



AGENDA

2026 OLYMPIC AND PARALYMPIC WINTER GAMES ASSESSMENT COMMITTEE

October 9, 2018, 8:00 AM
IN THE COUNCIL CHAMBER
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
None
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 (Verbal) - OPC2018-1194
 - 6.2 2026 Olympic and Paralympic Winter Games City Secretariat Update, OPC2018-1146
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

City Secretariat Report to
2026 Olympic and Paralympic Winter Games Assessment
Committee
2018 October 09

ISC: UNRESTRICTED
OPC2018-1146

2026 Olympic and Paralympic Winter Games City Secretariat Update

EXECUTIVE SUMMARY

As directed by Council on 2018 September 11, the City Secretariat is continuing its due diligence review of Calgary 2026's Draft Hosting Plan Concept (draft plan). This report continues the City Secretariat's response to questions asked by members of Council about the draft plan and the opportunities, benefits, risks, and costs associated with bidding for and potentially hosting the 2026 Olympic and Paralympic Winter Games (OPWG).

Negotiations with the Government of Canada and the Government of Alberta for a cost-sharing agreement should a bid to host the OPWG proceed are continuing. The City Secretariat will provide Committee members with a report on the status of these negotiations during the closed session portion of the Committee's meeting.

CITY SECRETARIAT RECOMMENDATIONS:

That the 2026 Olympic and Paralympic Winter Games Assessment Committee:

1. Receive this report for information; and
2. Keep the closed session presentation and discussions confidential pursuant to Sections 23, 24, 25, and 27 of the Freedom of Information and Protection of Privacy Act.

PREVIOUS COUNCIL DIRECTION / POLICY

Previous Council Direction is outlined in Attachment 1.

BACKGROUND

On 2018 September 11, Calgary 2026 presented its draft plan to Council. Council also considered report C2018-1005 titled "2026 Olympic and Paralympic Winter Games City Secretariat Update" which contained the City Secretariat's analysis to that point of the draft plan and outlined the City Secretariat's view of:

- the opportunities, benefits and legacies presented in the draft plan relative to citizen priorities and Council directives, decisions, policies, plans, and strategies;
- the nature and extent of investments required to successfully host the Games and ensure the achievement of these benefits and legacies for Calgarians, Albertans and Canadians; and
- the issues and risks associated with hosting the Games and risk management and mitigation strategies for The City.

**City Secretariat Report to
2026 Olympic and Paralympic Winter Games Assessment Committee
2018 October 09**

**ISC: UNRESTRICTED
OPC2018-1146**

2026 Olympic and Paralympic Winter Games City Secretariat Update

Council authorized the Secretariat to continue its due diligence review. In this report, the Secretariat is continuing its response to questions asked by members of Council as they have considered whether to bid for the 2026 OPWG.

INVESTIGATION: ALTERNATIVES AND ANALYSIS

The City Secretariat was asked a number of questions at Council's 2018 September 11 meeting and at the 2018 October 2 Assessment Committee meeting. The Secretariat's October 2 report included answers to some of those questions. Responses to the following questions are included in this report:

1. What are the findings of the cost-benefit analysis that Council requested?
2. How would hosting the 2026 OPWG impact The City's debt capacity? What is the accumulated debt of all current City projects?
3. Could the security budget change?
4. What capital investments can be made in City facilities with and without the 2026 OPWG?
5. Could a new event centre be part of a future version of the draft plan?
6. What is the status of cost-sharing negotiations with the Government of Canada and the Government of Alberta?
7. What is the legacy of the 1988 Olympic Winter Games?
8. Is additional information available about the various forms of public engagement and communication underway in Calgary given the potential bid to host the Games?
9. Is there an opportunity to review documents that were previously directed by the Committee or Council to be kept confidential to see if they can be released publicly?

Responses to Questions:

1. What are the findings of the cost-benefit analysis that Council requested?

In response to Council members' questions, the City Secretariat retained Ernst & Young to develop a cost-benefit analysis (CBA) report. The components of their work include:

- selecting a CBA framework;
- assembling information from both the Calgary 2026 draft plan and City of Calgary Treasury and business unit staff;
- identifying and assessing incremental costs and benefits (both qualitative and quantitative); and:
 - where feasible, monetizing costs and benefits and plotting them over time;
 - discounting costs and benefits to obtain net present values ("NPV"); and
 - creating a summary presentation and detailed public report.

City Secretariat Report to
2026 Olympic and Paralympic Winter Games Assessment Committee
2018 October 09

ISC: UNRESTRICTED
OPC2018-1146

2026 Olympic and Paralympic Winter Games City Secretariat Update

Ernst & Young is in the process of finalizing their analysis. Their summary presentation will be shared at the Committee meeting. An update on the timing of the release of their public report will also be provided at the Committee meeting.

2. How would hosting the 2026 OPWG impact The City's debt capacity? What is the accumulated debt of all current City projects?

Finance staff and external advisors have and will continue to assess financial implications on current and future City operating and capital budgets associated with hosting the Games. The City continues to evaluate various funding options and the resulting impact on debt capacity should Calgary proceed with a bid and ultimately win the right to host the Games. Concluding a cost sharing agreement with the Government of Canada and the Government of Alberta is critical to completing this assessment. If available, further information on this topic will be presented at the 2018 October 11 Special Meeting of Council.

3. Could the security budget change?

Calgary 2026's draft plan contains an estimated security budget of \$610 million. One of the Calgary Bid Exploration Committee's (CBEC) "Principles for Pursuing the 2026 OPWG" (endorsed by Council as "critical criteria to be addressed prior to The City of Calgary moving beyond the IOC's Invitation Phase on 2017 July 31 after considering Report C2017-0606 titled "Olympic Bid Exploration") was "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".

The City Secretariat is awaiting receipt of confirmation from the Governments of Canada and Alberta as to how they will be addressing security costs.

If Calgary bids for and is awarded the 2026 OPWG, Calgary 2026 will transition to a HostCo within a short time frame and all of the venue plans and costs associated with the draft plan (including security) will be validated and built out in further detail by HostCo within the first two years after the Games are awarded.

4. What capital investments can be made in City facilities with and without the 2026 OPWG?

Calgary 2026's draft plan proposes the construction of two new City facilities and upgrades to a number of other facilities in Calgary, some owned by The City and the balance owned by other entities. The facilities with upgrades contemplated in the draft plan budget include the Olympic Oval, McMahon Stadium, the WinSport sliding track and ski hill, the Saddledome, and Father David Bauer arena. The proposed upgrades would enhance accessibility to and within the facilities and allow the facilities to meet international level competition standards and continue serving Calgary's recreation and athletic community for another generation.

Whether or not the Games are held, all of these facilities are aging and will require a substantial investment beyond routine repair and maintenance to extend their lifecycle and be at the standard required to continue to host international events.

**City Secretariat Report to
2026 Olympic and Paralympic Winter Games Assessment Committee
2018 October 09**

**ISC: UNRESTRICTED
OPC2018-1146**

2026 Olympic and Paralympic Winter Games City Secretariat Update

Calgary 2026's draft plan contemplates an investment of \$502 million to renew all venues contemplated within their plan and \$403 million to construct the two new venues in Calgary.

The preliminary 2019-2022 City capital budget proposes \$52.4 million for the recreation opportunities service line.

Given current funding constraints for capital projects at The City and constraints that other venue owners may well also be facing, it is likely that without the catalyst of hosting the Games, investments in these projects would be limited or would be deferred beyond when they might be made if the Games were held. Further, hosting the Games would provide The City with an opportunity to access other orders of governments' funds that might not otherwise be available.

5. Could a new event centre be part of a future version of the draft plan?

Given that the bid book must be submitted to the IOC on 2019 January 11 if The City proceeds with a bid, Calgary 2026's draft plan will form the basis for the bid book submission. However, if Calgary bids for and is awarded the 2026 OPWG, Calgary 2026 will transition to a Host Corporation within a short time frame and all of the venue plans and costs associated with the draft plan will be validated and built out in further detail by HostCo within the first two years after the Games are awarded. If progress is made in negotiations for a new event centre in the intervening period, the HostCo would be responsible for factoring that information into its review and analysis of the hosting plan concept.

Council has established an Event Centre Assessment Committee chaired by Councillor Davison and mandated to "explore and determine location, financial strategies and an approach to a partnership framework with respect to developing a new event centre that fits the long-term goals of The City of Calgary and City Council". The Committee and Council have not yet made any decisions about a new event centre.

6. What is the status of cost-sharing negotiations with the Government of Canada and the Government of Alberta?

Negotiations continue. An update will be provided during the closed session portion of the Committee meeting.

7. What is the legacy of the 1988 Olympic Winter Games?

The legacy from the 1988 Olympic Winter Games includes the Saddledome, Canada Olympic Park, the Olympic Oval, Nakiska, and the Canmore Nordic Centre. These venues continue to host World Cups and national and international sporting events and serve as recreation hubs for millions of Calgarians and visitors annually. They also provide training venues for national and international athletes. These facilities have benefitted from support from the 1988 Games endowment fund.

The Secretariat has not commissioned a report on the economic impact of each of these facilities. However, Attachment 2, a 2017 March report titled "Economic Impact of WinSport on the Calgary Economy" prepared by City of Calgary Corporate Economics' staff and conducted

**City Secretariat Report to
2026 Olympic and Paralympic Winter Games Assessment Committee
2018 October 09**

**ISC: UNRESTRICTED
OPC2018-1146**

2026 Olympic and Paralympic Winter Games City Secretariat Update

on behalf of WinSport with the support of Calgary Economic Development, provides data on the economic impact of WinSport's facilities indicating that:

- in 1987, the Government of Canada provided WinSport with an endowment of approximately \$71 million to help fund operational costs at WinSport and the Olympic Oval; and
- "Direct and indirect economic impacts because of the WinSport facility result in 1,200 full time equivalent jobs in Calgary (596 of which work at the WinSport facility) and boost the local economy by \$120 million annually".

The report notes that "Using data for a sample 12 month period in or around the calendar 2016 year, we estimated the employment and financial impacts of the WinSport facility on the Calgary economy. Please note that 2016 was a recessionary year and as such the numbers presented in this report may be considered a conservative estimate of what WinSport contributes in a more typical year".

8. Is additional information available about the various forms of public engagement and communication underway in Calgary given the potential bid to host the Games?

This was discussed at the Committee's 2018 October 2 meeting. The table below outlines the various groups currently communicating with Calgarians. It is important to note that each has a distinct and independent mandate and message.

Organization	Information being shared
Engagement Advisory Sub-Committee to the 2026 OPWG Assessment Committee	<p>As directed by Council, is conducting an engagement program to:</p> <ul style="list-style-type: none">• inform and educate the public about the bid process;• seek public input into whether or not Calgary should submit a bid; and• identify issues, concerns and opportunities for stakeholders of a potential bid and respond to questions". <p>Council approved, as Engagement Advisory Sub-Committee engagement program guiding principles:</p> <ul style="list-style-type: none">• accountable;• citizen-centric;• diversity;• inclusive and authentic;

**City Secretariat Report to
2026 Olympic and Paralympic Winter Games Assessment Committee
2018 October 09**

**ISC: UNRESTRICTED
OPC2018-1146**

2026 Olympic and Paralympic Winter Games City Secretariat Update

	<ul style="list-style-type: none">• neutrality;• respect;• responsive and committed;• timeliness; and• transparent. <p>Website: https://engage.calgary.ca/2026Games?redirect=/2026games</p>
Returning Officer	Facts related to the vote of the electors. Website: http://www.calgary.ca/election/Pages/home.aspx
Calgary 2026	Website indicates that their task is to “explore, develop and promote a responsible bid to host the 2026 OPWG”. Calgary 2026’s draft plan is included on their website. Website: https://www.calgary2026.ca/
“Yes” and “No” campaigns	Promoting their respective perspectives

9. Is there an opportunity to review documents that were previously directed by the Committee or Council to be kept confidential to see if they can be released publicly?

This question was asked at the October 2 OPWG Assessment Committee meeting.

Attachment 1 outlines the reports that the Committee and/or Council have considered and Committee and/or Council direction to date. City Secretariat members are reviewing all reports and attachments provided to the Committee or Council since 2016 June 20 that the Committee or Council directed to remain confidential under the Freedom of Information and Protection of Privacy Act to determine which can be released given the passage of time.

It is important to remember that bidding for the OPWG Games is a competitive process and that for that reason, some documents must remain confidential at this time. It is also important to remember that the Freedom of Information and Protection of Privacy Act balances access to information with protection of privacy and allows certain information to remain confidential (e.g. legal advice, information that may impact negotiations with other orders of government, etcetera).

