

## **CSTA UPDATE**

# **RELEASED – NOT FOR PUBLIC DISCLOSURE**

## **APPENDIX C: PRELIMINARY FACILITIES AND INFRASTRUCTURE REVIEW**

As part of conducting a strategic review of hosting opportunities, the CSTA engaged a team of Olympic experts to assist with a preliminary facilities and infrastructure review in late 2012 which was completed in early 2013. The experts that were engaged are included in the CSTA team that is set out in Appendix A of the report. The experts all have worked in multiple Olympic Games and Bids, as well as other major sporting events. The major findings from the first phase of work were that Calgary has much to offer the Olympic movement and has many of the key attributes required to host an OPWG; including many of the required sport venues. The city's infrastructure, winter sport tradition and core facilities provide a strong platform to base a future OPWG bid.

### **MEDIA FACILITIES**

Three media facilities are required to host the OPWG – an International Broadcast Centre (IBC), Main Press Centre (MPC) and Mountain Broadcast Centre. The proposed expansion of the BMO Centre at Stampede Park may allow for capacity requirements to be sufficiently met for broadcast and press facilities. The IOC strongly prefers the two facilities to be co-located given operating synergies. Calgary's convention center is significantly undersized for today's Olympic requirement. Facilities of at least 450,000 and 250,000 square feet are required for the IBC and MPC respectively and they could be met in part with temporary structures. The Banff Centre, if available, would make an ideal mountain broadcast center.

### **SPORT VENUES**

Calgary has a number of facilities which are actively used for World Cups. This is generally seen as a selling point in Olympic bids. However, a number of sport venues would need to be constructed to meet the needs of the current OPWG program. For example, two new arenas would be required to meet the ice sports program including a large capacity arena (approximately 15,000 seats) to host either hockey or figure skating/short track speed skating and a smaller capacity arena (approximately 6,000 to 8,000 seats) to host either curling or the second ice hockey competition venue. As well, the viability of the Oval faces a number of constraints and will require careful study. A 120-metre ski jump venue is also required. A new location should also be considered for development of ski jumping facilities, given some of the challenges related to the current site.

### **SPORT PROGRAM EVOLUTION**

Over the last 30 years the OPWG has grown significantly in both the number of events and the number of athletes and National Olympic Committees represented at the Games. To put it in perspective, Calgary 1988 hosted 46 Events, whereas the Sochi Olympic Winter Games are expected to host 98 Events.

Athlete numbers have doubled since Calgary and media representatives have increased by 160%. Team sizes, including team officials, have increased by 125% since the '88 Games. The core seven sports of the Games are not expected to change in the foreseeable future but the number of events within those sports continues to increase. The only sport added in the last thirty years was the sport of curling, which was added after the Calgary 1988 Games. Curling was a demonstration sport in Calgary; however, the IOC no longer permits demonstration sports at the Games.

The increasing number of events has implications for future hosts – particularly for mountain events where the venues are generally temporary and logistics are challenged because of a lack of infrastructure.

The evolution of the sport program is illustrated below:

**Table 5: HISTORY OF PROGRAM ADDITIONS FOR THE OPWG**

<b>GAMES</b>	<b>SPORTS</b>	<b>DISCIPLINES</b>	<b>EVENTS</b>	<b>NEW EVENTS</b>
Salt Lake 2002	7	15	78	Bobsleigh (W)
Torino 2006	7	15	84	Speed Skating Team Pursuit (M&W) Snowboard Cross (M&W) Biathlon Mass Start (M&W)
Vancouver 2010	7	15	86	Freestyle Skiing Ski Cross (M&W)
Sochi 2014	7	15	98	Figure Skating Team Event Biathlon Mixed Relay Ski Jumping (W) Freestyle Skiing Ski Halfpipe (M&W) Snowboard Slopestyle (M&W) Freestyle Skiing Ski Slopestyle (M&W) Snowboard Parallel Slalom (M&W) Luge Team Relay

PyeongChang 2018	7	15	102	Added WCF – Curling Mixed Doubles (1 event) ISU – Speed Skating Mass Start – 2 events FIS Snowboard Big Air – 2 events  Removed PSL Snowboard – 2 events
Beijing 2022	7	15	TBD	Sports to be confirmed 2019

## ATHLETES VILLAGE

The village requirements for the OPWG are more than double what was required for Calgary 1988 and the standard for delivery has increased in terms of amenities, washroom ratios, meeting space, and room size. Approximately 5,500 to 6,000 bed spaces will be required for 2026 including the athletes and all team officials. The allocation between city and mountains will depend on the sporting venue locations. Most bids are now striving for a maximum travel of 30 minutes from village to venue, thereby mandating the need for a mountain village. There is also a strong desire to have endurance athletes live and compete at the same altitude which would be facilitated by a mountain village for athletes competing in Cross Country.

The University of Calgary would make an ideal location for the city village. A number of additional residence beds would be required – in the range of 500-2,000 depending on current room size and configuration, location on campus, and the final venue program. This need could be expanded depending on the potential solutions for media and police accommodation. With the addition of the Paralympic Games the Games now run for a longer period which lends itself to finding a unique and physically separate solution in terms of University housing so that the academic calendar can resume after the OPWG.

The mountain village would need to be a similar size to the city village – i.e. up to 3,000 beds spaces which would necessitate a large development footprint. While some temporary elements would be acceptable, a solution that blends permanent and temporary solutions would be far more saleable to the IOC and will likely require a significant investment, some of which would be recouped through sales proceeds, even assuming an affordable housing legacy. In 2010, the solution in Whistler resulted in long term affordable resident housing, a critical need for a resort workforce.

## ACCOMMODATION

Accommodation is a major issue for organizers as the needs have grown significantly over the last twenty years for the Olympic delegates as well as the Organizing Committee and its delivery partners such as the security forces. The requirements in the city of Calgary for Olympic delegates will be in excess of 14,000 rooms and for the Organizing Committee and its

delivery partners, such as the security agencies and the transportation contractors, another 7,500 beds would be required on top of the Olympic Village needs.

Generally, the Olympic Family requires dedicated “rooms”, i.e. a separate bedroom with bathroom, whereas much of the Games workforce, including volunteers and contractors, can share rooms and therefore “beds” is used to enumerate requirements.

Given the current inventory of approximately 12,000 rooms in Calgary there is a shortfall, (some of which will be addressed by new hotel construction in the coming years). While this shortfall is considerable, it also represents a significant legacy opportunity in terms of market and non-market solutions including increased hotel and University inventory, seniors and affordable housing, and market based real estate developments. The requirements in the mountains will depend in part on the determination of hosting venues for the snow sports.

Based on a preliminary concept of venue locations, the requirements for Olympic delegates will be in the range of 4,500 rooms and requirements for the Organizing Committee and its delivery partners will be in the range of 7,500 beds. Based on a current inventory of 8,900 tourist rooms, it appears that a concerted effort of contracting existing inventory of traditional tourist accommodation and private residences would meet most of this need with some augmentation by temporary solutions.

**Table 6: CITY ACCOMODATION REQUIREMENTS (excluding athletes and team officials)**

User Group	Estimated Requirements	Net Available Inventory	Estimated Shortfall
Olympic Family	14,500 rooms	10,000	4,500 rooms (before factoring in growth of hotel sector)
Organizing Committee	3,500 beds	1,200	2,300 beds
Security	4,000 - 4,500 beds		4,500 beds
Total	14,500 rooms, 7,500 beds	10,000 rooms, 1,200 beds	4,500 rooms, 6,800 beds

**Table 7: MOUNTAIN ACCOMODATION REQUIREMENTS (excluding athletes and team officials)**

User Group	Estimated Requirements	Net Available Inventory	Estimated Shortfall
Olympic Family	4,500 rooms	4,500 rooms	No shortfall
Organizing Committee	4,500 beds	3,000-4,000 beds	500-1,500 beds
Security	3,000 - 3,500 beds	2,500-3,500 beds	500 to 1,000 beds
Total	4,500 rooms, 7,500 beds	4,500 rooms, 6,000 beds	1,500 beds

## **FUNDAMENTAL TERMS AND CONDITIONS**

### **STRICTLY CONFIDENTIAL**

Fundamental terms and conditions of a funding agreement to be entered into between The City of Calgary and BIDXCO.

### **PROJECT- SCOPE OF WORK**

The City is proposing to provide funding to the Bid Exploration Committee (BIDXCO) (registered under Canada Not-for-profit Corporations Act) for the initiation of bid exploration for the 2026 Olympic and Paralympic Games (OPWG). Upon completion of the work, The City is to be provided with a Master Hosting Plan (MHP), including costing, development of a vision and legacy piece through stakeholder engagement, and a concept and a high level feasibility review for sport and venues, villages and accommodations, as well as a preliminary review of transportation.

The proposed funding for this project is up to \$5 million.

This Attachment outlines only fundamental terms and conditions to be included in the Funding Agreement. The Agreement will also contain such additional terms and conditions as the General Manager, Community Services deems required. The Agreement must be in content and form satisfactory to the General Manager, Community Services and the City Solicitor, respectively.

### **TERM**

The term of the Agreement will expire on the later of 2017 December 31 or when the following occurs:

- a) it is determined by The City that a bid will not be pursued.

The City may, at its sole discretion, terminate the Agreement on 30 days notice.

### **PARTIES**

#### **The City of Calgary**

- The City appoint two City representatives to assist the Board of Directors of BIDXCO.
- The City shall identify a single point of contact within Administration to coordinate work.
- The City will contribute up to \$5 million for this project, which includes \$0.3 million to address required City Administration support.
- If Council decides not to pursue a domestic or subsequent international bid or BIDXCO is wound up, any unexpended City funds are to be returned to The City.
- If a domestic competition does not occur, the amount saved in the domestic bid candidature process category will be identified as cost savings and be retained by The City.

- Any contingency monies provided by The City that remains upon completion of the project shall be returned to The City.
- BIDEXCO must agree that all materials and work product commissioned or produced during the Bid Exploration, including but not limited to plans, studies, investigations, analysis, and submissions, shall be provided to and owned by The City of Calgary.

### **Bid Exploration Committee (BIDEXCO) Obligations**

- Outlined below are examples of the types of documentation that BIDEXCO must provide to The City prior to The City signing the Funding Agreement. Additional documentation will be identified by the General Manager, Community Services. All documentation must be to the satisfaction of the General Manager, Community Services.
  - Work plans containing clearly defined key performance measures and milestones, operating budgets, governance documents, a risk register and risk management plan.
- BIDEXCO with support from CSTA will solicit donations with a goal of up to \$1 million to support bid exploration costs from the private and/or public sector in accordance with the rules established by the Canadian Olympic Committee and International Olympic Committee.
- The BIDEXCO shall have a work plan and budget with clearly defined Key Performance Measures and milestones.
- The BIDEXCO will conduct any procurement processes in a fair, open and transparent manner consistent with all laws, trade agreements and City policies where applicable.
- The BIDEXCO shall be responsible for any insurance coverage required.
- The BIDEXCO shall ensure it has the appropriate records retention policies and procedures in place.

### **STAGE GATES**

Throughout the Bid Exploration there are four major stage gates where the release of funds may be reviewed and approved by City Administration:

1. On or before 2016 August 1, BIDEXCO board governance and structure must be satisfactory to administration prior to releasing any funds.
2. On or before 2016 October 14, BIDEXCO fundraising and domestic bid competition update, BIDEXCO work plan and the vision and legacy plan.
3. On or before 2017 April 3, BIDEXCO must provide an interim report back to Council with a recommendation and seeking approval prior to declaring a notice of intent to a domestic bid for 2026 OWG.
4. On or before 2017 July 31, BIDEXCO must provide a final report to Council with a recommendation as to whether to submit an international bid to the IOC.

## **CONDITION PRECEDENT**

### **Bid Exploration Committee (BIDEXCO)**

- The BIDEXCO must obtain approval from the City of Calgary General Manager of Community Services before undertaking any of the following activities:
  - Borrowing of any monies under Section 5.11 of the Bylaws.
  - Remuneration of Officers under Section 5.10, but not reimbursement of expenses incurred on behalf of the BIDEXCO as detailed in the same section.
  - Special Resolution to amend the Bylaws or Articles detailed in Section 14.1.
- City funding will be provided in installments and shall be released when agreed upon project milestones, performance measures, reporting and other requirements detailed in the funding agreement are met. The City shall not be required to pay the additional membership dues listed in Section 3.8 of the Bylaws.
- The City shall be provided with any changes to the membership list.
- The City shall participate on the Government Planning and Coordination Working Group.
- The organizational structure of BIDEXCO, as set forth in its articles, bylaws, shareholder agreements and the composition of the board of directors must be satisfactory to The City prior to The City advancing any funds to BIDEXCO.

## **REPORTING AND ACCOUNTABILITY**

The BIDEXCO shall be required to meet the following reporting requirements for the funding installment schedule to be followed:

### **Monthly Reporting to Administration**

- Performance against the work plan including status of updates on Key Performance Measures, key activities and milestones
- Budget against actuals
- Changes to key risks
- Other items as requested

### **Quarterly Reporting to Administration**

- Summary of information provided in monthly reports summarized for the quarter.

### **Annually**

- Audited financial statements (once available)
- Administration shall have the right to assessing the BIDEXCO's performance using the Civic Partner Financial Review Assessment and reporting the results to Council.

- Annual business plans and budgets to be provided to The City of Calgary, General Manager of Community Services for approval
- Other items as requested

### **DISPUTE RESOLUTION**

In the event that the BIDEXCO is unable to agree on any City-related matter, the issue will be referred to the General Manager, Community Services and the Chair of the BIDEXCO for a decision. In the event that the General Manager of Community Services and the Chair of the BIDEXCO are unable to resolve the dispute, the City Manager's and, if required, Council's direction will be sought.

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## **Rationale for Recommendation #1**

As directed by Council, Administration has revisited the options for the governance structure, specifically the levels of control between the two Calgary Bid Exploration company (CBEC) shareholders, The City of Calgary and Tourism Calgary. Administration is recommending Council adopt and approve option #2 rather than option #1 which was previously recommended.

### ***Rationale for the Previously Proposed Governance Structure***

#### ***Option #1***

The previously recommended approach was to incorporate the CBEC as a non-profit Alberta company. The City and Tourism Calgary would be the only two "shareholders" of CBEC. The City and Tourism Calgary would have equal shares (50/50%) in CBEC; however, the City has carefully drafted CBEC's Funding Agreement in accordance with Council's direction and negotiated CBEC's governing documents to further protect public use of funds by giving the shareholders more control than the Board.

Administration proposed this option based on the fact that The City would have veto power over a wide range of CBEC actions that could potentially be contrary to The City's interests (i.e. the ability to block decisions with which The City was not in agreement). This was done through the transfer of certain powers typically exercised by the directors to the shareholders and the creation of a dispute resolution process that escalated all disputes to Council.

Administration continues to believe that this option is a viable approach and continuing with this option would provide CBEC with adequate time to complete the project as well as deliver on the outcomes.

### ***Review of Potential Alternative Structures***

#### ***Option #2 - The City Assumes a Controlling Interest in CBEC of 75%***

Under this option, The City would assume a controlling interest in CBEC. The City would need to hold at least a 75% interest in CBEC in order to ensure The City has control over all decisions of the shareholders required under the *Companies Act*. The benefits associated with this option include:

- The City can take unilateral action as a CBEC shareholder without having to resort to a dispute resolution procedure, potentially saving time and reducing risk of a dispute.
- The City can directly appoint, or remove replacement CBEC Directors

In order to move to Option #2, the CBEC governance documents will need to be revised; potentially impacting the project by approximately two (2) weeks. Given Council's focus on the fact that Calgarians are funding this exploration work, this option is more likely to minimize the potential delay caused by disputes between The City and Tourism Calgary, and will provide the City with a higher level of control over CBEC. Given Council's concerns, Administration is recommending this option, which is more likely to result in greater public confidence.

#### ***Option #3 – Bid Exploration Work by a City Committee***

Under this option, The City would operate and oversee the bid exploration work as a City committee operated out of the office of the GM, Community Services. The individuals selected to serve as the CBEC Board of Directors could become a "citizen advisory board" to the committee. The City would directly hire consultants, experts, and procure any additional goods and services needed to prepare and complete the Master Hosting Plan (MHP) and to make a recommendation to Council. Under this option, the City would have absolute control over the

### **Rationale for Recommendation #1**

project, including how funds are spent and the hiring of staff/ consultants and development of procedures.

Although The City would have greater control under this option, the trade off is that the City loses the opportunity to have an independent and arms-length review of the MHP and other work generated by CBEC. There is also a greater chance that the public will question City Administration's ability to be entirely objective, and may believe that community and expert involvement is insufficient.

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CONFIDENTIAL Preliminary Operating Budget and Cash Flow  
Drafted 2016 September

CALGARY OLYMPIC BID EXPLORATION  
BUDGET AND CASH FLOW  
AUGUST 1, 2016 to NOVEMBER 1, 2017

	Aug-Oct '16	Nov-Jan 17	Feb-Apr 17	May-July 17	Aug-Oct 17	Total
<b>REVENUE</b>						
The City of Calgary Grant	\$1,200,000	\$800,000	\$2,000,000	\$700,000	\$0	\$4,700,000
The City of Calgary Staff Resources	30,000	90,000	90,000	70,000	20,000	300,000
<b>TOTAL REVENUE</b>	<u>\$1,230,000</u>	<u>\$890,000</u>	<u>\$2,090,000</u>	<u>\$770,000</u>	<u>\$20,000</u>	<u>\$5,000,000</u>
<b>EXPENSES</b>						
Master Plan Development	\$284,950	\$973,700	\$696,500	\$362,750	\$38,100	\$2,346,000
The City of Calgary Staff Resources	300,000	90,000	90,000	70,000	20,000	300,000
Management	20,060	178,210	183,150	183,150	173,430	738,000
Finance & Administration	50,000	103,000	173,000	104,000	55,000	485,000
Communications Engagement & Outreach	20,000	160,000	175,000	205,000	45,000	605,000
Domestic Evaluation Process	0	35,000	165,000	0	0	200,000
Contingency at 7% of all costs	25,077	75,231	75,231	75,231	75,231	326,000
<b>TOTAL EXPENSES</b>	<u>\$430,087</u>	<u>\$1,615,141</u>	<u>\$1,547,881</u>	<u>\$1,000,131</u>	<u>\$406,761</u>	<u>\$5,000,000</u>
<b>NET SURPLUS (DEFICIT)</b>						
	\$799,913	\$74,772	\$616,892	\$386,761	\$0	
	50%	5%	62%	95%		

NET POSITION CASH (AT END OF PERIOD)  
Net Position vs. Pending Period Expenses

RECOMMENDED SCHEDULE OF PAYMENTS  
THE CITY OF CALGARY

NOTES

\* In the June 20 2016 Budget provided to City Council, the \$300,000 provision for City Staff Resources was reflected within the Master Plan Development Total.

