



REVISED AGENDA

2026 OLYMPIC AND PARALYMPIC WINTER GAMES ASSESSMENT COMMITTEE

June 12, 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 June 05
5. POSTPONED REPORTS
(including related/supplemental reports)
None
6. ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES
 - 6.1 Update from the Chair, Vice-Chair and City Manager, 2018 June 12 (Verbal), OPC2018-0723
 - 6.2 *2026 Olympic and Paralympic Winter Games City Secretariat Update, OPC2018-0737 Attachment 1 to be held confidential subject to Sections 23, 24 and 25 of FOIP.*
 - 6.3 *2026 Olympic and Paralympic Winter Games Bid Book Overview, OPC2018-0738*

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 ASSESSMENT COMMITTEE

**June 5, 2018, 1:00 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

ALSO PRESENT: City Manager J. Fielding
City Solicitor and General Counsel G. Cole
Acting City Clerk M. A. Cario
Legislative Assistant J. Lord Charest

1. **CALL TO ORDER**

Councillor Woolley called the meeting to order at 1:02 p.m.

Moved by Councillor Demong

That Committee recess, at 1:03 p.m., to reconvene at the Call of the Chair.

MOTION CARRIED

Committee reconvened at 1:57 p.m., with Councillor Woolley in the Chair.

2. **OPENING REMARKS**

Councillor Woolley provided opening remarks.

3. **CONFIRMATION OF AGENDA**

Moved by Councillor Colley-Urquhart

That the Agenda for the 2018 June 05 Regular Meeting of the 2026 Olympic and Paralympic Winter Games Assessment Committee, be confirmed.

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 29

That the Minutes of the 2018 May 29 Regular Meeting of the 2026 Olympic and Paralympic Winter Games Assessment Committee, be confirmed.

MOTION CARRIED

5. POSTPONED REPORTS

None

6. ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

6.1 Update from the Chair and Vice-Chair, June 5 (Verbal), OPC2018-0706

Moved by Mayor Nenshi

That Item 6.1, Verbal Report OPC2018-0706, be postponed to be dealt with during the Closed Meeting portion of today's Agenda.

MOTION CARRIED

Administration in attendance during the Closed Meeting discussions with respect to Report OPC2018-0706:

Clerk: M. A. Cario. Advice: J. Fielding. Legal: G. Cole.

Moved by Councillor Farrell

That with respect to Report OPC2018-0706, the following be approved:

That the 2026 Olympic and Paralympic Winter Games Assessment Committee direct that the Closed Meeting discussions with respect to Verbal Report OPC2018-0706 be kept confidential subject to Sections 23, 24 and 25 of the *Freedom of Information and Protection of Privacy Act*.

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 2026 Olympic and Paralympic Winter Games Draft Concept, OPC2018-0691

A PowerPoint presentation entitled "2026 Olympic and Paralympic Winter Games Assessment Committee Presentation on Report OPC2018-0691", dated 2018 June 05, was distributed.

Moved by Councillor Demong

That the 2026 Olympic and Paralympic Winter Games Assessment Committee move into Closed Meeting, at 2:28 p.m., in the Council Boardroom, to consider confidential matters with respect to the following items subject to Sections 23, 24 and 25 of the *Freedom of Information and Protection of Privacy Act*:

- Item 6.1 Verbal Report OPC2018-0706
- Item 9.1.1 Report OPC2018-0691

MOTION CARRIED

Committee reconvened in public at 4:33 p.m. with Councillor Woolley in the Chair.

Moved by Mayor Nenshi

That Committee rise and report.

MOTION CARRIED

A Confidential document with respect to Verbal Report OPC2018-0691 was received for the Corporate Record at the Closed Meeting, which is to remain confidential subject to Sections 23, 24 and 25 of the *Freedom of Information and Protection of Privacy Act*.

Administration in attendance during the Closed Meeting discussions with respect to Report OPC2018-0691:

Clerk: M. A. Carib. Advice: J. Fielding, H. Domzal, C. Jurewicz, K. Sveinungsgaard, C. Smillie, J. McLaughlin, A. Romero. Legal: G. Cole, M. Tolfree, S. Steeves. External Consultant: T. Wright, F. Duff, A. Walbeck, R. Ballen.

Moved by Councillor Demong

That with respect to Report OPC2018-0691, the following be approved:

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

1. Receive Report OPC2018-0691 for information; and
2. Direct that the Report, Attachment, distribution and the closed meeting discussions remain confidential subject to Sections 23, 24 and 25 of the *Freedom of Information and Protection of Privacy Act*.

MOTION CARRIED

9.2 URGENT BUSINESS

None

10. ADJOURNMENT

Moved by Mayor Nenshi

That this meeting adjourn at 4:34 p.m.

MOTION CARRIED

The following item has been forwarded to the 2018 June 25 Regular Meeting of Council:

Confidential Items:

2026 Olympic and Paralympic Winter Games Draft Concept, OPC2018-0691

The next Regular Meeting of the 2026 Olympic and Paralympic Assessment Committee is scheduled to be held on 2018 June 12 at 9:30 a.m.

CONFIRMED BY COMMITTEE ON

CHAIR

ACTING CITY CLERK

UNCONFIRMED

**City Manager's Office Report to
2026 Olympic and Paralympic Winter Games Assessment
Committee
2018 June 12**

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OPC2018-0737**

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2026 Olympic and Paralympic Winter Games City Secretariat Update

EXECUTIVE SUMMARY

This report provides an update on the organizational structure of the City Secretariat for the 2026 Olympic and Paralympic Winter Games (OPWG) project. A Bid Corporation (BidCo) will oversee and manage the OPWG project and The City of Calgary will continue to have a project team, known as the City Secretariat, whose work will be associated with work streams: Planning, Reporting & Risk Management; Communications; Legal; Finance; City building/Programming; Essential Services; Issue Management; and Research.

ADMINISTRATION RECOMMENDATION:

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

1. Receive this report for information; and,
2. Keep Attachment 1 to OPC2018-0737 and closed session discussions confidential pursuant to Sections 23, 24, and 25 of *the Freedom of Information and Protection of Privacy Act*.

