



REVISED AGENDA

2026 OLYMPIC AND PARALYMPIC WINTER GAMES ASSESSMENT COMMITTEE

July 24, 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 Assessment Committee, 2018 July 17
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 July 24 (Verbal), OPC2018-0944
 - 6.2 2026 Olympic and Paralympic Winter Games City Secretariat Update, OPC2018-0940

NEW MATERIALS

- 6.2.1 *2026 Olympic and Paralympic Winter Games City Secretariat Update, OPC2018-0940*

- 6.3 *Reconsideration of Committee's Decision With Respect to Report OPC2018-0866,
Recommendation 1 (Verbal) - OPC2018-0948, OPC2018-0948*

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

July 17, 2018, 1:00 PM
IN THE CALGARY POWER RECEPTION HALL

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
*Councillor J. Farkas

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 J. Palaschuk

1. CALL TO ORDER

Councillor Woolley called the Meeting to order at 1:06 p.m.

2. OPENING REMARKS

Councillor Woolley provided opening remarks at today's Meeting.

3. CONFIRMATION OF AGENDA

Moved by Councillor Jones

That the Agenda for the 2018 July 17 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 Assessment Committee, 2018 June 26

Moved by Councillor Colley-Urquhart

That the Minutes of the 2018 June 26 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, Vice-Chair and City Manager, 2018 July 17 (Verbal), OPC2018-0893

Moved by Councillor Colley-Urquhart

That with respect to Verbal Report OPC2018-0893, the following be approved:

That the Committee receive this Verbal Report for information.

MOTION CARRIED

- 6.2 2026 Olympic and Paralympic Winter Games City Secretariat Update, OPC2018-0866

A PowerPoint presentation entitled "2026 Olympic and Paralympic Winter Games Assessment Committee Presentation on Report OPC2018-0866 City Secretariat Update", dated 2018 July 17, was distributed.

A Confidential PowerPoint, dated 2018 July 17, with respect to Reports OPC2018-0866, OPC2018-0795 and OPC2018-0907, was distributed during the Closed Meeting Portion of today's Meeting.

Moved by Councillor Magliocca

That the 2026 Olympic and Paralympic Winter Games Assessment Committee move into Closed Meeting, at 2:15 p.m., in the Council Boardroom, to consider confidential matters with respect to the following items subject to Sections 17, 19, 23, 24 and 25 of the *Freedom of Information and Protection of Privacy Act*:

- Item 6.2 Report OPC2018-0866;
- Item 9.1.1 Verbal Report OPC2018-0907; and
- Item 9.1.2 Report OPC2018-0795.

Against: Councillor Farkas

MOTION CARRIED

Committee reconvened in public at 3:35 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 OPC2018-0866:

Clerk: M. A. Cario, J. Palaschuk. Advice: J. Fielding. Observer: H. Domzal, K. Sveinungsgaard, S. McMullen, C. Smillie. Legal: G. Cole, M. Tolfree

Moved by Councillor Jones

That with respect to Report OPC2018-0866, the following be approved, **after amendment**:

The 2026 OPWG Assessment Committee recommends:

1. That Council approve the Secretariat budget included as ~~Revised~~ Attachment 3 to be funded from anticipated 2018 Corporate Programs Savings; and
2. That the closed session discussions and presentations regarding OPC2018-0866 be kept confidential pursuant to Sections 24 and 27 of the *Freedom of Information and Protection of Privacy Act*.

Further, that Revised Attachment 3 to Report OPC2018-0866 be released as a public document.

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 the Calgary 2026 CEO Search (Verbal), OPC2018-0907

Administration in attendance during the Closed Meeting discussions with respect to Verbal Report OPC2018-0907:

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

Moved by Councillor Demong

That with respect to Verbal Report OPC2018-0907, 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 OPC2018-0907 remain confidential pursuant to Section 17,

19, 23, 24 and 25 of the *Freedom of Information and Protection of Privacy Act*.

MOTION CARRIED

9.1.2 Vote of the Electors (Plebiscite) Update, OPC2018-0795

Administration in attendance during the Closed Meeting discussions with respect to Report OPC2018-0795:

Clerk: L. Kennedy, M. A. Cario, J. Palaschuk. Advice: J. Fielding.
Observer: H. Domzal, K. Sveinunggaard, S. McMullan, C. Smilie. Legal:
G. Cole, M. Tolfree

Moved by Councillor Colley-Urquhart

That with respect to Report OPC2018-0795, the following be approved:

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

1. Approve the recommendations as presented during the Closed Meeting discussions; and
2. Direct that the closed meeting discussions, presentation and Report OPC2018-0795 remain confidential with the exception of the Returning Officer's need to report in preparation for the Vote pursuant to Sections 24 and 25 of the *Freedom of Information and Protection of Privacy Act*.

