant D. Williams

1. **CALL TO ORDER**

Councillor Woolley called the meeting to order at 12:30 p.m.

2. **OPENING REMARKS**

Councillor Woolley, on behalf of Committee, requested a moment of silence to honour the memory of Mr. Frank King, the Chair of the 1988 Olympic Bid Committee.

3. **CONFIRMATION OF AGENDA**

Councillor Magliocca introduced a group of students from Arbour Lake School in Ward 2, along with their teacher and tour guides.

Moved by Councillor Demong

That the Agenda for the 2026 May 15 Regular Meeting of the 2026 Olympic and Paralympic Winter Games Council Committee be confirmed **after amendment, as follows:**

Add the following items as Confidential Urgent Business:

Item 9.2.1, Personnel Matter 1 (Verbal), VR2018-0035

Item 9.2.2, Personnel Matter 2 (Verbal), VR2018-0036

MOTION CARRIED

4. **CONFIRMATION OF MINUTES**

- 4.1 Minutes of the Regular Meeting of the 2026 Olympic and Paralympic Winter Games Council Committee, 2018 May 01

Moved by Councillor Demong

That the Minutes of the 2018 May 15 Regular Meeting of the 2026 Olympic and Paralympic Winter Games Council Committee be confirmed.

MOTION CARRIED

5. POSTPONED REPORTS

- 5.1 (Deferral) Discussion on the Non-statutory Public Hearing of Council on the Olympics (Verbal), OPC2018-0583

Moved by Councillor Demong

That the 2026 Olympic and Paralympic Winter Games Council Committee defer Verbal Report OPC2018-0583 to the 2018 May 29 Regular Meeting of the 2026 Olympic and Paralympic Winter Games Council Committee.

MOTION CARRIED

6. ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

- 6.1 Amendments to the 2026 Olympic and Paralympic Winter Games Council Committee Terms of Reference, OPC2018-0611

Distributions with respect to Reports OPC2018-0611, OPC2018-0642, OPC2018-0643 and OPC2018-0644:

- A PowerPoint presentation entitled "2026 Olympic and Paralympic Winter Games Council Committee, dated 2018 May 15; and
- A document entitled "Unlocking the Value of Reputation".

Moved by Councillor Demong

That new Recommendation 2 and 3, as follows be added, and the Recommendations be numbered accordingly:

2. Amend the Committee name "2026 Olympic and Paralympic Winter Games Council Committee" to "2026 Olympic and Paralympic Winter Games Assessment Council Committee";

3. Amend Attachment 2 to Report OPC2018-0611 to reflect the new Committee name "2026 Olympic and Paralympic Winter Games Assessment Council Committee" wherever it occurs in Attachment 2 to Report OPC2018-0611.

MOTION CARRIED

Moved by Councillor Jones

That with respect to Report OPC2018-0611, the following be approved, **as amended and after amendment**:

That the 2026 Olympic and Paralympic Winter Games Council Committee recommends that Council:

1. Rescind the 2026 Olympic and Paralympic Winter Games Council Committee Terms of Reference Terms as provided in Attachment 1;
2. **Amend the Committee name "2026 Olympic and Paralympic Winter Games Council Committee" to "2026 Olympic and Paralympic Winter Games Assessment Council Committee";**
3. **Amend Attachment 2 to Report OPC2018-0611 be amended to reflect the new Committee name "2026 Olympic and Paralympic Winter Games Assessment Council Committee" wherever it occurs in Attachment 2 to Report OPC2018-0611; and**
4. Adopt the proposed updated Terms of Reference for the 2026 Olympic and Paralympic Winter Games **Assessment** Council Committee as provided in Attachment 2.

And further, that Report OPC2018-0611 be forwarded to the 2018 May 16 Strategic Meeting of Council as an item of Urgent Business.

MOTION CARRIED

Moved by Mayor Nenshi

That subject to Section 6(1) of Procedure Bylaw 35M2017, Committee suspend Section 115(1), in order to allow a Motion Arising with respect to Report OPC2018-0611.

MOTION CARRIED

Moved by Councillor Colley-Urquhart

That with respect to Report OPC2018-0611, the following Motion Arising be approved:

Direct Law to bring forward a bylaw incorporating the Committee's Terms of Reference as discussed at the 2018 May 15 Committee meeting to return to the 2018 May 16 Strategic Meeting of Council.

MOTION CARRIED

6.2 2026 Olympic and Paralympic Winter Games Council Committee Proposed Meeting Agendas, OPC2018-0642

A Revised Attachment 1 to Report OPC2018-0642 was distributed.

Moved by Councillor Woolley

That with respect to Report OPC2018-0642, the following be approved:

That the 2026 Olympic and Paralympic Winter Games Council Committee recommend that Council receive the 2026 OPWG Council Committee proposed meeting agendas **(and Revised Attachment 1)** for information.

And further, that Report OPC2018-0642 be forwarded to the 2018 May 16 Strategic Meeting of Council as an item of Urgent Business.

MOTION CARRIED

6.3 2026 Olympic and Paralympic Winter Games Project Team Revised Governance, OPC2018-0643

Distributions with respect to Report OPC2018-0643:

- A document entitled "2026 OPWG Project Team Organizational Structure"; and
- A document entitled "Consultant Summary"

Moved by Councillor Demong

That Item 6.3, Report OPC2018-0643, be postponed to be dealt with during the Closed Meeting portion of today's Meeting.

MOTION CARRIED

Administration in attendance during the Closed Meeting discussions with respect to Report OPC2018-0643:

Clerk: L. Kennedy. Legal: G. Cole

Moved by Councillor Jones

That with respect to Report OPC2018-0643, the following be approved, **after amendment**:

That the 2026 Olympic and Paralympic Winter Games Council Committee recommend that Council:

1. Approve the 2026 Olympic and Paralympic Winter Games Project Team organizational structure;
2. Receive the 2026 OPWG Bid Corporation Members Committee for information; and
3. **Direct that the closed meeting discussions with respect to Report OPC2018-0643 remain confidential pursuant to Sections 17, 19 and 24 of the *Freedom of Information and Protection of Privacy Act*.**

And further that Report OPC2018-0643 be forwarded to the 2018 May 16 Strategic Meeting of Council as an item of Urgent Business.

MOTION CARRIED

6.4 2026 Olympic and Paralympic Winter Games Council Committee Work Plan Update, OPC2018-0644

A document entitled "Bid Development Work Streams" with respect to Report OPC2018-0644, was distributed.

Moved by Mayor Nenshi

That the 2026 Olympic and Paralympic Winter Games Council Committee move into Closed Meeting, at 1:51 p.m., in the Council Boardroom, to consider confidential matters with respect to the following items subject to Sections 17, 19 and 24 of the *Freedom of Information and Protection of Privacy Act*:

- Item 6.3 Report OPC2018-0643;
- Item 9.1.1 Report OPC2018-0645;
- Item 9.1.2 Report OPC2018-0646 ;
- Item 9.2.1 Verbal Report VR2018-0035; and
- Item 9.2.2 Verbal Report VR2018-0036

MOTION CARRIED

Committee reconvened in public at 3:47 p.m. with Councillor Woolley in the Chair.

Moved by Mayor Nenshi

That Committee rise and report.

MOTION CARRIED

Administration in attendance during the Closed Meeting discussions with respect to Report OPC2018-0644:

Clerk: L. Kennedy. Legal: G. Cole

Moved by Councillor Magliocca

That with respect to Report OPC2018-0644, the following be approved, **after amendment**:

That the 2026 Olympic and Paralympic Winter Games Council Committee recommend that Council:

1. Receive the work plan for information; and
2. **Direct that the closed meeting discussions with respect to Report OPC2018-0644 remain confidential pursuant to Sections 17, 19 and 24 of the *Freedom of Information and Protection of Privacy Act*.**

And further that Report OPC2018-0644 be forwarded to the 2018 May 16 Strategic Meeting of Council as an item of Urgent Business.

MOTION CARRIED

7. ITEMS DIRECTLY TO COMMITTEE

7.1 REFERRED REPORTS

None

7.2 NOTICE(S) OF MOTION

None

8. URGENT BUSINESS

None

9. CONFIDENTIAL ITEMS

9.1 ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

9.1.1 Update on Engagement and Advisory Sub-Committee Membership, OPC2018-0645

A confidential PowerPoint presentation with respect to Report OPC2018-0645, which is to be kept confidential subject to Sections 17, 19 and 24 of the *Freedom of Information and Protection of Privacy Act* was distributed.