PREVIOUS 2026 OPWG ASSESSMENT COMMITTEE DIRECTION / POLICY

The Assessment Committee approved the 2026 OPWG Project Team Revised Governance on 2018 May 15 (OPC2018-0643). That report showed the complete structure of the 2026 Project Team, including the proposed City-led work streams and Bid Development streams. The Bid Development work was intended to be turned over to the BidCo once it became operational. On 2018 May 16, the Strategic Meeting of Council approved the Project Team revised governance (OPC2018-0643).

BACKGROUND

On 2018 May 15, Administration presented an updated governance structure for the 2026 OPWG Project Team and related work. The structure showed the various committees and work streams associated with the project.

INVESTIGATION: ALTERNATIVES AND ANALYSIS

Since 2018 May 15, Administration has continued its due diligence to ensure this project has been adequately resourced. As a result, Administration has revised the number of work streams from six to eight. Some of the content below, which describes the work within each stream, was originally shared with the OPWG Assessment Committee on 2018 May 15. It has been updated to reflect the number of staff required for the City Secretariat and the additional work streams, which can evolve over time.

The Executive Team will continue to oversee and manage all project activities associated with the City Secretariat. It will be the responsibility of the City Secretariat Lead to provide regular reporting to the Executive Team.

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2018 June 12**

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2026 Olympic and Paralympic Winter Games City Secretariat Update

2026 OPWG City Secretariat structure

The Secretariat is envisioned to require consultants and approximately 15 staff for differing amounts of time until the end of 2018. Should The City decide to continue pursuing a bid, the staffing requirement in 2019 will be re-evaluated.

Below is a review of the original six streams of work currently under the City Secretariat structure:

City building/Programming

This proposed stream of work would include the development of The City's programming strategy in the lead-up to and during the 2026 OPWG, should The City decide to proceed with a bid and be awarded the Games. Programming is about activating city spaces and engaging civic and community partners, while addressing Council and Calgarians' priorities.

Essential Services

If Council chooses to pursue the 2026 OPWG and, should Calgary be awarded the games, essential services strategies are required that include services such as Transportation, Bylaw, Calgary Police Service, Waste and Recycling, among others. The Essential Services work stream would oversee the development of The City's essential services plan and ensure all City business units that will be impacted by the Games have strategies in place to address the increased demands the Games would place on The City.

Planning, Reporting & Risk Management

This work stream leads on all reporting to the 2026 Olympic and Paralympic Winter Games Assessment Committee, City Council and key stakeholders, and is also responsible for strategic planning and risk management.

Communications

The City's communications team will develop and execute a strategic communications plan that will focus on the process of the 2026 OPWG potential bid and The City's role in a potential Games bid. Requests for information are also managed by the communications team.

Legal

The City's legal work stream provides legal advice on all aspects related to this project, oversees or supports contract development and negotiation, and provides advice regarding the City's legal rights and obligations.

Finance

The finance stream of work is currently managing the OPWG project budget which will transition to a BidCo once it is operational. The finance work stream will also undertake a comprehensive analysis of the government submission as well as review all contracts specific to The City's interests related to City debt levels, credit rating impacts and financial risks associated with being a host city in any multi-party contracts.

2026 Olympic and Paralympic Winter Games City Secretariat Update

The two additional work streams are:

Issue Management

A project of this magnitude includes many stakeholders and interested parties. The issue management work stream will identify issues that could impact the project and assist in mitigating and managing risk.

Research

The research work stream will ensure consistent touchpoints with Calgarians on the 2026 OPWG and will monitor sentiments and thoughts about the project. This will help inform what needs to be communicated during the process.

Stakeholder Engagement, Research and Communication

The development of the 2026 OPWG City Secretariat was created with the input of stakeholders, including City of Calgary project team members and consultants who have worked to stage previous OPWG. The intent of the structure is to ensure that any work related to the 2026 OPWG managed by the City Secretariat is captured and represented.

The structure may evolve over the course of the project depending on project needs.

Strategic Alignment

The 2026 OPWG aligns with Calgary's Council Directives of a City That Moves, a Healthy and Green City and a Well-Run City.

Further, other City of Calgary policy documents have influenced and will continue to guide the OPWG work. Policies considered to date include:

- Imagine Calgary;
- Municipal Development Plan;
- Calgary Transportation Plan;
- Sustainability Policy;
- Culture Policy;
- Sport Policy;
- Environment Policy;
- Accessibility Policy;
- Integrated Risk Management Policy;
- City Centre Policy;
- Triple Bottom Line Policy;
- Welcoming Community Policy;
- Affordable Housing Strategy; and,
- Indigenous Policy.

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2026 Olympic and Paralympic Winter Games City Secretariat Update

Social, Environmental, Economic (External)

N/A

Financial Capacity

Current and Future Operating Budget:

Current and future operating budget requirements will be discussed in the closed session.

Current and Future Capital Budget:

There are no impacts to the current and future capital budget as a result of this report.

Risk Assessment

The primary risk associated with this report is ensuring ample resources are available to deliver on the work under the eight work streams. Given the iterative nature of this project, resource requirements may change.

Although it is difficult to predict what resources will be required as the 2026 OPWG project continues to evolve, Administration is working closely with consultants and subject matter experts with previous major sporting and cultural events experience to identify required resources. Among the consultants who have informed this process is Penny Ballem, former City Manager of The City of Vancouver during the 2010 Olympic and Paralympic Winter Games in Vancouver.

REASON(S) FOR RECOMMENDATION(S):

The City Secretariat Update is intended to give the 2026 OPWG Assessment Committee an understanding of the work required on the City of Calgary side when it comes to the 2026 OPWG project. Approval of the City Secretariat is needed to continue moving forward in this process.

ATTACHMENT(S)

1. Confidential Attachment, to be provided at the meeting

**City Manager's Office Report to
2026 Olympic and Paralympic Winter Games Assessment
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2026 Olympic and Paralympic Winter Games Bid Book Overview

EXECUTIVE SUMMARY

This report provides an overview of the Bid Book that is being prepared by The City of Calgary's project team as part of the process to host the 2026 Olympic and Paralympic Winter Games (OWPG). The overview is intended to give the 2026 OPWG Assessment Committee an understanding of the Bid Book process and a high-level overview of Calgary's Bid Book.