MOTION CARRIED

9.2 URGENT BUSINESS

None

10. ADJOURNMENT

Moved by Councillor Magliocca

That this meeting adjourn at 3:43 p.m.

MOTION CARRIED

The following items have been forwarded to the 2018 July 30 Combined Meeting of Council:

CONSENT:

2026 Olympic and Paralympic Winter Games City Secretariat Update, OPC2018-0866

CONFIDENTIAL CONSENT:

Vote of the Electors (Plebiscite) Update, OPC2018-0795

The next Regular Meeting of the 2026 Olympic and Paralympic Winter Games Assessment Committee is scheduled to be held 2018 July 24 at 9:30 a.m.

CONFIRMED BY COMMITTEE ON

CHAIR

ACTING CITY CLERK

UNCONFIRMED

2018 JULY 24

**2026 OLYMPIC AND PARALYMPIC WINTER GAMES
ASSESSMENT COMMITTEE REGULAR MEETING**

*****REVISED AGENDA NOTICE*****

Please be advised that the following Report and its Attachments will be made available at a later date and will be part of the Revised Agenda distribution:

- 6.2 2026 Olympic and Paralympic Winter Games City
 Secretariat Update, OPC2018-0940

**City Secretariat Report to
2026 Olympic and Paralympic Winter Games Assessment
Committee
2018 July 24**

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OPC2018-0940**

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2026 Olympic and Paralympic Winter Games City Secretariat Update

EXECUTIVE SUMMARY

On 2018 July 17, the City Secretariat (the “Secretariat”) presented report OPC2018-0866 titled “2026 Olympic and Paralympic Winter Games (OPWG) Secretariat Update” to the Assessment Committee. The report outlined the Secretariat’s primary roles: (a) reviewing the exploration of a potential bid to host the 2026 Games in Calgary; and (b) providing advice to assist the Assessment Committee and Council in assessing opportunities, risks and issues associated with bidding for and potentially hosting the 2026 OPWG.

This report:

- provides additional information about the Secretariat’s mandate;
- includes information about negotiations for a Multi-Party Agreement (“MPA”) to address cost sharing to cover investments required should Calgary bid for the 2026 OPWG; and
- contains advice from the Assessment Committee’s Engagement Advisory Sub-Committee.

SECRETARIAT RECOMMENDATIONS:

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

1. Receive this report for information; and
2. Adopt the revisions to the Engagement Advisory Sub-Committee Terms of Reference outlined in Attachment 4.

PREVIOUS COUNCIL DIRECTION / POLICY

Previous Council Direction is outlined in Attachment 1.

BACKGROUND

The Secretariat is continuing to conduct due diligence on behalf of The City, the Assessment Committee and Council on opportunities, risks and issues associated with bidding for and hosting the 2026 OPWG. Bylaw 28M2018 sets out the terms of reference for the Committee.

At the 2018 April 23 Regular Meeting of Council, Council considered Report C2017-0616 titled “Olympic Bid Exploration” and received for information Terms of Reference for the Engagement Advisory Sub-Committee that outlined that the Sub-Committee is to provide the Assessment Committee with monthly updates on engagement activities and summary reports to Council in 2018 June and October. The Sub-Committee has begun its work and its report is included as Attachment 4.

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INVESTIGATION: ALTERNATIVES AND ANALYSIS

1. Secretariat Mandate

The structure of the Secretariat was presented to the Assessment Committee on 2018 June 12 in Report OPC2018-0737 titled “2026 Olympic and Paralympic Winter Games City Secretariat Update”. At the Committee’s 2018 July 17 meeting, the Secretariat was asked to provide more detailed information about its mandate, in particular specifying its roles and responsibilities relative to the Assessment Committee. The Secretariat’s mandate is included as Attachment 2. A key responsibility of the Secretariat is to negotiate the terms of the MPA for the Assessment Committee’s and Council’s consideration.

2. Multi-Party Agreement (MPA)

Previous Canadian bids for large sporting events such as the Olympic or Pan-Am Games have used a multi-party agreement as a means for key stakeholders to reach agreement on critical issues before submitting a bid. The MPA will set forth each party’s rights, obligations and liabilities in relation to hosting the 2026 OPWG. The City is taking the lead in coordinating the MPA negotiations between the parties.

The Secretariat has established an MPA negotiating team that will be responsible for the MPA negotiation (the “Negotiating Team”). The Negotiating Team reports to the City Manager and the City Solicitor and General Counsel.

The MPA does not commit The City to submit a bid for the 2026 OPWG. Council’s final decision to submit a bid will be informed by the results of the MPA negotiations and the result of the vote of the electors.

Parties to the MPA:

The initial parties to the MPA will be The City, the Government of Canada (“GoC”), the Government of Alberta (“GoA”), the Canadian Olympic Committee (“COC”), the Canadian Paralympic Committee (“CPC”), Calgary 2026 Bid Corporation (“Calgary 2026”) and the Town of Canmore (“Canmore”) (the “Parties”). If Calgary bids for the 2026 OPWG and the Games are awarded to it, a hosting corporation (“Hostco”) will be incorporated and will also become a party to the MPA. Hostco will be the organization (along with The City and the COC) that is generally responsible for planning, organizing, financing, and staging the 2026 OPWG.