Administration in attendance during the Closed Meeting discussions with respect to Report OPC2018-0645:

Clerk: L. Kennedy. Legal: G. Cole

Moved by Councillor Colley-Urquhart

That with respect to Report OPC2018-0644, the following be approved:

That the 2026 Olympic and Paralympic Winter Games Council Committee recommend that:

1. Council approve Administration recommendation 1 contained in Report OPC2018-0645;
2. Forward Report OPC2018-0645 to the 2018 May 16 Strategic Meeting of Council as an item of Confidential Urgent Business; and
3. Direct that the closed meeting discussions and distribution with respect to Verbal Report OPC2018-0645 remain confidential pursuant to Sections 17, 19 and 24 of the *Freedom of Information and Protection of Privacy Act*.

MOTION CARRIED

9.1.2 Update on BidCo Chair Recruitment (Verbal), OPC2018-0646

Administration in attendance during the Closed Meeting discussions with respect to Report OPC2018-0646:

Clerk: L. Kennedy, M. A. Cario, D. Williams. Advice: J. Fielding, K. Hanson, R. Mueller, H. Domzal, C. Jurewicz, K. Sveinunggaard, D. Corbin, C. Smillie. Legal: G. Cole, M. Tolfree. External Consultants: K. Libin, M. Smith

Moved by Mayor Nenshi

That with respect to Report OPC2018-0646, the following be approved:

That the 2026 Olympic and Paralympic Winter Games Council Committee recommend that Council:

1. Approve the Recommendation as discussed during the Closed Meeting;
2. Forward Verbal Report OPC2018-0646 to the 2018 May 16 Strategic Meeting of Council as an item of Confidential Urgent Business; and

3. Direct that the closed meeting discussions with respect to Verbal Report OPC2018-0646 remain confidential pursuant to Sections 17, 19 and 24 of the *Freedom of Information and Protection of Privacy Act*.

MOTION CARRIED

9.2 URGENT BUSINESS

9.2.1 Personnel Matter 1 (Verbal), VR2018-0035

Administration in attendance during the Closed Meeting discussions with respect to Verbal Report VR2018-0035:

Clerk: L. Kennedy. Legal: G. Cole

Moved by Councillor Magliocca

That with respect to Verbal Report VR2018-0035, the following be approved:

That the 2026 Olympic and Paralympic Winter Games Council Committee direct that the closed meeting discussions with respect to Verbal Report VR2018-0035 remain confidential pursuant to Sections 17, 19 and 24 of the *Freedom of Information and Protection of Privacy Act*.

MOTION CARRIED

9.2.2 Personnel Matter 2 (Verbal), VR2018-0036

Administration in attendance during the Closed Meeting discussions with respect to Verbal Report VR2018-0036:

Clerk: L. Kennedy. Legal: G. Cole

Moved by Councillor Jones

That with respect to Verbal Report VR2018-0036, the following be approved:

That the 2026 Olympic and Paralympic Winter Games Council Committee direct that the closed meeting discussions with respect to Verbal Report VR2018-0036 remain confidential pursuant to Sections 17, 19 and 24 of the *Freedom of Information and Protection of Privacy Act*.

MOTION CARRIED

Moved by Councillor Colley-Urquhart

That Committee recommend that Council reconsider their decision contained in the minutes of the 2018 March 19-20 Combined Meeting of Council with respect to Item 13.5, Report C2018-0266, Recommendation 2, to amend the approved delegation from the Deputy City Manager to the City Manager.

MOTION CARRIED

10. ADJOURNMENT

Moved by Councillor Jones

That this meeting adjourn at 3:58 p.m.

MOTION CARRIED

The following items have been forwarded to the 2018 May 16 Strategic Meeting of Council:

Urgent Business:

Amendments to the 2026 Olympic and Paralympic Winter Games Council Committee Terms of Reference, OPC2018-0611

2026 Olympic and Paralympic Winter Games Council Committee Proposed Meeting Agendas, OPC2018-0642

2026 Olympic and Paralympic Winter Games Project Team Revised Governance, OPC2018-0643

2026 Olympic and Paralympic Winter Games Council Committee Work Plan Update, OPC2018-0644

Confidential Urgent Business:

Update on Engagement and Advisory Sub-Committee Membership, OPC2018-0645

Update on BidCo Chair Recruitment (Verbal), OPC2018-0646

The next Regular Meeting of the 2026 Olympic and Paralympic Winter Games Council Committee is scheduled to be held on 2018 May 29 at 9:30 a.m.

CHAIR

ACTING CITY CLERK

Consideration of a Non-Statutory Public Hearing on the 2026 Olympic and Paralympic Winter Games

EXECUTIVE SUMMARY

This report identifies considerations for the Committee: best date and timing, objectives for the non-statutory public hearing and public engagement required prior to recommending to Council the holding of a non-statutory public hearing in relation to the 2026 Olympic and Paralympic Winter Games (OPWG).

ADMINISTRATION RECOMMENDATIONS:

The 2026 Olympic and Paralympic Winter Games Assessment Committee recommends to Council:

1. The Committee does not recommend the holding of a non-statutory public hearing; OR

ALTERNATIVE RECOMMENDATIONS:

2. Establish _____ 2018 for holding a non-statutory public hearing to hear from Calgarians; and
3. Establish the purpose for the non-statutory public hearing as _____.

PREVIOUS COUNCIL DIRECTION / POLICY

At its 2018 April 23 Regular Meeting, Council, with respect to Report C2018-0505 titled "Updated Olympic Bid Proposed Public Engagement Approach", directed that the 2026 Olympic and Paralympic Winter Games Assessment Committee consider holding a non-statutory public hearing of Council on a topic related to the OPWG.

BACKGROUND

Non-statutory public hearings provide citizens with an opportunity to share their opinions on matters about which Council is making decisions and contribute to the discussion on decisions to be made by Council. Council is not required to make decisions solely on the views presented at non-statutory public hearings but holding such hearings provides Council with an additional opportunity to obtain citizens' perspectives.

The non-statutory public hearing would be one of several opportunities for public input, including formalized public engagement and the Vote of the Electors (plebiscite).

Advertising and Participation in a non-statutory public hearing:

A non-statutory public hearing is not required under legislation to be advertised, but Administration would follow similar rules as required for statutory public hearings to ensure that citizens are aware of this opportunity to provide input. Advertising would occur in two consecutive weeks starting three weeks prior to the non-statutory public hearing. The deadline for written public submissions would be one week prior to the non-statutory public hearing. All submissions received by the due date would be included in the public Council agenda. Participation would be open to all members of the public who wish to speak or provide a written

Consideration of a Non-Statutory Public Hearing on the 2026 Olympic and Paralympic Winter Games

submission. The public would be encouraged to pre-register to speak at the non-statutory public hearing to enable Administration to prepare for the number of participants.

INVESTIGATION: ALTERNATIVES AND ANALYSIS

If the Committee wishes to proceed with a non-statutory public hearing, direction must be given based on the following considerations:

1. Date and Timing:

Choosing a date for the non-statutory public hearing should include the following considerations:

- The point in time at which Council feels both sides of an issue have enough information to ensure that a discussion is meaningful;
- Council's availability given its currently approved calendar;
- The timing in relation to the Vote of the Electors (plebiscite); and
- The timing of other City public engagement activities (e.g. One Calgary).

2. Objective for the non-statutory public hearing discussion:

It is important to identify an objective for the non-statutory public hearing discussion. This will provide citizens with a clear reason to participate. Some questions that the Committee should consider to help form an objective include:

- What topic will be discussed? For example:
 - Should Calgary bid on the OPWG?
 - Would investing in hosting the OPWG result in meaningful legacies for Calgarians?
 - Should Calgary's future include the Olympics?
 - Another topic Committee wishes to develop.
- Will discussions around the topic help Council understand Calgarians' views or is the topic too broad?
- What will be done with the information received at the non-statutory public hearing?

Stakeholder Engagement, Research and Communication

Holding a non-statutory public hearing provides the public with an opportunity to speak to Council on a matter of public interest.