As a Bid Corporation (BidCo) becomes operational, the responsibility of completing and submitting the Bid Book will be transferred from The City of Calgary to the BidCo. The Bid Book should demonstrate an effective Games delivery and legacy plan, which sets out the following elements: Vision and Games Concept, Games Experience, Paralympic Winter Games, Sustainability & Legacy, Games Delivery (including a capital and operating budget) and Guarantees.

All interested cities are required to prepare a Bid Book (also known as a Candidature File) for submission to the International Olympic Committee (IOC) and its members in early 2019 January. The core guarantees are also due for 2019 January 2019 and will be addressed in greater detail in a future report. Although Council has not yet determined whether Calgary will bid, submission timelines require that work on the bid book continues to be advanced.

ADMINISTRATION RECOMMENDATION:

That the 2026 Olympic and Paralympic Winter Games Assessment Committee recommend that Council receive Report OPC2018-0738 for information.

PREVIOUS COUNCIL DIRECTION / POLICY

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

BACKGROUND

Olympic Bid Process

The City of Calgary is currently in the Dialogue Stage.

The Olympic bid process consists of three stages: The Exploration Stage, The Dialogue Stage and the Candidature Stage.

2026 Olympic and Paralympic Winter Games Bid Book Overview

Timeline of The Olympic Bid Process



Throughout the Dialogue Stage, The City of Calgary will:

- Determine the financial viability of hosting the Games
- Clarify citizen opinion and perspectives on a potential Olympic and Paralympic bid
- Understand shared government priorities for The City, Alberta and Canada
- Evaluate the potential risks and benefits associated with pursuing an Olympic and Paralympic bid and hosting of the Games
- Explore the potential vision and legacy of a bid and hosting of the Games
- Understand if hosting the Games would support Calgary's long-term economic and cultural growth
- Understand IOC requirements

It should be noted that the bid process for the 2026 OPWG is different from the process in the past. With the Candidature Process 2026, the IOC has introduced a new, collaborative approach based on cooperative dialogue and ongoing support to cities and National Olympic Committees (NOCs) interested in developing a candidature to host the 2026 OPWG. The reason for the change is that The IOC has implemented a new strategic roadmap for the future of the Olympic movement, called Olympic Agenda 2020. It includes 40 recommendations that facilitate an improved host city process to bidding on and hosting Olympic Games. To ensure alignment with the IOC's roadmap, The City has considered and incorporated the recommendations in the draft bid book.

INVESTIGATION: ALTERNATIVES AND ANALYSIS

Bid Book Structure

The Bid Book is a collection of files that outlines how to stage the Games, including venues, budgets, marketing, public support, environmental issues and more. The bid book responds to 132 questions organized into six sections:

- Vision and Games Concept,
- Games Experience,
- Paralympic Winter Games,
- Sustainability & Legacy,
- Games Delivery (including an operating and capital budget), and
- Guarantees.

2026 Olympic and Paralympic Winter Games Bid Book Overview

Calgary's Bid Book follows the required structure and will be a maximum of 120 pages including tables, maps and drawings.

As BidCo becomes operational, the responsibility for completing and submitting the Bid Book will be transferred from The City of Calgary to the BidCo. The BidCo will be responsible for reviewing all information and content transferred to them as well as obtaining approval of the content from the BidCo Board. Although the deadline for submitting the Bid Book is 2019 January, there are several steps that need to be considered in preparing and finalizing the bid book such as, but not limited to: Members review (City of Calgary, Government of Canada, Government of Alberta, Canadian Olympic Committee, Town of Canmore, Canadian Paralympic Committee), translation, graphic design and preparation for packaging. For an initial timeline associated with these steps, see Attachment 2.

Developing the Bid Book is a fluid process that involves exploring options and determining the best venues and areas to stage the 2026 OPWG should Calgary decide to bid and ultimately be chosen as host city.

Stakeholder Engagement, Research and Communication

The development of the 2026 OPWG Bid Book will incorporate input of many stakeholders, including City of Calgary project team members, consultants who have worked to stage previous OPWG, subject matter experts in a variety of fields, the IOC, Canadian Olympic Committee (COC), Canadian Paralympic Committee (CPC), all orders of government, the Town of Canmore, international sport federations, community leaders, Indigenous leaders, venue owners and other municipalities.

Strategic Alignment

The 2026 OPWG Bid Book work to date aligns with Calgary's Council Directives of a City That Moves, a Healthy and Green City and a Well-Run City.

Further, other City of Calgary policy documents have influenced the work. Policies considered to date include:

- Imagine Calgary;
- Municipal Development Plan;
- Calgary Transportation Plan;
- Sustainability Policy;
- Culture Policy;
- Sport Policy;
- Environment Policy;
- Accessibility Policy;
- Integrated Risk Management Policy;
- City Centre Policy;
- Triple Bottom Line Policy;
- Welcoming Community Policy;
- Affordable Housing Strategy; and,
- Indigenous Policy.

2026 Olympic and Paralympic Winter Games Bid Book Overview

Social, Environmental, Economic (External)

As part of the analysis that will be undertaken in 2018 Q3, The City will determine whether potentially hosting the 2026 OPWG could be a catalyst for social and economic development and investment. Hosting the 2026 OPWG may accelerate the achievement of a number of City priorities, including affordable housing, which Calgarians consistently rank as one of the top priorities.

As previously mentioned, the Bid Book is being developed with input from a number of stakeholders and is taking into account various factors, including limiting the environmental footprint in Calgary, Canmore and the entire Bow Valley region.

Overall funding requirements for the 2026 OPWG are currently being assessed with the preparation of a bottom-up budget, which will identify the total cost estimate of the Games and related investments (operating and capital). The Multi-Party Agreement, which is expected to be negotiated by the Bid Corporation Members throughout the summer and early fall of 2018, will determine the split of funding of costs and investments by the three orders of government.

Financial Capacity

Current and Future Operating Budget:

Administration continues to work closely with consultants on developing Calgary's bottom-up budget, which will contain detail on the operating costs of hosting the 2026 OPWG. The current and future operating budget will not be known until that work is complete and information will be brought forward to the OPWG Assessment Committee in 2018 Q3.