Installation	Oct 1 2016	Nov 1 2016	Jan 31 2017	Apr 30 2016
Installation 1				
Installation 2				
Installation 3				
Installation 4				

**Administration’s Feasibility Assessment  
For Calgary Bid Exploration’s Work**

Section 1		Describe the Games & Vision for Hosting the Games
1.1	Project Scope	<p>Description of Games:</p> <ul style="list-style-type: none"> <li>• Suite of events contemplated meeting IOC &amp; IPC standards;</li> <li>• # of athletes, support staff, officials, sponsors and their needs;</li> <li>• outline of all venues required &amp; where;</li> <li>• attendance projections.</li> </ul>
1.2	Reason & Timing	<p>What is the central vision for the Games?</p> <ul style="list-style-type: none"> <li>• Outline the key areas that would affect Calgary, Alberta, and Canada</li> <li>• How will hosting the Games align with City objectives and plans, including its ‘city-shaping’ impact? (See 2.1)</li> <li>• Economic &amp; social impacts (leading to, during, and legacy); reputational and international profile; leveraging other investments.</li> </ul> <p>Why is it important for this bid to be contemplated now?</p> <ul style="list-style-type: none"> <li>• Opportunity/benefits &amp; timing</li> <li>• Re-state high-level schedule from now to hosting (Table or Diagram)</li> </ul>
Section 2		Public Engagement & Community Impact
2.1	Alignment with Council Priorities and with City of Calgary plans, strategies, and policies.	<p>Alignment with Council Priorities for 2015-2018 in the following ways:</p> <ul style="list-style-type: none"> <li>• P2 Advance purposeful economic diversification and growth.</li> <li>• P3 Support civic, business and community partners, business investment areas, to collaborate and attract local and global investment.</li> <li>• P5 Seek out partnerships with other governments and community partners to achieve community well-being.</li> <li>• W2 Be as efficient and effective as possible, reducing costs and focusing on value for money.</li> </ul> <p>Align to specific tactics in the Economic Strategy for Calgary’s strategy one, <i>Tell Calgary’s unique and compelling story with one voice</i> and strategy two, <i>Build and promote Calgary as a city to live a creative, active life</i>, as outlined below:</p> <ul style="list-style-type: none"> <li>• Support the investigation of convention space needs</li> <li>• Support sport and sport tourism development</li> <li>• Support efforts to increase hotel rooms in the Centre City</li> <li>• Promote Calgary as a destination for national and international sporting events</li> <li>• Attract and leverage world class events and festivals</li> <li>• Redefine western values to focus on Calgary’s spirit of neighbours helping neighbours, welcoming newcomers and a ‘can-do’ attitude</li> </ul> <p>Alignment with the Civic Sport Policy; Festival and Events Policy, Calgary’s Civic Arts Policy, Cultural Plan for Calgary, Poverty Reduction Strategy and Capital Plan objectives; Recreation Master Plan; Centre City Plan vision and principles; Sustainability Direction 2020 objective; Calgary Economic Development Strategy areas of focus; Municipal Development Plan objectives; imagineCalgary targets; and</p>

**Administration’s Feasibility Assessment  
 For Calgary Bid Exploration’s Work**

		the International Olympic Committee Agenda 2020 recommendations; and the Municipal Naming Rights Policy.
<b>2.2</b>	Public Perspective	<p>Engagement methods &amp; targets.</p> <p>Public expectations re:</p> <ul style="list-style-type: none"> <li>• Acceptable cost</li> <li>• Economic impact &amp; how measured</li> <li>• Acceptable risk</li> <li>• Acceptable disruption to life as usual (including impacts to regular City services)</li> <li>• Legacy: City reputation/brand; public access; ongoing costs &amp; benefits</li> <li>• Environmental impacts</li> <li>• Cultural &amp; educational events &amp; benefits</li> </ul>
<b>2.3</b>	CBEC’s Perspective & Assessment	<ul style="list-style-type: none"> <li>• How bidding &amp; hosting might build a desirable reputation for Calgary &amp; Region;</li> <li>• How would it position Calgary for future winter sport (local, regional, provincial, national, international);</li> <li>• How would it fit with high performance training;</li> <li>• How would it maintain, improve &amp; sustain existing facilities;</li> <li>• Identify associated cultural impacts.</li> </ul>

**Administration's Feasibility Assessment  
For Calgary Bid Exploration's Work**

<b>Section 3</b>		<b>Governments &amp; Stakeholders</b>
<b>3.1</b>	Scope of Analysis	Persons or groups specifically impacted by prospective hosting
<b>3.2</b>	Requirements & Process	Engagement approach & priority; determine level of interest; assess prospective impact; understand stakeholder position; map results to quantify level & nature of impact
<b>3.3</b>	Government Stakeholders	<ul style="list-style-type: none"> <li>• City of Calgary (Mayor &amp; Councillors; ALT)</li> <li>• Alberta (Applicable Ministries; other Calgary Ministers; Calgary Caucuses)</li> <li>• Canada (Applicable Ministries; other Calgary Ministers; Calgary Caucuses)</li> <li>• Town of Canmore</li> <li>• Town of Banff</li> <li>• Town of Lake Louise</li> <li>• Tsuu T'ina Nation</li> <li>• Treaty 7 Nations</li> <li>• Other Municipalities: Edmonton; Vancouver; Whistler</li> </ul>
<b>3.4</b>	Non-Government	<ul style="list-style-type: none"> <li>• COC-Exec; COC; IOC</li> <li>• Calgary Stampede &amp; Exhibition</li> <li>• University of Calgary</li> <li>• Southern Alberta Institute of Technology</li> <li>• Mount Royal University</li> <li>• Winsport</li> <li>• Calgary Sports &amp; Entertainment</li> <li>• Canmore Nordic Centre</li> <li>• Banff Centre</li> <li>• Nakiska Mountain Resort</li> <li>• Lake Louise Ski Resort (Resorts of the Canadian Rockies)</li> <li>• International Sports Federations</li> <li>• National Sports Organizations (Olympic Winter Sports)</li> <li>• Calgary Sports Tourism Authority; Tourism Calgary;</li> <li>• Sport Calgary; Calgary Amateur Sports Organizations</li> <li>• National Sports Organizations (Own the Podium)</li> <li>• National Hockey League</li> <li>• Aboriginal Sports Circle</li> <li>• Truth &amp; Reconciliation Commission</li> <li>• Calgary Economic Development</li> <li>• Calgary Chamber of Commerce</li> <li>• Business Investment Areas</li> <li>• Calgary Arts Development Authority</li> <li>• Calgary Board of Education;</li> <li>• Calgary Catholic School District</li> <li>• Other</li> </ul>

**Administration’s Feasibility Assessment  
For Calgary Bid Exploration’s Work**

Section 4		Describe the Facilities & Infrastructure needed to host the Games			
4.1	Sports Venues	<ul style="list-style-type: none"> <li>Inventory the sport, housing, media &amp; cultural requirements, activities &amp; events currently in OPWG &amp; foreseeable to 2026;</li> <li>Assess fit for purpose and conformance to requirements for all existing/available venues, and produce a gap analysis;</li> <li>Identify new facilities to close the gap.</li> </ul>			
	Facilities	Calgary	Canmore	Bow Valley	
	Existing				
	Upgrades				
	New				
4.2	Athletes’ Villages	Athletes & support	Olympic officials	Media	Other
	Calgary				
	Canmore / Bow Valley				
4.3	Media Facilities & Broadcasting	Stand-alone media facilities that are not already included in the 4.1 Sports Venues, and 4.2 Athletes’ Villages.			
4.4	Ancillary Facilities	Identify facilities not otherwise included in the 4.1 Sports Venues or 4.2 Athletes’ Villages: medical services / health facilities; sports medicine; practice facilities; etc.			
4.5	Celebratory Venues	<ul style="list-style-type: none"> <li>In Calgary <ul style="list-style-type: none"> <li>Comment on use of Olympic Plaza &amp; its potential re-development</li> </ul> </li> <li>In Canmore / Bow Valley</li> </ul>			
4.6	Arts & Culture	Identify specific cultural activities and associated facilities. Identify potential arts & culture facilities throughout Calgary & the Bow Valley that could support hosting aspects of the Games, and show how they could be used.			
4.7	Land for any new site above	Site selection analysis, including land-use, anticipated development permit constraints, accessibility, adjacent uses, cost, etc.			
4.8	Hospitality	Hotel capacity against: tourism projections; plus Olympic needs not met in 4.2.			
4.9	Transportation	<ul style="list-style-type: none"> <li>Identify incremental transportation infrastructure requirements from staging the Games.<sup>1</sup> <ul style="list-style-type: none"> <li>E.g., 24<sup>th</sup> Ave &amp; Crowchild Trail</li> </ul> </li> <li>Green Line (impact of): <ul style="list-style-type: none"> <li>On attendance @ downtown events, the Oval, Max Bell, etc.</li> <li>Provincial funding allocation for Green Line may compete with OPWG</li> </ul> </li> </ul>			
4.10	Telecomm / Broadcasting	Identify incremental telecomm and server requirements associated with social media & broadcasting the Games.			
4.11	Construction Schedule	Feasibility: upgrade & construct new facilities in time for operations within the ‘2019-to-Feb 2026’ window (7 years).			

<sup>1</sup>

With input from The City’s Transportation Infrastructure Planning team  
C2017 – 0097 Olympic Bid Exploration Update Attachment 4  
ISC: Unrestricted

**Administration’s Feasibility Assessment  
For Calgary Bid Exploration’s Work**

Section 5		Capital Costs Summary			
5.1	Sports Facilities	Calgary	Canmore	Bow Valley	Totals
	Existing <sup>2</sup>				
	Upgrades				
	New				
	Land				
	Temporary				
	<b>Sub-Total</b>				
5.2	Athletes’ Villages				
5.3	Other Infrastructure				
	Media				
	Hospitality				
	<b>Sub-Total</b>				
5.3	<b>Total Capital Costs</b>				
5.4	Costing methodology	Costing assumptions including: +/-% variance; consulting, project management, & administrative costs; contingencies; etc.			
Section 6		Enduring Use & Operational Sustainability of Facilities After the Games			
6.1	Overall	Legacy usage of all sports, housing, and other facilities after the Games over a specified time horizon (‘N’ years).			
6.2	<b>New/upgraded facilities</b> <ul style="list-style-type: none"> <li>• Calgary</li> <li>• Canmore</li> <li>• Bow Valley</li> </ul>	<ul style="list-style-type: none"> <li>• Overview of the projected usage, and the operating costs &amp; revenues for the <b>new</b> Calgary facilities after the Games, over the next ‘N’ years.</li> <li>• Similar for <b>major upgrades</b></li> <li>• Does the incremental investment (new &amp; upgrades) provide sufficient long-term return?</li> <li>• If not projected to be fully sustainable, how much ongoing financial commitment by The City over ‘N’ future years?</li> </ul>			

<sup>2</sup> Incremental costs to ‘spruce up’ or ‘fit out’ existing facilities to 2016 IOC standards.  
C2017 – 0097 Olympic Bid Exploration Update Attachment 4  
ISC: Unrestricted

**Administration's Feasibility Assessment  
For Calgary Bid Exploration's Work**

<b>Section 7</b>		<b>Intersecting Stakeholders</b>
Groups & organizations that would be impacted by or would have an impact on the Games, and associated programs & infrastructure.		
<b>7.1</b>	Tsuu T'ina Nation	<ul style="list-style-type: none"> <li>• Investigate plans for a 5,000 seat arena (TBC)</li> </ul>
<b>7.2</b>	University of Calgary	<ul style="list-style-type: none"> <li>• Olympic Oval</li> <li>• Student housing</li> <li>• Land adjacent to McMahon Stadium</li> </ul>
<b>7.3</b>	McMahon Stadium	<ul style="list-style-type: none"> <li>• Opening &amp; Closing Ceremonies</li> <li>• Refurbishment</li> <li>• Adjacent land</li> </ul>
<b>7.4</b>	City of Calgary	<ul style="list-style-type: none"> <li>• Field House near McMahon Stadium (TBC)</li> </ul>
<b>7.5</b>	Calgary Sports & Entertainment	New arena (TBC)
<b>7.6</b>	Stampede Park	<ul style="list-style-type: none"> <li>• Calgary Stampede Master Plan               <ul style="list-style-type: none"> <li>○ Entertainment Zone</li> <li>○ Exhibition Zone (BMO expansion)</li> <li>○ Heritage Zone</li> <li>○ Transit Oriented Development</li> </ul> </li> </ul>
<b>7.7</b>	CMLC	Rivers District for Victoria & Stampede Park Master Development Plan(s), including associated Transit-oriented Development
<b>7.8</b>	Olympic Plaza / Cultural District	<ul style="list-style-type: none"> <li>• Civic District Public Realm Strategy               <ul style="list-style-type: none"> <li>○ Redevelopment of Olympic Plaza</li> </ul> </li> </ul>
<b>7.9</b>	Arts Commons	<ul style="list-style-type: none"> <li>• Arts Commons North (new theatre) &amp; Arts Commons South renovations               <ul style="list-style-type: none"> <li>○ Potential residential tower</li> </ul> </li> </ul>
<b>7.10</b>	Green Line	<ul style="list-style-type: none"> <li>• Downtown &amp; Victoria Park / Stampede Park stations</li> <li>• Connections to Olympic Oval, U of C, &amp; Max Bell</li> </ul>
<b>7.11</b>	Canmore	<ul style="list-style-type: none"> <li>• Nordic Centre</li> <li>• Athletes' Village / Housing</li> <li>• Transit line to Calgary (see Banff media item)</li> </ul>
<b>7.12</b>	Banff	<ul style="list-style-type: none"> <li>• Any Olympic-related amenities</li> <li>• Transit from Calgary to Bow Valley using existing CPR line</li> </ul>
<b>7.13</b>	Lake Louise	<ul style="list-style-type: none"> <li>• Any Olympic-related amenities</li> </ul>
<b>7.14</b>	Nakiska	<ul style="list-style-type: none"> <li>• Any Olympic-related amenities</li> </ul>

**Administration's Feasibility Assessment  
For Calgary Bid Exploration's Work**

<b>Section 8</b>		<b>Capital Funding</b> ( <i>Jointly developed between CBEC &amp; City</i> )
8.1	City of Calgary	City's planned investments in affordable housing, specific sports facilities, Olympic Plaza re-development, arts & culture, transportation, etc.
		<b>City's net new investment required</b> , based on prospective investments from others.
8.2	Alberta	Overall share is preferred strategy; consider specific or targeted investments
8.3	Canada	Overall share is preferred strategy; consider specific or targeted investments
8.4	Calgary-based Investors	Other Calgary investors, e.g., Calgary Stampede, Calgary Sports & Entertainment, the Universities, etc.
8.5	Private Developers	'Games-related' housing or other facilities that could be sold off / rented in future? Modular housing?
	Summary	Summary table for this Section
<b>Section 9</b>		<b>Games Operations: Costs &amp; Funding</b>
9.1	Overview	Overview of how Olympics 'operations' works: IOC, Sponsors, etc.
9.2	Operating Costs	Breakdown by cost category
9.3	Funding Sources	<ul style="list-style-type: none"> <li>• Breakdown by funding source</li> <li>• Markets for broadcasters</li> </ul>
9.4	Existing Capacity	Factor existing operational capacity & experience in Calgary, Canmore / Bow Valley, and associated 'cost avoidance' if any.
9.5	Volunteers	Identify extent to which volunteers could offset operating costs
9.6	Net City costs	<b>Net Games operating costs for City of Calgary</b> (excluding Security, & net of provincial / federal support)
9.7	Net Canmore / Bow Valley	Net Games operating costs for Canmore / Bow Valley (excluding Security, & net of provincial / federal support)
<b>Section 10</b>		<b>Security: Costs &amp; Funding</b>
10.1	Requirements	Overview of security risks & mitigation measures; security management philosophy & framework.
10.2	Costs	Cost estimates by categories: Calgary (+/-% estimate range)
10.3	Enduring Benefits	Operational / learning benefit for security forces in Calgary & region after the games
		Re-state the aggregate capital costs for security infrastructure How much of this <b>infrastructure</b> has enduring benefit after the Games?
10.4	Canmore / Bow Valley	(Repeat for Canmore / Bow Valley) Overview of risks, mitigation measures & costs
<b>Section 11</b>		<b>Incremental Operational Costs to The City for Hosting the Games</b> ( <i>To be developed by The City</i> )

**Administration’s Feasibility Assessment  
For Calgary Bid Exploration’s Work**

<b>11.1</b>	Olympics Secretariat	<ul style="list-style-type: none"> <li>• Planning &amp; coordinating Host-city obligations with the Calgary organizing committee for the Olympics</li> </ul>
<b>11.2</b>	Planning & related	<ul style="list-style-type: none"> <li>• Planning for transportation, emergency, and additional City services beyond what’s provided for the games (e.g., sanitation; snow removal; etc.);</li> <li>• Phasing / re-scheduling land-use planning &amp; permitting of construction;</li> <li>• Permitting of temporary facilities;</li> <li>• Community inclusion planning;</li> <li>• Legislative changes (Calgary organizing committee for the Olympics Charter, and any Bylaw affected by the Olympics)</li> </ul>
<b>11.3</b>	Increments to normal services	<ul style="list-style-type: none"> <li>• Transportation impacts on citizens (Transportation Planning)</li> <li>• Snow removal &amp; any road closures / diversions (Roads)</li> <li>• EMS (in addition to what is contemplated under Olympics Operations – Section 9)</li> <li>• CoC Communications (in addition to 11.4)</li> <li>• Etc. <ul style="list-style-type: none"> <li>○ Estimate of staff &amp; other costs to deliver these services</li> </ul> </li> </ul>
<b>11.4</b>	Promotion & tourism	<ul style="list-style-type: none"> <li>• Direct City of Calgary investments in promoting The City and the Games (before &amp; during Olympics)</li> </ul>
<b>11.5</b>	Culture & Public Art	<ul style="list-style-type: none"> <li>• Cultural Olympiad or City-funded cultural events associated with the Olympics</li> </ul>
<b>11.6</b>	Travel & learning	<ul style="list-style-type: none"> <li>• Pre-games travel by City officials to other Games to observe and learn impacts to municipal services</li> </ul>
<b>11.7</b>	Records & IT	<ul style="list-style-type: none"> <li>• Costs to record and archive materials, photos, videos for City use</li> <li>• IT support for Section 11</li> </ul>
<b>11.8</b>	Contingency	<ul style="list-style-type: none"> <li>• Budget allocation to cover unforeseen City services</li> </ul>
<b>Section 12</b>		<b>Other Government Services &amp; Programs</b>
<b>12.1</b>	Alberta	Based on the Vancouver Games, neighbouring province(s) and the Canadian Government invested in tourism advertising linked to the Games. Provide applicable detail.
<b>12.2</b>	Canada	Same
<b>12.3</b>	Canmore / Bow Valley	Same
<b>12.4</b>	Other Canadian Provinces	Same