City Negotiating Team’s Key Objectives:

The City Negotiating Team will take a fair, balanced, public-interest based approach to determining fiscal and other contributions required by the Parties to host the 2026 OPWG. The Negotiating Team’s view is that the approach of the Parties should be aligned with their fiscal capacity and legacy opportunities that are associated with hosting the 2026 OPWG. This will involve:

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- achieving binding commitments from the Parties that will identify each Party's financial and other obligations;
- defining the Hostco governance structure;
- identifying the key activities Hostco will undertake;
- identifying legacies that will be achieved as a result of hosting the 2026 OPWG; and
- mitigating The City's risk associated with potentially bidding for and hosting the 2026 OPWG, including risk associated with signing the International Olympic Committee ("IOC") Host City Contract and other agreements.

Council-Approved Principles Guiding The City's Negotiations:

The City's Negotiating Team will conduct MPA negotiations in good faith and in a respectful manner.

At the 2017 July 31 Combined Meeting of Council, after considering Report C2017-0616 titled "Olympic Bid Exploration", Council endorsed the following "Principles for Pursuing the 2026 OPWG" in Attachment 4 as "critical criteria to be addressed prior to The City of Calgary moving beyond the IOC's Invitation Phase":

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."*

The City's Negotiating Team will be guided by these principles during the negotiations, however, it is important to note that Attachment 3 also provided that "these principles may be further modified as additional information becomes available and are not meant to be exhaustive". The Negotiating Team will also be guided by Council Directives, decisions, policies, programs, strategies, and plans.

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The team will provide the Assessment Committee with an update on the status of these negotiations on 2018 September 4.

Key Topics to be Addressed:

The MPA is a complex agreement. At this point, the Negotiating Team anticipates negotiations to include the key topics outlined in Attachment 3 but additional matters for negotiation are likely to arise during the course of discussions.

Process of Negotiations:

As indicated to the Assessment Committee on 2018 July 17, the Parties met on 2018 July 11 and 12 to begin discussions in regard to the confidential draft hosting plan provided by Calgary 2026 (the “Government Submission”). It is anticipated that each Party will now identify a team to negotiate the MPA. Meetings need to begin immediately given short timeframes to bid on the 2026 OPWG and Secretariat’s desire to report to the Assessment Committee and Council in early September on the status of the negotiations. MPA negotiations will be an iterative process, likely involving several draft versions of the MPA that will be further refined until final agreement is reached. The execution of the MPA and any associated agreements will be subject to approval by the Assessment Committee and Council.

3. Report of the Assessment Committee’s Engagement Advisory Sub-Committee:

At the Regular Meeting of Council on 2018 April 23, after considering Report C2018-0505 titled “Updated Olympic Bid Proposed Public Engagement Approach Status Update”, Council approved the Engagement Approach outlined in Attachment 1 and confirmed that the purpose of the engagement program is:

- to inform and educate the public about the bid process;
- to seek public input into whether or not Calgary should submit a bid; and
- to identify issues, concerns and opportunities for stakeholders of a potential bid and respond to questions.

It was initially contemplated that the engagement program would run from 2018 April to September 1 and would be funded by Calgary 2026. However, since Calgary 2026 was not incorporated until 2018 June 7, as indicated to the Assessment Committee on 2018 July 17, there was a need to further discuss with the Engagement Advisory Sub-Committee the nature and extent of its engagement program relative to the program Calgary 2026 will be undertaking. Given this, the City Manager asked the Engagement Advisory Sub-Committee to review the Public Engagement Approach that Council approved on 2018 April 23 and provide recommendations to the Assessment Committee on changes to the approach required to ensure that the Sub-Committee’s program was designed to “reflect the diverse and varied interests of Calgarians and key stakeholders” and adhered to Council’s guiding principles for the program. Attachment 4 contains the result of the Sub-Committee’s review.

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Stakeholder Engagement, Research and Communication

The Secretariat met with representatives of Calgary 2026, the GoA, the GoC, the COC, the CPC, and Canmore on July 11 and 12 to discuss the Government Submission. Negotiations between the parties on the MPA will begin immediately.

The Secretariat has also been working with the Engagement Advisory Sub-Committee to refine and revise the public engagement approach and the Sub-Committee mandate.

Strategic Alignment

Consideration of City policy documents and the achievement of Council's Directive of a Well-Run City will be important throughout the MPA negotiations. City 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.

Social, Environmental, Economic (External)

Social, environmental and economic benefits and impacts will be considered throughout the MPA negotiations.

Financial Capacity

Current and Future Operating Budget:

There are no new operating requests as a result of this report.