Current and Future Capital Budget:

Similar to the operating budget, Administration's work on the bottom-up budget includes capital costs and information will be brought forward to the OPWG Assessment Committee in 2018 Q3.

Risk Assessment

The Bid Book must meet content and timing requirements for submission to the IOC should Calgary choose to submit a bid to host the 2026 OPWG. The submission is a requirement for cities bidding to host an Olympic and Paralympic Games. To mitigate this risk, The City has undertaken the development of the draft Bid Book by resourcing and contracting with subject matter experts with extensive Games and bidding experience who are familiar with submission requirements and timing.

The Bid Book is also being created with the input of many stakeholders, including City of Calgary project team members, consultants who have worked to stage previous OPWG, subject matter experts in a variety of fields, the IOC, COC, CPC, all orders of government, the Town of Canmore, international sport federations, community leaders, Indigenous leaders, venue owners and other municipalities.

As BidCo becomes operational, the responsibility for completing and submitting the Bid Book will be transferred from The City of Calgary to the BidCo. The BidCo will be responsible for reviewing all information and content transferred to them as well as obtaining approval of the content from the BidCo Board.

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2026 Olympic and Paralympic Winter Games Bid Book Overview

REASON(S) FOR RECOMMENDATION(S):

This Bid Book Overview is intended to give the 2026 OPWG Assessment Committee an understanding of the Bid Book Process and a high-level overview of Calgary's Bid Book including how to stage the Games, Vision and Games Concept, Games Experience, Paralympic Winter Games, Sustainability & Legacy, Games Delivery and Guarantees.

ATTACHMENT(S)

1. Attachment 1 – Previous Council Direction
2. Attachment 2 – Bid Book Timeline
3. Attachment 3 – Status Update

Previous Council Direction

On 2018 June 5, Administration presented the Draft Games Concept (OPC2018-0691) to the OPWG Assessment Committee. The Games Concept refers to where the 2026 OPWG could be held in Calgary and surrounding areas, including competition and non-competition venues, Athletes Villages and medal ceremony locations. The Committee recommended that Council receive report OPC2018-0691 for information and keep the report, Attachment 1, closed session distributions and discussions confidential.

On 2018 May 29, the OPWG Assessment Committee received two reports for information, OPC2018-0683 (OPWG Vision Update) and OPC2018-0687 (OPWG Financial and Value Proposition Process Overview). Both reports had public and closed session components. In addition, Committee discussed the possibility of holding a non-statutory public hearing on the 2026 OPWG and directed Administration to report back on options for the public input to be heard by Committee. The Committee also asked the Returning Officer to come back to Committee no later than 2018 June with potential questions for a vote of electors (plebiscite) based on the current proposal after consultation with Committee members and the City Manager; recommendations on a date for the vote of electors; and, recommendations for funding.

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 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.

Previous Council Direction

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 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 (BidCo).

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; 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; Release an additional \$1 million of Fiscal Stability Reserve funds that Council approved on 2017 November 20 (C2017-1181) to complete The City's required \$9.5 million total funding commitment to the BidCo.

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.

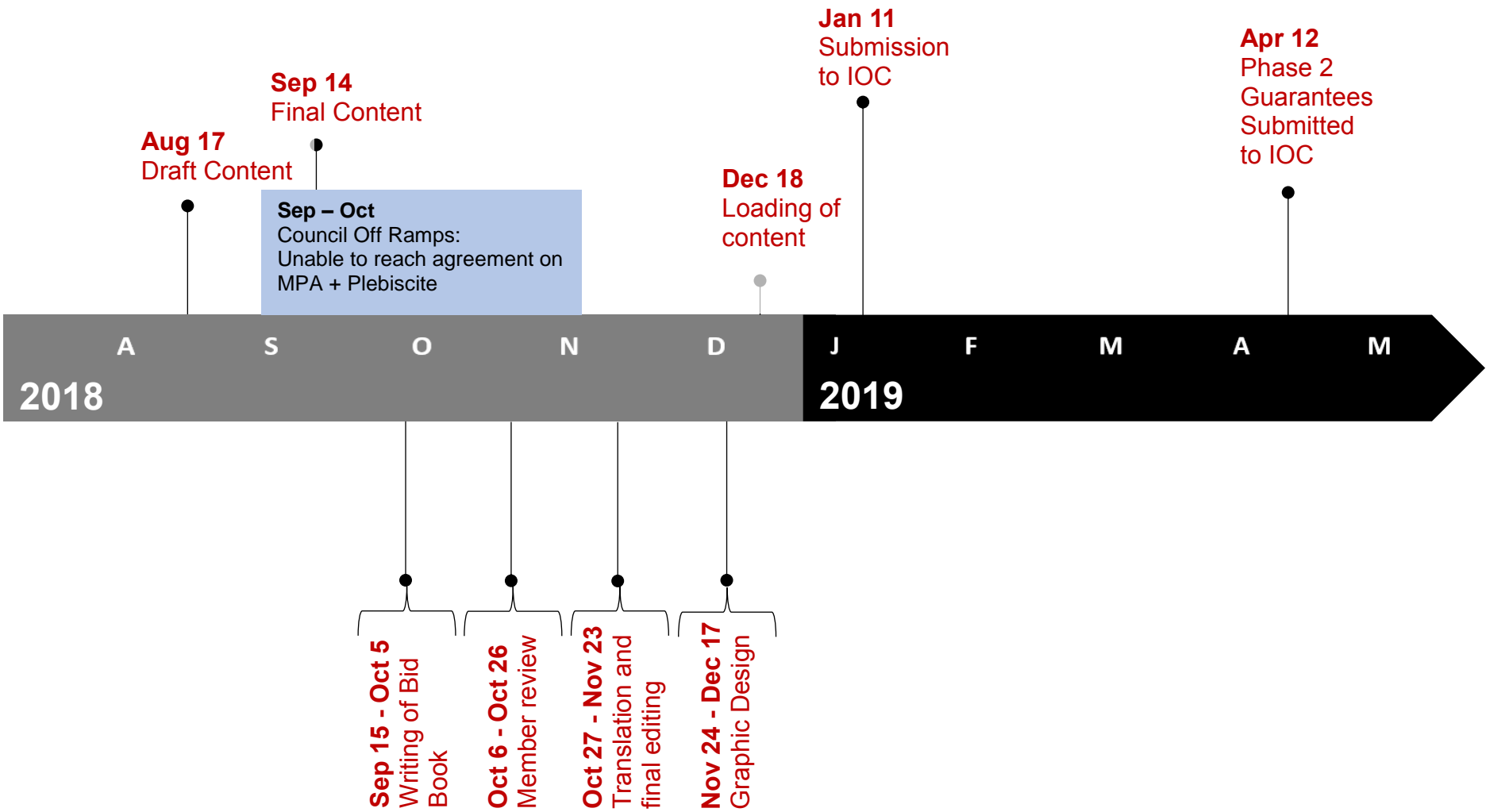
On 2017 July 31 (C2017-0616), Council supported Administration's recommendation that The City transition from an Exploration Phase to an Invitation Phase, and address the Council endorsed five Principles (C2017-0616, Attachment 4).