Strategic Alignment

This report aligns with Council's priority of a well-run city: "Calgary's government is open, responsive, accountable and transparent, delivering excellent services at a fair price. We work with our government partners to ensure we have the tools we need" (Action Plan, 2015-2018).

**Law and Legislative Services Report to
2026 Olympic and Paralympic Winter Games Assessment
Committee
2018 May 29**

ISC: UNRESTRICTED

**OPC2018-0657
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Consideration of a Non-Statutory Public Hearing on the 2026 Olympic and Paralympic Winter Games

Social, Environmental, Economic (External)

No social, environmental or economic impacts were identified.

Risk Assessment

If the Committee does not recommend a non-statutory public hearing, it should ensure that public engagement will provide Calgarians with other opportunities to engage with Council.

Holding a non-statutory public hearing without sufficient information being available prior to the hearing or without a clearly defined intended outcome would cause confusion for the public on the rationale for holding the hearing.

The feedback received through engagement, a non-statutory public hearing, or a Vote of the Electors is limited to perspectives at a certain point in time. Bidding and/or hosting the OPWG is a complex process and public opinion can be subject to change throughout.

REASONS FOR RECOMMENDATIONS:

The non-statutory public hearing will provide an opportunity for the public to share their views with Council. In order to maximize the benefit of holding a non-statutory public hearing, the public must have sufficient information in sufficient time prior to the hearing and understand the topic and possible outcomes of the discussion.

**Returning Officer's Report to
2026 Olympic and Paralympic Winter Games Committee
2018 May 29**

**ISC: UNRESTRICTED
OPC2018-0655
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Discussion on Vote of the Electors (Plebiscite)

EXECUTIVE SUMMARY

This report presents considerations for the parameters required to create a question around a Vote of the Electors (Plebiscite) in respect to the 2026 Olympic and Paralympic Winter Games (OPWG).

RETURNING OFFICER RECOMMENDATIONS:

The 2026 Olympic and Paralympic Winter Games Assessment Council Committee recommends that Council:

1. Ask the Returning Officer to return to Council no later than Q3 2018 with recommendations on a date for the Vote of the Electors, which may include a Saturday, and recommendations for funding; and
2. Approve the following question: "Do you support or do you oppose The City of Calgary's participation in hosting the 2026 Olympic and Paralympic Winter Games?"
 - _ Yes, I support The City of Calgary's participation.
 - _ No, I oppose The City of Calgary's participation."

OR

ALTERNATIVE RECOMMENDATION:

2. Request that the Returning Officer return to Council no later than Q3 2018 with potential questions and explanations.

PREVIOUS COUNCIL DIRECTION / POLICY

At the Strategic Council Meeting on March 21, 2018

Motion Arising with Respect to Olympic Bid Dialogue Stage Update, C2018-0505

Moved by Councillor Colley-Urquhart, Seconded by Councillor Jones:

"That with respect to Report C2018-0505, Recommendation 6 be adopted as follows:
That Council:

6. Endorse in principle a Vote of the Electors (plebiscite) on this issue, and direct Administration to commence work on the plebiscite and return to Council through the 2026 Olympic and Paralympic Winter Games Council Committee with details on the question, timing, and funding of the plebiscite no later than June 2018."

BACKGROUND

Legislation

Rules for a Council-initiated Vote of the Electors are governed by Section 236 of the Municipal Government Act ("MGA"). The MGA provides that Council may conduct a Vote of the Electors, however, the legislation specifically indicates that the result of the vote does not bind Council.

A Vote of the Electors is conducted in accordance with the Local Authorities Election Act ("LAEA"). Individuals eligible to vote are defined in the LAEA as electors.

**Returning Officer's Report to
2026 Olympic and Paralympic Winter Games
Committee
2018 May 29**

ISC: UNRESTRICTED

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Discussion on Vote of the Electors (Plebiscite)

Only Calgaryans who meet the requirements under the Local Authorities Election Act of an "elector" may vote. Electors must:

- Be at least 18 years old;
- Be a Canadian citizen;
- Have resided in Alberta for the six months immediately preceding the date of the vote;
- Be a resident of the city of Calgary on the date of the vote; and
- Provide one of the authorized pieces of identification.

Other Olympic Bids

In 2003, shortly after their 2002 municipal election, the City of Vancouver held a plebiscite in relation to hosting the 2010 Olympics. The vote took place during their bid phase, days before the Evaluation Commission visited and only a few months before the International Olympic Committee (IOC) vote.

The question used in Vancouver's 2003 plebiscite was formed by Vancouver's City Council:

"Do you support or do you oppose the City of Vancouver's participation in hosting the 2010 Olympic Winter Games and Paralympic Winter Games?"

_ Yes, I support the City of Vancouver's participation.

_ No, I oppose the City of Vancouver's participation."

During the Vancouver plebiscite, "for" and "against" coalitions were created ad-hoc and were not required to register with the City of Vancouver.

INVESTIGATION: ALTERNATIVES AND ANALYSIS

Vote of the Electors

The Returning Officer will report the result of the Vote of the Electors to the question asked. The result will reflect sentiment at that time. It may not determine ongoing public opinion, which can change.

The Vote Question

The question for the Vote of the Electors must be clear, direct and neutral. Ideally, the question should be capable of being answered with a "yes" or "no". Voters must be able to easily understand the question and response explanations. Parameters surrounding the question need to be defined before exact wording can be determined.

It should be determined if the wording used in the Vancouver Olympic Vote could be re-purposed. If not, parameters to determine the question will need to be defined. For example:

1. What is the outcome (answer) for the vote?
2. Is the question about bidding or hosting the 2026 OPWG, or some other topic?
3. At what point in the process will the vote take place (i.e. what information will the public have available to them before they vote)?

Discussion on Vote of the Electors (Plebiscite)

Timing of the Vote

A Vote of the Electors in 2018 is recommended to take place in early November as holding it in October would provide limited time for planning and preparation and holding it in December faces issues with facility rentals due to holiday events.

Consideration should also be given to understanding what additional information is required in order for citizens to be able to cast their vote and the timing of public engagement and the non-statutory public hearing. Potential dates for the vote could include a Saturday.

“For” and “Against” Coalitions

The difficulty with this type of vote is that there is no formal channel to obtain the additional information. The LAEA limits the number of registrars of scrutineers to only one representative for each side of the vote. These representatives would be the key individuals that the Returning Officer would communicate with on legislated processes (i.e. voting opportunities and scrutineers) and direct the public to obtain more information from.

It is recommended that “for” and “against” coalitions register with the Returning Officer in order to have:

- Official representatives for each side identified publicly;
- The ability for each side to register scrutineers to watch the count of the vote; and
- To provide an official contact for the Election Office should it be required.

Stakeholder Engagement, Research and Communication

The Returning Officer looked at referenda and plebiscites previously conducted by other cities in relation to Olympic questions. In addition, the Returning Officer reached out to the City of Vancouver to better understand the parameters of their Olympic Question, how their question was formed and what challenges they had with conducting their vote.

Public education, legislated advertising and forms associated with the vote would be limited to providing the wording of the question and related explanations. The Returning Officer and Election Office cannot provide additional commentary, explanations or details either before, during or after the vote. Any additional information, such as economic, social or financial impacts related to the question, are left to the voters to obtain through other channels such as open houses, social media, traditional news outlets or other engagement strategies.

Strategic Alignment

This report aligns with Council's priority of a well-run city: “Calgary's government is open, responsive, accountable and transparent, delivering excellent services at a fair price. We work with our government partners to ensure we have the tools we need” (Action Plan, 2015-2018).

Financial Capacity

Current and Future Operating Budget:

The source of funding is currently being investigated and, prior to establishing the date of the vote, will be confirmed.

**Returning Officer's Report to
2026 Olympic and Paralympic Winter Games
Committee
2018 May 29**

ISC: UNRESTRICTED

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Discussion on Vote of the Electors (Plebiscite)

To conduct a city-wide election, the anticipated cost would be approximately \$1.96 million. These costs would include the following:

- hiring and training 3,000 workers for the various vote opportunities (\$1,000,000);
- rental of locations (\$80,000);
- purchasing and distributing supplies (\$80,000);
- technology and related support (\$200,000);
- printing ballots and legislated forms (\$100,000);
- advertisements and public education information, household voter card and postage (\$400,000); and
- contingency (consultant to develop a question and explanations in English and other languages) (\$100,000).