Current and Future Capital Budget:

There are no capital impacts as a result of this report.

Risk Assessment

Secretariat Mandate:

Time is short for the Secretariat to complete the required thorough and comprehensive due diligence review. To help mitigate this risk, the Secretariat team has developed a comprehensive timeline of deliverables and important dates as well as a critical path for project-

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related work streams. In addition, the Secretariat is engaging with a number of internal stakeholders and subject matter experts to assist with the review process and plan development. Significant legal resources and staff with financial expertise have been devoted to this project to conclude the due diligence exercise and to help identify, assess and mitigate risks associated with the potential bid. The Secretariat is committed to conducting its due diligence review with a view to the Ipsos article “Unlocking the Value of Reputation” and the risk framework previously shared with the 2026 OPWG Assessment Committee by the City Manager.

MPA Negotiations:

Negotiating the MPA is also subject to tight timelines. There is risk in conducting negotiations within such tight time constraints. To help mitigate this risk, the Negotiating Team will schedule regular and frequent meetings with the Parties. The Negotiating Team will engage with a number of internal stakeholders and subject matter experts to assist with the negotiations and external legal advisors or consultants will be retained as required to support the negotiations and drafting of the MPA.

Engagement Advisory Sub-Committee’s Report:

The Sub-Committee’s attached report (Attachment 4) helps mitigate the risk of potential confusion around the roles and responsibilities between The City of Calgary and the Engagement Advisory Sub-Committee’s mandate.

REASONS FOR RECOMMENDATIONS:

The Secretariat is the Administration team assigned to conduct due diligence on the 2026 OPWG project on behalf of The City of Calgary, the 2026 OPWG Assessment Committee and Council. Part of this due diligence is to keep Committee and Council members informed of key initiatives of the project.

ATTACHMENTS

1. Attachment 1 – Previous Council Direction
2. Attachment 2 – City Secretariat Mandate
3. Attachment 3 – Key Topics to Discuss During MPA Negotiations
4. Attachment 4 – Engagement Advisory Sub-Committee Report – Revisions to the Terms of Reference

PREVIOUS COUNCIL DIRECTION

Date	Meeting Type	Report Title and Number	Decision
2018 July 17	2026 OPWG Assessment Committee	2026 OPWG Assessment Committee City Secretariat Update, OPC2018-0866	That with respect to report OPC2018-0866, the following be approved after amendment: The 2026 OPWG Assessment Committee recommends: 1. That Council approve the Secretariat budget included as Revised Attachment 3 to be funded from anticipated 2018 Corporate Programs Savings; and 2. That the closed session discussions and presentations regarding OPC2018-0866 be kept confidential pursuant to Sections 24 and 27 of the <i>Freedom of Information and Protection of Privacy Act</i> . 3. Further that Revised Attachment 3 to Report OPC2018-0866 be released as a public document.
2018 June 12	2026 OPWG Assessment Committee	City Secretariat Update, OPC2018-0737	That with respect to Report OPC2018-0737, the following be approved: That the 2026 Olympic and Paralympic Winter Games Assessment Committee: 1. Receive this report for information; and 2. Approve Attachment 1 to Report OPC2018-0737 and direct that Attachment 1 and the closed meeting discussions remain confidential pursuant to Sections 23, 24 and 25 of the <i>Freedom of Information and Protection of Privacy Act</i> .
2018 May 29	2026 OPWG Assessment Committee	OPWG Financial and Value Proposition Process Overview, OPC2018-0687	That with respect to Report OPC2018-0687, the following be approved: That the 2026 Olympic and Paralympic Winter Games Assessment Committee: 1. Receive this report for information; and 2. Keep the closed meeting discussions confidential pursuant to Sections 23, 24 and 25 of the <i>Freedom of Information and Protection of Privacy Act</i> .
2018 May 16	Strategic Meeting of Council	2026 OPWG Project Team Revised Governance, OPC2018-0643	That with respect to Report OPC2018-0643, the following be adopted: That Council: 1. Approve the 2026 Olympic and Paralympic Winter Games Project Team organizational structure; and 2. Receive the 2026 OPWG Bid Corporation Members Committee for information.