**Administration's Feasibility Assessment  
For Calgary Bid Exploration's Work**

<b>Section 13</b>		<b>Economic Benefits</b>
<b>13.1</b>	<b>Capital</b> (up to, during; & after the games)	<ul style="list-style-type: none"> <li>• Direct investments and income transfers to local, regional, national markets</li> <li>• Labor force impacts and how to meaningfully represent these figures.</li> <li>• Indirect economic impacts (multipliers) to local, regional &amp; national economies</li> <li>• Long-term utility of the facilities / housing units after the games</li> </ul>
<b>13.2</b>	<b>Operational</b> (spending during Games)	<ul style="list-style-type: none"> <li>• Operational spending; games attendance income; tourism income; etc. impacting local, regional &amp; national economies</li> <li>• Indirect economic impacts (multipliers) to local, regional &amp; national economies</li> <li>• Induced economic impacts (exposure &amp; potential for attracting future investment)</li> </ul>
<b>13.3</b>	Long-term investment attraction	<ul style="list-style-type: none"> <li>• Projections on attracting business &amp; development to Calgary, Canmore / Bow Valley, and Alberta, as a result of having hosted the Games (over 'N' years).</li> <li>• The value of 'optimism' as a lead-up to the Olympics.</li> </ul>
<b>Section 14</b>		<b>Social Benefits</b>
<b>14.1</b>	Olympic ideals	Olympic ideals; national/civic pride; inclusivity/mutual understanding ideals fostered through hosting Games; etc.
<b>14.2</b>	Sports development	Ongoing sports development, including population health benefits of active / sports participation and physical activity.
<b>14.3</b>	Culture	Cultural showcasing; Cultural Olympiads.
<b>14.4</b>	Reputational	What does hosting an Olympic Games do for the brand and reputation of a city?
<b>14.5</b>	Other	Additional aspects through stakeholder engagement
<b>14.6</b>	City aspirations	Overall alignment with Council Priorities & The City's various plans & directions
<b>Section 15</b>		<b>Environmental Considerations &amp; Benefits</b>
<b>15.1</b>	Calgary	Environmental sustainability in infrastructure development (Sustainable Building Policy); legacy use; etc.
<b>15.2</b>	Canmore / Bow Valley	Environmental sustainability in infrastructure development; legacy use; etc.
<b>15.3</b>	Transportation	Clean transportation during Games
<b>15.4</b>	Other	
<b>Section 16</b>		<b>Legal and Statutory Aspects to Hosting the Games</b>
<b>16.1</b>	IOC	IOC requirements. What binds The City contractually, when, and in what amount? (Table of Stage-Gates)
<b>16.2</b>	Clean Games	Anti-doping measures / constraints / standards
<b>16.3</b>	Procurement	Procurement standards / plan
<b>16.4</b>	Risk	Risk analysis and mitigation plan

**Administration's Feasibility Assessment  
For Calgary Bid Exploration's Work**

Section 17		Recommendation on whether to proceed with a bid or not
17.1	Re-cap net investments by The City & other investors	
17.2	Identify competing investment pressures among the 3 orders of government	
17.3	Net economic & social benefit to the city & region (including leveraged investments). In return for '\$X' City investment, there is 'Y' value (economic & social).	
17.4	Recommendation	CBEC's recommendation on whether to proceed with a bid or not: <b><i>The net value and affordability of hosting the Games, based on the assumption that a bid is successful.</i></b>
17.5	The benefits of this study should a bid not be pursued	
Section 18		The risk of making a bid
18.1	Cost	Cost breakdown for a bid submission
18.2	Funding	<ul style="list-style-type: none"> <li>• Sources of funding for a bid submission</li> <li>• The City's share</li> </ul>
18.3	Probability analysis	<ul style="list-style-type: none"> <li>• broadcast &amp; advertising markets;</li> <li>• historical tracking of awards;</li> <li>• expected / known competition for the 2016 Winter Games;</li> <li>• expert input</li> </ul>
18.4	Benefit even if unsuccessful	Summarize the benefits of a bid even if it fails Would the international exposure created by an Olympic Bid create enough positive exposure to justify a bid even if it didn't win?
18.5	Net Risk / Benefit Analysis	This component represents the <b>expected value</b> of bidding. The calculus is based on the <b>probability</b> of winning <b>times</b> the <b>net positive value</b> of hosting the Games, also factoring the opportunity cost of 'not bidding'.
18.6	Recommendation	CBEC's recommendation to actually make the bid or not make the bid. <b><i>Based on the probability that a bid could fail.</i></b> If the <b>expected value approaches the net value of hosting</b> , then recommend placing a bid.

# CBEC Budget – submission from CBEC

January 10, 2017

Budget Item Number	Budget Item Description	Budget with Approved Funds Dec 2016	Budget with Approved Reallocation of Funds	Notes December 2016
<b>1</b>	<b>ADMINISTRATION</b>	<b>738,000</b>	<b>738,000</b>	
1.01	Administration	738,000	738,000	Original budget category naming Management, proposed category name change to Administration
<b>2</b>	<b>VENUES</b>	<b>2,346,000</b>	<b>2,346,000</b>	
2.01	Venues	2,346,000	2,346,000	Original budget category naming Master Plan Development, proposed category name change to Venues
<b>3</b>	<b>STAKEHOLDER RELATIONS</b>	<b>200,000</b>	<b>200,000</b>	
3.01	Stakeholder Relations	200,000	200,000	Original budget category naming Domestic Evaluation Process, proposed category name change to Stakeholder Relations
<b>4</b>	<b>FINANCE &amp; INVESTMENT</b>	<b>485,000</b>	<b>485,000</b>	
4.01	Finance & Investment	485,000	485,000	Original budget category naming Finance & Administration, proposed category name change to Finance & Investment
<b>5</b>	<b>PUBLIC ENGAGEMENT &amp; COMMUNITY IMPACT</b>	<b>605,000</b>	<b>605,000</b>	
5.01	Public Engagement & Community Impact	605,000	605,000	Original budget category naming Communications Engagement & Outreach, proposed category name change to Public Engagement & Community Impact
<b>6</b>	<b>CONTINGENCY</b>	<b>326,000</b>	<b>326,000</b>	
6.01	Contingency	326,000	326,000	No change
<b>Total Project Budget</b>		<b>4,700,000</b>	<b>4,700,000</b>	

# CBEC Budget – submission from CBEC

January 10, 2017

## Project Overview

	Description	Budget	Spend-to-date	Variance	Notes
1	ADMINISTRATION	\$738,000	\$59,900	\$678,100	
2	VENUES	\$2,346,000	\$56,855	\$2,289,145	
3	STAKEHOLDER RELATIONS	\$200,000	\$0	\$200,000	
4	FINANCE & INVESTMENT	\$485,000	\$0	\$485,000	
5	PUBLIC ENGAGEMENT & COMMUNITY IMPACT	\$605,000	\$0	\$605,000	
6	CONTINGENCY	\$326,000	\$0	\$326,000	
	<b>Total</b>	<b>4,700,000</b>	<b>116,755</b>	<b>4,583,245</b>	

**Check Totals** **4,700,000**  
**Additional City of Calgary Resources** **300,000**  
**Total CBEC Budget** **5,000,000**

# CBEC Budget – submission from CBEC

January 10, 2017

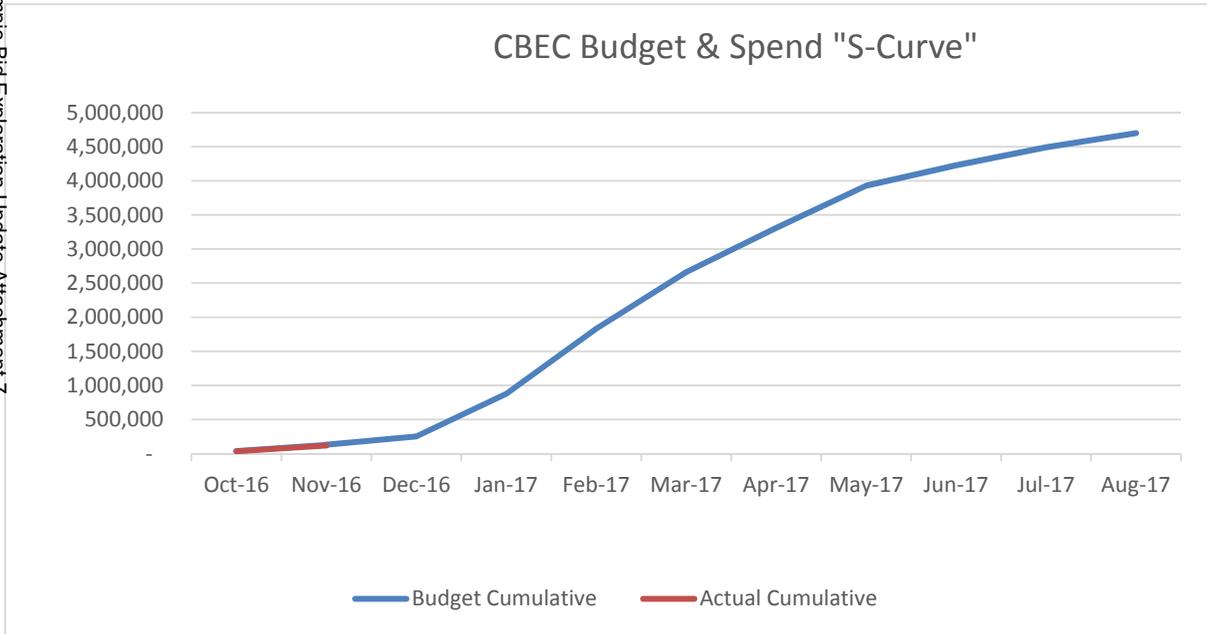
## Cash Flow

Budget Item Number	Budget Item Description	Current Budget	Oct-16	Actual Oct 2016	Nov-16	Actual Nov 2016	Dec-16	Actual Dec 2016	Jan-17	Feb-17	Mar-17	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Check Subtotal	Spend to date
1	ADMINISTRATI ON	738,000																
1.0 1	Approved budget December 2016	738,000	14,500	15,900	60,970	44,000	63,970		83,508	76,008	73,508	73,008	72,758	73,258	73,258	73,254	0	59,900
2	VENUES	2,346,000																
2.0 1	Approved budget December 2016	2,346,000	22,667	15,730	30,667	41,125	51,667		363,667	520,667	464,667	398,714	354,714	77,714	59,714	1,142	0	56,855
3	STAKEHOLDER RELATIONS	200,000																
3.0 1	Approved budget December 2016	200,000	0		0		0		17,420	44,008	47,295	26,898	33,608	12,108	9,335	9,330	0	0
4	FINANCE & INVESTMENT	485,000																
4.0 1	Approved budget December 2016	485,000							60,625	60,625	60,625	60,625	60,625	60,625	60,625	60,625	0	0
5	PUBLIC ENGAGEMENT & COMMUNITY IMPACT	605,000																
5.0 1	Approved budget December 2016	605,000					6,668		59,050	214,450	140,700	49,700	57,700	32,600	21,800	22,332	0	0
6	CONTINGENCY	326,000																
6.0 1	Approved budget December 2016	326,000							40,750	40,750	40,750	40,750	40,750	40,750	40,750	40,750	0	0
	<b>Total Project Budget</b>	<b>4,700,000</b>	<b>37,167</b>	<b>31,630</b>	<b>91,637</b>	<b>85,125</b>	<b>122,305</b>		<b>625,020</b>	<b>956,508</b>	<b>827,545</b>	<b>649,695</b>	<b>620,155</b>	<b>297,055</b>	<b>265,482</b>	<b>207,433</b>		<b>116,755</b>

# CBEC Budget – submission from CBEC

January 10, 2017

## CBEC Budget & Spend "S-Curve"



## Financial Information

The financial aspects of hosting the Olympics and Paralympic Games (Games) have been developed through the Calgary Bid Exploration Committee (CBEC) and presented to Council on 2017 June 19 & July 24. Since CBEC's report was presented to Council, City Administration has refined several elements in CBEC's estimates to represent a more precise financial picture. The key changes consist of:

- the inclusion of the Field House and the BMO Hall 'F', identified as required for the Olympics and added when cost estimates were complete;
- reconfiguration of where certain events will be staged, to increase the long-term legacy value of the associated facilities; and
- explicitly representing the entire housing component in the financials to ensure that the associated risks are addressed.

The following table represents the budget breakdown for hosting the Games.

**TABLE 1 – Costs & Revenues:**

Category	Cost (\$000's)	Non-Gov't (\$000's)	Gov't (\$000's)
Sports Venues & Media	\$733	\$0	\$733
Housing	\$1,216	\$814	\$402
Games Operations	\$2,380	\$2,190	\$190
Security	\$600	\$0	\$600
Contingency	\$235	\$0	\$235
<b>Total Games</b>	<b>\$5,164</b>	<b>\$3,004</b>	<b>\$2,160</b>
Endowment	\$100	\$25	\$75
Bidding Costs	\$30	\$5	\$25
Essential Gov't Services	TBD by each jurisdiction		

It is important to note that Total Games costs would be the subject of a formula-based approach for funding by the three governments, while an endowment fund and bidding costs are likely to be addressed independently from the rest of the budget.

Essential Government Services, such as Border Services, Immigration, Health, Environment Canada, Tourism Canada/Alberta, and City's additional Transportation Services during the Games are under development by the respective jurisdictions, and not represented in the Table at this point.

The following table provides details for the capital investments required to host the Games. A summary value proposition follows on the next page.

**Table 2 – Details of Capital Investments in Sports & Media Facilities:**

		Olympics Cost (\$000's)	Legacy Value (\$000's)	City Investment without Olympics (\$000's)
1	Field House (+ ice)	\$272	\$272	\$255
2	Hall 'F' Expansion	\$55	\$55	\$20 - \$25
3	Upgrades to BMO	\$80	\$30	\$10 - \$15
4	Upgrades to Saddledome	\$10	\$0	\$0
5	McMahon Stadium	\$50	\$50	\$15 - \$20
6	Mid-sized Arena	\$50	\$50	\$0
7	Oval	\$50	\$50	\$15 - \$20
8	Winsport	\$63	\$63	\$10 - \$15
9	Contingency	\$54	\$54	\$0
	<b>Sub-total Calgary</b>	<b>\$684</b>	<b>\$624</b>	<b>\$325 - \$350</b>
	Mountains	\$43	\$43	-
	Whistler	\$6	\$6	-
	<b>Total</b>	<b>\$733</b>	<b>\$673</b>	<b>-</b>

Table 2 above does not include Housing capital investments.

The following table represents a summary value proposition for the Sports & Media Venues necessary for the Games. The table isolates the capital investment required for Calgary-based facilities only (Column A), the legacy value of those same facilities (Column B), and under Column C, the approximate investment that would be required without the Olympics (i.e., to build the Field House, Hall F), and to refurbish key existing Calgary-based facilities that have reached their lifecycle (e.g., the Oval, McMahon Stadium, and upgrades to the BMO Centre).

The table then compares the investment in Column C to what is the expected range of the City's share contribution to the Olympics overall (Column D).

**TABLE 3 – Summary Value Proposition for Calgary:**

A	B	C	D
Total Government Capital Investment for Olympics	Legacy Value	Approximate City capital investment without Olympics	Range of City's Share Contribution to Olympics
<b>\$684 M</b>	<b>\$624 M</b>	<b>\$325 - \$350 M</b>	<b>\$330 - \$550 M (City share @ 15% - 25%)</b>

Columns A & B:

The difference between the Capital Investments in Calgary for Sports & Media Venues (Column A), and the Legacy Value of those facilities (Column B) is based on CBEC's estimation of certain expenses that may not realize full value beyond the Olympics. These are the upgrades to BMO Centre for broadcasting that will not necessarily be utilized by BMO after the Olympics, and the upgrades to the Saddledome where utility may not continue.

Column C:

This is the approximate capital investment that The City would undertake without the Olympics for a Field House, the expansion of Hall F, and the necessary refurbishments of the Oval, McMahon, and upgrades to BMO. A range of \$325 M to \$350 M is based on The City paying for 100% of the Field House and approximately one-third of the other costs.

Column D:

This represents a potential range of the City's share contribution to the Olympics overall. This amount is based on the \$2,160 M overall Government portion of the Games noted in the bottom right corner of the Cost & Revenue Table 1 above.

Sports Canada's guidelines for funding major games provides for 50% of the government portion of the Games, leaving the next 50% to be funded by Alberta and The City. It is anticipated that based on the Vancouver Olympics, and allowing for a different economic climate over time and region, that the Alberta share could be between 30% or 35% of the Games overall. Hence, the estimated City contribution could be as low as \$330 M or as high as \$550 M. The range stated constitutes a high-level estimate and is subject to ongoing discussion with the province.

In the following table, CBEC has identified the high-level impacts of the Games, based on the Conference Board of Canada’s economic impact study. Administration has featured but not quantified the branding impact simply as ‘high exposure’ on a world-wide scale.