Risk Assessment

In order to successfully deliver a Vote of the Electors, it is important that the question is clear, direct and neutral. A lack of clarity around the question may cause confusion and lead to misleading results. Committee and Council must approve the question.

As well, it will be important to have the question developed and explanations available in English and other languages to be used to inform electors of the vote.

Due to the limited time frame, a Vote of the Electors would provide a legislated democratic process with basic voting opportunities.

The cost to run a Vote of the Electors is estimated to be \$1.96 million and expending this amount may be viewed negatively by the public.

REASONS FOR RECOMMENDATIONS:

In order to successfully deliver a Vote of the Electors, a question that is clear, direct and neutral must be developed and approved. In developing a question, direction must be given to the Returning Officer to facilitate the creation of a question and explanations.

**City Manager's Office Report to
2026 Olympic and Paralympic Winter Games Assessment
Committee
2018 May 29**

**ISC: UNRESTRICTED
OPC2018-0683**

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2026 Olympic and Paralympic Winter Games Vision Update

EXECUTIVE SUMMARY

This report is an update on the vision work and process related to the Calgary 2026 Olympic and Paralympic Winter Games (OPWG) project. It includes thematic opportunities identified through Member Visioning sessions, an alignment of these themes against Council Directives, and an update on the timing of discussions related to proposed Bid Corporation (BidCo) Vision, Mission and Values. To date, the work has been led by Project Team members in lieu of a functioning BidCo organization to facilitate input from the six BidCo members to present to the Board (when established). The six BidCo members are The City of Calgary, Government of Canada, Government of Alberta, Town of Canmore, Canadian Olympic Committee and Canadian Paralympic Committee.

ADMINISTRATION RECOMMENDATION:

The 2026 Olympic and Paralympic Winter Games Assessment Committee recommends that Council:

1. Receive Report OPC2018-0683 for information; and,
2. Direct Administration to keep Attachment 3 and the In-Camera discussions confidential pursuant to Section 23, 24, and 25 of the Freedom of Information and Protection of Privacy Act.

PREVIOUS OPWG ASSESSMENT COMMITTEE DIRECTION / POLICY

On 2018 May 1, the OPWG Assessment Committee held its inaugural meeting and elected a chair (Councillor Woolley) and vice-chair (Councillor Demong). Administration delivered verbal reports on the Council Committee Terms of Reference, project timeline, and workstream review.

On 2018 May 15, the OPWG Assessment Committee approved Administration's work plan update (OPC2018-0644) and recommended that Council receive the work plan for information. That report was forwarded to the 2018 May 16 Strategic Meeting of Council as an item of Urgent Business.

BACKGROUND

As part of the creation of the 2026 OPWG Bid Corporation, sessions to discuss Vision, Mission and Values for BidCo have been ongoing with nominated representatives from the BidCo Members. The goal is to allow for the creation of content including Vision, Mission and Values which would be reviewed, adjusted (as required) and approved by the Board of Directors once it has been established. Timelines between the upcoming formation of the BidCo Board of Directors and the late June Government submission date do not allow for appropriate time for this exercise to occur with the Board itself.

To meet these tight submission deadlines, representatives from the BidCo Members were identified by their organization to provide content and direction on the creation of the proposed Vision, Mission and Values to ensure information would be ready for review upon the establishment of the BidCo Board of Directors. Themes (listed in the Investigation section of this report) were identified from the discussions and were the foundation for the creation of the Vision, Mission and Values which has been created for review by the BidCo Board when established.

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Representatives provided direction and content to Vision, Mission and Values. The representatives from the following organizations were selected based on their knowledge and experience:

- Government of Canada;
- Government of Alberta;
- City of Calgary;
- Town of Canmore;
- Canadian Olympic Committee;
- Canadian Paralympic Committee; and,
- Indigenous, Youth, Business and Athlete representatives

Once feedback from the six BidCo partners on the Vision, Mission and Values has been gathered and presented to the BidCo Board for ratification it will be presented back to the Member Organizations through the Government Submission in late June.

INVESTIGATION: ALTERNATIVES AND ANALYSIS

Council and Calgarians have expressed their vision for Calgary through documents such as Imagine Calgary, Municipal Development Plan, various Council policies, public research undertaken by The City, and, more recently, Council Directives.

The OPWG Financial and Value Proposition Process Overview (OPC2018-0687) outlines the proposed process for determining the broader Value Proposition for The City of Calgary. Determining whether to submit a bid for the 2026 OPWG needs to consider a comprehensive value proposition that includes social and economic costs and benefits. To be balanced, it must also consider both tangible and intangible aspects, and be evaluated against existing City policies and priorities. In this way, the potential of hosting the 2026 OPWG needs to be assessed against whether it fits in Calgary's future plans and aspirations. This report looks at the alignment between City priorities and City policies and the thematic opportunities below.

Two Visioning sessions were held with BidCo Member representatives along with Indigenous, youth, business and athlete representatives. Sessions were held on 2018 May 4 (26 representatives) and May 14 (38 representatives). Each organization had between 1-4 representatives per session at the meetings at the discretion of the organization and were generally comprised of 2-4 members on average. City of Calgary representatives included Councillor Evan Woolley, as Chair of the Committee, Chief of Staff to the Mayor Devery Corbin, Executive Assistant to the Mayor Franca Gualtieri, City Manager Jeff Fielding, Chief of Staff to the City Manager Heather Domzal, Program Lead Augusto Romero, and City Project Team Members Jamie Goth, Reno Davis-Yue and Jennifer Brown.

The following themes were identified:

- Opportunities for triple bottom line principles (e.g. Social, environmental, financial)
- Opportunities to use the experience as a catalyst or amplifier for progress
- Opportunities for lasting benefits and legacies (Infrastructure, sustainability, transportation, program, financial)
- Cultural enrichment opportunities
- Opportunities to create a place for and be inclusive of everyone
- Healthy and active lifestyle opportunities

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- Sustainability policies and implementation (e.g. diversion, water conservation, green transportation)
- Driving responsible hosting (e.g. community engagement, transparency, decision-making processes)
- Relationship building and collaboration opportunities

Attachment 1 proposes an alignment between the thematic opportunities identified through the Visioning sessions and existing City policies. The policies included are examples of policies that would align but the specific alignment would need to be determined once a BidCo releases the proposed Vision, Mission and Values and Legacy Initiatives. A more comprehensive review of all City policies will be undertaken at that time.

Attachment 2 proposes example areas of strategic discussion based on current Council Directives. As more information becomes available, alignment or misalignment with Council Directives will be further examined. Administration will explore questions such as the following:

- To what extent does the proposed Vision, Mission, Values framework align with existing City Policies and Council Directives?
- Is the City able to leverage the 2026 OPWG to deliver on priorities of Council and Calgarians or will the 2026 OPWG detract from other priorities of Council and Calgarians?
- What criteria and metrics will be used to determine benefit and risk?

Administration is recommending that analysis and discussions continue with the OPWG Assessment Committee and Council starting after late June once all the information has been received and the evaluation period is underway. The work which is currently outstanding includes an approved Vision, Mission and Values from the BidCo Board of Directors, and all relevant background information, which is expected in late June 2018 through the Government Submission.

Stakeholder Engagement, Research and Communication

Representatives from the BidCo Members were engaged in the creation of the themes, and will continue to work collaboratively to build out the Vision, Mission and Values under a BidCo Board of Directors. This includes representatives from the Government of Canada, Government of Alberta, City of Calgary, Town of Canmore, Canadian Olympic Committee, and the Canadian Paralympic Committee.

Strategic Alignment

The recommendations in this report align with the Council Priority of a Well-Run City. Initial review of the Vision, Mission and Values to date indicates alignment with the following policies once the Government Submission is made in late June:

- Imagine Calgary;
- Municipal Development Plan;
- Calgary Transportation Plan;
- Sustainability Policy;
- Culture Policy;
- Sport Policy;

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- Environment Policy;
- Accessibility Policy;
- Integrated Risk Management Policy;
- City Centre Policy;
- Partnership Policy;
- Triple Bottom Line Policy; and,
- Affordable Housing Strategy.