A summary of the documents that Council or the Committee directed to remain confidential will be brought to the Committee with a recommendation from the Secretariat as to whether these documents should remain confidential or be released. It is important to note that authorization

**City Secretariat Report to
2026 Olympic and Paralympic Winter Games Assessment Committee
2018 October 09**

**ISC: UNRESTRICTED
OPC2018-1146**

2026 Olympic and Paralympic Winter Games City Secretariat Update

from the Committee and/or Council (depending on which body directed that the documents remain confidential) will be required prior to documents being released.

Stakeholder Engagement, Research and Communication

The Engagement Advisory Sub-Committee's engagement program will continue throughout October. The Sub-Committee will provide a "What We Heard" report to the Committee prior to the vote of the electors.

Strategic Alignment

Social, Environmental, Economic (External)

The City Secretariat continues to review alignment between the activities and objectives of the draft plan and Council Directives, policies, plans, and strategies.

Financial Capacity

Current and Future Operating Budget:

Finance staff and external advisors have and will continue to assess financial implications on current and future City operating and capital budgets associated with hosting the Games. This includes an assessment of the potential implications of hosting the Games on The City's debt capacity, particularly in light of other major City initiatives.

Current and Future Capital Budget:

See above.

Risk Assessment

Hosting an Olympic and Paralympic Winter Games is a complex and unique undertaking. In an opportunity of this magnitude there is inherent and significant legal, operational, financial, reputational, and other risk that must be identified and accepted, managed, mitigated, monitored, transferred, or avoided. The City Secretariat continues to assess the nature and extent of risk that might be associated with bidding for and hosting the Games. An updated public risk register is included as Attachment 3.

Given that negotiations with other orders of government for a cost-sharing agreement should a bid proceed are ongoing, some risks (such as legal and financial risks and mitigation strategies associated with cost-sharing negotiations) will be shared during the closed session portion of the Committee's meeting.

Given that a cost-sharing agreement with the Government of Canada and Government of Alberta remains to be concluded, a continuing risk is the ability of The City's public engagement program to meet the expectations of Calgarians and Council to provide all of the information believed to be required to inform Calgarians before the vote of the electors. To mitigate this

**City Secretariat Report to
2026 Olympic and Paralympic Winter Games Assessment Committee
2018 October 09**

**ISC: UNRESTRICTED
OPC2018-1146**

2026 Olympic and Paralympic Winter Games City Secretariat Update

risk, the consultant to the Engagement Advisory Sub-Committee has been asked to help identify information that will and will not be available when open houses begin.

Given that the City Secretariat is engaged in cost-sharing negotiations with the other orders of government and given the competitive nature of bidding to host the Games, it is also important to ensure that information that is deemed and directed to be kept confidential and not in The City's interest to share at this time be kept confidential.

REASON FOR RECOMMENDATIONS:

The City Secretariat's mandate is to conduct due diligence regarding the 2026 OPWG project on behalf of The City of Calgary, the 2026 OPWG Assessment Committee and Council. A key objective of the Secretariat is to ensure that the Committee and Council are provided with frequent and comprehensive reports on the status of the Secretariat's work to ensure a clear understanding of the opportunities, benefits, issues, and risks associated with bidding for and hosting the Games.

ATTACHMENTS:

1. Attachment 1 – Previous Council Direction
2. Attachment 2 – "Economic Impact of WinSport on the Calgary Economy", 2017 March
3. Attachment 3 – Risk Register

PREVIOUS COUNCIL DIRECTION

OPC2018-1146
ATTACHMENT 1

Date	Meeting Type	Report Title and Number	Decision
2018 October 2	OPWG Assessment Committee	2026 Olympic and Paralympic Winter Games (OPWG) City Secretariat Update, OPC2018-1137	That with respect to Report OPC2018-1137, the following be approved: The 2026 Olympic and Paralympic Winter Games Assessment Committee: 1. Receive this report for information; and 2. Keep the closed session presentation and discussions confidential pursuant to Sections 23, 24, 25, and 27 of the <i>Freedom of Information and Protection of Privacy Act</i> .
2018 September 24	Combined Meeting of Council	Council's Legislative Obligations under the Freedom of Information and Protection of Privacy Act (Verbal), VR2018-0080	Direction: 1. That Council direct that the closed meeting discussions with respect to Verbal Report VR2018-0080 remain confidential pursuant to Sections 23, 24 and 27 of the <i>Freedom of Information and Protection of Privacy Act</i> ; and 2. That Council direct Administration to prepare a public financial due diligence Report to be presented at the 2018 October 02 meeting of the 2026 Olympic and Paralympic Winter Games Assessment Committee.
2018 September 10	Combined Meeting of Council	Calgary 2026 Draft Hosting Concept (Verbal), C2018-1045	That with respect to Report C2018-1045, the following be adopted: That Council receive Report C2018-1045 for Information.
		2026 Olympic and Paralympic Winter Games (OPWG) City Secretariat Update, C2018-1005	That with respect to Report C2018-1005, the following be adopted: That Council: 1. In accordance with their decision of 2018 July 30, confirm that the vote of the electors on the matter of whether Calgary should host the 2026 Olympic and Paralympic Winter Games will be held on 2018 November 13. 2. Authorize the City Secretariat to continue its due diligence review of Calgary 2026's Draft Hosting Plan Concept. 3. Authorize the City Manager to negotiate the content of any documents or agreements required to conclude a cost sharing arrangement to host the 2026 Olympic and Paralympic Winter Games provided that such documents and

PREVIOUS COUNCIL DIRECTION

			<p>agreements are within the scope and contain the terms and conditions outlined in Attachment 9, Multi-Party Agreement Negotiating Framework.</p> <p>4. Direct that the closed session discussion and presentations and Attachments 8, 9, 10, and 11 remain confidential pursuant to Sections 16, 21, 23, 24, 25, and 27 of the <i>Freedom of Information and Protection of Privacy Act</i>.</p> <p>5. Direct that the Report and Attachments 1, 2, 3, 4, 5, 6, 7 and 12 be released as public documents.</p>
2018 September 4	2026 OPWG Assessment Committee	Calgary 2026 Draft Hosting Concept (Verbal), C2018-1016	<p>That with respect to Verbal Report OPC2018-1016, the following be approved:</p> <p>The 2026 Olympic and Paralympic Winter Games Assessment Committee:</p> <p>1. Receive this verbal report for information; and</p> <p>2. Direct that the closed session presentation and discussion remain confidential pursuant to Sections 16, 21, 23, 24, 25 and 27 of the <i>Freedom of Information and Protection of Privacy Act</i>.</p>
		2026 Olympic and Paralympic Winter Games - City Secretariat Update (Verbal), OPC2018- 0977	<p>That with respect to Verbal Report OPC2018-1015, the following be approved:</p> <p>The 2026 Olympic and Paralympic Winter Games Assessment Committee:</p> <p>1. Receive this verbal report for information; and</p> <p>2. Direct that the closed session presentation and discussion remain confidential pursuant to Sections 23, 24, 25 and 27 of the <i>Freedom of Information and Protection of Privacy Act</i>.</p>
2018 August 21	2026 OPWG Assessment Committee	2026 Olympic and Paralympic Winter Games (OPWG) City Secretariat Update, OPC2018-0977	<p>That with respect to Report OPC2018-0977, the following be approved:</p> <p>That the 2026 Olympic and Paralympic Winter Games Assessment Committee</p> <p>1. Receive this report for information; and</p> <p>2. Keep the closed session presentation and discussions and Attachment 3 confidential pursuant to Sections 23, 24, 25, and 27 of the <i>Freedom of Information and Protection of Privacy Act</i>.</p>

PREVIOUS COUNCIL DIRECTION

2018 July 30	Combined Meeting of Council	2026 Olympic and Paralympic Winter Games (OPWG) City Secretariat Update, OPC2018-0866	<p>That with respect to Report OPC2018-0866, the following be adopted:</p> <p>That Council approve the Secretariat budget included as Amended Attachment 3 to Report OPC2018-0866 with funds to be transferred from anticipated 2018 Corporate Programs intentional savings to the Budget Savings Account for a one-time budget increase in 2018 and 2019 in Law and Legislative Services provided that the release of any funds required for 2019 remain subject to Council deciding to submit a bid for the 2026 OPWG.</p>
		Olympic BidCo Transparency and Accountability Exploration, C2018-0957	<p>That Notice of Motion C2018-0957 be referred to the Law department to return to Council through the 2026 Olympic and Paralympic Winter Games Committee as soon as possible.</p>
		Vote of the Electors Update, OPC2018-0795	<p>That with respect to Report OPC2018-0795, the following be adopted, after amendment and as amended:</p> <p>That Council:</p> <p>1. a) Approve the following question:</p> <p>“Are you for or are you against Calgary hosting the 2026 Olympic and Paralympic Winter Games?</p> <p>___ I am for Calgary hosting</p> <p>___ I am against Calgary hosting.”; and</p> <p>b) Contingent upon Council deciding to proceed with bidding on the 2026 OPWG in 2018 September, approve the vote of electors to be held on Tuesday, November 13, 2018.</p> <p>c) Set aside time in their schedule on Monday, 2018 August 27 for a potential Special Meeting of Council to be called by The Mayor, at 9:30a.m. in the Council Chamber, if necessary, to discuss the 2026 Olympic and Paralympic Winter Games project.</p> <p>2. Direct that the closed meeting discussions and Report OPC2018-0795 remain confidential, with the exception of these Recommendations and the Returning</p>

PREVIOUS COUNCIL DIRECTION

			Officer's need to report in preparation for the Vote, pursuant to Sections 24 and 25 of the <i>Freedom of Information and Protection of Privacy Act</i> .
		Legal briefing on the 2026 OPWG Project (Verbal), VR2018-0067	<p>That with respect to Verbal Report VR2018-0067, the following be adopted, as corrected:</p> <p>That Council:</p> <ol style="list-style-type: none"> 1. Direct the Secretariat to continue to evaluate the draft Government Submission and negotiate proposed terms of a Multi-Party Agreement and report to Council on opportunities, issues and risks on 2018 September 10; 4. Except as indicated in Recommendation 2, direct that the closed session discussion and presentation be kept confidential pursuant to Sections 24 and 27 of the <i>Freedom of Information and Protection of Privacy Act</i>. <p>That with respect to Verbal Report VR2018-0067, the following be adopted:</p> <p>That Council:</p> <ol style="list-style-type: none"> 2. Direct Administration to further flesh out the risk register and communicate Council members' concerns with risks associated with this project to the other parties involved in the potential Multi-Party Agreement; 3. Direct Administration to develop a list of questions as discussed today that Council requires answers to in September 10th, as Council determines whether or not to proceed; and
2018 July 24	2026 OPWG Assessment Committee	2026 OPWG City Secretariat Update, OPC2018-0940	<p>That with respect to Report OPC2018-0940, the following be approved, after amendment:</p> <p>The 2026 Olympic and Paralympic Winter Games Assessment Committee:</p> <ol style="list-style-type: none"> 1. Receive this report for information; 2. Adopt the revisions to the Engagement Advisory Sub-Committee Terms of Reference outlined in Attachment 4; and 3. Direct that the closed session discussions and presentations with respect to Report OPC2018-0940 remain confidential pursuant to Sections 23, 24 and 25 of the <i>Freedom of Information and Protection of Privacy Act</i>.