**TABLE 4 – Summary of Impacts:**

<b>Impact</b>	<b>Canada</b>	<b>Alberta</b>	<b>Calgary</b>
<b>Economic Activity</b>	<b>\$3.5 B</b>	<b>\$2.8 B</b>	<b>\$1.9 B</b>
<b>Employment (FTE’s)</b>	<b>35,000</b>	<b>29,000</b>	<b>21,000</b>
<b>Taxes</b>	<b>\$460 M</b>	<b>\$220 M</b>	<b>\$30 M</b>
<b>Tourism</b>	<b>Tickets</b>	<b>Total Visitors</b>	<b>Out-of-Province</b>
	<b>1.7 M</b>	<b>790,000</b>	<b>288,000</b>
<b>Branding</b>	<b>High Exposure</b>	<b>High Exposure</b>	<b>High Exposure</b>

## Summary of Risk

This risk analysis presents an update on the Integrated Risk Management framework for the Olympic Bid Dialogue Stage. The IRM framework enhances The City's ability to proactively manage risk and make well informed decisions. This report provides an overview of the principal corporate risks that could affect a successful Olympic Games for Calgary. The analysis is segmented as follows:

1. **Risk Profile** – identifying principle corporate risks
2. **Risk Heat Map – Prior to Mitigation** · evaluating corporate risks, including likelihood and impact
3. **Risk Mitigation Strategy** – identifying strategies to respond to corporate risks
4. **Risk Heat Map – After Mitigation** · evaluating corporate risks, including likelihood and impact
5. **Risk Definitions and Examples** – outlined in the Integrated Risk Management framework

OLYMPIC BID DIALOGUE STAGE – INTEGRATED RISK MANAGEMENT  
 1. RISK PROFILE

Corporate Risk Categories	#	Risk Identified	Likelihood	Impact	Responsibility	Mitigation Strategy
Financial Risks	1	Federal Funding Insufficient	Medium	High	Orders of Government	Mitigate & Monitor
	2	Provincial Funding Insufficient	Medium	High	Orders of Government	Mitigate & Monitor
	3	IOC Support Insufficient	Medium	Medium	BidCo, CoC	Monitor
	4	Cost Increases	Medium	High	Orders of Government	Mitigate & Monitor
	5	Sponsorship Revenue Insufficient	Medium	High	Orders of Government	Mitigate & Monitor
	6	Operating Income Insufficient	Medium	High	Orders of Government	Mitigate & Monitor
	7	City Debt Capacity Insufficient	Medium	High	City of Calgary	Mitigate & Monitor
	8	Construction Cost Overruns	Medium	Medium	Orders of Government	Monitor
	9	Security Cost Overruns	Medium	High	Federal Govt.	Mitigate & Monitor
	10	Economic Conditions Deteriorate	Medium	Medium	Orders of Government	Monitor
Political / Strategic Risks	11	Housing Demand Insufficient	High	High	Orders of Government	Mitigate & Monitor
	12	Lack of Overall Economic Value	Low	Medium	Orders of Government	Monitor
	13	Partner Municipalities - Lack of Support	Medium	High	BidCo, Organizing Committee	Mitigate & Monitor
	14	Public Support Decreases	Medium	High	BidCo, Organizing Committee	Mitigate & Monitor
	15	Legacy Plan Unsatisfactory	Medium	High	BidCo, Organizing Committee	Mitigate & Monitor
	16	Competing Candidate Cities – Bid Loss	Low	Medium	BidCo	Monitor
	17	Resident/Visitor Safety Concerns	Medium	High	Orders of Government	Mitigate & Monitor
	18	Facilities Don't Meet IOC Requirements	Low	High	BidCo, Organizing Committee	Mitigate & Monitor
	19	Construction Delays	Low	High	Organizing Committee	Mitigate & Monitor
	20	Bid Timelines Missed	Medium	High	BidCo	Mitigate & Monitor
Operational Risks	21	Venue Commitments Unresolved	Medium	High	BidCo, Organizing Committee	Mitigate & Monitor
	22	Lack of Volunteers	Medium	Medium	Organizing Committee	Monitor
	23	Hosting Agreements Incomplete	Medium	Medium	BidCo	Monitor
	24	Venue Agreements Incomplete	Medium	High	BidCo	Mitigate & Monitor
Legal Risks	25	Stakeholder Partnerships Unresolved	Medium	Medium	BidCo	Monitor
	26	Bid Withdrawal	Medium	High	BidCo, CoC	Mitigate & Monitor
Reputational Risks	27	Public Trust Diminished	High	Medium	BidCo, Orders of Government	Mitigate & Monitor
	28	Negative IOC Reputation	Medium	Medium	BidCo, CoC	Monitor
Environmental Risks	29	Severe Weather Disruption	Medium	High	Organizing Committee	Mitigate & Monitor

OLYMPIC BID DIALOGUE STAGE – INTEGRATED RISK MANAGEMENT  
**2. RISK HEAT MAP – PRIOR TO MITIGATION**

Likelihood			Impact
Low	Medium	High	
#18 Facilities Don't Meet IOC Requirements #19 Construction Delays	#1 Federal Funding Insufficient #2 Provincial Funding Insufficient #4 Cost Increases #5 Sponsorship Revenue Insufficient #6 Operating Income Insufficient #7 City Debt Capacity Insufficient #9 Security Cost Overruns #13 Partner Municipalities - Lack of Support #14 Public Support Decreases #15 Legacy Plan Unsatisfactory #17 Resident/Visitor Safety Concerns #20 Bid Timelines Missed #21 Venue Commitments Unresolved #24 Venue Agreements Incomplete #26 Bid Withdrawal #29 Severe Weather Disruption	#11 Housing Demand Insufficient	High
#12 Lack of Overall Economic Value #16 Competing Candidate Cities – Bid Loss	#3 IOC Support Insufficient #8 Construction Cost Overruns #10 Economic Conditions Deteriorate #19 Construction Cost Overruns #22 Lack of Volunteers #23 Hosting Agreements Incomplete #25 Stakeholder Partnerships Unresolved #28 Negative IOC Reputation	#27 Public Trust Diminished	Medium
			Low

	Willing to accept and monitor some risks since they have low likelihood of occurrence however with minor consequences.
	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
	Recognizes that 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

OLYMPIC BID DIALOGUE STAGE – INTEGRATED RISK MANAGEMENT  
**3. RISK MITIGATION STRATEGY**

#11.2.4  
 RELEASED  
 C2017-1181  
 ATTACHMENT 5

#	Risk Identified	Prior to Mitigation		Mitigation	Mitigated Risk	
		Likelihood	Impact		Likelihood	Impact
1	Federal Funding Insufficient	Medium	High	<ul style="list-style-type: none"> <li>Continuous communication with public sector</li> <li>Develop Government relations strategy, civil services</li> <li>Register as required by Lobbyist regulation</li> <li>Secure early and firm financial commitment</li> </ul>	Medium	Medium
2	Provincial Funding Insufficient	Medium	High	<ul style="list-style-type: none"> <li>Continuous communication with public sector</li> <li>Develop Government relations strategy, civil services</li> <li>Register as required by Lobbyist regulation</li> <li>Secure early and firm financial commitment</li> </ul>	Medium	Medium
4	Cost Increases	Medium	High	<ul style="list-style-type: none"> <li>Continuous monitoring of actual/committed expenses</li> <li>Apply sound project management skills to adhere to project budget</li> </ul>	Medium	Medium
5	Sponsorship Revenue Insufficient	Medium	High	<ul style="list-style-type: none"> <li>Early start to sponsor outreach</li> <li>BidCo is committed to sourcing in-kind donations</li> <li>Utilizing third party to document all in-kind donations</li> <li>Properly managing offers of in-kind donations</li> <li>Transparency</li> <li>BidCo's "Vision"</li> </ul>	Medium	Medium
6	Operating Income Insufficient	Medium	High	<ul style="list-style-type: none"> <li>Develop business plan</li> <li>Early forecasting / detailed revenue estimating</li> <li>Validation of revenue estimates</li> </ul>	Medium	Medium
7	City Debt Capacity Insufficient	Medium	High	<ul style="list-style-type: none"> <li>Overall value proposition is positive</li> <li>Other Governments' contributions have not been confirmed</li> <li>Debt-capacity overlay requires the net City amount to be known</li> </ul>	Medium	Medium
9	Security Cost Overruns	Medium	High	<ul style="list-style-type: none"> <li>Have the Provincial and Federal Government support a joint Calgary Police Service/Provincial RCMP leadership structure like the successful 2002 G8 model</li> <li>Develop an oversight structure that would provide strategic direction to the RCMP consistent with the proposed security philosophy</li> <li>Ongoing engagement/dialogue</li> </ul>	Medium	High

OLYMPIC BID DIALOGUE STAGE – INTEGRATED RISK MANAGEMENT  
**3. RISK MITIGATION STRATEGY**

#	Risk Identified	Prior to Mitigation		Mitigation	Mitigated Risk	
		Likelihood	Impact		Likelihood	Impact
11	Housing Demand Insufficient	High	High	<ul style="list-style-type: none"> <li>Demand by type of user (student, seniors, affordable) requires more analysis</li> <li>Significant portion of affordable housing is assumed to be mortgage financing</li> <li>Significant component of market housing</li> <li>Overall risk assessment is incomplete</li> </ul>	Medium	High
13	Partner Municipalities - Lack of Support	Medium	High	<ul style="list-style-type: none"> <li>Establish clear communication channels to ensure support and early identification of issues</li> <li>Regular engagement</li> </ul>	Low	Medium
14	Public Support Decreases	Medium	High	<ul style="list-style-type: none"> <li>Full and transparent engagement of the public</li> <li>Close monitoring of the Public &amp; Stakeholder opinion</li> <li>Continuous polling of the public by various means</li> <li>Develop a "Vision" for the games/bid</li> </ul>	Low	Medium
15	Legacy Plan Unsatisfactory	Medium	High	<ul style="list-style-type: none"> <li>Transparency</li> <li>Actively engaging with the public</li> <li>Strategic media plans</li> <li>Public Engagement</li> </ul>	Low	Medium
17	Resident/Visitor Safety Concerns	Medium	High	<ul style="list-style-type: none"> <li>The concept of venue clusters reduces perimeter security costs as well as security staffing costs</li> <li>Incorporating any new venues into existing clusters will minimize any additional related expense</li> </ul>	Medium	High
18	Facilities Don't Meet IOC Requirements	Low	High	<ul style="list-style-type: none"> <li>Regular engagement with COC and IOC</li> <li>Clear communications plan</li> </ul>	Low	Medium
19	Construction Delays	Low	High	<ul style="list-style-type: none"> <li>Project Management Professionals are required to lead City projects</li> <li>Standard is applied where City-funding is involved</li> <li>Scope of new/renovated facilities is well understood</li> <li>Construction climate is favourable in mid-term</li> </ul>	Low	Medium
20	Bid Timelines Missed	Medium	High	<ul style="list-style-type: none"> <li>Apply sound project management skills to adhere to project timelines</li> <li>Staff levels appropriate for work load and timing constraints</li> <li>Clear and consistent direction from management</li> </ul>	Low	Medium

OLYMPIC BID DIALOGUE STAGE – INTEGRATED RISK MANAGEMENT  
**3. RISK MITIGATION STRATEGY**

#	Risk Identified	Prior to Mitigation		Mitigation	Mitigated Risk	
		Likelihood	Impact		Likelihood	Impact
21	Venue Commitments Unresolved	Medium	High	<ul style="list-style-type: none"> <li>• Proper management of the Project schedule to include regular engagement</li> <li>• Clear and continuous communication of expectations</li> <li>• Clear assumptions and end use definition</li> </ul>	Low	Medium
24	Venue Agreements Incomplete	Medium	High	<ul style="list-style-type: none"> <li>• Proper management of the Project schedule to include regular engagement</li> <li>• Clear and continuous communication of expectations</li> <li>• Clear assumptions and end use definition</li> </ul>	Low	Medium
26	Bid Withdrawal	Medium	High	<ul style="list-style-type: none"> <li>• A clear communications plan to repeatedly engage with the Media</li> <li>• Active engagement with the public</li> <li>• Inform the public about bid strategy</li> <li>• Legal to review Host City Contract to fully understand all implication</li> <li>• Ensure that all contractors/consultants have a clause leaving BidCo with little to no financial obligations if BidCo withdraws</li> </ul>	Medium	Medium
27	Public Trust Diminished	High	Medium	<ul style="list-style-type: none"> <li>• A clear communications plan which actively engages the public and stakeholders</li> <li>• Actively engaging with opposition groups</li> <li>• A clear communications plan to repeatedly and consistently engage with the Media</li> <li>• Continuous polling of the public by various means</li> </ul>	Medium	Medium
29	Severe Weather Disruptions	Medium	High	<ul style="list-style-type: none"> <li>• Weather pattern research</li> <li>• Default plans to be established</li> <li>• Schedule flexibility</li> <li>• Clear communications plan</li> <li>• Negotiate with the IOC before signing Host City Contract</li> </ul>	Medium	Medium

OLYMPIC BID DIALOGUE STAGE – INTEGRATED RISK MANAGEMENT  
**4. RISK HEAT MAP – AFTER MITIGATION**

Likelihood			Impact
Low	Medium	High	
#13 Partner Municipalities - Lack of Support #14 Public Support Decreases #15 Legacy Plan Unsatisfactory #18 Facilities Don't Meet IOC Requirements #19 Construction Delays #20 Bid Timelines Missed #21 Venue Commitments Unresolved #24 Venue Agreements Incomplete	#9 Security Cost Overruns #11 Housing Demand Insufficient #17 Resident/Visitor Safety Concerns	High	High
#12 Lack of Overall Economic Value #16 Competing Candidate Cities – Bid Loss	#1 Federal Funding Insufficient #2 Provincial Funding Insufficient #3 IOC Support Insufficient #4 Cost Increases #5 Sponsorship Revenue Insufficient #6 Operating Income Insufficient #7 City Debt Capacity Insufficient #8 Construction Cost Overruns #10 Economic Conditions Deteriorate #19 Construction Cost Overruns #22 Lack of Volunteers #23 Hosting Agreements Incomplete #25 Stakeholder Partnerships Unresolved #26 Bid Withdrawal #27 Public Trust Diminished #28 Negative IOC Reputation #29 Severe Weather Disruption	Medium	Medium
			Low

	Willing to accept and monitor some risks since they have low likelihood of occurrence however with minor consequences.
	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
	Recognizes that 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

OLYMPIC BID DIALOGUE STAGE – INTEGRATED RISK MANAGEMENT  
 5. RISK DEFINITIONS AND EXAMPLES

#	City of Calgary Principal Corporate Risks	Description	Example of Risk Event
1	Business Continuity	<ul style="list-style-type: none"> <li>Critical systems and/or service interruptions due to natural disaster or man-made event</li> </ul>	<ul style="list-style-type: none"> <li>Increase in magnitude and frequency of severe weather events</li> <li>The evolving threat of terrorism- and cyber-related events</li> </ul>
2	Capacity for Change	<ul style="list-style-type: none"> <li>Increasing velocity, pace and quantity of change, combined with limited flexibility in the organization; contributes to reduced capacity, preparation and experience required to implement new initiatives and adapt to changing processes</li> </ul>	<ul style="list-style-type: none"> <li>Changing priorities of council and administration• Lack of integrated, enterprise-wide change management</li> </ul>
3	Economic & Social Impact Risk	<ul style="list-style-type: none"> <li>Ongoing pressures from the regional economic downturn are creating increased demand for social supports.</li> <li>This has an impact on both The City and its partners operations and service delivery.</li> </ul>	<ul style="list-style-type: none"> <li>Continued decline of oil and gas industry</li> <li>Continued economic downturn in Calgary; increased unemployment</li> <li>Increased demand for City services related to population growth and employment, with demands in some areas (e.g. affordable housing)</li> </ul>
4	Environmental Risk	<ul style="list-style-type: none"> <li>Greater and more frequent severe weather could lead to natural disasters and/or disruptions to service performance.</li> </ul>	<ul style="list-style-type: none"> <li>Recent increases in the frequency of severe weather events</li> <li>Citizens not taking personal responsibility and accountability to advance preparedness in their communities</li> </ul>
5	Financial Risk	<ul style="list-style-type: none"> <li>Lower general revenues and/or higher expenses than budgeted negatively impacts service delivery, tax rates and our ability to adapt to growth</li> </ul>	<ul style="list-style-type: none"> <li>Decreasing revenue sources (tax revenue, franchise fees) related to continued economic uncertainty</li> <li>Uncertainty regarding provincial and federal government budgets</li> </ul>
6	Growth Risk	<ul style="list-style-type: none"> <li>Population growth volatility presents challenges in meeting and balancing citizen expectations, long-term capital plans, service delivery goals, and Municipal Development Plan, Calgary Transportation Plan and financial targets.</li> </ul>	<ul style="list-style-type: none"> <li>Drastic increase/decrease in Calgary's growth rate</li> </ul>
7	Health & Safety Risk	<ul style="list-style-type: none"> <li>Potential harm to City employees and contractors</li> </ul>	<ul style="list-style-type: none"> <li>Lack of or ineffective contractor safety management programs (including training on health &amp; safety)</li> <li>Increase in the number of inexperienced personnel</li> </ul>
8	Infrastructure Management	<ul style="list-style-type: none"> <li>Limited resources to support new and existing infrastructure results in deterioration of existing facilities, reliability safety issues and inability to meet the needs of a growing city.</li> </ul>	<ul style="list-style-type: none"> <li>Insufficient funding and support for the maintenance of aging infrastructure</li> </ul>

OLYMPIC BID DIALOGUE STAGE – INTEGRATED RISK MANAGEMENT  
 5. RISK DEFINITIONS AND EXAMPLES

#	City of Calgary Principal Corporate Risks	Description	Example of Risk Event
9	Legal & Compliance	<ul style="list-style-type: none"> <li>The Law Department provides legal, governance, risk management, security and issues management advice. Advice is not always sought in sufficient time to allow a strategy to be developed or action to be taken on a proactive basis, resulting in the corporation having to react to issues or lawsuits.</li> <li>This can impair the corporation's ability to complete projects and conclude transactions on time, on budget and within scope and may result in financial losses or unnecessary business, legal, financial or reputational risk for The City</li> </ul>	<ul style="list-style-type: none"> <li>Frequent failure to seek timely advice from the Law Department in addressing issues of public concern</li> </ul>
10	Operations, Process Risk	<ul style="list-style-type: none"> <li>Failure to ensure appropriate processes are in place to manage the complexity of operations</li> </ul>	<ul style="list-style-type: none"> <li>Inadequate controls, failed processes or poor management practices (including non-compliance with policies and procedures)</li> </ul>
11	Partnership Risk	<ul style="list-style-type: none"> <li>Counterparty risk arising from City partners unable to deliver services</li> </ul>	<ul style="list-style-type: none"> <li>Reduction in funding sources for The City's Civic Partners, including corporate donations and earned revenues from events, catering and other sources</li> </ul>
12	Political Risk	<ul style="list-style-type: none"> <li>Changing priorities and/or competing interests of municipal government, paired with a rapidly evolving and dynamic environment, may result in the inability to deliver on citizen expectations</li> </ul>	<ul style="list-style-type: none"> <li>Change of provincial government, resulting in a shift in priorities</li> <li>Significant changes to the Municipal Charter Act that have severe impact on the delivery of The City's</li> </ul>
13	Reputation Risk	<ul style="list-style-type: none"> <li>Reputation risk is damage to the image of The City or negative perceptions by citizens or stakeholders as a result of actions of elected officials or City employees</li> </ul>	<ul style="list-style-type: none"> <li>Increase in negative media attention</li> <li>Decreased citizen trust in The City's decision making capability</li> </ul>
14	Talent Management & Workforce Vulnerability	<ul style="list-style-type: none"> <li>Inability to attract, develop, engage or retain key talent and knowledge in order to meet current and future business needs</li> </ul>	<ul style="list-style-type: none"> <li>Lack of competitive compensation programs, training, leadership development and succession planning</li> </ul>
15	Technology Security Risk	<ul style="list-style-type: none"> <li>Rapid pace of emerging threats such as cyber-attacks (willful attack on public infrastructure, public safety, transportation, water treatment, system access, intentional damage, privacy breach, distributed denial-of-service attacks, etc.). Potential impacts include breaches of confidential information, and disruption to the availability of critical systems and applications, and the integrity of those systems</li> </ul>	<ul style="list-style-type: none"> <li>Increased number of connected devices / endpoints (Internet of Things)</li> <li>Increased trend towards cyber attacks on municipalities</li> </ul>

9.1.1 Update on BidCo Chair and Director Selection (Verbal), OPC2018-0580

Recommendations (*closed meeting* verbal report).