Social, Environmental, Economic (External)

As noted above, triple bottom line impacts to City Policies and Goals will be determined once BidCo releases the proposed Vision, Mission and Values in late June as part of the Government Submission.

Financial Capacity

Current and Future Operating Budget:

N/A

Current and Future Capital Budget:

N/A

Risk Assessment

Receiving timely guidance and direction from the OPWG Assessment Committee will support Administration in ensuring risk is mitigated in a timely and ongoing manner.

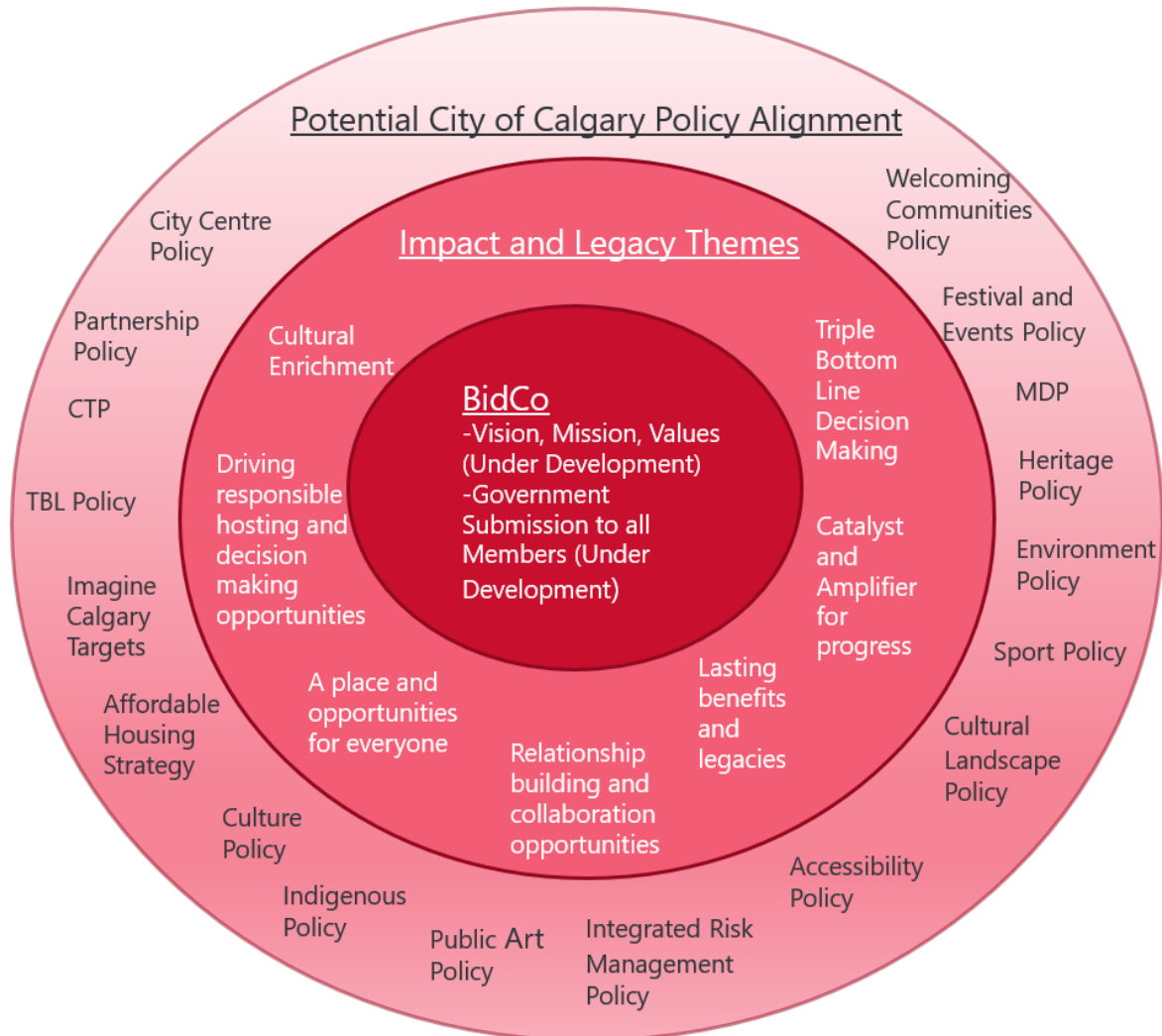
REASON FOR RECOMMENDATION(S):

Receiving timely guidance and direction from the OPWG Assessment Committee will support Administration in the execution of project activities and will ensure that appropriate Council direction informs the priorities and focus of the work.

ATTACHMENT(S)

1. City of Calgary Policy Alignment Visual
2. City of Calgary Directive Alignment
3. Draft Vision, Mission, and Values document (Confidential)

City of Calgary Policy Alignment



Council Priorities	Examples of Areas of Strategic Discussion for the City
A prosperous city	<ul style="list-style-type: none"> What gains can we make from current state and best practice review and updates of TBL decision making processes?
	<ul style="list-style-type: none"> What is available for the creation, expansion of existing and future business development programs with Partners (both formal and informal)?
	<ul style="list-style-type: none"> What tracking and monitoring do we want to do related to usage and returns on sport infrastructure, culture, community development?
	<ul style="list-style-type: none"> The City's role in driving Calgary as an innovative, sustainable and resilient city?
	<ul style="list-style-type: none"> What can we learn about the City's roles and responsibilities in hosting, the impact on City budgets, borrowing capacity and other financial impacts for potential future major events?
A city of inspiring neighbourhoods	<ul style="list-style-type: none"> What do we want to consider or run in parallel with regard to developing, implementing planned activities or expanding our own culture and sport programming?
	<ul style="list-style-type: none"> What community initiatives would we consider in addition to the BidCo work?
	<ul style="list-style-type: none"> How do we drive further Diversity and Inclusion gains for Calgary beyond what is proposed?
	<ul style="list-style-type: none"> How can the City expand its role as an innovative and resilient city?
	<ul style="list-style-type: none"> How can we respect our history, while growing our communities to better reflect all of our residents including Indigenous persons, Newcomers to Calgary and Persons with Disabilities?
A city that moves	<ul style="list-style-type: none"> What additional gains can we make in relation to regional transit using this opportunity as a trigger?
	<ul style="list-style-type: none"> How can we use this experience to forwarding work and goals within the Calgary Transportation Plan?
	<ul style="list-style-type: none"> How do we use this experience to incite behaviours changes around transit, environmentally sustainable transportation options for Calgarians?
	<ul style="list-style-type: none"> Are there initiatives within the BidCo in relation to transportation we would like to expand upon?
A healthy and green city	<ul style="list-style-type: none"> What do we want to do for fitness and recreation programming activities in alignment?
	<ul style="list-style-type: none"> How can we increase our efforts to meet diversion targets we currently have?
	<ul style="list-style-type: none"> How can we increase efforts to reduce water, wastewater and storm water impacts and meet current and future targets?
	<ul style="list-style-type: none"> What sort of community development activities, festivals, events, long term programs for neighbourhoods do we want to consider?
	<ul style="list-style-type: none"> What activities and projects can we take on to improve our watershed impacts?
A well-run city	<ul style="list-style-type: none"> What items of business performance efficiency and effectiveness and innovation best practices can we use, learn from or contribute to as part of the ongoing discussions?

	<ul style="list-style-type: none">• Do we have learning around transparency around decision making which should be considered?
	<ul style="list-style-type: none">• How has this discussion broken down our current lines of services to achieve a broad discussion around outcomes for Calgarians?
	<ul style="list-style-type: none">• What opportunities have we seen come forward for increased collaboration and connection outside the City?

For Discussion

Olympic and Paralympic Winter Games Financial and Value Proposition Process Overview

EXECUTIVE SUMMARY

By the end of 2018 June, the 2026 Olympic and Paralympic Winter Games (OPWG) Bid Corporation (BidCo) is expected to present its Government Submission to the BidCo Members. The BidCo Members are The City of Calgary, Government of Canada, Government of Alberta, Town of Canmore, Canadian Paralympic Committee, and Canadian Olympic Committee. The Submission will include the hosting concept plan, cost estimates, and funding requirements.