PREVIOUS COUNCIL DIRECTION

		Reconsideration of Committee's Decision With Respect to Report OPC2018-0866, Recommendation 1 (Verbal) - OPC2018-0948	<p>That with respect to Verbal Report OPC2018-0948, the following be approved:</p> <p>The 2026 Olympic and Paralympic Winter Games Assessment Committee:</p> <ol style="list-style-type: none"> 1. Reconsider its decision contained in the minutes of the 2018 July 17 Regular Meeting of the 2026 Olympic and Paralympic Winter Games Assessment Committee with respect to Recommendation 1 to Report OPC2018-0866. 2. Recommend that Council approve the Secretariat budget included as Amended Attachment 3 with funds to be transferred from anticipated 2018 Corporate Programs intentional savings to the Budget Savings Account for a one-time budget increase in 2018 and 2019 in Law and Legislative Services provided that the release of any funds required for 2019 remain subject to Council deciding to submit a bid for the 2026 OPWG.
2018 July 17	2026 OPWG Assessment Committee	2026 OPWG City Secretariat Update, OPC2018-0866	<p>That with respect to report OPC2018-0866, the following be approved after amendment:</p> <p>The 2026 OPWG Assessment Committee recommends:</p> <ol style="list-style-type: none"> 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>. <p>Further that Revised Attachment 3 to Report OPC2018-0866 be released as a public document.</p>
		Update on the Calgary 2026 CEO Search (Verbal), OPC2018-0907	<p>That with respect to Verbal Report OPC2018-0907, the following be approved:</p> <p>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 <i>Freedom of Information and Protection of Privacy Act</i></p>
		Vote of the Electors (Plebiscite) Update, OPC2018-0795	<p>That with respect to Report OPC2018-0795, the following be approved:</p> <p>The 2026 Olympic and Paralympic Winter Games Assessment Committee recommends that Council:</p>

PREVIOUS COUNCIL DIRECTION

			<p>Approve the recommendations as presented during the Closed Meeting discussions; and</p> <p>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.</p>
2018 June 26	2026 OPWG Assessment Committee	2026 OPWG - Working in Partnership to Advance a Cultural Plan, OPC2018-0783	<p>That with respect to Report OPC2018-0783, the following be approved, after amendment:</p> <p>That the 2026 Olympic and Paralympic Winter Games Assessment Committee receive Report OPC2018-0783 for information.</p>
		2026 Olympic and Paralympic Winter Games Public Engagement Update (Verbal), OPC2018-0806	<p>That with respect to Verbal Report OPC2018-0806, the following be approved:</p> <p>That the 2026 Olympic and Paralympic Winter Games Assessment Committee direct that the Closed Meeting discussions with respect to Verbal Report OPC2018-0806 remain confidential pursuant to Sections 23, 24 and 25 of the Freedom of Information and Protection of Privacy Act.</p>
		Deferral - Vote of the Electors (Plebiscite) Report (Verbal), OPC2018-0829	<p>That the 2026 Olympic and Paralympic Winter Games Assessment Committee defer the Vote of Electors (Plebiscite) Report to no later than 2018 July.</p>
		2026 Olympic and Paralympic Winter Games Government Submission Update (Verbal), OPC2018-0836	<p>That with respect to Verbal Report OPC2018-0836, the following be approved:</p> <p>That the 2026 Olympic and Paralympic Winter Games Assessment Committee direct that the closed meeting discussions with respect to Verbal Report OPC2018-0836 remain confidential pursuant to Section 23, 24 and 25 of the Freedom of Information and Protection of Privacy Act.</p>
2018 June 25	Regular meeting of Council	2026 OPWG Vision Update, OPC2018-0683	<p>That with respect to Report OPC2018-0683, the following be adopted:</p> <p>That Council:</p> <ol style="list-style-type: none"> 1. Receive Report OPC2018-0683 for information; and 2. Keep Attachment 3 to Report OPC2018-0683 and the closed meeting discussions confidential pursuant to Sections 23, 24 and 25 of the <i>Freedom of Information and Protection of Privacy Act</i>

PREVIOUS COUNCIL DIRECTION

		2026 OPWG Bid Book Overview, OPC2018-0738	<p>That with respect to Reports OPC2018-0738 and OPC2018-0784, the following be adopted:</p> <p>That the Committee recommendations contained in Reports OPC2018-0738 and OPC2018-0784 be approved in an omnibus motion.</p>
		2026 OPWG Sustainability, OPC2018-0784	<p>That with respect to Reports OPC2018-0738 and OPC2018-0784, the following be adopted:</p> <p>That the Committee recommendations contained in Reports OPC2018-0738 and OPC2018-0784 be approved in an omnibus motion.</p>
		2026 Olympic and Paralympic Winter Games Draft Concept, OPC2018-0691	<p>That with respect to Report OPC2018-0691, the following be adopted:</p> <p>That Council:</p> <ol style="list-style-type: none"> 1. Receive Report OPC2018-0691 for information; and <p>Keep Report OPC2018-0691, Attachment 1 (Draft Games Concept) and closed session discussions confidential pursuant to Sections 23, 24, and 25 of the <i>Freedom of Information and Protection of Privacy Act</i>.</p>
		2026 OPWG International Olympic Committee Update (Verbal), C2018-0817	<p>That with respect to Verbal Report C2018-0817, the following be adopted:</p> <p>That Council:</p> <ol style="list-style-type: none"> 1. Approve the recommendations as presented during the Closed Meeting; and 2. Direct that the closed meeting discussions with respect to Verbal Report C2018-0817 remain confidential pursuant to Section 17, 19, 23, 24, 25 and 27 of the <i>Freedom of Information and Protection of Privacy Act</i>.
2018 June 19	2026 OPWG Assessment Committee	Draft Sustainability Framework, OPC2018-0736	<p>That with respect to Report OPC2018-0784, the following be approved, after amendment:</p> <p>That the 2026 Olympic and Paralympic Winter Games Assessment Committee recommends that Council:</p> <ol style="list-style-type: none"> 1. Receive Report OPC2018-0784 for information;

PREVIOUS COUNCIL DIRECTION

			<p>2. Direct that Revised Attachment 3 to Report OPC2018-0784 remain confidential pursuant to Sections 23, 24 and 25 of the <i>Freedom of Information and Protection and Privacy Act</i> until the report is included in the Council Agenda; and</p> <p>3. Endorse in principle and as a foundation “Draft Sustainability Framework”, as illustrated on Page 14 of the PowerPoint Presentation distributed at today’s meeting.</p> <p>Further, that this report be forwarded to the Consent Agenda on the 2018 June 25 Regular Meeting of Council Agenda</p>
		2026 OPWG Public Engagement Update (Verbal), OPC2018-0736	<p>That with respect to Verbal Report OPC2018-0736, the following be approved:</p> <p>That the 2026 Olympic and Paralympic Winter Games Assessment Committee receive Verbal Report OPC2018-0736 for information.</p>
		Matters Related to the Review of Government Submission (Verbal), VR2018-0050	<p>That with respect to Verbal Report VR2018-0050, the following be approved:</p> <p>That the 2026 Olympic and Paralympic Winter Games Assessment Committee direct that the closed meeting discussions with respect to Verbal Report VR2018-0050 remain confidential pursuant to Sections 23, 24 and 25 of the Freedom of Information and Protection of Privacy Act.</p>
2018 June 18	Strategic meeting of Council	Calgary 2026 Olympic Update (Verbal), VR2018-0048	<p>That with respect to Verbal Report VR2018-0048, the following be adopted:</p> <p>That Council:</p> <ol style="list-style-type: none"> 1. Approve Recommendations 1 and 2 as discussed during the Closed Meeting and contained in Confidential Attachment 1; and 2. Direct that the closed meeting discussions, attachment and Recommendations with respect to Verbal Report VR2018-0048 remain confidential pursuant to Sections 17, 19, 23, and 24 of the Freedom of Information and Protection of Privacy Act.
2018 June 12	2026 OPWG Assessment Committee	2026 OPWG City Secretariat Update, OPC2018-0737	<p>That with respect to Report OPC2018-0737, the following be approved:</p> <p>That the 2026 Olympic and Paralympic Winter Games Assessment Committee:</p> <ol style="list-style-type: none"> 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>.
		2026 Olympic and Paralympic Winter Games Bid Book	<p>That with respect to Report OPC2018-0738, the following be approved:</p>

PREVIOUS COUNCIL DIRECTION

		Overview, OPC2018-0738	That the 2026 Olympic and Paralympic Winter Games Assessment Committee recommends that Council receive Report OPC2018-0738 for information.
		Confidential Discussion Regarding Directors (Verbal), VR208-0047	That with respect to Verbal Report VR2018-0047, the following be approved: That the 2026 Olympic and Paralympic Winter Games Assessment Committee: 1. Approve Administration Recommendation 1 as discussed during the Closed Meeting; and 2. Direct that the closed meeting discussions with respect to Verbal Report VR2018-0047 remain confidential pursuant to Sections 17, 19, 23, and 24 of the <i>Freedom of Information and Protection of Privacy Act</i> .
2018 June 11	Regular Public Hearing Meeting of Council	Olympic Bid Update (Verbal), C2018-0772	That Council direct that the closed meeting discussions with respect to Verbal Report C2018-0722 remain confidential pursuant to Sections 17, 19, 23, 24 and 25 of the Freedom of Information and the Protection of Privacy Act. (Update on BidCo Chair, short discussion)
2018 June 5	2026 OPWG Assessment Committee	2026 OPWG Draft Games Concept, OPC2018-0691	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 <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> .
		Consideration of a Non-Statutory Public Hearing on the 2026 OPWG, OPC2018-657	That with respect to Report OPC2018-0657, the following be approved, after amendment: 1. That the 2026 Olympic and Paralympic Winter Games Assessment Committee does not recommend to Council the holding of a non-statutory public hearing at this time;

PREVIOUS COUNCIL DIRECTION

			<p>2. Direct Administration to report back on options for the public input to be heard by the 2026 Olympic and Paralympic Assessment Committee.</p>
		Discussion on Vote of Electors (Plebiscite), OPC2018-0655	<p>That with respect to Report OPC2018-0655, the following be approved, after amendment:</p> <p>That the 2026 Olympic and Paralympic Winter Games Assessment Council Committee ask the Returning Officer to return to Committee no later than June 2018 with the following:</p> <ul style="list-style-type: none"> • potential questions based on the current proposal on the questions and explanations, after consultation with Committee members and the City Manager; • recommendations on a date for the Vote of the Electors, which may include a Saturday; and recommendations for funding.
		OPC2018-0683 (OPWG Vision Update)	<p>That with respect to Report OPC2018-0683, the following be approved:</p> <p>That the 2026 Olympic and Paralympic Winter Games Assessment Committee recommends that Council:</p> <p>1. Receive Report OPC2018-0683 for information; and</p> <p>Direct that Attachment 3 to Report OPC2018-0683 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>.</p>
2018 May 28	Regular meeting of Council	Chair of the 2026 OPWG Assessment Committee Update, (Verbal Report), VR2018-0041	<p>That with respect to Verbal Report VR2018-0041, the following be adopted:</p> <p>That Council:</p> <ol style="list-style-type: none"> 1. Appoint the City Manager to serve as one of directors directly elected by The City on the board of directors of the bid corporation; 2. Authorize the City Manager to take such actions and cast his vote as a director of the bid corporation as he deems necessary to ensure the incorporation and establishment of the bid corporation and thereafter exercise his duties and obligations as a director of the bid corporation as he sees fit; and 3. Authorize the City Manager and City Clerk to sign such documents and agreements as the City Manager determines are required to incorporate, operate and fund the bid corporation provided that, wherever the City Manager

PREVIOUS COUNCIL DIRECTION

			<p>deems it appropriate, he shall ensure that such documents and agreements are in form satisfactory to the City Solicitor and General Counsel.</p> <p>4. Direct that the closed session presentation, distribution and discussion remain confidential pursuant to Sections 21, 23, 24, 25 and 27 of the <i>Freedom of Information and Protection of Privacy Act</i>.</p>
2018 May 16	Strategic Meeting of Council	2026 OPWG Project Team Revised Governance, OPC2018-0643	<p>That with respect to Report OPC2018-0643, the following be adopted:</p> <p>That Council:</p> <ol style="list-style-type: none"> 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.
		Amendments to the 2026 OPWG Council Committee Terms of Reference, OPC2018-0611	<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</p>

PREVIOUS COUNCIL DIRECTION

			<p>Council Committee” and substitute with “2026 Olympic and Paralympic Winter Games Assessment Committee”;</p> <ul style="list-style-type: none"> ◦On page 3 of 6 under section Government i. and ii., first sentence, by adding the words “and adhoc” following the words “Receiving regular”; ◦On page 4 of 6 amend title E. to Citizen Engagement and Communication.
		2026 OPWG Council Committee Work Plan Update, OPC-0644	<p>That with respect to Report OPC2018-0644, the following be approved:</p> <p>That Council receive the work plan for information</p>
		2026 OPWG Council Committee Proposed Meeting Agendas, OPC2018-0642	<p>That with respect to Report OPC2018-0642, the following be adopted:</p> <p>That Council receive the 2026 OPWG Council Committee proposed meeting agendas (Revised Attachment 1) for information</p>
		Update on BidCo Chair Recruitment (Verbal), OPC2018-0646	<p>That with respect to Verbal Report OPC2018-0646, the following be adopted:</p> <p>That Council:</p> <ol style="list-style-type: none"> 1. Adopt the Recommendation, Update on BidCo Chair Recruitment, as discussed at today’s closed meeting; and 2. Keep the closed meeting discussions with respect to Verbal Report OPC2018-0646 remain confidential pursuant to Sections 17, 19 and 24 of the <i>Freedom of Information and Protection of Privacy Act</i>.
		Update on Engagement and Advisory Sub-Committee Membership, OPC2018-0645	<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 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 15	2026 OPWG Assessment Committee	Amendments to the 2026 OPWG Council Committee Terms of	<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>