That Committee:

1. Direct Administration to provide the shortlisted candidates to Committee for updates and consideration no later than 2018 May 15.
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*.

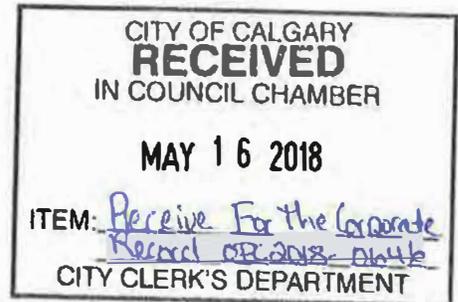
CONFIDENTIAL



RELEASED

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

Recommendation



Scott Hutcherson

for 18 months or  
as long as  
sooner. ~~while~~ operating  
Bidco.

**Calgary**



# **Balancing the Legacy and the Costs – Critical Success Factors in Continuing to Assess Whether Calgary Should Bid on 2026 OPWG**

**2018 May 28 Regular Meeting of Council – Closed Meeting Discussion**

**Jeff Fielding, City Manager**

**Glenda Cole, Q.C., City Solicitor and General Counsel**



## Council Approval to Date



Council approved the following recommendations:

- Authorize The City of Calgary to become a member of BidCo
- Approve the City Manager as having the authority to exercise all the powers and voting rights associated with The City's membership interest in Bidco.
- Authorize the Mayor to execute on behalf of The City all BidCo resolutions and related documents required to establish the appropriate membership and governance structure of Bidco.
- Release an additional \$1 million of Fiscal Stability Reserve funds and approve a one-time increase to operating budget of \$2.5 million to complete The City's required \$9.5 million total funding commitment to the BidCo.
- Adopt the recommendation of the BidCo Chair for 18 months.



## Upcoming Key Dates

Item	Date
COC Update	<b>June 8</b>
IOC Update	<b>June 19</b>
COC Congress Decision to support Calgary's bid	<b>June 23</b>
Bidco Funding Submission to Government (shared with members)	<b>June 30</b>



## Key Dates Continued

Item	Date
IOC - Provides Host City Contract	<b>Early July</b>
Administration recommends Negotiation Framework/Mandate for Multi-Party Agreement (MPA) to Council	<b>July 30</b>
MPA Negotiations	<b>August-October</b>



## Key Dates Continued

Item	Date
Administration: Update to Council on MPA	<b>September</b>
IOC invitation of Candidate Cities	<b>October</b>
Sign MPA	<b>October</b>
Plebiscite	<b>November</b>
First part of Bid Book Submission to IOC	<b>January 2019</b>



## **Opportunity + Risk Assessment**

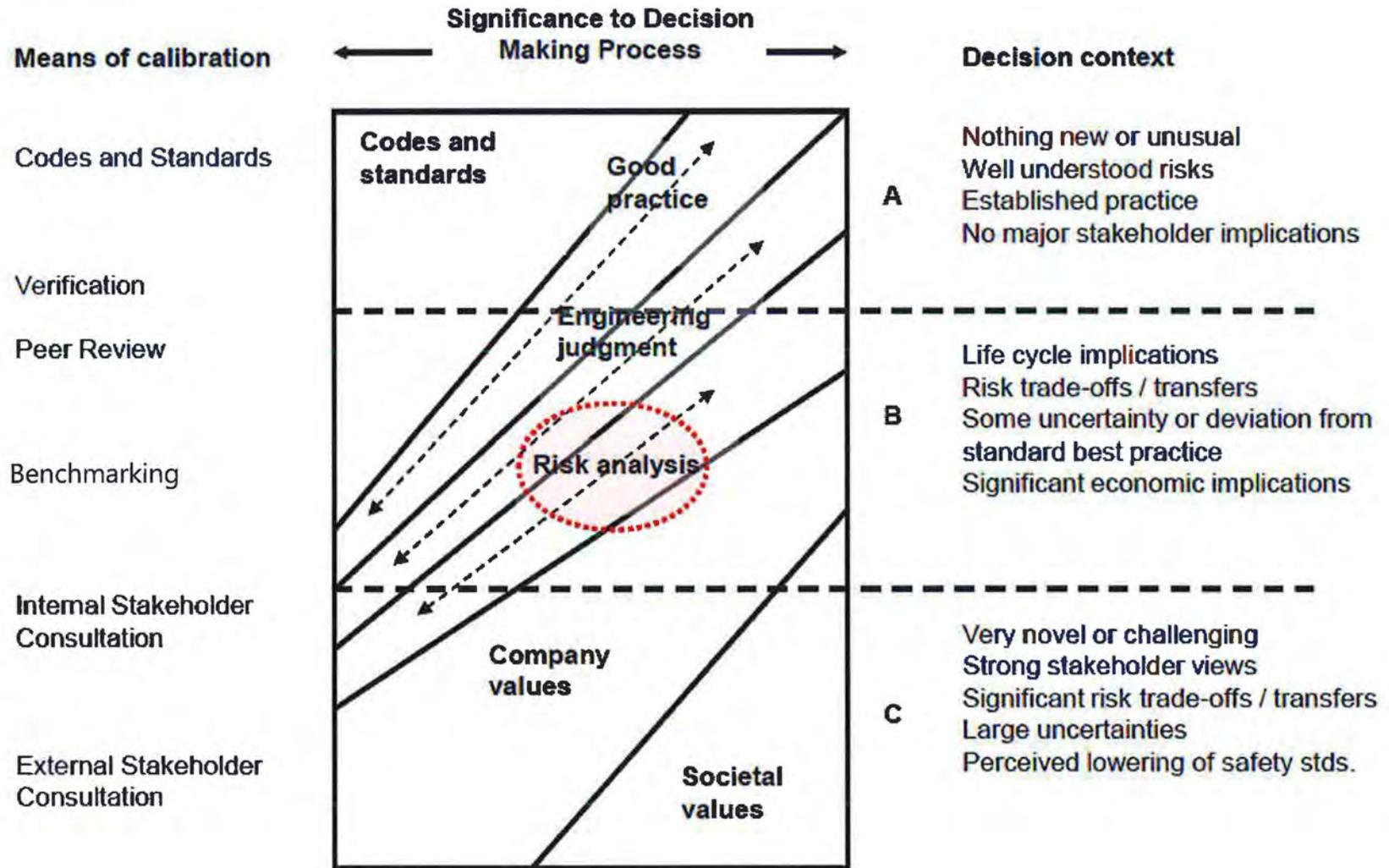
Until The City receives the Host City Contract and completes its negotiations with the Government of Canada and the Government of Alberta, on the MPA it is not possible to complete an assessment of the opportunity and risk associated with hosting the 2026 OWPG.



# Risk Biases

Biases Related to Perceiving and Judging Alternatives	Biases Related to the Framing of Alternatives	Action-Oriented and Stability Biases
Confirmation bias	Loss aversion	Excessive optimism
Anchoring and insufficient adjustment	Sunk-cost fallacy	Overconfidence
Groupthink	Escalation of commitment	Status quo bias
Egocentrism	Controllability bias	Present bias

# Risk





# IPSOS Reputational Risk Advice

## Unlocking the Value of Reputation: The Definitive Link Between Corporate Reputation and Better Business Efficiency

How does reputation influence purchase decisions?

### The link between trust, reputation, and benefit of the doubt

- Benefit of the doubt by industry
- Benefit of the doubt by region
- The impact of regulation

### How reputation and trust affect marketing efficiency

- The impact of trust on belief in advertising
- Ad believability and trust at the company level
- The impact of trust of willingness to pay a premium

### Building digital advocacy

- Consumers are looking for you online
- Consumer engagement by industry
- The impact of trust on information seeking and sharing
- What information sources are most credible?
- Social vs. mainstream media use and credibility

### The bottom line



# Critical Success Factors

This week:

- File BidCo Articles of Incorporation
- The members must elect a BidCo Chair
- Members must elect at least 3 directors to allow for incorporation of BidCo



# Critical Success Factors

Why? Because:

- The Chair must attend June 8 COC and June 19 IOC meetings and provide updates on Calgary's bid preparation activities
- Bidco must be formally/legally created to do its work
- The Chair and Board must oversee Bidco's development of the Government Submission (which includes the projected cost of hosting the Games).
- BidCo must conclude an agreement with the Government of Canada for the Government's share of BidCo funding



# Critical Success Factors

- The City conclude agreement with the Government of Alberta for their share of BidCo funding and assign Agreement to BidCo
- The City team to work with BidCo to prepare the June 19 submission to the IOC
- The City must assess its internal and consultant team needs and secure required resources



# Critical Next Steps

To continue its journey to understand the potential legacy and assess the value of its achievement against the cost and risk of holding the OWPG, this week:

## **The City must:**

Encourage all members to immediately appoint a Chair for BidCo and incorporate BidCo

## **The Chair and BidCo Board of Directors must:**

Select a CEO

## **The Members and Board must:**

Populate the balance of the Board



## Proposed Motion for Council May 28, 2018

That Council:

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 deems it appropriate, he shall ensure that such documents and agreements are in form satisfactory to the City Solicitor and General Counsel.
4. Direct that the closed session presentation and discussion remain confidential pursuant to Sections 21, 23, 24, 25 and 27 of the Freedom of Information and Protection of Privacy Act.



## **Draft-Vision, Mission and Values**

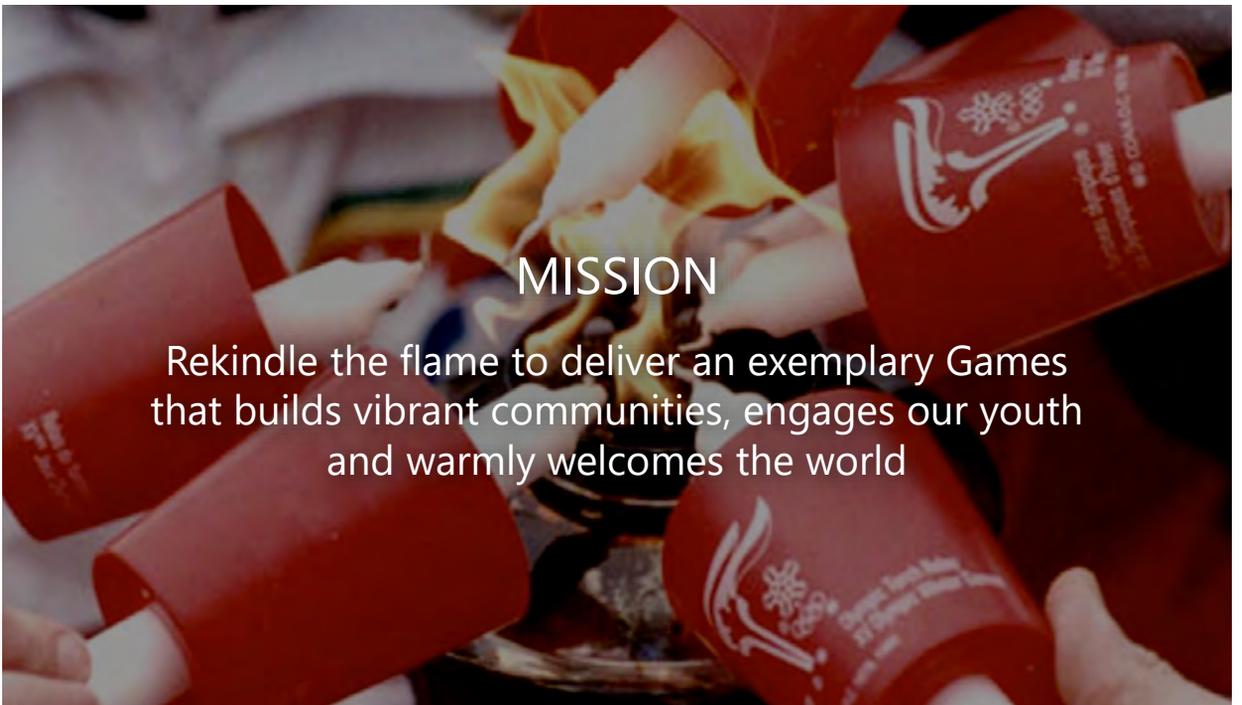
Please Note:

These items have been circulated to BidCo Member organizations for the purposes of review and comment. They are considered confidential and not to be shared.



## VISION

A proud Canada whose people lift each other up  
to inspire the world through sport and culture