This report provides an overview of the analysis, evaluation, and decision-making process regarding the financial aspects of the 2026 OPWG that The City of Calgary will undertake.

This overview is intended to give Council an understanding of the path to a decision by the City of Calgary and its government partners on whether to submit a bid for hosting the OPWG.

ADMINISTRATION RECOMMENDATION:

That the 2026 Olympic and Paralympic Winter Games Assessment Committee:

1. Receive this report for information; and,
2. Keep the In-Camera discussions confidential pursuant to Sections 23, 24 and 25 of the Freedom of Information and Protection of Privacy Act.

PREVIOUS COUNCIL DIRECTION / POLICY

Previous Council direction is contained in Attachment 1 to this report.

BACKGROUND

Since the Calgary Bid Exploration Committee (CBEC) presented its report to Council on 2017 July 24 (C2017-0599), Administration has continued the financial work associated with this initiative including obtaining funding from other governments towards formation of a BidCo. During this time Administration also coordinated the planning and development of activities that helped advance the work of BidCo ahead of its formation. This report provides an overview of Administration's role pertaining to financial matters from the formation of the BidCo.

Administration will continue to undertake due diligence in evaluating the business case proposition and inform the opportunities and risks for The City associated with the 2026 OPWG.

Administration will be guided by the Five Principles approved by Council in 2017 July (C2017-0616). The Principles for Pursuing the 2026 OPWG are listed in Attachment 2.

This report focuses on financial matters pertaining to the 'Hosting Budget' component of the Government Submission, as distinct from matters related to the 'Bid Budget'.

The Hosting Budget that forms part of the Government Submission is a critical component of the Candidature Questionnaire that comprises BidCo's submission to the International Olympic Committee (IOC), and it also forms the basis of the share funding split among governments. The Hosting Budget and share split provide the basis to determine the value proposition for each BidCo Member and its respective decision around support the BidCo submitting a bid.

Once BidCo is formed, all matters pertaining to the Government Submission will be presented to all BidCo Members simultaneously.

Olympic and Paralympic Winter Games Financial and Value Proposition Process Overview

This report focuses on The City's financial evaluation and decision-making role. Administration assumes that other government and non-government Members will adopt their own processes to evaluate whether hosting the OPWG makes sense for them.

Ultimately, the decision to submit a bid must be a joint and mutually beneficial undertaking by the Members. This report focuses on how Administration will approach its evaluation and how it will advise Council as Council decides whether to invest in holding the OPWG.

INVESTIGATION: ALTERNATIVES AND ANALYSIS

Attachment 3 (Financial Decision-Making Flowchart) provides a high-level overview of the financial information and decision-making process. Represented in this chart is The City's process which will follow a similar pattern to that of other governments. This process includes receiving the Government Submission from BidCo, performing a preliminary value proposition analysis based on those estimates, estimating The City's prospective share of the funding against its debt capacity, and formulating its negotiation framework for Council approval.

The following paragraphs provide more detail:

Hosting Budget:

The Hosting Budget currently under development by the Project Team will comprise the cost and revenue components as detailed in Attachment 4 (Proposed Funding Estimates Format.) The budget is structured into sections to address the specific assessment needs of The City, the other government investors, and the IOC.

Funding estimates are being developed with the following critical aspects:

- Bottom-up, Calgary-specific, and by subject matter experts with operational experience; and
- The ability to withstand a third-party audit.

City Due Diligence:

On receipt of the Government Submission, Administration will undertake further due diligence that will include a cost-benefit analysis, a comparative value proposition whose framework is outlined in Attachment 5, consideration of whether a prospective funding share amount that is within The City's debt capacity, and a risk assessment and mitigation strategy. This work will establish the foundation for The City's negotiation strategy framework as shown in Attachment 3.

Value Proposition:

Administration will be undertaking a conventional cost-benefit analysis. This constitutes best practice and is also consistent with the comments of the two academic referees who recommended that the CBEC economic reports be supplemented with a cost-benefit analysis. The City's Corporate Economics team will assist the Project Team in this regard.

A comprehensive value proposition includes but is not limited to quantifiable economic costs and benefits. To be comprehensive, the value proposition must take into account the tangible and intangible aspects of the Games. The Project Team is proposing an analysis comprising the components outlined in Attachment 5 (Comparative Value Proposition Framework) including an analysis of achieving the same sports facilities legacy outcomes with or without the OPWG. The

Olympic and Paralympic Winter Games Financial and Value Proposition Process Overview

analysis will then be able to compare the costs and other tangible and intangible benefits that will vary under the two scenarios. Some legacy examples are listed in Attachment 5.

The value proposition framework will also consider what it would look like if the OPWG are not held, and The City (as well as other stakeholders) invest only in maintaining existing Calgary-based facilities.

Share Funding:

As was the case with the Vancouver 2010 Olympic & Paralympic Winter Games, hosting the Olympic and Paralympic Winter Games in Calgary is not possible without the financial support of other governments.

Knowing the share split among the three governments is critical to finalizing the value proposition for Calgary. Similarly, other governments will consider what value the OPWG represents to them based on their share of the costs.

Guarantees:

The IOC requires Candidate Cities to commit to numerous guarantees that will be included as a component of the City's Candidature File Submission. The guarantees address a wide range of issues, including the signing and performance of the Host City Contract, security, customs and work permit requirements, legal aspects of hosting the Games, marketing, finance, venues, accommodation, and transport.

Risks & Mitigation:

Once the BidCo provides the Government Submission, a thorough risk evaluation and mitigation strategy must be completed by the Members. Examples of risk include capital cost overruns, inflation & escalation, currency exchange rates, operating expenses and revenues, environmental, and political risks. The risk mitigation work will occur in 2018 Q 2 and 3.

Negotiations with Other Governments:

On behalf of its Members, the BidCo will facilitate the process intended to enable governments to achieve agreement on share funding and guarantees.

Council Decision:

Having concluded its due diligence and negotiations, and informed by extensive public, community and stakeholder engagement through a plebiscite, Council will have the necessary information to decide whether to proceed with a bid.

As a Member of the BidCo, The City of Calgary, subject to input from the plebiscite, can decide to support or not support the BidCo in making a bid.

Stakeholder Engagement, Research and Communication

The work associated with developing the Hosting Budget, negotiating share contributions among governments, and determining the risk allocation (including determining which jurisdiction will undertake which guarantee) will be completed by the BidCo and its members, including the Government of Canada, the Province of Alberta, The City of Calgary, the Town of Canmore, the Canadian Paralympic Committee, and the Canadian Olympic Committee.

This work will take place in 2018 between Q2 and Q4.

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Olympic and Paralympic Winter Games Financial and Value Proposition Process Overview

Strategic Alignment

This report aligns with The City's financial due diligence process and Council Principles for the OPWG.

Social, Environmental, Economic (External)

The proposed cost-benefit analysis included in this report refers to the economic and social benefits. The Sustainability workstream of BidCo's work will further inform environmental considerations.

Financial Capacity

Current and Future Operating Budget:

The work associated with the bid development is included in the BidCo budget.

A proposed budget for City resources, including the work to undertake a comprehensive cost-benefit analysis from a City of Calgary perspective based on BidCo's Government Submission, will be brought forward to the Committee in early June.

Current and Future Capital Budget:

N/A in this report.

Risk Assessment

Ensuring a robust due diligence process, including identifying and mitigating risk, and evaluating the consequent value proposition are central elements to determining whether The City should invest in the OPWG. This report outlines the process for the work ahead.

REASON FOR RECOMMENDATION(S):

This outline of the financial evaluation and decision-making process is intended to give Council an understanding of the path for The City of Calgary and its government partners in deciding whether to submit a bid for hosting the OPWG.

ATTACHMENT(S)

1. Previous Council Direction
2. OPWG Council Principles.
3. Financial Decision-Making Flowchart
4. Proposed Funding Estimates Format
5. Comparative Value Proposition Framework

Previous Council Direction

On 2018 May 16, the Strategic Meeting of Council approved the Project Team revised governance (OPC2018-0643), and received the Council Committee work plan (OPC2018-0644) and proposed meeting agendas (OPC2018-0642) for information. Council also adopted the recommendation on the BidCo Chair Recruitment and appointed five community leaders to the Engagement Advisory Sub-Committee.