PREVIOUS COUNCIL DIRECTION

	Reference, OPC2018-0611	<p>1. Rescind the 2026 Olympic and Paralympic Winter Games Council Committee Terms of Reference Terms as provided in Attachment 1;</p> <p>2. Amend the Committee name "2026 Olympic and Paralympic Winter Games Council Committee" to "2026 Olympic and Paralympic Winter Games Assessment Council Committee";</p> <p>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</p> <p>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> <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 Council Committee Proposed Meeting Agendas, OPC2018-0642	<p>That with respect to Report OPC2018-0642, the following be approved:</p> <p>That the 2026 Olympic and Paralympic Winter Games Council Committee recommend that Council receive the 2026 OPWG Council Committee proposed meeting agendas (and Revised Attachment 1) for information.</p> <p>And further, that Report OPC2018-0642 be forwarded to the 2018 May 16 Strategic Meeting of Council as an item of Urgent Business.</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

			<p>1. Approve the 2026 Olympic and Paralympic Winter Games Project Team organizational structure;</p> <p>2. Receive the 2026 OPWG Bid Corporation Members Committee for information; and</p> <p>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> <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>
		2026 OPWG Committee Work Plan Update, OPC-20180644	<p>That with respect to Report OPC2018-0644, the following be approved, after amendment:</p> <p>That the 2026 Olympic and Paralympic Winter Games Council Committee recommend that Council:</p> <p>1. Receive the work plan for information; and</p> <p>2. Direct that the closed meeting discussions with respect to Report OPC2018-0644 remain confidential pursuant to Sections 17, 19 and 24 of the <i>Freedom of Information and Protection of Privacy Act</i>.</p> <p>And further that Report OPC2018-0644 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	<p>That with respect to Report OPC2018-0644, the following be approved:</p> <p>That the 2026 Olympic and Paralympic Winter Games Council Committee recommend that:</p> <p>1. Council approve Administration recommendation 1 contained in Report OPC2018-0645;</p> <p>2. Forward Report OPC2018-0645 to the 2018 May 16 Strategic Meeting of Council as an item of Confidential Urgent Business; and</p>

PREVIOUS COUNCIL DIRECTION

			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> .
		Update on BidCo Chair Recruitment (Verbal), OPC2018-0646	<p>That with respect to Report OPC2018-0646, the following be approved:</p> <p>That the 2026 Olympic and Paralympic Winter Games Council Committee recommend that Council:</p> <ol style="list-style-type: none"> 1. Approve the Recommendation as discussed during the Closed Meeting; 2. Forward Verbal Report OPC2018-0646 to the 2018 May 16 Strategic Meeting of Council as an item of Confidential Urgent Business; and 3. Direct that the closed meeting discussions with respect to Verbal Report OPC2018-0646 remain confidential pursuant to Sections 17, 19 and 24 of the <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:</p> <p>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	<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:

PREVIOUS COUNCIL DIRECTION

		Committee Terms of Reference (Verbal), OPC2018-0582	<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”. ◦in Section 7, by deleting the words "monthly and reports" following the words “The Committee reports” <ol style="list-style-type: none"> 2. Forward Verbal Report OPC2018-0582 as an item of Urgent Business to the 2018 May 07 Regular Public Hearing Meeting of Council; and 3. Direct Administration to solicit Committee Members' views on updated Terms of Reference to return no later than 2018 May 15.
		Timeline Overview (Verbal), OPC2018-0578	<p>That with respect to Verbal Report OPC2018-0578, the following be approved:</p> <p>That the 2026 Olympic and Paralympic Winter Games Council Committee receive the updated timeline (as of May 1, 2018) for information.</p>
		Work Stream Review (Verbal), OPC2018-0579	<p>That with respect to Verbal Report OPC2018-0579, the following be approved:</p> <p>That the 2026 Olympic and Paralympic Winter Games (OPWG) Council Committee direct Administration to bring regular work stream updates to the OPWG Council Committee.</p>
		Discussion on the Non-statutory Public Hearing of Council on the Olympics (Verbal), OPC2018-0583	<p>That the 2026 Olympic and Paralympic Winter Games Council Committee postpone Verbal Report OPC2018-0583 to the 2018 May 15 Regular Meeting of the 2026 Olympic and Paralympic Winter Games Council Committee.</p>
		Update on BidCo Chair and Director Selection (Verbal), OPC2018-0580	<p>That with respect to Verbal Report OPC2018-0580, the following be approved:</p> <p>That the 2026 Olympic and Paralympic Winter Games Council Committee:</p> <ol style="list-style-type: none"> 1. Approve the direction discussed in Closed Meeting; and 2. Direct that the closed meeting discussions with respect to Verbal Report OPC2018-0580 remain confidential pursuant to Sections 17, 19 and 24 of the Freedom of Information and Protection of Privacy Act.
		Engagement Advisory Sub-Committee Membership (Verbal), OPC2018-0581	<p>That with respect to Verbal Report OPC2018-0581, the following be approved:</p> <p>That the 2026 Olympic and Paralympic Winter Games Council Committee:</p> <ol style="list-style-type: none"> 1. Direct Administration to discuss the opportunity with the 6 short-listed candidates as discussed in the closed meeting;

PREVIOUS COUNCIL DIRECTION

			<ol style="list-style-type: none"> 2. That Administration report back with recommendations to the 2026 Olympic and Paralympic Winter Games Council Committee no later than 2018 May 15; and 3. Further direct that the closed meeting discussions remain confidential pursuant to Sections 17, 19 and 24 of the Freedom of Information and Protection of Privacy Act.
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"> 1. 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"> 2. Appoint: Councillor Colley-Urquhart Councillor Demong Councillor Farrell Councillor Jones Councillor Magliocca Councillor Woolley Mayor Nenshi

PREVIOUS COUNCIL DIRECTION

			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.
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 Committee, C2018-0533	<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: Councillor Colley-Urquhart Councillor Woolley Councillor Jones Councillor Demong <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> <ol style="list-style-type: none"> 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>.

PREVIOUS COUNCIL DIRECTION

		Appointments to the Engagement Advisory Sub Committee (Verbal), VR2018-0027	That Council refer the appointment of the Engagement Advisory sub-committee to the 2026 Olympic and Paralympic Winter Games Council Committee.
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>
		Vote of the Electors (Plebiscite), PFC2018-0373	That Council postpone Reports PFC2018-0366 and PFC2018-0373 to the 2018 April 23 Regular Meeting of Council.
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</p>

PREVIOUS COUNCIL DIRECTION

			<p>June 2018, 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>
		Vote of the Electors (Plebiscite), PFC2018-0373	<p>That with respect to Report PFC2018-0373, the following be approved, after amendment:</p> <p>That Priorities and Finance Committee recommend that Council receive this report for information.</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>
2018 March 21	Strategic Meeting of Council	Motion Arising with Respect to Olympic Bid Dialogue Stage Update, C2018-0266	<p>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:</p> <p>That with respect to Report C2018-0266, the following Motion Arising be adopted:</p> <p>That Council:</p> <ol style="list-style-type: none"> 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'."

PREVIOUS COUNCIL DIRECTION

		Olympic Bid Dialogue Stage Update, C2018-0266	Matter was dealt with at the 2018 March 19-20 Combined Meeting of Council
2018 March 19-20	Combined Meeting of Council	Olympic Bid Dialogue Stage Update, C2018-0266	<p>That with respect to Report C2018-0266, the following be adopted, after amendment:</p> <p>That to allow Administration to continue its work, Council approve in principle the recommendations outlined below and, upon Administration advising Council in writing that it has secured financial commitments from the Government of Alberta and the Government of Canada, for continuing to fund the Olympic bid exploration process:</p> <ol style="list-style-type: none"> 1. Authorize The City of Calgary to become a member of, elect directors, and incorporate a Bid Corporation (BidCo) to continue the exploration of a bid for the 2026 Olympic and Paralympic Winter Games (OPWG); 2. Approve the Deputy City Manager as having the authority to exercise all the powers and voting rights associated with The City's membership interest in BidCo, subject to the Deputy City Manager first seeking Council direction regarding matters that materially affect the legal, business or financial risk for The City; 3. Authorize the Mayor to execute on behalf of The City all BidCo resolutions and related documents required to establish the appropriate membership and governance structure of BidCo substantially in the form described in the report, such documents to be satisfactory in content and form to the Deputy City Manager and the City Solicitor and General Counsel respectively. 4. Release an additional \$1 million (of the \$2 million) of Fiscal Stability Reserve funds that Council approved on 2017 November 20 (C2017-1181); 5. Approve a one-time increase in 2018 to operating budget program #426 of \$2.5 million from the Fiscal Stability Reserve, to complete The City's required \$9.5 million total funding commitment to the BidCo; 6. Return to Council through PFC at its April 10 meeting with an update, including a robust public engagement plan and a proposed reporting structure from BidCo to Council.

PREVIOUS COUNCIL DIRECTION

			<p>7. Direct that the Closed Meeting discussions remain confidential subject to Sections 21 and 23 of the Freedom of Information and Protection of Privacy Act.</p> <p>That Councillor Chu's proposed Motion Arising, with respect to Olympic Bid Dialogue Stage Update, Report C2018-0266, be postponed to the 2018 March 21 Strategic Meeting of Council.</p>
2018 January 29	Regular Meeting of Council	Olympic Bid Update (Verbal), C2018-0114	<p>That with respect to Report C2018-0114, the following be adopted:</p> <p>That Council:</p> <ol style="list-style-type: none"> 1. Receive Verbal Report C2018-0114 for information; 2. Direct Administration to return to Council with an update on the financial commitment towards a Bid Corporation by the other orders of government and a debrief regarding the PyeongChang Observer Program no later than 2018 March.
2017 November 20	Combined Meeting of Council	OLYMPIC BID UPDATE, C2017- 1181	<p>That with respect to Report C2017-1181, Administration Recommendations 1,2,4 and 5 as amended, be adopted:</p> <p>That Council:</p> <ol style="list-style-type: none"> 1. Approves a one-time increase in 2018 to operating budget program #426 of up to \$2.0 million from the Fiscal Stability Reserve (FSR) to accomplish project deliverables until either key deliverables related to preparing the Bid Book have transitioned to a BidCo or the International Olympic Committee (IOC) release of the Host City Contract (scheduled for 2018 Q3) or Council decides to no longer pursue a 2026 Olympic Paralympic Winter Games (OPWG) Bid. And further that Council authorize the release of no more than \$1 million until financial commitments to the BidCo are secured from the provincial and federal governments; 2. Directs Administration to move beyond the Calgary Bid Exploration Committee (CBEC) mandate to specifically explore venues outside of Calgary as part of an updated Master Facilities Plan (MFP) in order to reduce the costs of hosting the 2026 OPW; and

PREVIOUS COUNCIL DIRECTION

			<p>4. Directs administration to continue to seek financial participation from the other orders of government in the BidCo. If this is not achieved by January 2018, to return to Council with an update no later than 2018 February.</p> <p>5. Directs that Attachments 3 and 5 remain confidential pursuant to Section 23, 24 and 25 of the Freedom of Information and Protection of Privacy Act (FOIP) until such time as Council decides not to proceed with a bid or the International Olympic Committee (IOC) has awarded the 2026 and 2030 Olympic and Paralympic Games (OWPG) to another Host City.</p> <p>That with respect to Report C2017-1181, Administration Recommendation 3 as amended, be adopted:</p> <p>That Council:</p> <p>3. Direct administration to incorporate the work on the five principles into the BidCo work where possible and seek any commensurate cost savings.</p>
2017 November 13	Regular Meeting of Council	Olympic Update Report, C2017-1162	<p>That the Administration Recommendations contained in Report C2017-1162 be amended by adding Recommendation #3, as follows:</p> <p>"3. Direct Administration to seek confirmation from the other orders of government to ascertain their funding commitment on the bid."</p> <p>That Administration Recommendation #1 contained in Report C2017-1162 be adopted in part, as follows:</p> <p>That Council:</p> <p>1. Receive this report for information</p> <p>That Administration Recommendation #2 contained in Report C2017-1162 be adopted in part, as follows:</p> <p>That Council:</p> <p>2. Direct 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.</p> <p>That Administration Recommendation #3 contained in Report C2017-1162, as amended, be adopted in part, as follows:</p>

PREVIOUS COUNCIL DIRECTION

			<p>That Council:</p> <p>3. Direct Administration to seek confirmation from the other orders of government to ascertain their funding commitment on the bid.</p>
2017 July 31	Combined meeting of Council	Olympic Bid Exploration, C2017-0616	<p>That the Administration Recommendations 1 and 2 contained in Report C2017-0616, be adopted, as follows:</p> <p>That Council:</p> <ol style="list-style-type: none"> 1. Thank the Calgary Bid Exploration Committee for their commitment to meeting their mandate. 2. Receive for information The City's Evaluation Summary, Attachment 1. 3. Adopt the Option 2 recommendations, as outlined in Attachment 3 which would see The City of Calgary not moving forward with a bid for the 2026 Olympic and Paralympic Winter Games unless certain conditions can be satisfied.
2017 July 24	Regular Meeting of Council	Olympic Bid Exploration, C2017-0599	<p>That the Administration Recommendations contained in Report C2017-0599 be adopted, as follows:</p> <p>That Council:</p> <ol style="list-style-type: none"> 1. Receive the Calgary Bid Exploration Committee's Recommendation for information. 2. Direct Administration to report back to Council on 2017 July 31 with: <ol style="list-style-type: none"> a) a summary of Administration's review and analysis of Calgary Bid Exploration Committee's Report and Recommendation; and b) Administration's recommendations regarding next steps for a 2026 Winter Olympic and Paralympic Bid Exploration.