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

Previous Council Direction

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.

Bid Book Timeline





2026 Olympic and Paralympic Winter Games Assessment Committee

Attachment 3 - Report OPC2018-0738 Bid Book Overview

2018 June 12

AGENDA



- Candidature Questionnaire
- Operational Planning
- Financial Planning

CANDIDATURE QUESTIONNAIRE

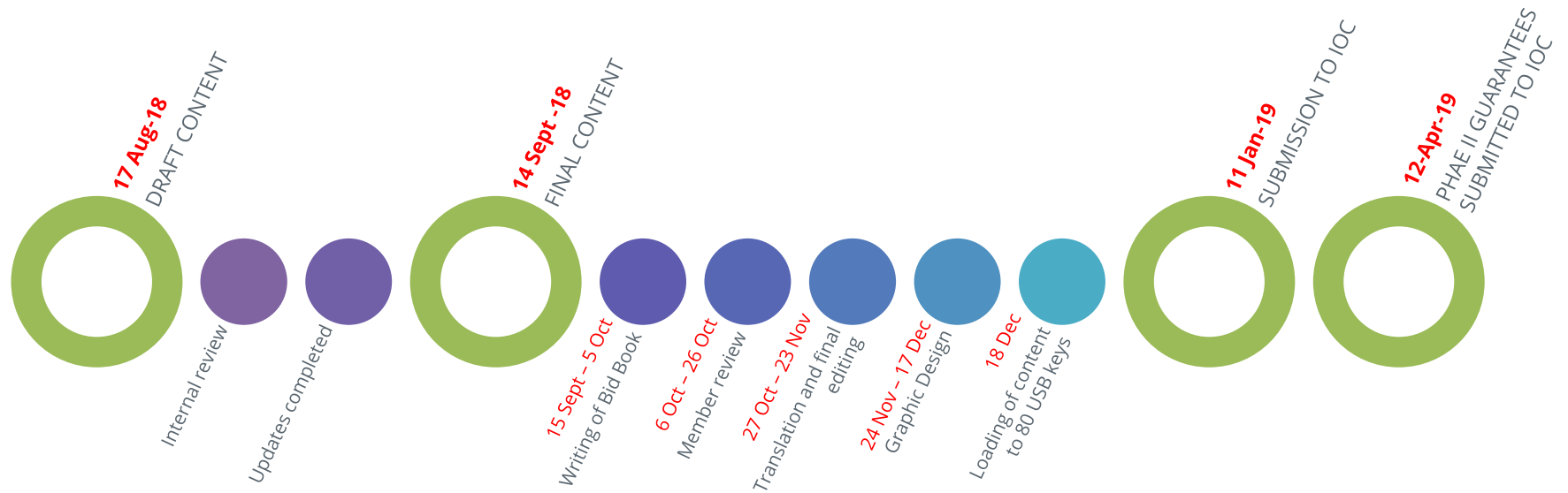


BID BOOK

- 132 focused questions
- 6 sections
 - Vision & Games Concept
 - Games Experience
 - Paralympic Winter Games
 - Sustainability & Legacy
 - Games Delivery
 - Guarantees
- 120 pages maximum including tables, maps and drawings



BID BOOK TIMELINES



OPERATIONAL PLANNING



ACCOMMODATIONS

- IOC requirement for guaranteed hotel rooms and hotel rates as part of the Bid
- Working to secure 30,000 hotel rooms that are required to support Games operations
 - 21,330 in the City
 - 8,355 in the mountains
- IOC requires 24,000 rooms
- Workforce & security require 6,400 rooms



Targeting 90% of rooms from each hotel – sliding rate incentive to provide more rooms

ACCOMMODATIONS

- Working with Calgary Hotel Association,
 - sub committee put in place to develop hotel agreement
 - draft of the agreement with CHA for feedback
- Initial meeting held with Mountain hotel association
- All hotels in all classifications are required to assemble sufficient room inventory
- Addressing hotel room shortage in the city through affordable and student housing initiative
- Next Steps
 - June townhall meetings with hoteliers to share requirements & agreements
 - Collection of signed agreements, anticipating 6 months to complete
 - Finalization of financial plan and agreements for housing initiatives

TRANSPORTATION

- IOC/IPC have established Games Client Service Level standards for transport
- Service level standards are in place to ensure Games Clients receive transport that is aligned with their individual requirements
- Olympics and Paralympics service levels cannot be wholly compared to other events as each client is unique
- Designated transport systems are provided by HostCo to: athletes, technical officials, workforce, media, Olympic and Paralympic Family.
- User pay systems are provided to: marketing partners
- Spectators & workforce generally ride city public transit that is managed by the City

TRANSPORTATION

- Transport system requirements / assumptions
- Busing requirements identified
- Meeting with Airport Authority regarding arrivals & departures
- Transportation Workshop
 - May 29 & 30
 - Internally – transport, venues and security
 - Externally – YYC, City of Calgary, Ministry of Transportation



TRANSPORTATION

Team supporting the development of TRN planning:

- Feisal Lakha – City of Calgary, Senior Transportation Engineer
- Chip Schug – Multiple Olympic & Paralympic Games, Pan Am / Parapan Am Games transport experience. IOC transport expert
- Scott Pass – Vancouver 2010 Games, 2015 Pan Am / Parapan Am Games – bus systems expert
- Dena Coward – Multiple Olympic & Paralympic Games, Pan Am / Parapan Am Games including transportation

Expand to partner workgroup which would include:

- Ministry of Transport
- YYC
- Calgary Transit
- Town of Canmore (transport)

PARALYMPIC GAMES

- Approach is a fully integrated HostCo – planning and delivery of Paralympic Games embedded from top of the organization down with planning done concurrently
- Draft competition schedule developed
- Paralympic venue plan in place
- Met with Leanne Squair, City of Calgary Access & Disability
- Next Steps
 - Review of Games concept with International Paralympic Committee (IPC) to be completed by June 30-18
 - Workshop on accessibility strengths & gaps on June 27
 - Brainstorm session on structuring integrated planning within the HostCo



SECURITY

- HostCo security vs Games security
 - HostCo: asset protection during fit-out
 - Games Security: overall policing/security services (designated venues)
- HostCo - Coordination and interface of police planning agencies, Games departments and Games stakeholders
- HostCo - Integration with police of jurisdiction in the urban domain for transport, city operations, and celebrations



www.alamy.com - CPBTD2

SECURITY

- Security approach:
 - Initial approach drafted by CBEC
 - Security requirements by venue
 - Working with RCMP (upcoming planning session)
 - Part of essential government services
 - Different models: Vancouver 2010 vs TO2015 Pan/Parapan Ams
 - Opportunity to redefine security at major events
 - Looking to contain costs to a reasonable level based on risk assessment
 - Accommodation for police members a challenge (CBEC and VANOC were based on 2/room)



GAMES EXPERIENCE

- Media Experience
 - Concept for IBC/MPC venues
- Work to begin
 - Athlete Experience
 - Athlete Village experience
 - Involvement of athletes in the delivery of Games concept
 - Protecting clean athletes
 - Spectator Experience
 - Strategies to support a city-wide festival including ceremonies, medals plaza, city activities and live sites
 - Development of cultural component underway



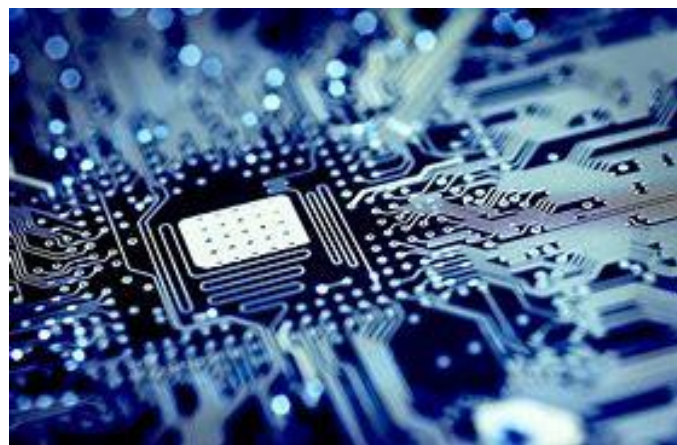
MEDICAL & ANTI-DOPING

- Protection of clean athletes
- WADA accredited laboratory
 - Use of WADA accredited lab in Montreal
 - Not building a temporary lab at a cost of \$20M like VANOC did
 - Looking at charter flights to move samples between Calgary and Montreal
- Highlight anti-doping education programs
- Support member planning for essential services



TECHNOLOGY & ENERGY

- IOC interactive workshop held May 17
- Workshop focus on new norms and best practices and impacts to 2026 – initiatives underway
- Currently SMP Engineering validating existing utility infrastructure at venues – results expected first week of June
- Team in place, includes:
 - Elly Resende - Rio CIO working on TEC budget
 - Jim Bucci – London & Vancouver Energy Manager supporting the power budget



SUSTAINABILITY & LEGACY

- Aligning themes/pillars with government priorities, e.g. Calgary government policies:
 - Sport Policy
 - Civic Arts Policy
 - Indigenous Policy
 - Partnership Policy
 - Accessibility Policy
 - Environmental Policies
- Identifying how Games can help current challenges (e.g. affordable housing)
- Building out each theme with strategies and outcomes
- Building out cultural concept



SUSTAINABILITY & LEGACY

- Impact and legacy discussed at May 14th vision session
 - Social development
 - Economic prosperity
 - Sport development/healthy living
 - Cultural enrichment
 - Community development
- IOC Expert Session (technical mtgs) held May 24 & 25
- Future session to be held on sustainability



A snowboarder in a white and red suit is captured mid-air, performing a trick above a snowy slope. The slope is lined with a red and orange banner featuring the PyeongChang 2018 Olympic rings and text. The background shows a clear blue sky and distant mountains.

FINANCIAL PLANNING UPDATE

Revenue

Overview



Revenue Overview

- Preliminary revenue report underway
- Methodology includes:
 - Comparison to past Olympics and Paralympics
 - Comparison to other major events in Canada
 - Trend analysis
 - Interviews with key sponsor executives
 - Engagement of leading sponsorship firm
 - Engagement of ticketing and licencing
 - Collaboration with COC and IOC
- Aiming to complete report for June 29