2018 May 15, the OPWG Assessment Committee deferred Verbal Report OPC2018-0583 (Non-statutory Public Hearing of Council on the Olympics) to the 2018 May 29 Regular Meeting of the Committee. The Council Committee adopted the updated Terms of Reference for the 2026 Olympic and Paralympic Winter Games Assessment Committee, recommended that Council receive the OPWG Council Committee proposed meeting agendas for information. In addition, the Committee approved the Project Team organizational structure and received the work plan for information. The Committee forwarded Reports OPC2018-0642, OPC2018-0643, and 2018-0644 to the 2018 May 16 Strategic Meeting of Council.

The Committee approved recommendations in two in-camera reports (OPC2018-0645 Update on Engagement Advisory Sub-Committee and OPC2018-0646 Update on BidCo Chair Recruitment) and forwarded the reports to the 2018 May 16 Strategic Meeting of Council.

On 2018 May 1, the OPWG Assessment Committee held its inaugural meeting and elected a chair (Councillor Woolley) and vice-chair (Councillor Demong). Administration delivered verbal reports on the Council Committee Terms of Reference, project timeline, and workstream review. Council forwarded the Terms of Reference verbal report as an item of Urgent Business to the 2018 May 7 Regular Public Hearing Meeting of Council and also directed Administration to solicit Committee Members' views on the updated TOR to return no later than 2018 May 15. Council also directed Administration to bring regular work stream updates to the OPWG Council Committee.

Two reports were held in-camera (Update on BidCo Chair and Director Selection and Engagement Advisory Sub-Committee Membership).

On 2018 April 23, City Council directed that the 2026 OPWG Council Committee consider holding a non-statutory public hearing of Council on the Olympics. Council also approved the updated Public Engagement Approach and received for information the Terms of Reference for the Engagement Advisory Sub-Committee. Council also directed Administration to refer all public engagement updates to the newly-established Council Committee and endorsed in principle a vote of electors (plebiscite) on this issue and directed Administration to return to Council no later than 2018 June with details on the plebiscite question, timing, and funding.

On 2018 April 16, City Council voted on two resolutions, both of which were carried. The first was that Council reaffirm its support for the investigation of a bid by Calgary for the 2026 Olympic and Paralympic Winter Games. The second resolution was that Council strike a sub-committee to oversee the Olympic process and that Administration draft the terms of reference for the committee and return directly to Council on 2018 April 23. In addition, reports PFC2018-0366 and PFC2018-0373 and the amended Terms of Reference for an engagement sub-committee were postponed to the April 23 Regular Council meeting and items 7.1 (Olympic Bid Proposed Public Engagement Approach) and 7.2 (Vote of Electors) were postponed to April 23 Council.

On 2018 April 10, Administration delivered the Public Engagement Approach (PFC2018-0366) report to the Priorities and Finance Committee, which outlined details of the engagement program and a plebiscite. PFC directed that the report be forwarded as an Item of Urgent Business to the 2018 April 16 Public Hearing Meeting of Council. PFC also recommended that Council hold a vote at its 2018 April 16 on

Previous Council Direction

whether to reaffirm Council's support prior to proceeding with further work on a potential Olympic Bid. PFC also directed Administration to draft a new Terms of Reference for the Engagement Advisory Sub-Committee and report back directly to Council no later than 2018 June and also to hold a non-statutory public hearing.

On 2018 March 21, the Strategic Meeting of Council approved the following Motion Arising: That with respect to Report C2018-0266, Council refer the following proposed Motion Arising to the 2018 April 10 Regular Meeting of the Priorities and Finance Committee, to be considered following the Olympic Public Engagement Report and the Returning Officer's report on Vote of Electors:

That Council:

1. Direct Administration to inquire into the feasibility of the International Olympic Committee providing a bid deadline extension of six (6) months;
2. Direct Administration to conduct a city wide 'Vote of the Electors' on whether electors are in favour of their Council submitting this bid; and
3. Postpone its decision to bid on the 2026 Olympic and Paralympic Winter Games until after the City Clerk reports back with the outcome of the 'Vote of the Electors'.

On 2018 March 19-20, Administration delivered report C2018-0266 to City Council which stated that The City of Calgary continues to work towards receiving official confirmation of financial support from the Government of Canada and Government of Alberta for a 2026 Olympic and Paralympic Winter Games Bid Corporation.

Council approved seven recommendations in principle, all of which were dependent on Administration advising Council that it has secured financial commitments from the other orders of government.

The recommendations were: To authorize The City of Calgary to become a member of, elect directors, and incorporate a BidCo to continue the exploration of a bid for the 2026 Olympic and Paralympic Winter Games (OPWG); Approve the Deputy City Manager as having the authority to exercise all the powers and voting rights associated with The City's membership interest in BidCo, subject to the Deputy City Manager first seeking Council direction regarding matters that materially affect the legal, business or financial risk for The City; Authorize the Mayor to execute on behalf of The City all BidCo resolutions and related documents required to establish the appropriate membership and governance structure of BidCo substantially in the form described in the report, such documents to be satisfactory in content and form to the Deputy City Manager and the City Solicitor and General Counsel respectively; Release an additional \$1 million (of the \$2 million) of Fiscal Stability Reserve funds that Council approved on 2017 November 20 (C2017-1181); Approve a one-time increase in 2018 to operating budget program #426 of \$2.5 million from the Fiscal Stability Reserve, to complete The City's required \$9.5 million total funding commitment to the BidCo; Return to Council through PFC at its April 10 meeting with an update, including a robust public engagement plan and a proposed reporting structure from BidCo to Council; and Direct that the Closed Meeting discussions remain confidential subject to Sections 21 and 23 of the *Freedom of Information and Protection of Privacy Act*."

On 2018 January 29, Administration delivered a verbal report to Council. City Council received the verbal report for information and directed Administration to return to Council with an update on the financial commitment towards a Bid Corporation by the other orders of government and a debrief regarding the PyeongChang Observer Program no later than 2018 March.

On 2017 November 20 (C2017-1181), City Council directed Administration to continue to seek financial participation from the other orders of government in the Bid Corporation. Council also approved a one-time increase in funding in 2018 of up to \$2 million from the Fiscal Stability Reserve. In addition, Council directed Administration to move beyond the Calgary Bid Exploration Committee mandate to specifically explore venues outside of Calgary as part of an updated Master Facilities Plan to reduce the costs of

Previous Council Direction

hosting the 2026 OPWG, and incorporate the work on the five principles into the BidCo work where possible and seek any commensurate savings.

On 2017 November 13 (C2017-1162), Council supported Administration's recommendation to receive this report for information, and directed Administration to report back to Council 2017 November 20, with a formal funding request to deliver on the additional work required for the Dialogue Stage. In addition, Council made an amendment to recommendation 3 which directs Administration to seek confirmation from the other orders of government to ascertain their funding commitment on the bid.

On 2017 July 31 (C2017-0616), Council supported Administration's recommendation that The City transition from an Exploration Phase to an Invitation Phase, and address the Council endorsed five Principles (C2017-0616, Attachment 4).

On 2017 July 24 (C2017-0599), CBEC presented their recommendations regarding the Olympic Bid Exploration to Council for information.

On 2017 June 19 (C2017-0541), Administration and CBEC provided Council with a report that provided an update on the Olympic Bid Exploration work CBEC and Administration had done to date. Council received this report for information.

On 2017 January 23 (C2017-0097), Council endorsed Administration's Feasibility Assessment, gave authority to the General Manager of Community Services and the Deputy City Manager to make content changes, unless they are material in nature, and received for information Administration's project governance structure and CBEC's updates including a refined funding agreement and CBEC's report delivery milestones.

On 2016 October 3 (C2016-0810), Council adopted Administration's recommendations: 1) that The City of Calgary assume a controlling interest in CBEC; 2) Authorize the General Manager , Community Services to exercise all the powers and voting rights of The City as a shareholder of Calgary Bid Exploration Committee when such action is required subject to the General Manager; and 3) Authorize the Mayor to execute on behalf of The City all company resolutions and related documents, including a unanimous members' agreement, required to establish the appropriate shareholder and governance structure of Calgary Bid Exploration Committee.