PREVIOUS COUNCIL DIRECTION

2017 June 19	Strategic Meeting of Council	OLYMPIC BID EXPLORATION UPDATE, C2017-0541	<p>That the Administration Recommendation contained in Report C2017-0541, be adopted, as follows:</p> <p>That Council receive this report for information.</p>
2017 January 23	Regular Meeting of Council	2026 Winter Olympic and Paralympic Bid Exploration Update, C2017-0097	<p>That the Administration Recommendations 1 and 2 contained in Report C2017-0097 be adopted, as follows:</p> <p>That Council:</p> <ol style="list-style-type: none"> 1. Endorse Administration's Feasibility Assessment (Attachment 4), and provide Administration's Co-Executive Sponsors, the General Manager of Community Services and the Deputy City Manager with the authority to make content changes, unless they are material in nature, in which case changes will be brought back to Council. 2. Receive for information Administration's project governance structure (Attachment 1) and Calgary Bid Exploration Committee's (CBEC) updates (Attachment 5). 3. (a) Direct that Attachment 4 remain confidential pursuant to Sections 23(1)(b), 24(1)(a), 24(1)(g), 25(1)(b) and 25 (1)(c) of the <i>Freedom of Information and Protection of Privacy Act</i> until such time as the International Olympic Committee (IOC) has awarded an Olympic and Paralympic Winter Games (OWPG) to Calgary or until such time as the attachment is no longer relevant to the City's interest in hosting an OWPG or similar event, whichever is later. (b) Direct that Attachment 7 to the report remain confidential pursuant to Sections 23(1)(b), 24(1)(a), 24(1)(g), 25(1)(b) and 25 (1)(c) of the <i>Freedom of Information and Protection of Privacy Act</i> until such time as the International Olympic Committee (IOC) has awarded the Olympic and Paralympic Winter Games (OWPG) for the year 2026 to a host city or until such time as Council makes a decision not to proceed with a bid for the 2026 OWPG, whichever is sooner.

PREVIOUS COUNCIL DIRECTION

2016 October 3	Combined Meeting of Council	In-camera Olympic Bid Exploration Update C2016-0810	<p>That the Administration Recommendation contained in Report C2016-0810 be adopted, after amendment, as follows:</p> <p>That Council:</p> <ol style="list-style-type: none"> 1. Adopt Administration's recommendation that The City of Calgary assume a controlling interest in Calgary Bid Exploration Committee company (CBEC), with The City holding a 75 per cent shareholder interest and Tourism Calgary holding a 25 per cent shareholder interest; 2. Authorize the General Manager (GM), Community Services to exercise all the powers and voting rights of The City as a shareholder of CBEC when such action is required subject to the GM, Community Services first seeking Council direction in regard to matters that materially affect legal, business or financial risk for The City; 3. Authorize the Mayor to execute on behalf of The City all company resolutions and related documents, including a unanimous members' agreement, required to establish the appropriate shareholder and governance structure of CBEC, such documents to be satisfactory in content and form to the GM, Community Services and the City Solicitor respectively; and <p>4(a) Direct that the Report and Attachment 2 are now public documents; and</p> <p>4(b) Direct that Attachment 1 and Attachment 3 to the Report remain confidential pursuant to Sections 23(1)(b), 24(1)(a), 24(1)(g), 25(1)(b) and 27(1) of the <i>Freedom of Information and Protection of Privacy Act</i> until such time as CBEC is wound up.</p>
2016 September 26	Regular Meeting of Council	Olympic Bid Exploration Update, C2016-0738	<p>That with respect to Report C2016-0738, the following be adopted:</p> <p>That Council File Recommendations 1 and 2 contained in Report C2016-0738, and;</p> <ol style="list-style-type: none"> 1. Reconsider its 2016 June 20 decision with respect to portions of Attachment 6, of Report C2016-0537, the fundamental terms and conditions of a funding agreement between The City of Calgary and BIDEXCO, in order to allow for the adoption of the following new Recommendations to Report C2016-0738: 2. Adopt new Recommendation 1, as follows:

PREVIOUS COUNCIL DIRECTION

			<p>“1. Adopt the amended deliverables, milestones and timelines outlined in Attachment 1 to this report and authorize the General Manager, Community Services to make such further amendments to the deliverables, milestones and timelines as he deems required once the same have been discussed with the Board of Directors for the Calgary Bid Exploration Committee;”</p> <p>3. Refer the new Recommendations 2 and 3, as follows, to Administration for further consideration in regard to:</p> <ul style="list-style-type: none"> • the rationale for the currently proposed governance structure; • given Calgarians' interest in this matter, a review of potential alternative structures that would secure a controlling interest for The City of Calgary in any organization that might be established to conduct the bid exploration work; and • deliverables that will result from the bid exploration work <p>2. Authorize the General Manager, Community Services to exercise all the powers and voting rights of The City as a member of Calgary Bid Exploration Committee when such action is required subject to the General Manager, Community Services first seeking Council direction in regard to the same if he believes that motions or documents materially affect legal, business or financial risk for The City; and</p> <p>3. Authorize the Mayor to execute on behalf of The City of Calgary all documents required to establish and govern Calgary Bid Exploration Committee, such documents to be satisfactory in content and form to the General Manager, Community Services and the City Solicitor respectively.”</p> <p>4. Direct Administration to report back to Council in regard to the matters outlined in Recommendation 3 (the referral motion) to no later than the 2016 October 03 Combined Meeting of Council.</p> <p>And further, that the In Camera discussions remain confidential pursuant to Sections 24(1)(a), 24(1)(a)(i) and 27(1) of the <i>Freedom of Information and Protection of Privacy Act</i>.</p>
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PREVIOUS COUNCIL DIRECTION

2016 June 20	Regular Meeting of Council	CSTA Update, C2016-0537	<p>That the Administration Recommendations contained in Report C2016-0537 be adopted, after amendment, as follows:</p> <p>That Council:</p> <ol style="list-style-type: none"> 1. Adopt the Calgary Sport Tourism Authority's (CSTA) recommendation that The City of Calgary endorse a Bid Exploration (see Attachment 1) and request that the Mayor send a letter to the Canadian Olympic Committee (COC) expressing Calgary's interest in hosting the 2026 Olympic and Paralympic Winter Games (OPWG); 2. Approve a one-time increase in 2016 to operating budget program # 426 of up to \$5.0 million (\$4.7 million – BIDEXCO work, \$0.3 million – Administration support) from the Fiscal Sustainability Reserve (FSR); 3. Subject to BIDEXCO signing a funding agreement with The City of Calgary that: <ol style="list-style-type: none"> (a) contains the fundamental terms and conditions outlined in Attachment 6; (b) includes such other terms and conditions as may be deemed required by the General Manager, Community Services; and (c) is in content and form satisfactory to the General Manager, Community Services and City Solicitor, respectively; <p>Approve funding in an amount of up to \$5 million to BIDEXCO for the purpose of carrying out the Bid Exploration.</p> 4. Authorize the General Manager, Community Services to negotiate and the General Manager, Community Services and City Clerk to execute the agreement referred to in recommendation 3; 5. Direct the General Manager of Community Services, to advise Council when the Funding Agreement is executed and to report to Council on the status of this initiative on a quarterly basis commencing 2016 September which includes progress of the Bid Exploration no later than Q1 2017 and, with a recommendation regarding the notice of intent to bid for 2026 OPWG by 2017 April (stage gates to be outlined in a Funding Agreement); 6. Direct that the Report, Attachment 1, Attachment 2 and Attachment 3 are now public documents.
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PREVIOUS COUNCIL DIRECTION

			<p>7. Direct that Attachment 4 and Attachment 5 remain confidential pursuant to Section 16(1) of the Freedom of Information and Protection of Privacy Act until such time as the International Olympic Committee (IOC) has awarded an Olympic and Paralympic Winter Games (OWPG) to Calgary.</p> <p>8. Direct that Attachment 6 remains confidential pursuant to Section (23)(1)(b), 24(1)(a), 24(1)(g) and 25(1)(b) of the <i>Freedom of Information and Protection of Privacy Act</i> until such time as a Funding Agreement between The City and BIDEXCO is signed.</p> <p>And further, that the In Camera discussions remain confidential pursuant to Sections 27(1)(a) of the Freedom of Information and Protection of Privacy Act.</p>
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Economic Impact of WinSport on the Calgary Economy

March 2017

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Table of Contents

Executive Summary	4
Purpose	4
Findings	4
1. Introduction	5
2. Initial Analysis	6
2.1 O&M costs	6
2.2 Tax Revenues (Sales, Property, Personal...)	6
2.3 Facility Revenues that Flow to the Public Sector	6
2.4 Total Economic Activity (Dollars and Jobs)	6
Volunteers	7
Endowments	7
2.5 Spin-off Businesses	9
2.6 District (Re-)Development	9
2.7 Infrastructure Improvements	9
2.8 New Money, New Jobs	9
2.9 Skiing, Tube Park, Outdoor Adventure and Ski Lessons	10
2.10 Zipline / Public Bobsled	10
2.11 Concert or Reception Revenues	10
2.12 Arenas	10
2.13 Office Tower	10
2.14 Concession Revenues	11
2.15 Active Lives	11

2.16 Other Affiliates	11
2.17 Business Relocation Costs	11
2.18 Re-use Opportunities for Old Facility (If Applicable)	12
2.19 Property Tax Losses	12
2.20 Impact on Area of Old Facility (If Applicable)	12
2.21 Public Service Cost of Events (Police)	12
2.22 Opportunity Cost for Funds or Land	12
2.23 Encumbrance of Bonding Capacity	12
2.24 Demolition and Site Work for Old Facility	13
2.25 Non Pecuniary Items	13
Community Identity	13
Civic Pride	13
Community Visibility	13
2.26 Consumption Benefits	14
2.27 Political Capital	14
2.28 Support of Development Logic	14
2.29 Project Planning Capacity Building	15
3. Economic Impact Assessment	15
Endnotes	16

Executive Summary

Purpose:

This report was conducted on behalf of WinSport with the support of Calgary Economic Development. Though WinSport provided data for this study neither WinSport nor CED had any input into the following analysis.

This report analyzes the economic impact of WinSport's Canada Olympic Park ("WinSport"), located on the western edge of Calgary to the local economy. Employment and GDP impacts to the local economy are measured.

Economic Impact Analysis is normally performed when someone is deciding whether or not to construct a new facility. The standard analysis methods consider construction costs as a major contributor to the local economy. In this case we consider the economic impact of a currently going concern, the WinSport facility in Calgary, Alberta. As such the analysis we employ focuses more on the contribution of the ongoing operations to the Calgary economy rather than the one-time construction contribution that is normally considered in such analysis.