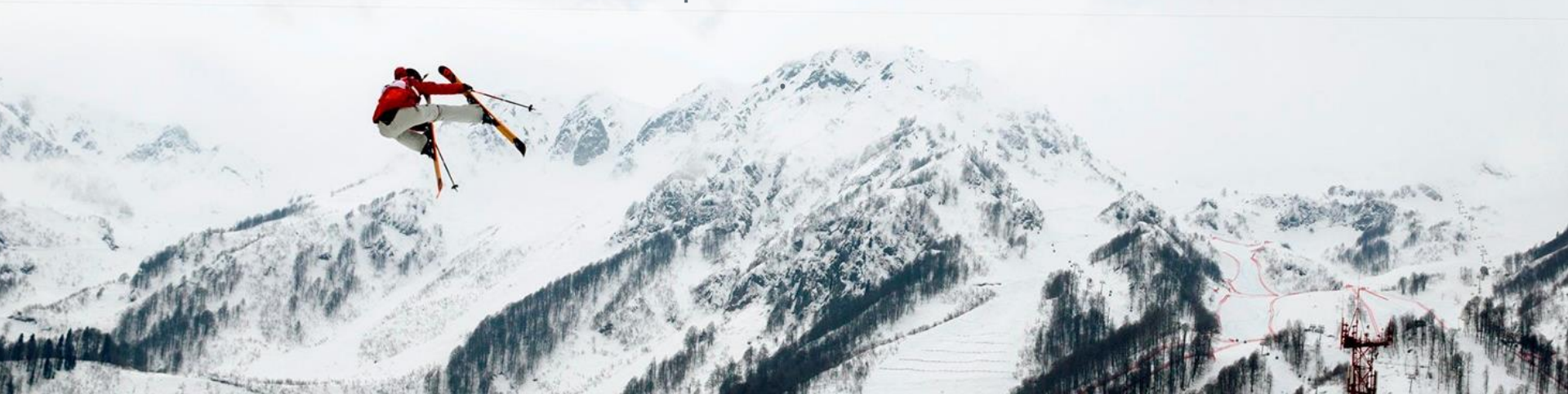
OPERATIONAL BUDGET

Overview

OBJECTIVE

Develop an operating budget which captures the responsibilities of the Host Co.

Develop sufficient detail and backup to withstand 3rd party independent review

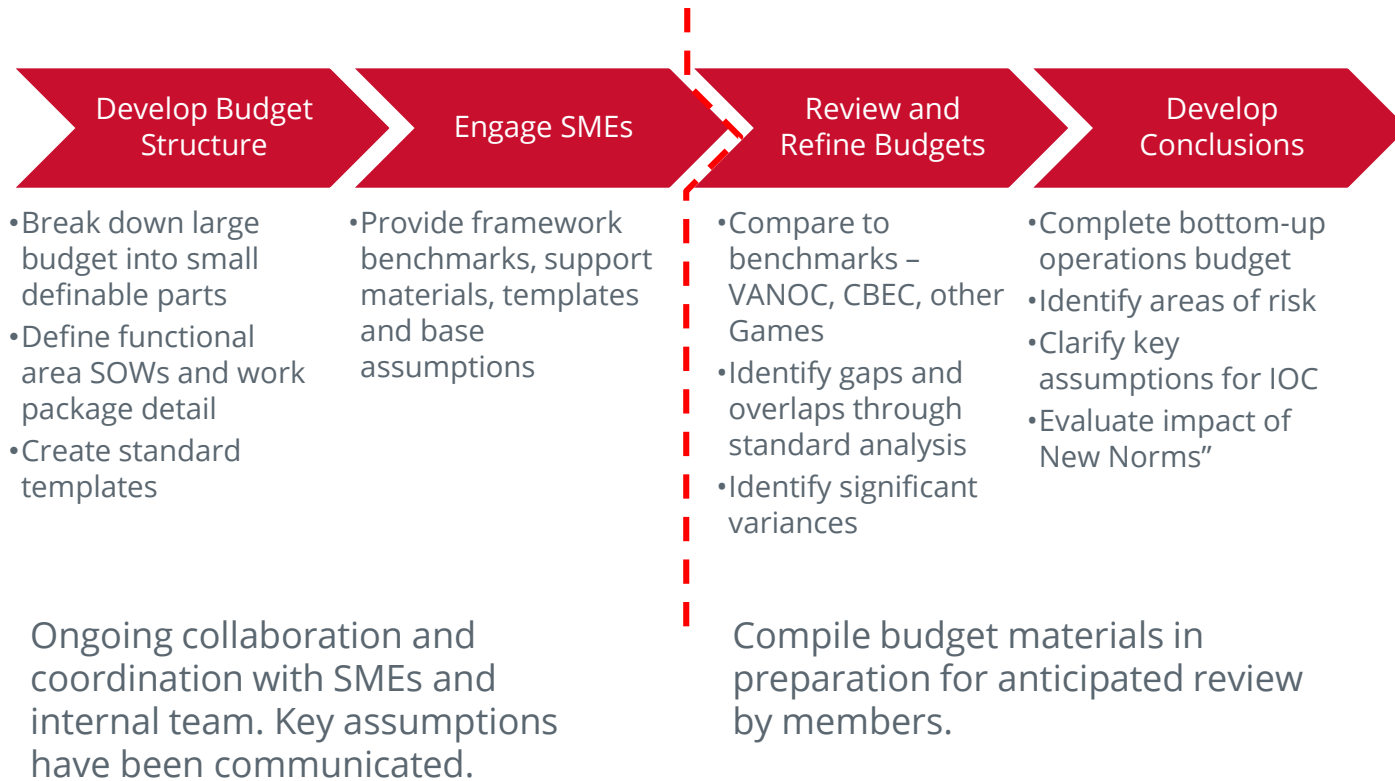


HOSTCO SCOPE

- HostCo responsibilities are primarily set by the IOC standards and expectations
- IOC standards set out in Operational Requirements document and as modified in the New Norms



Process Summary



Work Undertaken to Date

Developed budget structure

- Reorganized the VANOC structure to the new IOC template
- Defined **FUNCTIONS** (ex. Accommodation, Transportation, Sustainability, Food and Beverage etc.)
 - Prepared Scope of Work (SOW) for each function, including:
 - Core assumptions
 - Variables
 - Cost drivers
 - Defined **WORK PACKAGES** to allow further breakdown of Functions
- Developed cash flow model by Function based on historical information

~870 Work Packages within 52 Functions with 4,000 pages of detail

2.2 Food and Beverage

- **Work Packages**
- AV Kitchen Fitout
- AV Catering: Food
- AV Catering: VIK
- FAB - Admin & Operations
- FAB - Consulting
- FAB - Training
- Village Catering - Beverages
- Contractor Meal Program
- General Ops Catering Expenses
- Per Diems
- Venue Catering - Food
- Venue Catering - Beverage
- Paralympic Catering - Food
- Paralympic Catering - Beverage

2.8 Transportation

- **Work Packages**
- Transportation PP&A
- Olympic Bus Systems
- Paralympic Bus Systems
- Fleet Systems
- Parking
- Parking Properties
- Parking Signage
- Transportation Facilities

Work Undertaken to Date (cont'd.)