PREVIOUS COUNCIL DIRECTION

		<p>Amendments to the 2026 OPWG Council Committee Terms of Reference, OPC2018-0611</p>	<p>That with respect to Report OPC2018-0611, the following be adopted, after amendment:</p> <p>That Council:</p> <ol style="list-style-type: none"> 1. That the 2026 Olympic and Paralympic Winter Games Council Committee name be amended to "2026 Olympic and Paralympic Winter Games Assessment Council Committee"; 2. Adopt the revised updated Terms of Reference for the 2026 Olympic and Paralympic Winter Games Council Committee as provided in Revised Attachment 2; 3. Subject to Section 91 (1)(3)(a) and (b), be suspended to allow Council time to Consider Proposed Bylaw 28M2018; 4. Give first reading to Proposed Bylaw 28M2018; 5. Prior to Second Reading amend all references to the title of the Committee throughout the Bylaw and Attachment by removing the name "2026 Olympic and Paralympic Winter Games Assessment Council Committee" and substitute with "2026 Olympic and Paralympic Winter Games Assessment Committee"; and 6. Give second and third reading as amended. <p>That Bylaw 28M2018 be amended, as follows:</p> <p>All references to the title of the Committee throughout the Bylaw and Attachment by removing the name "2026 Olympic and Paralympic Winter Games Assessment Council Committee" and substitute with "2026 Olympic and Paralympic Winter Games Assessment Committee";</p> <p>◦ On page 3 of 6 under section Government i. and ii., first sentence, by adding the words "and adhoc" following the words "Receiving regular";</p> <p>◦ On page 4 of 6 amend title E. to Citizen Engagement and Communication.</p>
		<p>Update on Engagement and Advisory Sub-Committee Membership, OPC2018-0645</p>	<p>That the 2026 Olympic and Paralympic Winter Games Council Committee recommend that:</p> <ol style="list-style-type: none"> 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

PREVIOUS COUNCIL DIRECTION

			<p>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 <i>Freedom of Information and Protection of Privacy Act</i>.</p>
2018 May 15	2026 OPWG Assessment Committee	Amendments to the 2026 OPWG Council Committee Terms of Reference, OPC2018-0611	<p>That with respect to Report OPC2018-0611, the following be approved, as amended and after amendment:</p> <p>That the 2026 Olympic and Paralympic Winter Games Council Committee recommends that Council:</p> <ol style="list-style-type: none"> 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. <p>And further, that Report OPC2018-0611 be forwarded to the 2018 May 16 Strategic Meeting of Council as an item of Urgent Business.</p> <p>That with respect to Report OPC2018-0611, the following Motion Arising be approved:</p> <p>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.</p>
		2026 OPWG Project Team Revised Governance, OPC2018-0643	<p>That with respect to Report OPC2018-0643, the following be approved, after amendment:</p> <p>That the 2026 Olympic and Paralympic Winter Games Council Committee recommend that Council:</p>

PREVIOUS COUNCIL DIRECTION

			<ol style="list-style-type: none"> 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 <i>Freedom of Information and Protection of Privacy Act</i>. <p>And further that Report OPC2018-0643 be forwarded to the 2018 May 16 Strategic Meeting of Council as an item of Urgent Business.</p>
		Update on Engagement and Advisory Sub-Committee Membership, OPC2018-0645 (Confidential)	<p>That with respect to Report OPC2018-0644, the following be approved: That the 2026 Olympic and Paralympic Winter Games Council Committee recommend that:</p> <ol style="list-style-type: none"> 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 <i>Freedom of Information and Protection of Privacy Act</i>.
2018 May 7	Regular Public Hearing Meeting of Council	Review of the 2026 Olympic and Paralympic Winter Games Council Committee Terms of Reference (Verbal), OPC2018-0582	<p>That with respect to Verbal Report OPC2018-0582, the following be adopted: That Council amend the 2026 Olympic and Paralympic Winter Games Council Committee Terms of Reference as follows:</p> <ul style="list-style-type: none"> ◦in Section 4. Quorum, by deleting the words “3 members” following the words “50%, that is,” and substituting with the words “4 members”; and ◦in Section 7, by deleting the words “monthly and reports” following the words “The Committee reports”.
2018 May 1	2026 OPWG Assessment Committee	Review of the 2026 Olympic and Paralympic Winter Games Council Committee Terms of	<p>That the 2026 Olympic and Paralympic Winter Games Council Committee:</p> <ol style="list-style-type: none"> 1. Recommend that Council amend the 2026 Olympic and Paralympic Winter Games Council Committee Terms of Reference as follows: <ul style="list-style-type: none"> ◦in Section 4. Quorum, by deleting the words “3 members” following the words “50%, that is,” and substituting with the words “4 members”.