Findings:

Using data for a sample 12 month period in or around the calendar 2016 year, we estimated the employment and financial impacts of the WinSport facility on the Calgary economy. Please note that 2016 was a recessionary year and as such the numbers presented in this report may be considered a conservative estimate of what WinSport contributes in a more typical year.

Direct and indirect economic impacts because of the WinSport facility result in 1,200 full time equivalent jobs in Calgary (596 of which work at the WinSport facility) and boost the local economy by \$120 million annually.

1. Introduction

This report seeks to enumerate and describe the economic and social impacts of the operations of the WinSport facility within the borders of the city of Calgary.

The limitations of this are not trivial. It is common for this type of analysis to be used in determining whether or not a new sports stadium should be constructed. In analyzing such circumstances it is often noted that players, coaches and owners typically do not reside in the city where the facility is located during the off season. As such salaries, profits, dividends and bonuses paid are considered a negative cash outflow from the local city, an ongoing drag with negative economic multiplier effects on the local economy. This often makes the economic analysis of a new stadium show very little benefit to a local economy ^{1,2}. The WinSport facility is significantly different. First, it is already built. Second, there is no “off season” to the WinSport facility. It operates as a not-for-profit organization with most of its coaches and employees residing in Calgary. The majority of WinSport facility users including athletes that train at WinSport reside in Calgary and the athletes typically do not receive the large salaries common among athletes playing in professional sport franchises.

Research Methodology:

Tim Chapin³ at Florida State University suggests a framework for analyzing the impacts of sports facilities. Aside from the Economic impacts, which are typically measured using multiplier analysis from Input/Output models, Chapin implores researchers to go beyond typical Economic analysis to include non pecuniary, or difficult to measure, impacts which go beyond the typical range of economic analysis. He suggests a list of items to consider and notes that in some cases each item will be a net cost and in other cases any item on the list may show up as a net benefit.

With these significant differences we modify the list provided by Chapin (2002) to analyze the impact of WinSport on Calgary. In particular we are not concerned with construction or land acquisition costs – these monies were spent in the past and our concern for this study is the current annual impact of WinSport on the Calgary economy. That said, the suggested list of topics to be considered are presented below followed by a short description of each item and its application to WinSport. The rest of this report will analyze each member of the WinSport family’s contribution to the total impact of the WinSport facility on Calgary.

Typically a Cost	Typically a Benefit
O&M costs	Tax revenues (sales, property, personell...)
Infrastructure improvement	Facility revenues that flow to the public sector
Business relocation costs	Total economic activity (dollars and Jobs)
Property tax losses	Spin-off businesses
Public service cost of events (police)	District (re-)development
Opportunity cost for funds	New money, new jobs
Opportunity cost for land	Re-use opportunities for old facility (if applicable)
Encumbrance of bonding capacity	Impact on area of old facility (if applicable)
Demolition and site work for old facility	Community identity
	Civic pride
	Consumption benefits
	Political Capital
	Support of Development Logic
	Project planning capacity building

2. Initial Analysis

2.1 O&M costs

The ongoing maintenance of a facility should be offset from the revenue generated from the facility. This should go without saying except that we must recognize that these monies are spent in Calgary and provide jobs to Calgarians. The multiplier effect of these expenditures shows up as a benefit in the analysis, but the primary effect of maintenance expenditures is not included as a benefit.

2.2 Tax Revenues (Sales, Property, Personal...)

Tax revenues generated as a result of sales and operations represent a contribution to the public accounts and as such are a benefit to society. As the City of Calgary does not charge a sales tax (most U.S. cities do) this is not included in the analysis. Payroll taxes also accrue to higher orders of government in Canada and surprisingly little of that money collected in Calgary is returned to Calgary through government programs or expenditures so these are excluded from the analysis. As WinSport is a not-for-profit entity it is exempt from local property taxes.

2.3 Facility Revenues that Flow to the Public Sector

The WinSport facility operates as a not-for-profit organization. No level of government takes a direct role in any WinSport activity, there are no sales of publicly provided goods or services, and no revenue sharing arrangements as part of any partnership activities. No revenues flow to the public sector from operations at WinSport.

2.4 Total Economic Activity (Dollars and Jobs)

Under this heading comes the typical Input/Output analysis showing the direct and indirect impacts of a facility in a local market. In this analysis we will be utilizing our in-house developed Input/Output model specific to the Calgary economy. To our knowledge, it is the only city of Calgary specific Input/Output model in existence, though there are other generic models available like the Province of Alberta I/O model or the Conference Board of Canada's Tourism Economic Assessment Model (TEAM).

Data was collected from WinSport and from the partner organizations that operate out of the WinSport facility;

- Luge Canada
- Alpine Canada
- International Hockey Academy
- National Sports School
- Own the Podium
- Canada's Sports Hall of Fame
- Canadian Sport Institute
- Calgary Gymnastic Centre
- Hockey Canada
- Bobsleigh Canada Skeleton

Data on expenditures and employees collected from the partner organizations was utilized in this study. We opted for the expenditure approach to preserve confidentiality in the identity of individual financial contributions from these partner organizations. As such we report aggregate numbers only. In total these organizations

employ 370 Calgarians and have a total payroll expenditure of \$23.2 million supporting about 800 local program participants. The WinSport facility itself provides employment to hundreds and has an annual payroll of approximately \$18 million. The direct impact of employment at the WinSport facility sums to \$41.2 million positive contribution to the Calgary economy. In addition, 234 athletes receive monthly financial assistance from these organizations to a total of \$3.4 million.

These earnings are spent in Calgary on goods and services, which generates economic activity and further employment. Called the “indirect employment” we utilize our in-house Input/Output model to determine the total direct and indirect employment effects in Calgary from the annual operations of the WinSport facility.

Employment Direct Contribution:	\$41.2 million
Employment Indirect Contribution:	\$21.2 million
Athlete Support Direct Contribution:	\$3.4 million
Athlete Support Indirect Contribution:	\$1.7 million
Total Employment Contribution to Calgary Economy:	\$67.5 million

At an average hourly wage in 2016 in Alberta of \$27.00 this translates to a total 1,200 Full Time Equivalent jobs in Calgary.

WinSport itself was also analyzed based upon revenues from the various activities available on-site. Ordinarily only revenues received from people outside the local area would be included in such analysis but in this case, we have to recognize the unique nature of the WinSport facility and the close proximity of similar facilities outside Calgary. In this case we include only moneys spent in Calgary which otherwise would likely not be spent here if WinSport did not exist. Considerations raised in the remainder of this report were employed in the analysis, for example, revenues from food and beverage sales were not included in the analysis but revenues from licensed sales are included. Also not included are Mountain Bike activity revenues and various event revenues (concerts, private functions).

In reviewing WinSport’s financial statements we discovered two significant anomalies which have not been considered in the academic literature; volunteers and endowments. It is both shocking and trite to say that WinSport could not operate without them and so they need to be included in the analysis.

Volunteers

Calgary’s volunteer spirit is legendary. It is perhaps one of the defining characteristics of what it is to be a Calgarian. Indeed, during the 2013 flood event that hit Calgary volunteering to help people whose property was drenched was commonplace. That spirit of volunteerism was not a one-off event. Six hundred and seventy volunteers contribute 28,645 hours of service per year at WinSport. If WinSport had to pay for that labour it would incur an additional \$0.5 million in expenses. It therefore has a direct impact upon the prices WinSport must charge and as a result represents a net benefit enjoyed by all users of the WinSport facility. To include the direct and indirect impact of volunteerism at WinSport on the community we include an additional \$0.8 million as a source of revenue in the economic impact analysis.

Endowments

In 1987 the Government of Canada entrusted endowments to WinSport. Approximately \$71 million was entrusted to help fund operational costs at WinSport and the Olympic Oval at the University of Calgary. This

money was invested in accordance with the trust terms, creating a continuing legacy. Markets have gone up and down since 1987 but through prudent management the original endowments have now grown to about \$111.2 million net of investment profit distributions as of December 31, 2016. During each year, some of these investment profits are distributed to the University of Calgary to help cover the operating costs of the Olympic Oval (Oval operations are not part of this study), and to WinSport to help cover operating costs at the WinSport facility. This represents a clear benefit to WinSport and everyone who uses the facility. As such we include this revenue in the analysis. It represents money spent or that could be spent in Calgary which would not exist but for the WinSport facility. The endowment funds themselves, \$111.2 million, is money invested in various accounts which does not enhance the economic activity in Calgary. As such, the endowment funds do not enter into our analysis.

After accounting for these two anomalies we sum revenues from all activities which would not be spent in Calgary but for the WinSport facility. Those revenues come from a host of activities including for example:

- Partner Organizations (see 2.4 Total Economic Activity)
- Ski Hill Tickets
- Ski lessons
- Equipment rentals
- Food and beverage (licensed sales only)
- XC Ski activity (discontinued in the 2016/17 season)
- Public use of the Bobsleigh / Luge track (winter and summer)
- Service Fees from the Calgary Public School operated on site
- Zipline
- Adventure Camps / Active Lives summer day camps
- Revenues from Ice facilities (including curling, skating)
- Active Lives skate revenues
- Fees for tournament use of Bobsleigh / Luge track
- Sky Line Luge
- Fees and revenues from other tournament events

Specifically not included, as these represent money that likely would be spent elsewhere in Calgary if WinSport were not in operation, are for example:

- Public skate / shinny
- Mini Golf
- Mountain Biking
- Outdoor Corporate Programs including Challenge Course
- Sales of food and beverages
- Performance Training Centre
- Medical Clinic
- Rentals to some commercial tenants

These revenues, which are moneys that would not be spent in Calgary but for the existence of the WinSport facility, sum to \$30.8 million, comprised of \$13.7 million from endowment contributions and \$17.1 million from WinSport operations. These revenues are, in turn, spent by WinSport on operating expenses. The money then re-enters the Calgary economy and causes spin-off effects through two mechanisms, through wages and salaries and through purchase of goods and services. The indirect impact of wages and salaries on the Calgary economy of all monies spent by WinSport was already accounted for at the start of section 2.4, so we subtract the secondary labour market impact of WinSport expenditures in Calgary to avoid double counting indirect effects. This

yields an indirect impact on the Calgary economy of \$14.9 million. Summing together yields an annual impact on the Calgary economy from WinSport revenues and Endowment funds of \$45.7 million.

2.5 Spin-off Businesses

One of the impacts of a sports oriented facility is that it supports demand for complimentary goods and services. The ability to participate in activities like skiing enhances the demand for skis and ski wear which may be purchased at local outlets that are not affiliated directly with WinSport. These impacts are extremely difficult to quantify but they should at least be acknowledged.

One spin-off business that can be quantified is the impact on the hospitality industry. As a result of sporting events, corporate conferences, meetings and events held at WinSport an astonishing 67,000 visitors to Calgary seek hotel accommodations here. Note that this is an underestimate as this does not include people who visit WinSport while in Calgary on other business. Assuming double occupancy for these visits the local hotel industry benefits by \$3.7 million per year. Further spin-off activity in the local economy as a result of these hotel stays sums to an additional \$2.7 million benefit to the Calgary economy.

2.6 District (Re-)Development

When a new facility is built there is an enhancement to property values in the immediate vicinity. There has been significant work in the literature as to whether or not such uplift to property values in the vicinity of a sports facility are a catalyst for development or redevelopment in the local district. The consensus opinion is no, sports facilities do not entice further local development. They do, however add to the list of amenities in close proximity to certain properties which makes them more desirable properties and increases their value.

Studies have suggested that the area affected with increased property values could be an entire city, but realistically a statistically significant property value uplift is only measurable within a couple of miles of a facility.⁴ Feng and Humphreys (2008) did a study on the property value uplift within 1 mile of two facilities in Columbus Ohio. They found residential property values were uplifted, on average, by 3% as a result of close proximity to those stadiums. We lack the resources and time to do a detailed analysis of this for Calgary but if we can extrapolate the Ohio analysis to the WinSport area then some back of the envelope calculations give a rough property value uplift to about 7400 residential properties within 2 km of around \$120 million⁵ which would also give an annual uplift to municipal property taxes of around \$1.2 million and about another \$1.2 million in Provincial School property taxes. These numbers are approximate and would require significant effort to estimate with any degree of confidence and are therefore not listed as a direct or indirect benefit from the WinSport facility.

2.7 Infrastructure Improvements

When a new sports facility is constructed there are often upgrades necessary to local roads, water, sewer and electric infrastructure to support operations of the facility. Those costs are typically the responsibility of the local municipality and hence form a cost to society for constructing the new facility.