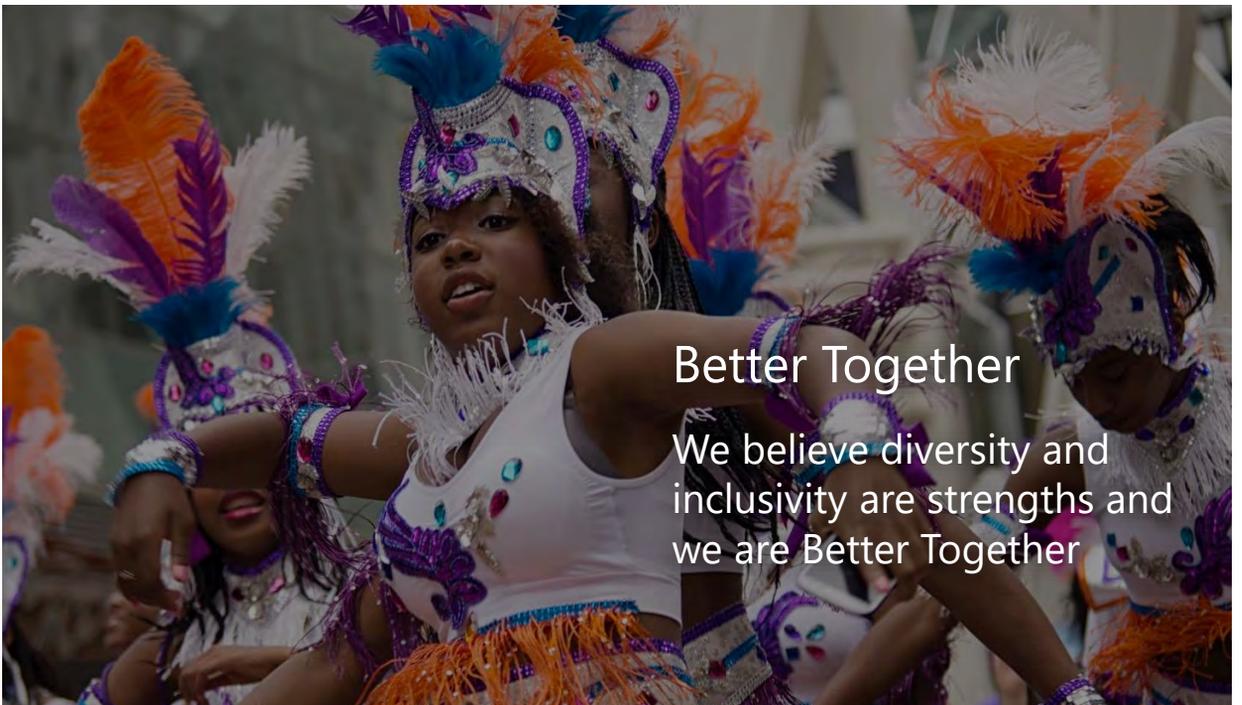


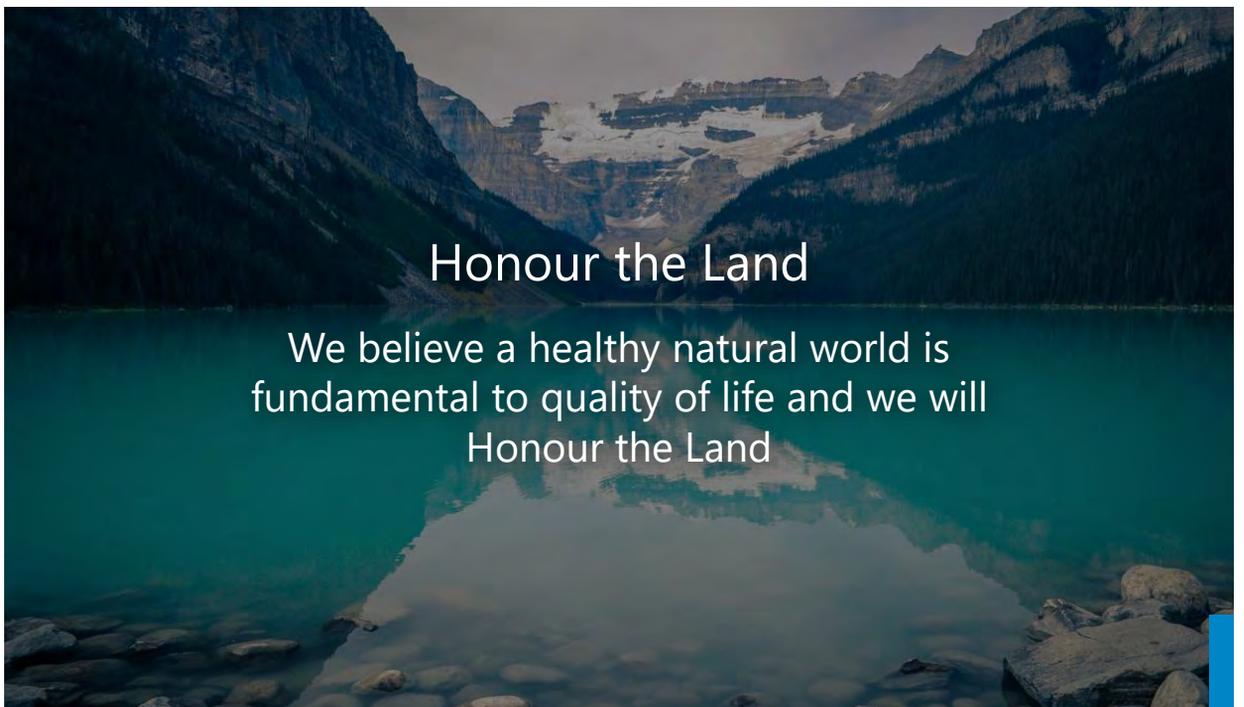


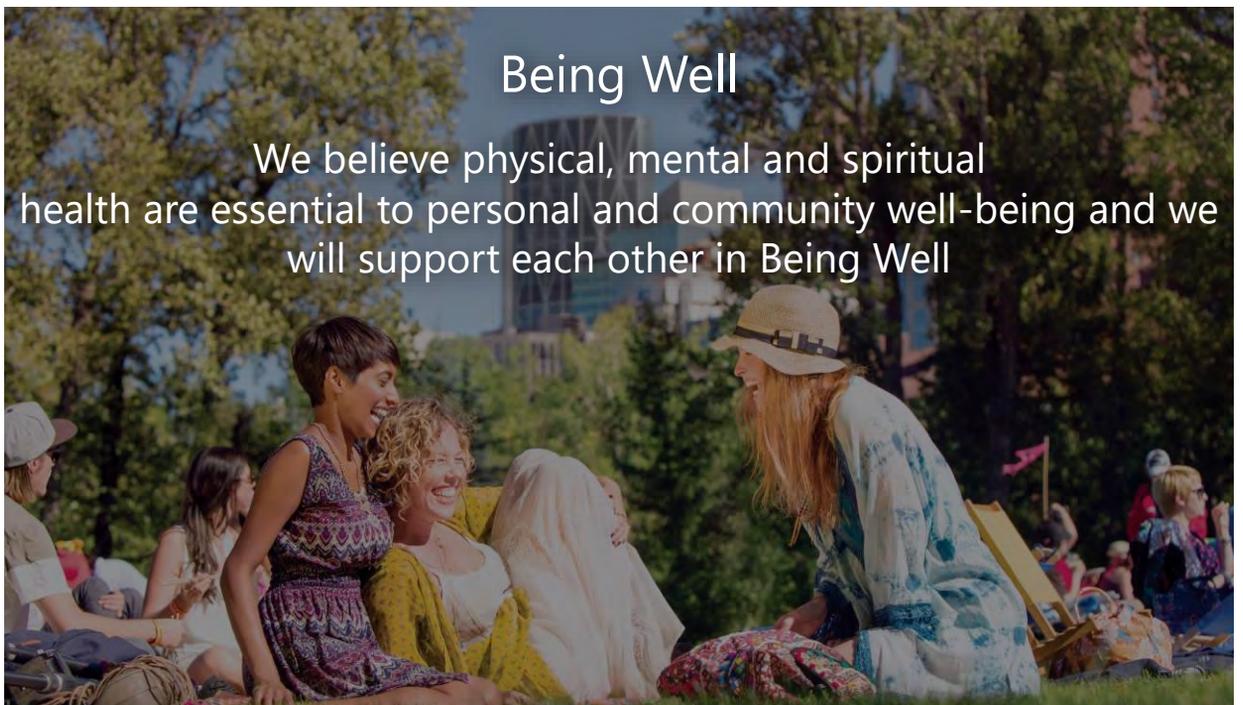
# VALUES

Better Together | Honour the Land  
Being Well | Leap Forward | Stay True



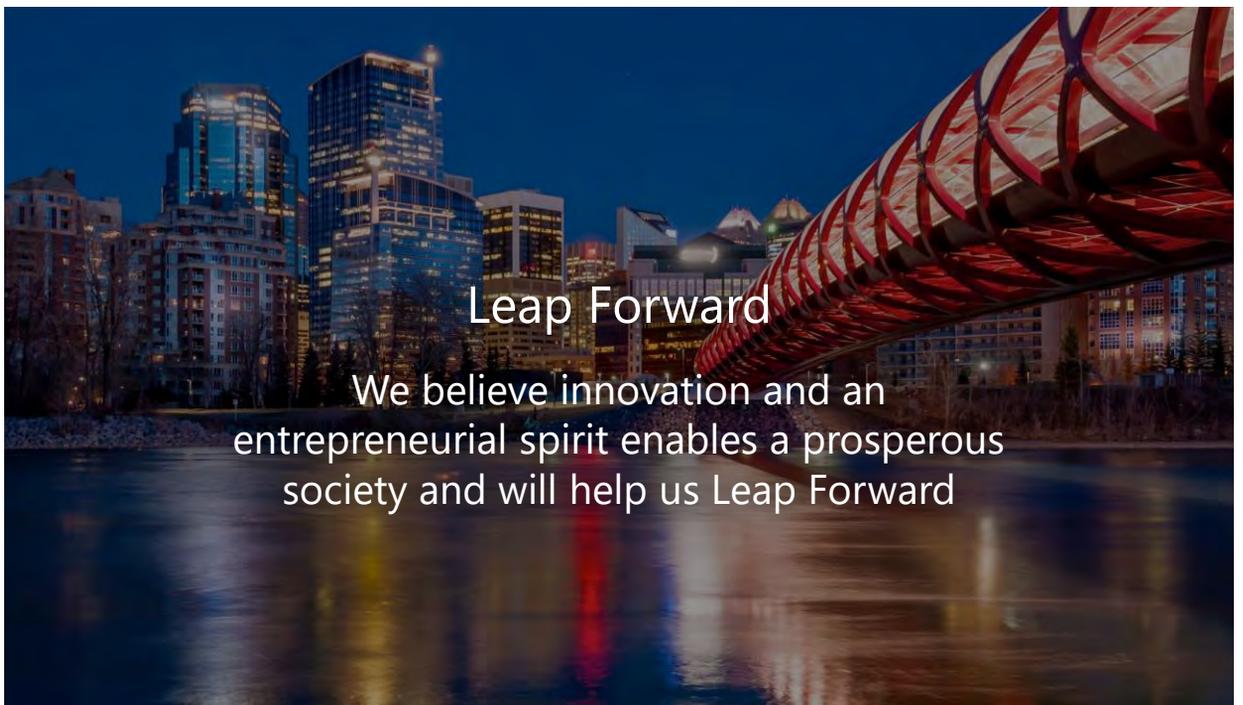






## Being Well

We believe physical, mental and spiritual health are essential to personal and community well-being and we will support each other in Being Well



## Leap Forward

We believe innovation and an entrepreneurial spirit enables a prosperous society and will help us Leap Forward



## **2026 Olympic and Paralympic Winter Games Draft Concept**

### **EXECUTIVE SUMMARY**

This report provides detail on the Draft Concept of a potential 2026 Olympic and Paralympic Winter Games (OPWG) in Calgary. The Draft Concept refers to where the 2026 OPWG could be held in Calgary and surrounding areas, including competition and training venues, athletes villages, and venues for ceremonies and celebrations. The report outlines what facilities could be used in their current state, what facilities need upgrades, and what new facilities are required for the 2026 OPWG.

The Games Concept is a component of the Government Submission that will be submitted by the Bid Corporation (BidCo) at the end of June. The City is one of six members that will receive the Government Submission. Upon receipt, Administration will undertake a detailed analysis of the submission that will include evaluating alignment with Council Directives, City policies and citizen priorities and an in-depth financial and risk analysis. This report is presented to the 2026 OPWG Assessment Committee for information as a preview of the upcoming Government Submission.

### **ADMINISTRATION RECOMMENDATIONS:**

That the 2026 Olympic and Paralympic Winter Games Assessment Committee:

1. Receive this report for information;
2. Keep Report OPC2018-0691, Attachment 1 (Draft Games Concept) and closed session discussions confidential pursuant to Sections 23, 24, and 25 of the Freedom of Information and Protection of Privacy Act.

### **PREVIOUS COUNCIL DIRECTION / POLICY**

The Olympic and Paralympic Winter Games Assessment Committee received Administration's report OPC2018-0642 for information on 2018 May 15, which provided agenda details for the 2026 OPWG Assessment Committee and City Council meetings through to the end of 2018 June. Council received the same report for information on 2018 May 16 and Administration has used the meeting agendas to guide its work in reporting to the Committee.

On 2017 July 24 (C2017-0599), the Calgary Bid Exploration Committee (CBEC) presented its final report and recommendations to City Council for information. On 2017 July 31 (C2017-0616), Council supported Administration's recommendation that The City transition from an Exploration Phase to an Invitation Phase.

### **BACKGROUND**

CBEC oversaw the Exploration Stage from 2016 November through to 2017 July. CBEC submitted its Feasibility Study and Conceptual Master Hosting Plan to Administration on 2017 May 31 and City Administration presented an evaluation of CBEC's work to City Council on 2017 July 31.

CBEC's board structured its work under five sub-committees, with each having a clear purpose in exploring critical aspects of a 2026 OPWG bid exploration, including:

1. Public engagement and community impact;
2. Government relations and stakeholder engagement;

16T City Manager's Office Report to Report  
to

40T 2026 Olympic and Paralympic Winter Games Assessment Committee  
2018 June 05

36TISC: UNRESTRICTED

OPC2018-0691

Page 2 of 10

## 2026 Olympic and Paralympic Winter Games Draft Concept

3. Master facilities planning;
4. Security; and,
5. Finance and investment.

Section 4 of the CBEC report is entitled Facilities and Infrastructure and includes a Master Facilities Plan (MFP) overview; MFP concept design parameters; concept details; and villages, accommodation and transportation. The CBEC report formed the base of the Games Concept, and Administration and the Bid Development team – in consultation with stakeholders including subject matter experts in a variety of fields, the International Olympic Committee (IOC), Canadian Olympic Committee (COC), Canadian Paralympic Committee (CPC), all orders of government, the Town of Canmore, international sport federations, community leaders, Indigenous leaders, venue owners and other municipalities – have continued to refine the Concept.

CBEC developed its Games Concept in accordance with seven guiding principles:

- Maximize the reuse of facilities, with emphasis of 1988 existing facilities, and sport venues wherever possible, reducing the overall cost of hosting the Games.
- Effectively leverage facilities and infrastructure otherwise planned for Calgary and surrounding region.
- Meet all technical specifications for hosting the OPWG as defined by international federations and the IOC.
- Mitigate adverse impacts to residents and the region's environment.
- Cluster venues wherever possible to support efficient and effective operations, including considerations such as transportation, security and spectator viewing.
- Strive to find a balance between legacy aspirations and affordability, endeavoring to support a viable and sustainable legacy of sport venues (utilized for a variety of purposes, from recreational use to high-performance sport to international event hosting) for the benefit of Calgarians, Albertans and Canadians.
- Ensure the Master Facilities Plan concept aligns with the IOC's Olympic Agenda 2020 (more information at <https://www.olympic.org/olympic-agenda-2020>) including the key recommendations for hosting the Games:
  - Emphasizing use of existing, temporary and demountable venues.
  - Embedding sustainability principles into the hosting plan.

### **1988 Legacy**

Calgary and the Bow Valley region have a number of proven legacy facilities originating from the 1988 Olympic Winter Games, including Canada Olympic Park (COP), the Olympic Oval, Nakiska, and Canmore Nordic Centre (CNC). These venues continue to host World Cups, national and international sporting events, and serve as recreational hubs to millions of visitors annually. Further, they provide training venues for national and international athletes. These facilities have been financially self-sustaining due to the 1988 Games endowment fund.

According to WinSport's Report to the Community (2017), since the \$70 million endowment fund was created following the 1988 Games, \$225 million has been invested back into high-performance sport, the Olympic Oval's general operations and capital renewal requirements and WinSport's operations at Canada Olympic Park. In addition, a report conducted by The City of Calgary in 2017 found that, in 2016, WinSport's annual positive economic impact on the city was \$120 million.

**16T**City Manager's Office Report to Report  
to  
**40T**2026 Olympic and Paralympic Winter Games Assessment Committee  
**2018 June 05**

**36TISC: UNRESTRICTED**  
**OPC2018-0691**  
**Page 3 of 10**

## **2026 Olympic and Paralympic Winter Games Draft Concept**

The legacy of the 1988 Winter Games anchored national sport medicine, science and development programs and initiatives in Calgary, an industry that draws world-class thinking and investment to the region.

### **INVESTIGATION: ALTERNATIVES AND ANALYSIS**

The City of Calgary has been managing the 2026 OPWG project during the Dialogue Stage since the fall of 2017. Administration has continued to refine the Games Concept with the support and input from consultants and subject matter experts. Games Concept will make up part of the Bid Book submission to the IOC, should Calgary choose to submit a formal bid to host the 2026 OPWG.

Work to date includes identifying and refining all preliminary venue options; selecting venues based on established guiding principles and previous experience; enlisting Games technical experts, architects, engineers; and, enlisting surveyors to determine capital costs for venues.

Venues have been identified for the majority of Olympic and Paralympic Games competitions, with the exception being Curling. Administration investigated options for the sport but a final decision is required by the BidCo. While venue identification and extensive consultation with venue owners have taken place, finalizing venue use guarantee agreements is among the upcoming work that BidCo will need to pursue. Future work around the Games Concept includes finalizing the government funding strategy and timing of improvements, and the capital works delivery strategy.

In 2018 January, IOC officials visited Calgary for the first Interactive Session. Among the topics covered during those meetings was Calgary's Games Concept. There is an expectation from the IOC to use existing facilities, regardless of location/seating capacity, with a desire from the IOC to reduce cost of bidding and organizing the Olympic and Paralympic Games.

The IOC stated newly-built facilities, as part of a Games Concept, will require a business case to ensure legacy use. The 2026 Games Concept, as presented to the IOC, includes several existing, currently-operating facilities. IOC feedback was overwhelmingly positive about Calgary's initial Games Concept. The IOC was particularly supportive of using the Whistler Ski Jump facilities and strongly encouraged the consideration of an alternative city for hosting Curling. The IOC also requested that the team review the possibility of hosting all Alpine events at Nakiska. This work is ongoing.

### **2026 OPWG Draft Games Concept**

The 2026 OPWG would be centred on 50 days of celebration, beginning with the opening of the Olympic Villages on 2026 January 28 and concluding with the closing of the Paralympic Villages on 2026 March 18. The Olympics would run 2026 February 5-22 and the Paralympics would be held 2026 March 6-15.

The 2026 Olympics could take place in Calgary, Canmore, Nakiska, Lake Louise and Whistler, with the potential of another municipality being involved (a location for Olympic curling, as noted below, has not been determined). The 2026 Paralympics would take place in Calgary, Canmore, and Nakiska.

16TCity Manager's Office Report to Report  
to  
40T2026 Olympic and Paralympic Winter Games Assessment Committee  
2018 June 05

36TISC: UNRESTRICTED  
OPC2018-0691  
Page 4 of 10

## 2026 Olympic and Paralympic Winter Games Draft Concept

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### Games by the Numbers (based on 2018 OPWG in PyeongChang, South Korea)

	Olympics	Paralympics
Sports	7 sports, 15 disciplines	7
Athletes	2,933	750
Team Officials	2,883	900
Nations	91	49
Volunteers	18,000	6,500
Broadcasters	8,000	2,000
Press	2,800	550

### Competition and training venues

Calgary is proposing three major clusters for City-related competitions:

**Stampede cluster** – Athletes Village, BMO Centre, Saddledome, Big 4, Grandstand

**Foothills cluster** – Olympic Oval, Fieldhouse, mid-size arena, McMahon Stadium

Two new venues are required for the Games Concept. A Fieldhouse, which is part of The City's long-term facility plan, would be located at Foothills Athletic Park. The facility would be owned by The City of Calgary and used during the 2026 OPWG for figure skating and short-track speed skating. Seating capacity is estimated at 10,000.

The Fieldhouse is a legacy venue that would subsequently include an indoor track, multiple basketball, volleyball and tennis courts. The facility would be used by Calgarians for a variety of recreational activities, be a centre for high-performance athletes and be used for event and sport hosting.

The second proposed new venue is a mid-size arena, also located at Foothills Athletic Park and used during the 2026 OPWG for Ice Hockey 2 and Para Ice Hockey. Seating capacity would be 5,000 and the venue owner would be The City of Calgary. Legacy use of the new mid-size arena include recreational skating, hockey, ringette and lacrosse and the facility would also be used for event and competition sport hosting (curling, hockey, short-track speed skating).

**WinSport cluster** – WinSport ski hill, WinSport Sliding Track, Markin MacPhail Centre

16TCity Manager's Office Report to Report  
to

40T2026 Olympic and Paralympic Winter Games Assessment Committee  
2018 June 05

36TISC:UNRESTRICTED

OPC2018-0691  
Page 5 of 10

### 2026 Olympic and Paralympic Winter Games Draft Concept

2026 OPWG Competition Events	Facility	Investment
Hockey 1	Saddledome	Upgrade
Hockey 2, Para Hockey	Mid-Size Arena	<b>New</b>
Figure Skating, Short Track	Foothills Fieldhouse	<b>New</b>
Speed Skating	Olympic Oval	Upgrade
Curling	<b>TBD</b>	As Is
Bobsleigh, Luge, Skeleton, Para Bobsleigh	WinSport Sliding Track	Upgrade
Aerials, Big Air, Halfpipe, Moguls, Slopestyle	WinSport Ski Hill	Upgrade
Wheelchair Curling	WinSport Markin MacPhail Centre	As Is

Mountain competition venues could be located in Canmore (Canmore Nordic Centre), Kananaskis (Nakiska) and Lake Louise (Lake Louise Ski Resort), as listed below.