On 2016 September 26 (C2016-0738), Council adopted the amended deliverables, milestones and timelines and authorized the General Manager, Community Services to make such further amendments to the deliverables, milestones and timelines as he deems required once the same have been discussed with the Board of Directors for the Calgary Bid Exploration Committee.

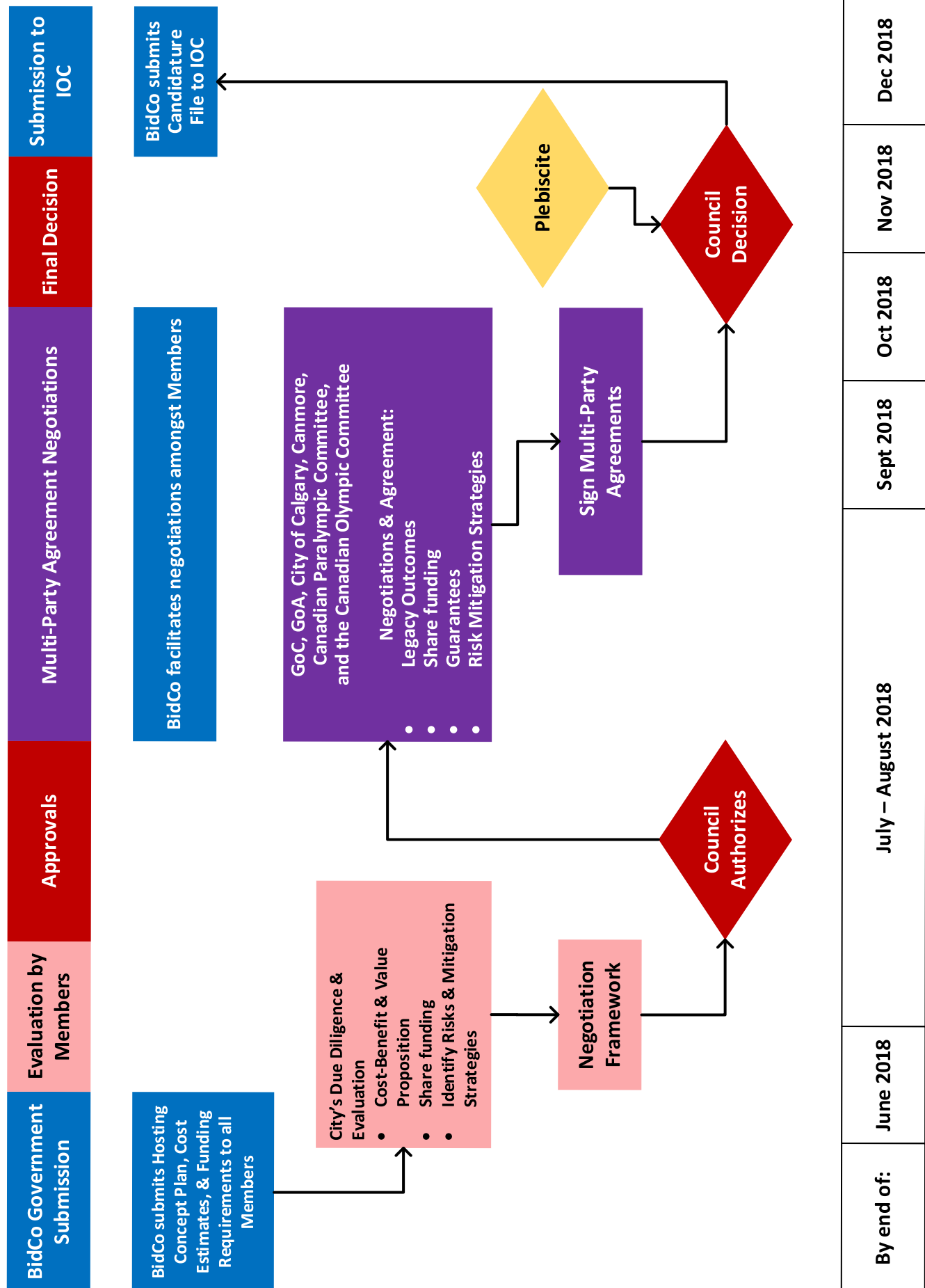
On 2016 June 20 (C2016-0537), Council approved "CSTA Update" which endorsed a Bid Exploration for the 2026 OPWG. Council approved the formation and funding for BIDEXCO (\$4.7 million for BIDEXCO work and \$0.3 million for Administration support), for the purpose of carrying out the bid exploration to determine a recommendation regarding the notice of intent to bid for the 2026 OPWG and the General Manager of Community Services has the authority to negotiate and execute the Funding Agreement.

Principles for Pursuing the 2026 Olympic and Paralympic Winter Games (From Council Report C2017-0616)

On 2017 July 24 the Calgary Bid Exploration Committee presented five principles to Council. Administration supports these principles as amended below as critical criteria to be addressed prior to The City of Calgary moving beyond the International Olympic Committee's (IOC) Invitation Phase for the 2026 Olympic and Paralympic Winter Games (2026 OPWG). **These principles may be further modified as additional information becomes available and are not meant to be exhaustive.**

1. We believe that is reasonable for the capital costs for the facilities to host the 2026 OPWG be borne by entities including the municipal, provincial and federal governments given that the assets will generate long term benefits for the community.
2. We believe that is reasonable that the security costs for hosting the 2026 OPWG be borne by other orders of government, in addition to their contribution to the capital costs for the 2026 OPWG, given the international nature of the event.
3. We believe that Canadian taxpayers should not contribute to the direct operating costs of hosting the 2026 OPWG (other than security costs). We believe that it is reasonable for the operational cost of the 2026 OPWG should be covered by ticket sales, sponsorship, broadcast rights, IOC contributions and other earned revenues.
4. The City has limited debt capacity and it would be challenging for The City to incur additional debt with respect to the 2026 OPWG including the facilities that are already being contemplated by The City. Thus there must be a financial structure that accommodates the cash flow and debt level constraints of The City.
5. We believe that if the IOC requires financial guarantees in the host city contract, such guarantee must be provided by an entity other than The City or deemed to be at a level acceptable to The City.

Financial Decision-Making Flow Chart



	Component (Items will be escalated to 2026 C\$)	Millions
1.0	Operations	
1.1	Operating Costs	\$
1.2	Operating Revenues	\$
1.3	<i>Net Operations</i>	\$
2.0	Capital	
2.1	Sports & Media Facilities	\$
2.2	Housing (Public Portion)	\$
2.3	Endowment Fund	\$
2.4	<i>Total Capital</i>	\$
3.0	Security	\$
4.0	Total Funding Requirements (Lines 1.3, 2.4 & 3.0)	\$
5.0	Essential Government Services & Programs	\$
6.0	Total Games Budget	\$

**Comparative Value Proposition Framework
(For Illustrative Purposes Only)**

OPC2018-0687
ATTACHMENT 5

Options for City of Calgary spending relative to Calgary-based value:	<u>OPTION 1</u> <i>Host</i> Olympics & Paralympics	<u>OPTION 2</u> <i>Do Not Host</i> No Olympics & Paralympics, but same investment in sports facilities	<u>OPTION 3</u> Maintain Sports Facilities Only
CITY INVESTMENT:	Total City Share of OPWG (A.1)	Amount required to invest in equivalent sports infrastructure (A.2)	Significantly less investment than Options 1 or 2 (A.3)
LEGACY VALUE: (Examples)			
Value of sports infrastructure	B	B	Significantly < than Options 1 or 2.
Long-term sports-related economic & social benefits derived from the assets	Same as Option 2. TBD under 'cost-benefit' study	Same as Option 1. TBD under 'cost-benefit' study	Significantly < than Options 1 or 2
Affordable Housing	C	< C	N/A
Economic activity & Jobs	D	< D	Significantly < than Options 1 or 2.
Tourism	E	< E	Significantly < than Options 1 or 2.
Community involvement & participation	High	Less < than Option 1	Significantly < than Options 1 or 2
Branding / Reputation	High	Less < than Option 1.	Significantly < than Options 1 or 2.
RISKS: (Examples as noted in Report)	Risks & mitigation strategies TBD	Risks & mitigation strategies TBD	Risks & mitigation strategies TBD
TIMELINE:	By 2026	Likely later than 2026	Unknown