PREVIOUS COUNCIL DIRECTION

		Reference (Verbal), OPC2018-0582	<p>◦in Section 7, by deleting the words "monthly and reports" following the words "The Committee reports"</p> <ol style="list-style-type: none"> Forward Verbal Report OPC2018-0582 as an item of Urgent Business to the 2018 May 07 Regular Public Hearing Meeting of Council; and Direct Administration to solicit Committee Members' views on updated Terms of Reference to return no later than 2018 May 15.
		Engagement Advisory Sub-Committee Membership (Verbal), OPC2018-0581	<p>That the 2026 Olympic and Paralympic Winter Games Council Committee:</p> <ol style="list-style-type: none"> Direct Administration to discuss the opportunity with the 6 short-listed candidates as discussed in the closed meeting That Administration report back with recommendations to the 2026 Olympic and Paralympic Winter Games Council Committee no later than 2018 May 15; and Further direct that the closed meeting discussions remain confidential pursuant to Sections 17, 19 and 24 of the <i>Freedom of Information and Protection of Privacy Act</i>.
2018 April 25	Strategic Meeting of Council	Reconsideration of Council's Decision with Respect to Recommendation 2 to Report C2018-0533 (Verbal), VR2018-0030	<p>That with respect to Verbal Report, VR2018-0030, the following be adopted: That Council reconsider Council's decision as contained in the Minutes of the Regular Meeting of the 2018 April 23 Meeting, with respect to Recommendation 2 as contained in Report C2018-0533, as follows</p> <p>"2. Appoint: Councillor Colley-Urquhart Councillor Woolley Councillor Jones Councillor Demong to serve as members of the 2026 Olympic and Paralympic Winter Games Council Committee with the Mayor, the term of such appointments to expire at the 2018 Organizational Meeting of Council."</p> <p>That with respect to Verbal Report, VR2018-0030, Recommendation 1 be adopted, as follows: That Council:</p> <ol style="list-style-type: none"> Amend the Terms of Reference by increasing the Membership from 5 to 7 on the 2026 Olympic and Paralympic Winter Games Council Committee. <p>That with respect to Verbal Report, VR2018-0030, Recommendation 2 be adopted, as follows:</p> <ol style="list-style-type: none"> Appoint: Councillor Colley-Urquhart

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			<p>Councillor Demong Councillor Farrell Councillor Jones Councillor Magliocca Councillor Woolley Mayor Nenshi</p> <p>to serve as members of the 2026 Olympic and Paralympic Winter Games Council Committee with the Mayor, the term of such appointments to expire at the 2018 Organizational Meeting of Council.</p> <p>3. Direct that the Closed Meeting discussions remain confidential pursuant to Sections 17 and 19 of the <i>Freedom of Information and Protection of Privacy Act</i>.</p>
2018 April 23	Regular Meeting of Council	Updated Olympic Bid Proposed Public Engagement Approach Status Update, C2018-0505	<p>That with respect to Report C2018-0505, Recommendation 1 be adopted as follows:</p> <p>That Council:</p> <ol style="list-style-type: none"> 1. Approve the updated Public Engagement Approach (Attachment 1). 2. Receive for information the Terms of Reference (Attachment 2) for the Engagement Advisory sub-committee; 3. Direct Administration to refer all public engagement updates to newly-established 2026 Olympic and Paralympic Winter Games Council Committee; 4. File Committee Recommendations 2, a and b, as contained in Item 8.2, Report PFC2018-0366, and the Recommendation contained in Item 8.3, Report PFC2018-0373; and 5. Direct that the 2026 Olympic and Paralympic Winter Games Council Committee consider holding a non-statutory public hearing of Council on the Olympics. 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.
		Establishment of an Olympic and Paralympic Winter Games Council	<p>That with respect to Report C2018-0533, the following be adopted:</p> <p>That Council:</p> <ol style="list-style-type: none"> 1. Adopt the Proposed Terms of Reference for the 2026 Olympic and Paralympic Winter Games Council Committee as provided in Attachment 1; 2. Appoint:

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		Committee, C2018-0533	<p>Councillor Colley-Urquhart Councillor Woolley Councillor Jones Councillor Demong</p> <p>to serve as members of the 2026 Olympic and Paralympic Winter Games Council Committee with the Mayor, the term of such appointments to expire at the 2018 Organizational Meeting of Council; and</p> <p>3. Direct that Attachment 2 remain confidential pursuant to Sections 17 and 19 of the <i>Freedom of Information and Protection of Privacy Act</i>.</p>
2018 April 16	Regular Public Hearing Meeting of Council	Olympic Bid Proposed Public Engagement Approach, PFC2018-0366	<p>That with respect to Report PFC2018-0366, the following be adopted:</p> <p>1. Resolve that Council reaffirm its support for the investigation of a bid by Calgary for the 2026 Olympic and Paralympic Winter Games.</p> <p>That with respect to Report PFC2018-0366, the following be adopted, as amended:</p> <p>2. And further resolve, that Council strike a subcommittee, consisting of four Councillors plus the Mayor, to oversee the Olympic process. Further, that Administration be directed to draft the terms of reference for this committee and that the City Clerk's Office be directed to solicit Councillor interest in serving on the committee, returning directly to Council on 2018 April 23.</p> <p>That Council postpone Reports PFC2018-0366 and PFC2018-0373 to the 2018 April 23 Regular Meeting of Council.</p>
2018 April 10	Priorities and Finance Committee	Olympic Bid Proposed Public Engagement Approach, PFC2018-0366	<p>That with respect to Report PFC2018-0366, the following be approved, as amended and after amendment:</p> <p>That the Priorities and Finance Committee (PFC) recommends that Council:</p> <p>2. Contingent upon the reaffirmation of support by Council with respect to Recommendation 1:</p> <p>a) Postpone the Public Engagement Approach (Attachment 1), dependent on the outcome of Recommendation 1, until further direction is provided by Council;</p> <p>b) Direct Administration to draft a new Terms of Reference (encompassing the Guiding Principles) for the Engagement Advisory Panel, in consultation with Members of Council, and report back directly to Council no later than June 2018,</p>