Engaged ~20 Subject Matter Experts (SMEs) to develop budgets

- SMEs will develop bottom-up budgets for the majority (~75%) of the functions, the remainder will be developed by the internal Olympic experts.
- SMEs were provided with:
 - Budget templates and SOWs
 - Comparable data from the VANOC budget, business plan, Value in Kind (VIK) summary
 - General operating assumptions (ex quantity of athletes, quantity of officials etc.)
 - Venues List and Facility Capacities (including non-competition venues)
 - Competition Schedule



Current Actions and Next Steps

SMEs are developing budgets in collaboration with the internal team

- These are reviewed by the internal experts to identify:
 - Significant variances to benchmark budgets (ex. VANOC, CBEC, other Games)
 - Large value Work Packages which require a more robust review
 - Potential gaps and overlaps to other Functions
 - Areas where the New Norms produced by the IOC have or can be implemented



Additional Considerations

- New Norms developed by IOC will affect benchmarking to historical numbers
 - These elements are being considered in the development and review of the Functions
- IOC published historical data on cost drivers from the three previous winter games
 - To be utilized in benchmarking
- IOC Host City Contract Operational Requirements
 - Key items compiled for use in review of Functional budgets
- Inflation rate of 14.65% to 2018 used for benchmarking to VANOC
- Where possible, costs are split between Olympic and Paralympic needs – further refinement to be done post submission



Limitations of the Process

- Changes in market conditions, expected inflation, expected USD exchange rate, scope etc. impact the budget
- This risk is managed by the contingency and the change management processes established by the Host Co
 - The level of definition and format used to develop the budget has produced a framework to aid in control of the budget and change management process



Status Report

Overall, budget will ensure sufficient funds to execute the Games

- These have been developed within a framework that will allow for control of risk and change management by a HostCo

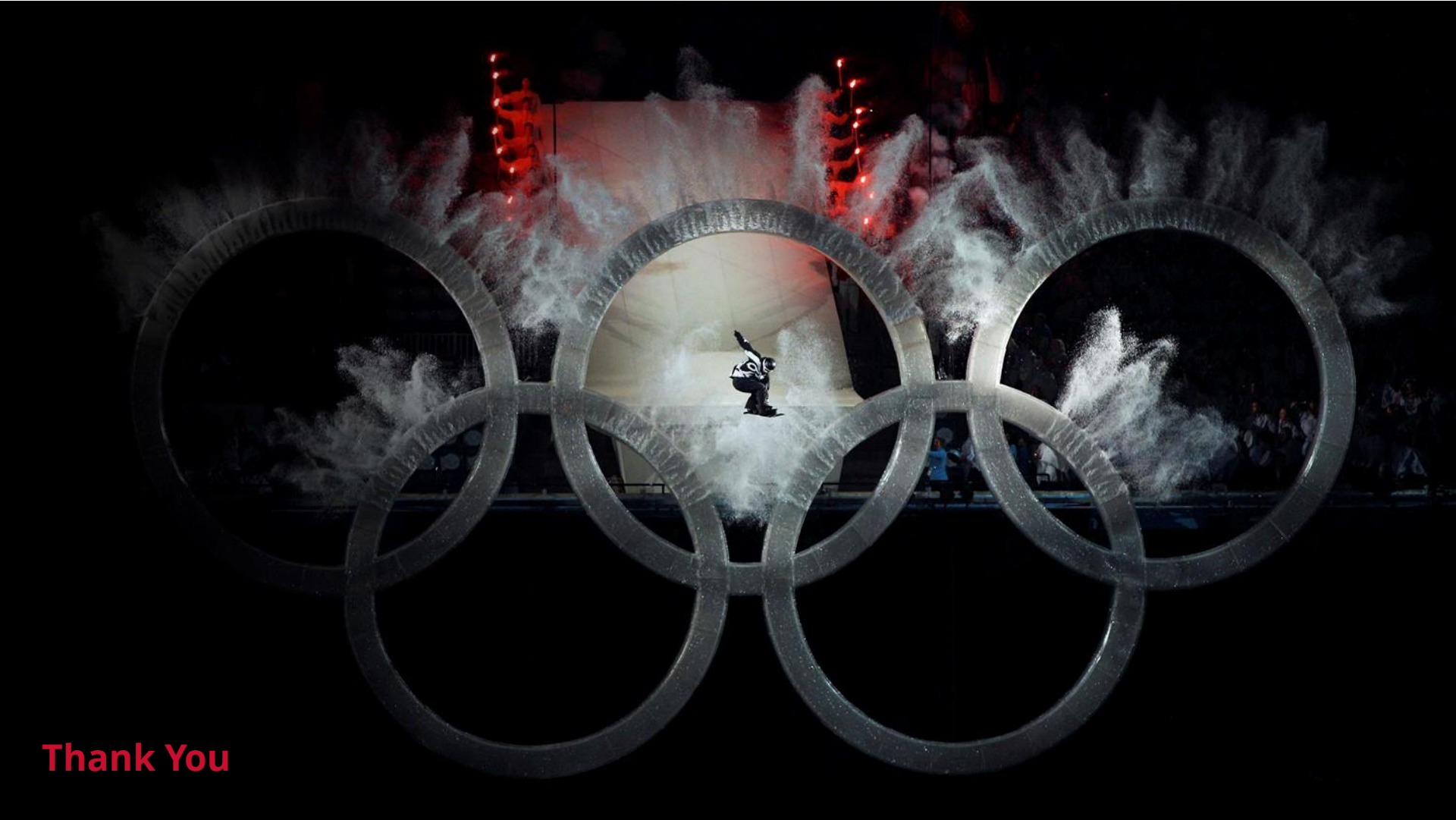
Confident in meeting our objective but timeline is tight



Capital

- Process is building on work CBEC did
- Design, costing and financial analysis are underway on a number of venues and villages to reflect evolution of the concept, venue owner input, IF feedback, and engagement with NGOs
- Venue costing in good shape
- Village costing a bit behind





Thank You