In the current study the WinSport facility is not expanding and there are currently no public infrastructure enhancements necessary to support activities there. Public infrastructure; roads, water, and sewer in the vicinity of WinSport are currently being upgraded, but the primary purpose of those upgrades is to support new community development that is currently happening to the east of the WinSport facility.

2.8 New Money, New Jobs

One of the most difficult things to get a handle on in this type of analysis is the notion that the only benefits to

having a facility is in what new or additional economic activity does it engender that would not have happened but for that facility being in place. Traditionally this is used as a rationale for discounting or outright ignoring the revenues received by sports or recreation facilities in economic impact analysis. As one author put it,

Expenditures by those who reside in the community do not represent the circulation of new money. Rather, they represent only a recycling of money that already existed there. It is probable that if local residents had not spent this money on the sports event, then they would have disposed of it either now or later by purchasing other goods and services in the community. Thus, their expenditure associated with the sports events is merely likely to be switched spending, which offers no net economic stimulus to the community, and it should not be counted as economic impact.⁶

Congruent with this it is necessary to dive into WinSport's activities to determine which services provided there would seem to match this description. To do this we ask a simple question, "if this service was not available at WinSport what would customers most likely do instead?"

2.9 Skiing, Tube Park, Outdoor Adventure and Ski Lessons

The most likely alternative for ski activities provided at WinSport would be for customers to spend money outside Calgary at one of the nearby mountain ski resorts. As such, revenues from ski operations should be included in the analysis even though they mostly come from local residents because this is money that would likely otherwise be spent outside Calgary.

2.10 Zipline / Public Bobsled

The most likely alternative would be for customers to spend money outside Calgary at the next best available high adrenaline activity, like skydiving. As such, we believe these revenues should also be included.

2.11 Concert or Reception Revenues

If concert events were not conducted at WinSport they could be conducted at various locations inside Calgary such as at the Max Bell Arena. Expenditures at WinSport under these categories likely represent relocating customers with Calgary and as such these revenues should not be included in the impact analysis. If the WinSport facility was the largest facility in the City and events would not come to Calgary but for the WinSport facility, then customer revenues on those events should be included in an economic impact assessment.

2.12 Arenas

WinSport is a special facility that houses 1 international sized hockey arena and 3 North American sized ice arenas in close proximity. This unique facility makes it ideal for multiple activities like figure skating, public skating, and public hockey shinny which can all occur at the same time. It is also an ideal location for semi-professional events like the Team Canada World Juniors Showcase games, where participants can practice at one arena then walk over to their scheduled game in the stadium arena. It is a unique facility that has drawn the attention of Hockey Canada which has moved to the WinSport facility. Although there are other arenas in Calgary that could offer similar experiences none offer the combination of convenience this one offers and at present there is no excess ice capacity in the City. As such, we submit arena activities should be included in the economic impact analysis. That said, ordinary admissions for things like shinny could be accommodated elsewhere in Calgary and as such those revenues should not be included in the analysis.

2.13 Office Tower

The WinSport facility has a five storey office tower, three stories of which are rented to commercial tenants. Rents from those tenants should not be included in the analysis. If they were not located at WinSport it is likely they would choose to rent elsewhere in Calgary.

2.14 Concession Revenues

This includes food, beverage and equipment rental activities. Though not absolutely necessary for the operation of a sports facility it is difficult to imagine one operating efficiently without these amenities. Even so, with the test being ‘what would customers spend money on if this weren’t done?’ the clear answer is they would bring their own which they likely would buy elsewhere in Calgary. As such, these revenues do not pass the test and should not be included in the analysis.

Licensed sales do, however, pass the test as they can not legally be brought into the facility if purchased elsewhere.

2.15 Active Lives

WinSport operates summer camps for sports and adventure, mountain biking, hockey and ringette for ages 4 to 14 where students learn athleticism and fundamental movement skills doing a variety of activities. The WinSport facility is uniquely equipped to offer a diverse range of summer activities to challenge children like biking, rope challenges, luge, ball hockey, lacrosse, and even the new sport of quidditch (muggle quidditch). It should also be noted that WinSport is the only major outdoor summer camp supplier in Calgary, with the vast majority of what WinSport provides being focused on the outdoor environment. Though there are facilities that offer summer camps to children in Calgary none offer the diversity of physical and outdoor experience provided by WinSport.

These camps are extremely popular but we must ask, ‘if money wasn’t spent on these where would customers spend it alternatively?’ The answer is possibly other sports camps, but the only comparables within Calgary offer indoor activities (swimming, etc.), soccer and football. Given this we assert that if the WinSport facility did not offer day camps the majority of customers would either go to camps outside Calgary for a similar experience or would opt to spend more money on their summer vacation outside Calgary. As such we believe the Active Lives summer camps should be included in the impact analysis as monies which would not otherwise be spent in Calgary.

2.16 Other Affiliates

WinSport is home to other affiliated organizations including Hockey Canada, Luge Canada, Bobsleigh Canada Skeleton, Alpine Canada, the Canadian Sport Institute and Canada’s Sports Hall of Fame. It is trite to say that none of these operations would exist in Calgary but for the facilities at WinSport. There is also a school operated by the Calgary Board of Education supporting the education of young people who are engaged in advanced sport training at the WinSport facility. If the WinSport facility was not there it is possible that these students would train, live and receive their education outside Calgary so we believe the impacts from the academic aspects associated with WinSport represent monies that would otherwise not be spent in Calgary and should be included in the analysis.

2.17 Business Relocation Costs

When a new facility is built there are typically costs associated with relocating operations from the old facility

to a new one. As no construction is currently ongoing at WinSport this does not apply in this case.

2.18 Re-use Opportunities for Old Facility (If Applicable)

If a new facility is built, the old facility may not be demolished if it is still in usable condition. The reuse opportunities for the old facility should be included in the impact analysis as this represents new opportunities for economic activity in the local municipality. As no new construction is occurring at WinSport, this is not applicable to the current study.

2.19 Property Tax Losses

If a new facility is constructed it is possible that the next alternative use of the land would have been something that would have generated greater property tax revenue to the local municipality. A new stadium could displace a residential development. Careful analysis needs to be done to determine whether a new facility represents a net property tax change to the local municipality. As there is no new construction occurring at the WinSport facility we may dispense with this item.

2.20 Impact on Area of Old Facility (If Applicable)

When a new arena is built it is possible that relocation of major sporting events to that arena could have a negative impact upon the district where the old arena is. It could lead to lower property values and a change in the nature of the community. Impacts to the old community as a result of the change of use of the old facility must be considered in any impact analysis. As there is no new construction occurring at WinSport we may dispense with this item.

2.21 Public Service Cost of Events (Police)

Some public events, particularly those where consumption of legal and illegal drugs is common, require extraordinary public safety presence. Police, EMS, hospitals and incarceration become necessary for some public events. Those costs are borne by society and those who benefit from such events where such costs are likely to occur should bear those costs.

2.22 Opportunity Cost for Funds or Land

The underlying idea here is that society as a whole only benefits when each resource is put to the best use possible at any given time. The opportunity cost is the cost of forgoing the next best use of resources. Fund managers constantly evaluate what is the next best use of money under their watch. If a new investment suddenly appears to have greater return potential they sell investments that have lower potential to increase their return. From the perspective of developing a new stadium the issue is: is a new stadium a better use of the land than say an office building? Once a facility is already built the opportunity costs tend to be much reduced. In order to have a next best use the facility itself would typically need to be demolished and those demolition costs are typically sufficient to outweigh the benefits possible from an alternative use. That said, as cities grow land tends to increase in value. Eventually the value of the land far exceeds the costs of demolition and alternative uses may become more profitable. WinSport today is not in this situation, but we note it as a cautionary tale that time marches on and one day someone will propose a use for the site that may have greater benefits to society.

2.23 Encumbrance of Bonding Capacity

Some municipalities support the construction of local arenas by providing grants. Those grants are funded by debt typically and that limits the amount of future debt the municipality will be allowed to take on. This can

limit the ability of the local municipality to fund future infrastructure improvements like building new roads, providing fire services and providing safe drinking water. These represent a future burden to the citizens of a municipality and must be included as a public financing cost of a project if public monies are provided to build a new facility. Again, there are no construction activities currently ongoing at WinSport so this is not applicable to the current analysis.

2.24 Demolition and Site Work for Old Facility

If a new facility is constructed then the costs for remediating or reconditioning the site of an older stadium should be included in the calculations. These costs will be borne by someone, whether the old owner or if they abandon the property society in general. In the case of WinSport there are no construction activities ongoing so this is not a concern.

2.25 Non-Pecuniary Items

Some items simply cannot be valued in terms of dollars. These items must, nevertheless, be included in the calculation of the impacts of any facility when an analysis is done. Frequently the numeric analysis on a project or program indicates minimal benefits to the local economy⁷. Indeed, it is well settled in the economic literature that sports teams and facilities do not stimulate economic growth. In this environment it is often the non-pecuniary items that tip the scale to whether or not a proposal is a good idea for the community.

Community Identity

There is a term in French that is of particular interest here. “Notre equipe” usually translates to English as “our team” but the French term *equipe* has subtle meanings. It connotes an idea that everyone is part of the same community, maybe even dressed the same, and there is a small sub-group of that community that is representing the whole community in an event. The “C of Red” at home Calgary Flames games is a prime example. The more people that identify themselves as being a fan or a patron of a local event the more it helps to create a sense that ‘we’re all in this together’ that is the hallmark of a community. Of course, one significant detractor from creating this sense of community occurs when the team members don’t actually make the host city their permanent home. This detraction does not exist at WinSport where athletes who represent Calgary and Canada make their home in Calgary.

Of course other teams from around the world also train at WinSport but the welcome they are given is another aspect of the local community identity; western hospitality.

Civic Pride

Sports teams in particular can entice people to a certain level of pride to belong to a community. This can also go the other way, particularly if the local team has a record of not performing well. This does not haunt the WinSport facility. More Olympic medals have been won by Canadian winter athletes that train and/or compete at WinSport than any other facility or venue in Canada. The head office of Hockey Canada, who manage the national hockey teams; Women’s, Men’s and Juniors, to such success that Canadians have grown to believe that a silver medal in any Hockey event is just not good enough, calls the WinSport facility home. Indeed, all professional sport teams in Calgary take at least an occasional break from their own training facilities to get the personal and unique attention that is only available locally at WinSport. If there is a downside to the civic pride that WinSport engenders it is a public relations issue where all the great works done at WinSport are just not known well enough by the community.

Few locations in the world can host as many types of winter sport World Cup events as WinSport.

Community Visibility

Raising the visibility of a community on the international stage is essentially a mandatory prerequisite for any jurisdiction in attracting investment, innovation, workers, artists and all the myriad of experiences and opportu-

nities that make a dynamic and vibrant thriving community. Enhancements or detractions from the communities external image as a result of any proposed project or ongoing activity should be mentioned in the analysis.

Calgary's second⁸ big push onto the international stage was when it hosted the 1988 Olympic games. It was perhaps one of the greatest Olympic events of all time not for the medals but for the incredible show of community participation, volunteerism, and stories of underdogs. The planet's heart stopped when the Jamaican bobsled team crashed and it soared with Eddie the Eagle, both of which events occurred at the WinSport facility.

2.26 Consumption Benefits

Commonly referred to as Externalities these can be both positive and negative. Impact analysis should include these items particularly where they occur where there is no market to mitigate them. Matters involving public health, pollution, noise, or traffic are typically of concern, for example the creation of a new stadium could result in traffic congestion near the new site which would be a negative impact on local residents and businesses.

The WinSport facility has its own private driveway and is located on the outskirts of the city along a major highway. Incremental noise and traffic from activities at the facility appear to be minimal.

The majority of activity at the WinSport facility involves children receiving both indoor and outdoor physical education and healthy exercise. Much has been written about the personal and social benefits of a physically active population⁹ with current Canadian Physical Activity Guidelines calling for Children to receive 60 minutes of vigorous physical activity daily while adults are encouraged to get at least 150 minutes of moderate to vigorous aerobic physical activity per week.¹⁰ This level of activity is notoriously difficult to achieve in a Canadian winter when just walking proves difficult and potentially dangerous. WinSport is uniquely positioned to offer a variety of activities that can help people meet these objectives. Further, education offered at WinSport in outdoor activities like skiing, snowboarding and skating helps people enjoy the outdoors during Canadian winters their whole lives. Health benefits arising to Calgarians from use of the WinSport facility are impossible to measure but must nevertheless be recognized.