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			<p>and further direct Administration to incorporate comments received through PFC and Council; and</p> <p>c) Hold a non-statutory public hearing.</p> <p>And further, that this report be forwarded as an item of urgent business to the 2018 April 16 Public Hearing Meeting of Council.</p>
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City Secretariat Mandate

A **City Secretariat** (“the Secretariat”) has been established on behalf of The City of Calgary to support the 2026 Olympic and Paralympic Winter Games (OPWG) Assessment Committee (the “Committee”) in achieving its mandate of providing oversight and guidance regarding The City’s potential participation in, and hosting of, the 2026 Olympic and Paralympic Winter Games (the “OPWG”).

Bylaw 28M2018, the 2026 Olympic and Paralympic Winter Games Assessment Committee Bylaw, outlines the Committee’s terms of reference and delegated authority. As part of its mandate, the Committee is to receive regular updates from Administration on various matters.

The mandate of the City Secretariat includes but is not limited to:

1. Fulfilling Administration’s responsibility to provide updates to the Committee as outlined in the Committee’s terms of reference in Schedule A to Bylaw 28M2018;
2. Making such recommendations for the Committee and Council’s consideration as the Secretariat deems advisable;
3. Reviewing the business case to host the 2026 OPWG in Calgary prepared by the Calgary 2026 Bid Corporation (“Calgary 2026”) and providing advice to assist the Committee and Council in assessing opportunities, risks and issues associated with bidding for and hosting the 2026 OPWG;
4. Undertaking a due diligence review on behalf of the Committee and Council, which due diligence review includes but is not limited to identifying opportunities, assessing legal, business, financial, and other risks and suggesting risk mitigation strategies relating to bidding on and hosting the 2026 OPWG. The Secretariat’s due diligence exercise will include examining such matters associated with a potential bid for the 2026 OPWG as:
 - (a) Governance;
 - (b) Financial matters including capital and operating budget requirements, funding sources and debt and debt capacity issues;
 - (c) Facility and infrastructure implications;
 - (d) Alignment with Council Directives, decisions, policies, programs, strategies, and plans;
 - (e) Legal issues;
 - (f) Security issues;
 - (g) Potential economic and social benefits; and
 - (h) Ensuring comprehensive risk management;
5. Negotiating the terms of a Multi-Party Agreement and other agreements associated with a potential bid for or hosting of the 2026 OPWG for the Committee and Council’s consideration;

6. Ensuring that the Committee and Council have the information, data and analysis required to make an informed decision about whether The City should bid for and host the 2026 OPWG;
7. Providing updates, reporting and recommendations to the Committee and Council on all aspects of The City's potential participation in the 2026 OPWG as a result of the due diligence reviews performed at various stages in the 2026 OPWG bid process;
8. Serving as the central access point for internal and external stakeholders interacting with The City on bid-related matters; and
9. Coordinating clear and accurate public communication regarding The City's involvement in a potential bid.

Key Topics to Discuss During Multi-Party Agreement ("MPA") Negotiations

The MPA is a complex agreement and negotiations will cover many topics. At this point, The City anticipates the Parties will discuss the following key topics but additional matters for negotiation are likely to arise during the course of discussions.

The City's Negotiating Team will take a fair, balanced, public-interest based approach to determining fiscal and other contributions required by the Parties to host the 2026 OPWG. The Negotiating Team's view is that the approach of the Parties should be aligned with their fiscal capacity and legacy opportunities that are associated with hosting the 2026 OPWG.

Key topics for discussion will include:

- *Governance Structure of Hostco:* The membership of Hostco, as well as the composition of its Board of Directors;
- *Hostco Responsibilities and Obligations:* Hostco's responsibilities and obligations are expected to include planning, promotion, venue preparation, and staging the 2026 OPWG as well as developing internal policies (conflict of interest, financial investment, etc.), engaging in fundraising, protecting and licensing of intellectual property, and ensuring appropriate archival records are kept;
- *Business Plan for Hosting the 2026 OPWG:* The preparation of a comprehensive Business Plan by Hostco for the organizing, financing, planning, and staging of the 2026 OPWG;
- *Reporting to Parties:* Provision of periodic (e.g. semi-annual) reports and updates by Hostco to the other Parties;
- *Use of Contributed Funds:* Restrictions on how contributed funds are used as well as investing such funds, reporting requirements, and the parties' audit rights;
- *Commitments to address IOC guarantees:* Addressing the guarantees required by the IOC as part of the bid submission and mitigating the risk posed by these guarantees;
- *Financial and other Contributions:* Confirmation of specific financial and other contributions provided by each Party. The specific amounts of such contributions will depend on the estimated capital and operating budgets prepared by Calgary 2026;
- *Legacy Fund:* Describing a legacy fund including financial contributions to such fund by the Parties and the purposes for which the fund can be used;
- *Events of Termination:* Setting out the events that will result in the termination of the MPA, including a decision by Council not to proceed with a bid;
- *Risk Mitigation:* Addressing, allocating and mitigating significant risks posed by the Host City Contract, as well as the IOC guarantees that one or more of the Parties might be required to sign.