Mountain OPWG Competition Events	Facility	Investment
Olympic & Para Biathlon and Cross-Country	Canmore Nordic Centre	Upgrade
Parallel Giant Slalom, Ski Cross, Snowboard Cross, Slalom, Giant Slalom, Para Snowboard, Para Alpine Skiing	Nakiska	Upgrade
Downhill, Super G, Combined	Lake Louise	Upgrade
Ski Jumping, Nordic Combined	Whistler	Upgrade

16TCity Manager's Office Report to Report  
to  
40T2026 Olympic and Paralympic Winter Games Assessment Committee  
2018 June 05

36TISC: UNRESTRICTED  
OPC2018-0691  
Page 6 of 10

## 2026 Olympic and Paralympic Winter Games Draft Concept

Non-competition training and media facilities in Calgary are listed in the table below.

Calgary OPWG Non-Competition Events	Facility	Investment
Figure Skating Training	Father David Bauer	As Is
Short Track Training	Markin McPhail	As Is
Hockey Training	Max Bell Arena	As Is
Open & Closing Ceremonies	McMahon Stadium	Upgrade
Medals & Daily Live	Grandstand	As Is
International Broadcast Centre	BMO Centre & Agrium	Upgrade
Main Press Centre	Big Four Centre	Upgrade

Note: Details on upgrades required for these facilities are listed in Attachment 1 (Draft Games Concept), which is Confidential.

### **Accommodations**

#### *Athletes Villages*

Athletes were among the stakeholders consulted in developing a strategy for villages for the 2026 OPWG. The development strategy is focused on four objectives:

- Alignment with community priorities (City and Mountains)
- Utilize strengths of public and private sectors
- Learn from experiences in other jurisdictions
- Create a sustainable, positive legacy

Calgary's Affordable Housing Strategy states the most pressing challenge facing Calgary's affordable housing sector is lack of supply. Population forecasts suggest up to 22,000 new, non-market units may be required in Calgary by 2025 to help bring the non-market portion to six per cent of Calgary's housing supply, a number that would be in line with the national average.

The 2026 OPWG represent a major opportunity to accelerate the construction of affordable housing in Calgary. Canmore lists increasing affordable housing stock as the town's Number 1 strategic priority in its three-year plan.

### **Key Planning Assumptions: Villages**

The numbers below include The City's Athletes Village, which is proposed for the Rivers District. The land is owned by The City and use is consistent with the Rivers District Master Plan.

These numbers include Curling, which could be moved to another location/municipality. Mountains includes two Villages – a legacy project in Canmore and an existing hotel in Nakiska. The numbers for Mountains also assumes Ski Jumping will take place in Whistler. The

16TCity Manager's Office Report to Report  
to

40T2026 Olympic and Paralympic Winter Games Assessment Committee  
2018 June 05

36TISC: UNRESTRICTED

OPC2018-0691  
Page 7 of 10

## 2026 Olympic and Paralympic Winter Games Draft Concept

actual capacity of the villages needs to be higher than the number of athletes and team officials in order to accommodate team allocations, male/female mix and contingency needs.

Athletes Village	Athletes	Team Officials	Total
City	1,720	1,154	2,874
Mountains	1,058	710	1,768
Whistler	155	104	259
<b>Total</b>	<b>2,933</b>	<b>1,967</b>	<b>4,900</b>

### Athletes' Villages Strategy: City

Location	Status	Legacy	Capacity (beds)	Distance from Venue
Rivers District	Planned Development	Mix of market and affordable housing	3,100	16km max (30min) to WinSport Cluster

### Athletes' Villages Strategy: Mountains

Location	Status	Legacy	Capacity (beds)	Distance from Venue
Canmore	Planned Non-Market Housing Development	Affordable & Employee Housing	1,050	2 km
Pomeroy Kananaskis Mountain Lodge	Existing hotel with supplemental temporary housing	No Change	1,000	0.5 km
<b>Total</b>			<b>2,050</b>	

Calgary is also proposing to address the shortage of hotel rooms in the city by adding to its non-market affordable housing stock by evaluating several projects that would present affordable

**16T**City Manager's Office Report to Report  
to

**40T**2026 Olympic and Paralympic Winter Games Assessment Committee  
2018 June 05

**36TISC: UNRESTRICTED**

**OPC2018-0691**

**Page 8 of 10**

## **2026 Olympic and Paralympic Winter Games Draft Concept**

housing, student housing and seniors housing opportunities in the future. These projects will comprise planned, new developments and re-developments of sites in the city that are reaching end of life. The residential units are planned to be delivered just in time for the Games and used to accommodate OPWG security, media and other related personnel before being transferred to The City as the potential future operator.

### **Stakeholder Engagement, Research and Communication**

The development of the 2026 OPWG draft concept was created with input of many stakeholders, including City of Calgary project team members, consultants who have worked to stage previous OPWG, subject matter experts in a variety of fields, the IOC, COC, CPC, all orders of government, the Town of Canmore, international sport federations, community leaders, Indigenous leaders, venue owners and other municipalities.

Finalizing the concept is a fluid process that involves exploring of all options and determining the best venues and areas to stage the 2026 OPWG, should Calgary decide to bid, and ultimately be chosen, as host city.

### **Strategic Alignment**

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

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

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

### **Social, Environmental, Economic (External)**

Calgary's Games Concept would accelerate the achievement of a number of City priorities, including those around affordable housing, which Calgarians consistently rank as one of the top priorities. In addition, the concept has been developed with input from a number of stakeholders

16T City Manager's Office Report to Report  
to

40T 2026 Olympic and Paralympic Winter Games Assessment Committee  
2018 June 05

36TISC: UNRESTRICTED

OPC2018-0691

Page 9 of 10

## **2026 Olympic and Paralympic Winter Games Draft Concept**

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and taking into account various factors, including limiting the environmental footprint in Calgary, Canmore and the entire Bow Valley region.

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

### **Financial Capacity**

#### ***Current and Future Operating Budget:***

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

#### ***Current and Future Capital Budget:***

This report identifies new venues that would be required for the 2026 OPWG. Similar to the operating budget, Administration's work on the bottom-up budget includes capital costs and information will be brought forward to the OPWG Assessment Committee in 2018 Q3.

### **Risk Assessment**

A primary risk is that the Games Concept must meet the technical specifications for hosting the OPWG as defined by international federations and the IOC should Calgary choose to submit a bid to host the 2026 OPWG. The Games Concept is part of the Government Submission that will be submitted by the Bid Corporation (BidCo) at the end of June. To mitigate this risk, the 2026 OPWG draft Games Concept was created with the input of many stakeholders, including The City of Calgary project team members, consultants who have worked to stage previous OPWG, subject matter experts in a variety of fields, the IOC, COC, CPC, all orders of government, the Town of Canmore, international sport federations, community leaders, Indigenous leaders, venue owners and other municipalities. The IOC's feedback to date has been overwhelmingly positive about Calgary's initial Games Concept.

In addition, the Games Concept has been developed in accordance with seven guiding principles including: maximizing the reuse of facilities to reduce the overall cost of hosting the Games; leveraging facilities and infrastructure planned for Calgary and surrounding region; meeting all technical specifications for hosting the OPWG as defined by international federations and the IOC; mitigating adverse impacts to residents and the region's environment; clustering venues to support efficient and effective operations; balancing legacy aspirations and affordability for the benefit of Calgarians, Albertans and Canadians; and ensuring that the Games Concept aligns with IOC's Olympic Agenda 2020 (use of existing, temporary and demountable venues and embedding sustainability principles).

An additional risk is that the Games Concept does not align with The City of Calgary's current business plan and budget, strategic plans, long-term capital plans, policies and Quality of Life results. To mitigate this risk, City of Calgary policy documents have influenced and guided the

16T City Manager's Office Report to Report  
to

40T 2026 Olympic and Paralympic Winter Games Assessment Committee  
2018 June 05

36TISC:UNRESTRICTED  
OPC2018-0691  
Page 10 of 10

## **2026 Olympic and Paralympic Winter Games Draft Concept**

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development of the Games Concept. The analysis of alignment will continue and will highlight opportunities to leverage or complement Council Directives, City policies and citizen priorities.

Another risk associated with the draft Games Concept is that the plan may not meet Calgarians' interests. To mitigate this risk, a public engagement program is being developed to engage Calgarians. A plebiscite will be held in Q4 2018.

In addition, the draft Games Concept may not meet the interests of all stakeholders (e.g. venue owners, community groups, etc.). The draft Games Concept represents a proposed plan for the 2026 OPWG that could be held in Calgary and surrounding areas, including competition and training venues, athletes villages, and venues for ceremonies and celebrations. The City of Calgary will continue to manage the risk associated with meeting stakeholder interests by continuing to communicate that the Games Concept is a fluid process that involves exploration of all possible options, determining and negotiating the best selection of venues and areas to stage the 2026 OPWG, should Calgary decide to bid and ultimately be chosen as host city.

The 2026 OPWG Games Concept is also contingent on the finalization of venue use guarantee agreements with venue owners. As mentioned in this report, venue identification and extensive consultation with venue owners have taken place, but finalizing venue use guarantee agreements is among the upcoming work that BidCo will need to pursue.

### **REASON FOR RECOMMENDATION(S):**

This draft of the Games Concept is intended to give the 2026 OPWG Assessment Committee an understanding of the how Calgary could deliver the 2026 OPWG if it pursues and, ultimately, wins the right to host the Games.

### **ATTACHMENT(S)**

1. Draft Games Concept (Confidential)



# Interested City Calgary 2026 Olympic and Paralympic Development



## OLYMPIC OVAL -Concept of Operations-

14/03/2018

## Document control

Title	Concept of Operations – Olympic Oval
Abstract	Proposed design and operational plans to detail how the venue will be delivered during the Calgary 2026 Olympic and Paralympic Games
Version	1.5
Date issued	14/03/2018
Status	APPROVED
Document owner	City of Calgary
Creator name	Scott McEwan
Creator organisation name	The City of Calgary
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## Document Revision History

Version	Date	Author	Summary of changes
1.0	02/12/2017	Scott McEwan	Venue specific content added
1.1	24/01/2018	Scott McEwan	Incorporating feedback from AW Edits to Security and Venue Organization Add updated drawings and schedules
1.2	16/02/2018	Scott McEwan	Updated drawings, schedules. Added Phased Use Drawings
1.3	17/02/2018	Scott McEwan	Incorporated GL's comments
1.4	13/03/2018	Scott McEwan	Incorporated CB & BS comments
1.5	14/03/2018	Scott McEwan	Updated schedules

## Document Distribution / Stakeholders

Name	Organization	Date issued	Version	Action
Scott McEwan	Consultant	14/03/2018	v 1.5	P
Amber Walbeck	Consultant	14/03/2018	v 1.5	C
Guy Lodge	Consultant	14/03/2018	v 1.5	R
Vanessa VanBergen	Consultant	14/03/2018	v 1.5	I
Campbell Berry	PM, Ice/Non comp	14/03/2018	v 1.5	R
Brian Skeet	PM, Security	14/03/2018	v 1.5	R
Terry Wright	Consultant	14/03/2018	v 1.5	R
Augusto Romero	PM, Games Planning	14/03/2018	v 1.5	R

*P=Producer, C=Contributor, R=Reviewer, A=Authoriser, I=for information only*



# **Venue Concept of Operations**

## **Table of Contents**

### **1. Introduction**

- 1.1 Purpose
- 1.2 Games Bid Workplan
- 1.3 Definitions

### **2. The Venue**

- 2.1 Venue Description
- 2.2 Venue Usage
- 2.3 Venue Design
  - 2.3.1 Capital Work Improvements
  - 2.3.2 Overlay Works
- 2.4 Venue Operational Concept
  - 2.4.1 Overview
  - 2.4.2 Access
  - 2.4.3 Transportation
  - 2.4.4 Broadcast
  - 2.4.5 Security
- 2.5 Venue Organizational Model

### **3. Timelines & Schedules**

- 3.1 Timelines, Schedules & Venue Lifecycle
  - 3.1.1 Competition Schedule
  - 3.1.2 Capital Works Schedule
  - 3.1.3 Venue Lifecycle

### **4. Venue Owner**

- 4.1 Potential Venue Owner Services
- 4.2 Legacy Opportunities

### **Appendix**

- A Venue Preliminary Block Plans
- B Phased Use Schedule
- C Phased Use Drawing

## **1. INTRODUCTION**

### **1.1 Purpose**

The purpose of this document is to provide The City of Calgary and all potential Venue Owners and Operators with an overview of individual venue operations during the Calgary 2026 Olympic and Paralympic Games. It is intended to clearly and concisely outline how the potential venue will work and the key components of the venue operation.

It is not intended to replace, but will serve as a synopsis and precursor to, the detailed operational planning that will be conducted by the Organizing Committee's Functional Areas and other business units operating in the venue.

This Concept of Operations aims to promote communication and discussion between the City of Calgary and Venue Owners and to culminate in a Venue Use Agreement.

### **1.2 Games Bid Work Plan**

The City of Calgary is considering submitting a bid to host the 2026 Olympic and Paralympic Games. On July 31, 2017, Administration presented their evaluation of the Calgary Bid Exploration Committee's (CBEC) work and their recommendations to Council. Council determined the work will transition from an Exploration Phase to an Invitation Phase.

A work plan was developed in consultation with CBEC and the Canadian Olympic Committee (COC) which focused on the following:

**Vision** - Strategically link the goals and objectives of The City, the region, the province and the federal government in a vision for a potential 2026 Olympic and Paralympic Winter Games. Identify the opportunities and benefits to Calgarians and Canadians with a focus on inclusivity and value through a substantiated return on investment.

**Government Relations** – A strategy to focus on connecting and collaborating with the federal, provincial, regional orders of government, First Nations and Metis.

**COC/ IOC** - Working with the COC and International Olympic Committee (IOC) to better understand the Host City Contract, financial requirements, guarantees and potential opportunities.

**Analysis and Recommendation** – Review all findings throughout the Invitation Phase and assess the financial viability, risk, stakeholder and government support along with the IOC requirements to determine if there is a justifiable level of benefit to declare an intent to bid.

A Council update will be provided no later than Q1 of 2018, ahead of the IOC invitation to bid deadline in March 2018.

## 1.3 Definitions

### Calgary Olympic Dialogue Stage

The City of Calgary's dialogue and investigation, in conjunction with the International Olympic Committee, to determine if The City will submit a bid to host the 2026 Olympic Games.

### Bid Committee

The organization that will be formed once the decision to bid is made. It will be responsible for preparing the bid documents, hosting the IOC Evaluation Commission and promoting their bid.

### Organizing Committee of the Olympic Games (OC or OCOG)

After being awarded the Games, the OCOG is the organization responsible for overseeing the planning, development and operations of the Winter Olympic and Paralympic Games.

### International Olympic Committee (IOC)

The IOC is the supreme authority of the worldwide Olympic movement. It will decide on which bidding city will host the 2026 Winter Olympics.

### Olympic Broadcasting Services (OBS)

As Host Broadcaster, OBS is responsible for delivering the pictures and sounds of the Olympic Games to billions of viewers around the world.

### Exclusive Use Period

The period of time when the Organizing Committee will have exclusive use and possession of the agreed upon property or venue.

### Non-Exclusive Use Period

The period of time that grants to the Organizing Committee the right to use the agreed property or venue while sharing operations with the Venue Owner.

### Capital Works Improvement

Improving the permanent condition of the property or venue beyond its original state.

### Overlay

The temporary infrastructure and installations that will be utilized at Games time then removed at the end of the event.

### Venue Use Agreement (VUA)

A contractual agreement for the use of buildings, facilities and property by the Organizing Committee from the Venue Owner.

### Functional Area (FA)

An individual department within the Organizing Committee that is responsible for planning their area of expertise (e.g. Venue Management, Overlay, Security, etc.).

## 2. THE VENUE

### 2.1 Venue Description

The Olympic Oval at the University of Calgary was built for the Speed Skating competition at the 1988 Winter Olympic Games and has been identified as the potential site for the 2026 Olympic Speed Skating competition. The venue has hosted multiple World Cup events and World Sprint Speed Skating Championships and is the training facility for the Canadian Speed Skating Team.

The Olympic Oval is located within the operating area of the University of Calgary, with adjacent sports fields, parking areas, and ancillary spaces that have been identified for use to accommodate the required operations for the Olympic Venue.

### 2.2 Venue Usage

The Olympic Oval has been proposed as a competition venue hosting the following events:

Sport: Skating                      Discipline: Speed Skating

Events:	Men's 500 m	Ladies' 500 m
	Men's 1,000 m	Ladies' 1,000 m
	Men's 5,000 m	Ladies' 3,000 m
	Men's 10,000 m	Ladies' 5,000 m
	Men's Team Pursuit	Ladies' Team Pursuit
	Men's Mass Start	Ladies' Mass Start

### 2.3 Venue Design

Please see Appendix A for the preliminary block plans.

#### 2.3.1 Capital Work Improvements

Key upgrades include:

- Roof load upgrade
- Full slab replacements
- Plumbing upgrades
- HVAC upgrades
- Access tunnel expansion
- Renovate change rooms and athlete support areas, etc.

## 2.3.2 Overlay

Typical External Venue requirements include:

- A secure venue perimeter fence line around the full perimeter of the venue, including compounds and entry plazas
- A ticket box office outside the venue secure perimeter, next to the spectator entry
- Entry into a venue, whether by spectators or accredited persons, through a pedestrian security screening areas (PSA) where each individual is scanned and checked prior to entry into the venue

Front of House (FOH) areas are where spectator services access, circulation, accommodations, and event viewing spaces are provided.

Typical Front of House (FOH) requirements include:

- Spectator entry and ticket scanning areas
- Concessions, Ticket Resolution and Information outlets
- Spectator Medical, Toilets, Water Stations
- Access to seating and competition viewing areas

Back of House (BOH) areas are where sport, competition management, and all venue operational spaces are located.