2.27 Political Capital

Frequently businesses ask politicians to support their latest proposal. If all goes well then both business and the politicians who supported it may be viewed in a positive light. If the venture does not perform as planned and there is a public outcry the politicians who supported it could face bad publicity which could, if severe enough, result in their removal from office. It may not be necessary to outright state the political risks and rewards from supporting a project in an analysis but any proposer should give this serious thought before putting pen to paper.

2.28 Support of Development Logic

The layout of cities is planned. Businesses want to be easily accessed by customers and residents do not want to be unduly bothered by noise, pollution or congestion. Local planning authorities do their best to accommodate everyone while recognizing that every natural environment has a best use. Indeed, the WinSport facility exists where it does because the Paskapoo slopes are high enough, steep enough and face north.

One objective of local planners may be to put facilities that complement each other in close proximity to enhance the experience of users while perhaps also co-locating sufficient competing facilities so that monopoly

situations and monopoly pricing practices do not arise. Another objective may be to have a certain unique character of building design in certain communities and business districts. Supporting the natural physical location and development objectives can be seen as a benefit to the community. Radically changing the physical environment or requiring meetings and presentations to have development objectives changed to match a proposal impose costs on society.

WinSport has in the past presented proposals to the local development authority to further develop the Paskapoo slopes only to be met with opposition because the proposals did not match what the development authority believed would be an appropriate and best use for the area. There are currently no proposals for development at WinSport before any development authority and we proceed with this analysis under the assumption that none are forthcoming any time soon.

2.29 Project Planning Capacity Building

Sometimes there simply is no net benefit for doing a particular project. There may even be costs. Still some of them are done just to gain the experience in how to do them, to become more efficient at them, which leads to becoming profitable on the next job.

3. Economic Impact Assessment

Data was collected from WinSport as well as the partner organizations that call WinSport home. Those organizations include:

- Luge Canada
- Alpine Canada
- International Hockey Academy
- National Sports School
- Own The Podium
- Canada's Sports Hall of Fame
- Canadian Sport Institute
- Calgary Gymnastics Centre
- Hockey Canada
- Bobsleigh Canada Skeleton

Analysis revealing the economic impact of WinSport and its partner organizations has been included throughout this report. Here is a summary of the findings:

Total Employment impact:	1,200 Full Time Equivalent Jobs across Calgary
Direct Economic Impact:	\$77.6 million
Indirect Economic Impact:	\$42 million
Total Economic Impact:	\$119.6 million per year

Endnotes

- 1 Hunter, W (1988). Economic impact studies: Inaccurate, misleading and unnecessary. Policy Study #21, The Heartland Institute.
- 2 Hefner, F (1990). Using economic models to measure the impact of sports on local economies. Journal of Sports and Social Issues 14(1): 1-13
- 3 Chapin, Tim, Identifying the Real Costs and Benefits of Sports Facilities, Lincoln Institute of Land Policy Working paper, 2002, WP02TC1
- 4 Feng, Xai and Humphreys, Brad, Assessing the Impact of Sports Facilities on Residential Property Values: A Spatial Hedonic Approach, 2008, IASE/NAASE Working Paper Series No. 08-12
- 5 Using all of the communities of Valley Ridge, Bowness, Cougar Ridge, Greenwood, Crestmont and part of the communities of Silver Springs, West Springs, Scenic Acres, Tuscany, Coach Hill and Patterson we estimate 7433 residential dwellings, valued at an average MLS Dec. 2016 price of \$540,000 each and multiplied by 3% from the Feng and Humphreys study.
- 6 Crompton, John, Economic Impact Analysis of Sports Facilities and Events: Eleven Sources of Misapplication, 1995, Journal of Sport Management, 9, 14-35, pp.26
- 7 Siegfried, J. And Zimbalist, A. The Economic Impact of Sports Facilities, Teams and Mega-Events, 2006, Australian Economic Review, vol 39, no. 4, pp. 420-7
- 8 Arguably the Calgary Stampede was Calgary's first attempt at drawing international attention.
- 9 Warburton, D., Nicol, C. and Bredin, S., Health benefits of physical activity: the evidence, 2006, Canadian Medical Association Journal, 2006, vol. 174, no. 6
- 10 Canadian Physical Activity Guidelines Canadian Sedentary Behaviour Guidelines, your plan to get active every day, 2012 Canadian Society for Exercise Physiology, www.csep.ca/cmfiles/guidelines/csep_guidelines_handbook.pdf accessed January 2017.

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CITY SECRETARIAT RISK REGISTER (PUBLIC)

Risk Profile

Low	Willing to accept and monitor these risks since they have low likelihood of occurrence however with minor consequences.
Medium	Recognizes these risks will probably occur and will have moderate consequences. Management will monitor and manage risks by implementing contingency plans to reduce the likelihood and impact of their occurrence.
High	Recognizes these risks are top priorities of critical importance to the organization. Management is spending more effort to manage and monitor these risks by implementing risk mitigation strategies to reduce the likelihood and impact of their occurrence.

Risk Category	#	Potential Risk Identified	Risk Rating	Mitigation	Risk Rating
			2/10/2018		9/10/2018
Financial	1	Ability of the City Secretariat to validate and assess costs in the Draft Hosting Plan Concept.	Low	<ul style="list-style-type: none"> The City Secretariat and an independent third-party have reviewed the capital and operating expenditures and projected revenue included in the Draft Housing Plan Concept. Financial information has been compared with: (a) CBEC report (b) City of Vancouver, Vancouver 2010 reports, and (c) other Olympic host cities. 	Low
	2	Draft Hosting Plan Concept is still being finalized.	Low	<ul style="list-style-type: none"> The Draft Hosting Plan Concept has been finalized except for one sport venue (e.g. curling) however costing for the curling venue has been included in the plan. 	Low
	3	Impact of any potential City investment for the Olympic and Paralympic Winter Games (OPWG) on The City's debt capacity.	Medium	<ul style="list-style-type: none"> Analysis of debt impact is underway. Other orders of governments' contributions are under negotiation. 	Medium
	4	Alignment of the Draft Hosting Plan Concept with The City's capital investments and operating budget priorities.	Low	<ul style="list-style-type: none"> The City Secretariat is working to ensure alignment with The City's Investment Plans, including sport infrastructure and affordable housing. 	Low
	5	Alignment of Draft Hosting Plan Concept with sport, recreation and event hosting priorities of the City's Recreation Investment plan (e.g. field house and mid-size arena).	Low	<ul style="list-style-type: none"> A review has been completed to ensure alignment with The City of Calgary's long-term capital investment priorities. 	Low

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Risk Category	#	Potential Risk Identified	Risk Rating 2/10/2018	Mitigation	Risk Rating 9/10/2018
Financial	6	Clarifying the timing of GoA and GoC approvals for cost sharing arrangements.	High	<ul style="list-style-type: none"> The Government of Alberta (GOA) has committed to release information on the provincial cost share contribution a minimum of 30 days prior to the plebiscite. The Government of Canada (GOC) is working to determine whether approval of the GoC cost share contribution can be secured a minimum of 30 days prior to the plebiscite. 	High
	7	Provision of comprehensive economic analysis of Draft Hosting Plan Concept.	Low	<ul style="list-style-type: none"> Independent cost benefit analysis is underway. 	Low
	8	Ability to reach final agreement on cost sharing and other key issues between all parties within appropriate timelines.	High	<ul style="list-style-type: none"> Negotiations continue between the City, the GoA and the GoC. 	High
	9	Confidence that The City's essential services amounts are adequate.	Low	<ul style="list-style-type: none"> Subject matter experts were engaged across the corporation to build City Essential Services' budgets. Contingencies and escalation have been included in totals. 	Low

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Risk Category	#	Potential Risk Identified	Risk Rating	Mitigation	Risk Rating
			2/10/2018		9/10/2018
Reputational	10	Alignment of communications with other orders of government and Calgary 2026.	Low	• Overarching communication strategy has been developed for all partners.	Low
	11	November 13, 2018 has been established by Council as the date for the vote of the electors.	Low	• A Draft Hosting Plan Concept has been received from Calgary 2026 which outlines relevant information related to the Games. • A communication roll-out strategy has been developed with all partners and specifically for The City to ensure the public engagement program has comprehensive information to provide Calgarians.	Low
	12	Meeting the GoA's requirement and the commitment to Calgarians to provide information at least 30 days prior to the November 13, 2018 vote of the electors.?	Medium	• The City of Calgary, under the leadership of the Engagement Advisory Sub-committee, has developed a fact-based, neutral engagement program for all citizens. Beginning in October Calgarians will be provided with multiple channels to provide feedback on the issues, opportunities and challenges.	High
	13	Adequate return on investment (ROI) for Calgarians including economic, social and environmental return.	Medium	• The City of Calgary has engaged a financial consultant to conduct a cost benefit analysis of the Draft Hosting Plan Concept.	Medium

CITY SECRETARIAT RISK REGISTER (PUBLIC)

Risk Profile

	14	Ability of The City's public engagement program to meet the expectations of Calgarians and Council to provide them with the information they need to feel informed prior to the vote of the electors.	<ul style="list-style-type: none"> • The public engagement program is intended to inform and educate the public about the bid process, seek public input into whether or not Calgary should submit a bid and identify issues, concerns and opportunities of a potential bid and respond to questions. • The engagement is independent of and separate from Calgary 2026's communications and engagement program and any communications released by the Returning Officer in regard to the vote of the electors. • Concluding a cost-sharing agreement with the Governments of Canada and Alberta is required to be able to advise Calgarians of The City's anticipated share of Calgary 2026's Draft Hosting Plan Costs. 	High
	15	Ensuring that information that is deemed and directed to be confidential and not in The City's interest to share at this time is kept confidential.	<ul style="list-style-type: none"> • The City Secretariat reviews all reports, attachments and presentations and makes recommendations to the Assessment Committee and Council as to whether the documents should be kept confidential under the <u>Freedom of Information and Protection of Privacy Act</u>. The Committee and/or Council make decisions as to what is to be kept confidential. 	High

CITY SECRETARIAT RISK REGISTER (PUBLIC)

Risk Profile

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Medium	Recognizes these risks will probably occur and will have moderate consequences. Management will monitor and manage risks by implementing contingency plans to reduce the likelihood and impact of their occurrence.
High	Recognizes these risks are top priorities of critical importance to the organization. Management is spending more effort to manage and monitor these risks by implementing risk mitigation strategies to reduce the likelihood and impact of their occurrence.

Risk Category	#	Potential Risk Identified	Risk Rating 2/10/2018	Mitigation	Risk Rating 9/10/2018
Operational	16	Conducting a thorough and comprehensive due diligence review of the Draft Hosting Plan Concept within tight timeframes.	Low	<ul style="list-style-type: none"> A thorough review and analysis was completed on all aspects of the Draft Hosting Plan Concept. Calgary 2026 officially released a Draft Hosting Plan Concept to the public on September 11, 2018. 	Low
	17	Ensuring alignment with The City of Calgary's Vision and Quality of Life Results, long-range plans (e.g. MDP/CTP, Affordable Housing, Climate Resilience, Cultural Plan) and policies.	Low	<ul style="list-style-type: none"> The Draft Hosting Plan Concept has been reviewed and assessed for alignment with The City's vision, long-range plans, strategies, and policies. Confirmation has been received that the Draft Hosting Plan Concept is well aligned. 	Low
Legal	18	The City of Calgary, Law and Legal Services Department has completed a preliminary review of the currently anticipated legal risks to The City of Calgary arising from bidding for and, if awarded by the IOC, hosting the 2026 OPWG. Bidding for the 2026 OPWG means agreeing to provide certain Guarantees (legally binding commitments) to the IOC and, if The City of Calgary's bid is successful, signing the IOC's Host City Contract. Unless mitigating measures are put into place, significant legal risks arise from signing the current version of the Host City Contract and providing the current versions of the required Guarantees.	High	<p>The Law and Legal Services Department and Finance is continuing to conduct due diligence and identify measures to mitigate the risk to The City posed by the Host City Contract and Guarantees, including:</p> <ul style="list-style-type: none"> negotiating a Multi-party Agreement and potentially other agreements with other key stakeholders to address risk; ensuring appropriate contingencies and project management measures are in place re: construction and capital projects; carefully considering the terms of the IOC Guarantees to be submitted by The City; seeking to amend or establish applicable legislation, policies, bylaws and protocols; and investigating the availability and scope of insurance 	High

Note: Specific legal and financial risk are not included in the public register as the bid process is competitive in nature and the City Secretariat is engaged in negotiations.