Engagement Advisory Sub-Committee Report – Revisions to the Terms of Reference

Introduction

As the 2026 Olympic and Paralympic Winter Games bid process evolves, including the incorporation of Calgary 2026 and the establishment of City of Calgary's City Secretariat, it is necessary to revise the Terms of Reference for the Engagement Advisory Sub-Committee, to reflect the current status of determining whether The City will submit a bid.

Specifically, revisions are necessary to the current roles and responsibilities of the two groups – Engagement Advisory Sub-Committee and City of Calgary – involved in overseeing, planning, implementing and supporting public engagement; as outline on page 3 of this report.

Council-approved Engagement Advisory Sub-Committee Mandate

Guide and oversee the development and implementation of a robust engagement program, which meets the engagement and communications needs of a potential bid to stage the 2026 Olympic and Paralympic Winter Games.

Council-approved Engagement Advisory Sub-Committee Guiding Principles

- **Accountable:** Uphold the commitments The City makes to its citizens and stakeholders by demonstrating that the results and outcomes of the engagement processes are consistent with the approved plans for engagement;
- **Citizen-centric:** Focus on hearing the needs and voices of both directly impacted and indirectly impacted citizens;
- **Diversity:** Focus on getting input from a wide range of Calgarians from different backgrounds and demographics: Seniors, youth, men, women, LGBTQS2, Indigenous, newcomers, etc.;
- **Inclusive and authentic:** Facilitate the involvement of all citizens; listen and gather input, and work collaboratively to address concerns. Be fair, open and unbiased, and be more than a checklist;
- **Neutrality:** Information shared with the public and stakeholders will be factual and neutral. The engagement program does not take one side over the other, will not be a "cheerleader" for the Olympics and will focus on providing all stakeholders with pertinent, factual, neutral information (both positive and negative) as it pertains to Calgary potentially hosting the Games;

- **Respect:** Respect individual values, recognize the legitimacy of concerns and value participant input. Where required, customize the engagement approach based on the participant group;
- **Responsive and Committed:** Use input and where feasible, provide timely feedback to stakeholders on how their input has affected plans and decisions;
- **Timeliness:** Initiate engagement and communications as early as possible to provide adequate time for citizens to assess information and provide input; and
- **Transparent** (open and honest): Commitments made to participants will be documented and carried out. When the Project is unable to act on input, an explanation will be provided. Be clear as to how we respond to and deal with issues – what we own vs. influence, what we need to be involved in, what others need to respond to, etc.

Engagement Advisory Sub-Committee & City of Calgary: Revised Roles and Responsibilities

	Engagement Advisory Sub-Committee	City of Calgary
Original Roles and Responsibilities	<p><i>Lead:</i> Oversees engagement and communications, including a Request for Proposal and procurement for an external engagement and communications consultant, until the Bid Corporation assumes lead of the engagement process.</p>	<p><i>Lead:</i> Oversees the communications to inform citizens (accurate, timely, transparent) on the bid process and progress, The City's and citizens' role, and how to participate in the conversation.</p> <p><i>Support:</i> Provide input on engagement process and communications planning from a City of Calgary perspective.</p>
Revised Roles and Responsibilities	<p><i>Lead:</i> Oversees The City's engagement process, including a Request for Proposal and procurement for an external engagement consultant, which will remain separate from Calgary 2026's community outreach efforts.</p> <p><i>Lead:</i> Sub-Committee members may seek assistance and advice of City of Calgary staff or other non-voting third-party advisors.</p> <p><i>Support:</i> Provides input on City communications that supports the engagement strategy.</p>	<p><i>Lead:</i> Oversees the communications to inform citizens (accurate, timely, transparent) on the bid process and progress, The City's and citizens' role, and how to participate in the conversation.</p> <p><i>Lead:</i> Oversees the communications support to the public engagement consultant and program, including building awareness of the engagement opportunities.</p> <p><i>Lead:</i> Conduct research to baseline and track citizens' knowledge of the bid process, including communication and informational needs.</p> <p><i>Support:</i> Provide input to the Engagement Advisory Sub-Committee on engagement process and planning from a City of Calgary perspective.</p>

Note: A revised Terms of Reference will be provided to Council by way of memo.