Typical Back of House (BOH) requirements include:

- Athlete and Competition Management spaces
- Athlete Medical and Anti-Doping areas
- International Sport Federation and Olympic Family areas
- Workforce Check-In and Break areas
- Broadcast, Logistics, Site and Waste compounds
- Venue Media Centre and Press Conference room
- Venue Management, Operations and Security offices

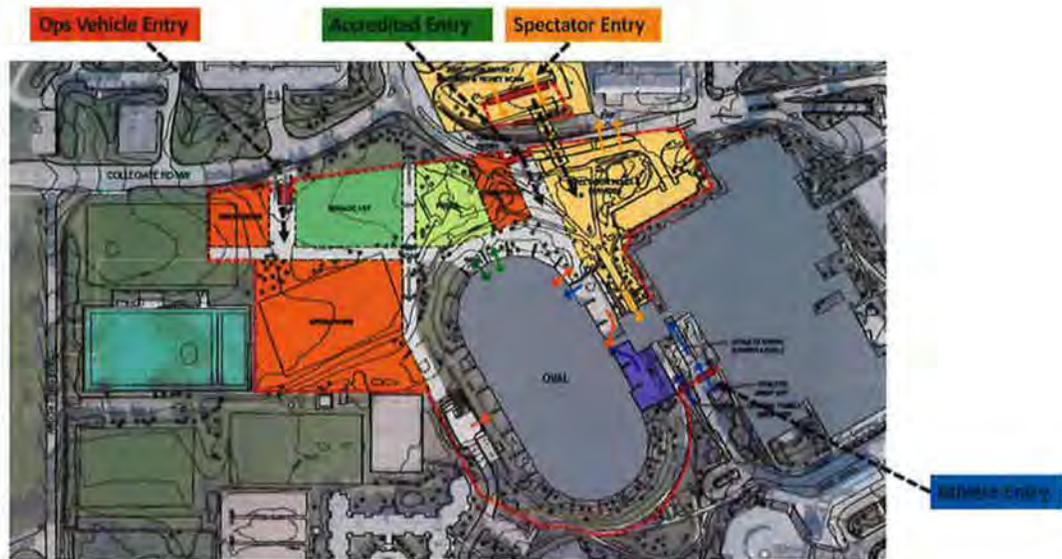
## 2.4 Venue Operational Concept

### 2.4.1 Overview

The Olympic Oval is a good choice for an Olympic venue. Successfully operating during the 1988 Olympics, it has continued to hold major sporting events including most recently the 2017 ISU Speed Skating World Cup. The venue is well positioned within the confines of the University of Calgary with large areas of playing fields and paved lots close by for operational use.

(Refer to Appendix A for the Venue Preliminary Block Plans)

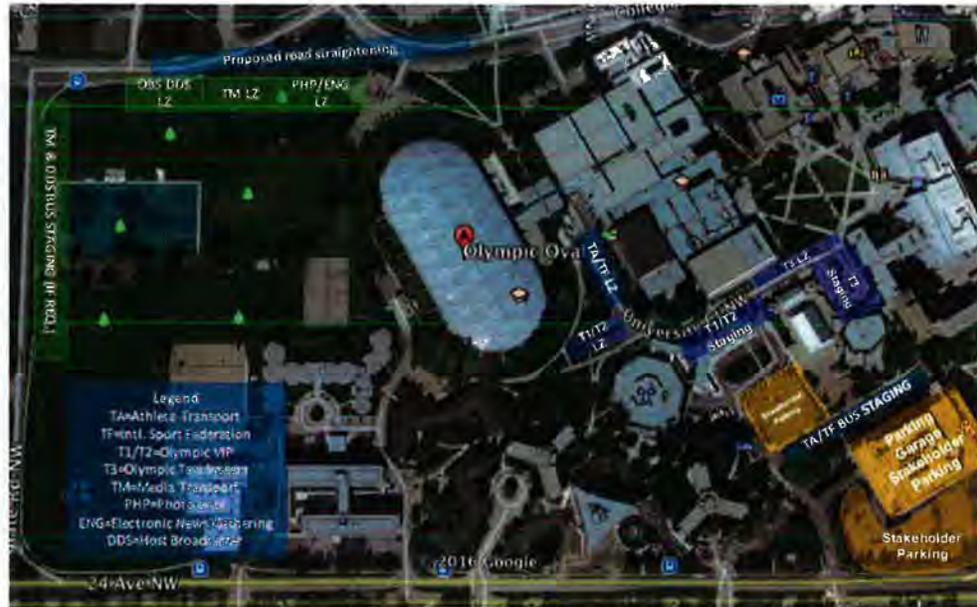
## 2.4.2 Access



Access to the venue will only be by Ticket or Accreditation:

- Ticketed spectators will arrive at the north Pedestrian Screening Area (PSA). Upon ticket validation they will progress through Security screening and into a Spectator Plaza.
- Accredited personnel (Broadcast, Workforce, etc.) will arrive at a dedicated Accredited Entry. Upon scanning of their accreditation they will progress through Security screening and into the venue perimeter. Accreditation will be coded to allow entry to defined BOH zones.
- Operational vehicles will require a full screening before being allowed into the venue. This will occur at the Vehicle Screening Area (VSA) located at the northwest entry into the Operations Compound.
- Sport Athletes and Technical Officials with accreditation will enter via the southeast entrance that leads from the Transportation Load Zone. Upon scanning of their accreditation they will progress through Security screening and into the Sport entrance.

## 2.4.3 Transportation



It is assumed that the University will be on extended reading week and will be closed for Games operations (approx. 17 days). As a result, regular travel volume will be significantly reduced and University parking will be available for Olympic operational use.

Olympic Oval venue transport operations can successfully use the surface streets and parking areas around the venue. The straightening of West Campus Way would provide space for bus system load zones. As per IOC guidelines there are 3 key areas that should be near the venue:

1. on-venue stakeholder bus and vehicle load zones (e.g. Athlete Load Zone)
2. on-venue stakeholder parking
3. bus/vehicle staging - depending on space bus staging can be either on-venue or off-venue

Typically, there is no spectator or workforce parking at an Olympic venue. However, unlike other competition venues, there is sufficient parking within a short distance of the venue that could possibly be used for spectator/workforce parking. Notwithstanding, people will be encouraged to rely on the LRT as the primary method of travel. Alternatively they can walk, bike or take a taxi.

Road closures/restrictions will be required to support Olympic Oval operations and be fully realized once a comprehensive transportation operations plan has been developed.

## 2.4.4 Broadcast and Press



The Broadcast Compound will have a number of trucks, cabins, tents, etc. that will support the broadcasting of the event. It needs to be in close proximity to the venue with easy access for cabling and personnel. Cable bridges may be required to cross any access roads.

The Press Centre will contain workstations, desks and equipment lockers for the accredited Press working the event. It will also contain the Press Conference Room where post event conferences will occur.

## 2.4.5 Security

Each venue or venue cluster will be protected incorporating the four 'Ds' of security; deter, detect, deny and defend. A layered approach, often referred to as 'rings', will be utilized and each layer will be increasingly more rigorous in relation to proximity of the actual venue.

The outermost ring will take a passive approach through signage, traffic management devices and volunteer security 'greeters' to steer non-ticketed or unaccredited individuals away from the area. Measures will also be employed to provide security forces with a perspective of the activity in the general vicinity of the venue or venue cluster.

The second ring will be a 'hard' outer perimeter established around the venue or venue cluster. This will include physical features, such as fencing and environmental landscape, supported by security technology. Designated access points will be established for people and vehicles, where proper accreditation or ticketing will be required and where screening for prohibited or restricted items will take place.

The ring inside the outer perimeter will be multi-faceted and contain a robust response capability. The intent of this ring is to deny the progress of any person or vehicle that breaches the outer perimeter and to defend against unauthorized access to the actual venue or unlawful activity by a bad actor.

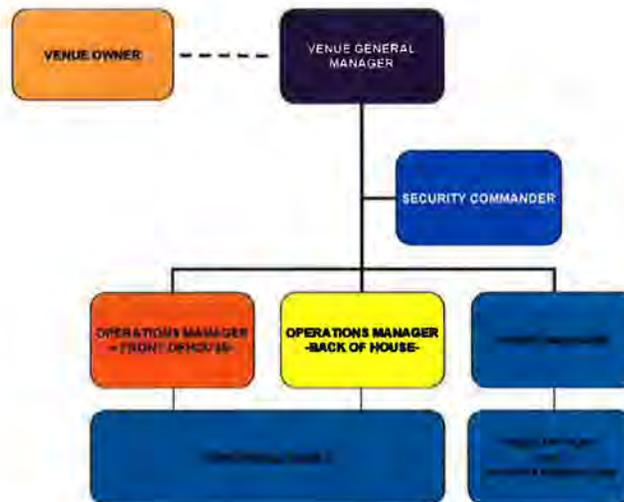
Security procedures in each ring will not be detailed in this document.

## 2.5 Venue Organizational Model

The Venue team is the basic operational unit of the competition and non-competition venues, as well as other operational sites. This venue team comprises many Functional Areas, combined with the emergency services, some government bodies, contractors, suppliers and, in some cases, existing venue staff, to work together as an integrated venue team.

Each venue team will be led by a Venue General Manager (VGM). The role of a VGM can be summarized as follows: responsible for leading, coordinating, integrating, directing and facilitating communications within the venue team. For a year or two prior, the VGM leads the venue operational planning and follows it through to Games time operations. The VGM will have a number of Operations Managers to support the planning and operational phases. During Games time the VGM will be the Venue Owner's direct link to the Organizing Committee.

Individual Functional Area Managers will be assigned and, together with Venue Management, ultimately form the Venue Team.



## 3. TIMELINES & SCHEDULES

The operation of the Games will begin well in advance of the Opening Ceremony. For months ahead of the official opening of the Games, many functions are fully operational and delivering major elements of their plans. For example, the Athlete's Village, International Broadcast Centre and Uniform Distribution and Accreditation Centre are some of the venues that are fully operational many weeks before the official opening of the Games. Similarly, the Games do not end at the conclusion of Closing Ceremony.

The Organizing Committee Olympic Games (OCOG) will need to take possession of the venue and its surrounding site areas to allow sufficient time for build out and overlay works. Build out requirements are based on the number of compounds, cabling requirements, and overall build scale

and complexity. A typical build out duration for a Speed Skating venue is approximately 6-12 weeks of exclusive use prior to athlete training start (refer to Appendix B), this includes venue lock down, technical rehearsals, and hand over to the games time operations team.

Coordination between the venue owner and the OCOG is required to confirm non-exclusive use and exclusive use periods to allow for games build out, games operations, and remediation of the venue and site post games. It is recognized that the University of Calgary will be conducting business as usual activities throughout campus areas other than the Exclusive Use Facilities/Spaces. The Olympic planning has taken that into consideration. Also, as Speed Skating is not a Paralympic sport, remediation works can begin immediately post the end of Olympic Games competition.

Full use of the venue is required, including all exterior compounds, parking, ice maintenance areas, suites, food service areas, retail outlets, storage areas, home team locker rooms, offices, and facilities, and all operational spaces necessary to operate during the games.

### 3.1 Timelines, Schedules & Venue Lifecycle

#### 3.1.1 Speed Skating Competition Schedule (as of Bid Phase-April 2017)

Note: All events are afternoon

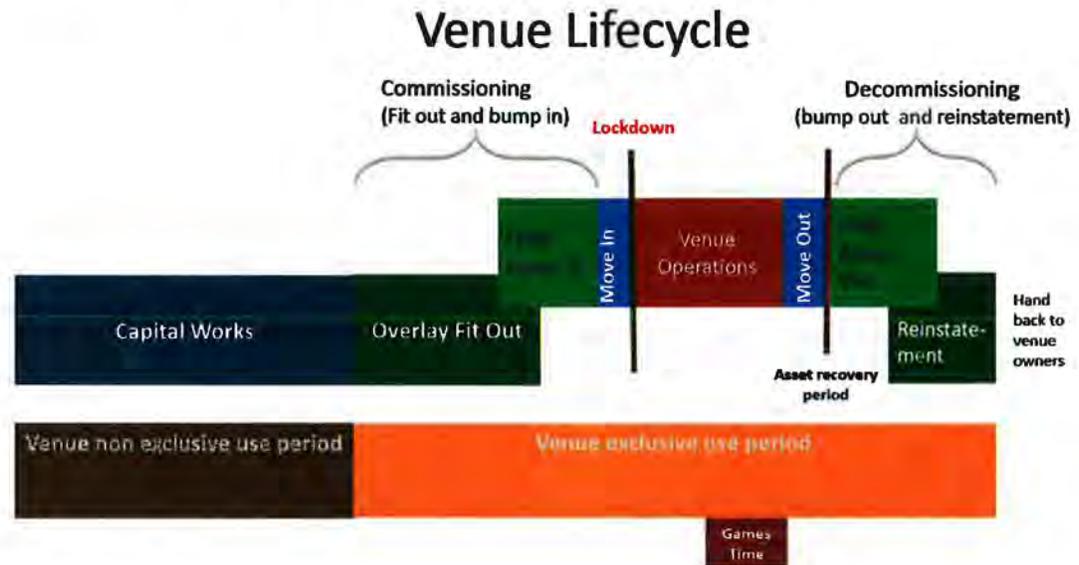
Day 1	Feb. 7	W 3000m
Day 2	Feb. 8	M 5000m
Day 3	Feb. 9	W 1500m
Day 4	Feb. 10	M 1500m
Day 5	Feb. 11	W 1000m
Day 6	Feb. 12	M 1000m
Day 7	Feb. 13	W 5000m
Day 8	Feb. 14	<off day>
Day 9	Feb. 15	M Team Pursuit Qual. & W 500m
Day 10	Feb. 16	W Team Pursuit Qual. & M 500m
Day 11	Feb. 17	<off day>
Day 12	Feb. 18	W Team Pursuit Final
Day 13	Feb. 19	<off day>
Day 14	Feb. 20	M 1000m
Day 15	Feb. 21	W/M Mass Start

#### 3.1.2 Capital Works Schedule

Task Name	Duration	Start	Finish
Oval	590 days	Mon 9/30/19	Fri 12/31/21
Approval/Permits	133 days	Mon 9/30/19	Wed 4/1/20
Design	392 days	Sat 11/2/19	Sat 5/1/21
Construction	545 days	Fri 11/1/19	Thu 12/2/21
Commissioning & handover	45 days	Mon 11/1/21	Fri 12/31/21
Test Event TBD			

Please see Appendix B and C for the preliminary phased use schedule

### 3.1.3 Venue Lifecycle



## 4. VENUE OWNER

### 4.1 Potential Venue Owner Services

The Organizing Committee typically provides all the workforce, volunteers and management required to operate the venue. However, the OCOG will work with the venue owner to understand its operations with a view of utilizing their staff as required. Staffing include Ice & Refrigeration Technicians, Cleaning personnel, Facilities Management, Unions, etc. Negotiations will be conducted to determine costings and scheduling of such personnel.

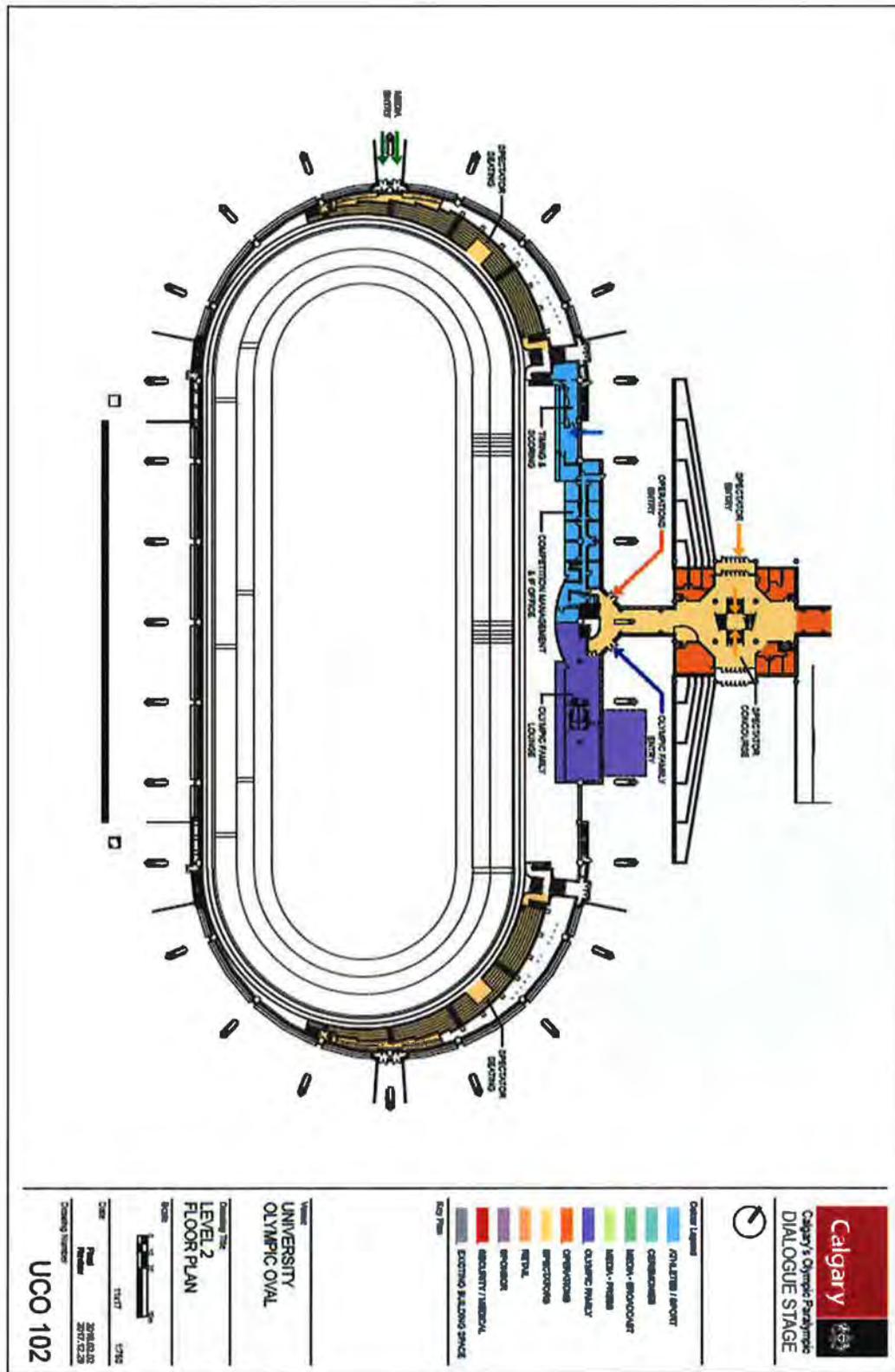
### 4.2 Legacy Opportunities

The facility revitalization proposed for the Olympic Oval in the Master Facilities Plan would provide significant legacy benefits for recreational, university and elite athletes. These improvements align with the venue's long-term development plans and would solidify its place as a premier training and competition venue. Specific legacies include:

- Roof load upgrade
- Full slab replacements
- Plumbing upgrades
- HVAC upgrades
- Access tunnel expansion
- Renovated change rooms and athlete support areas, etc.







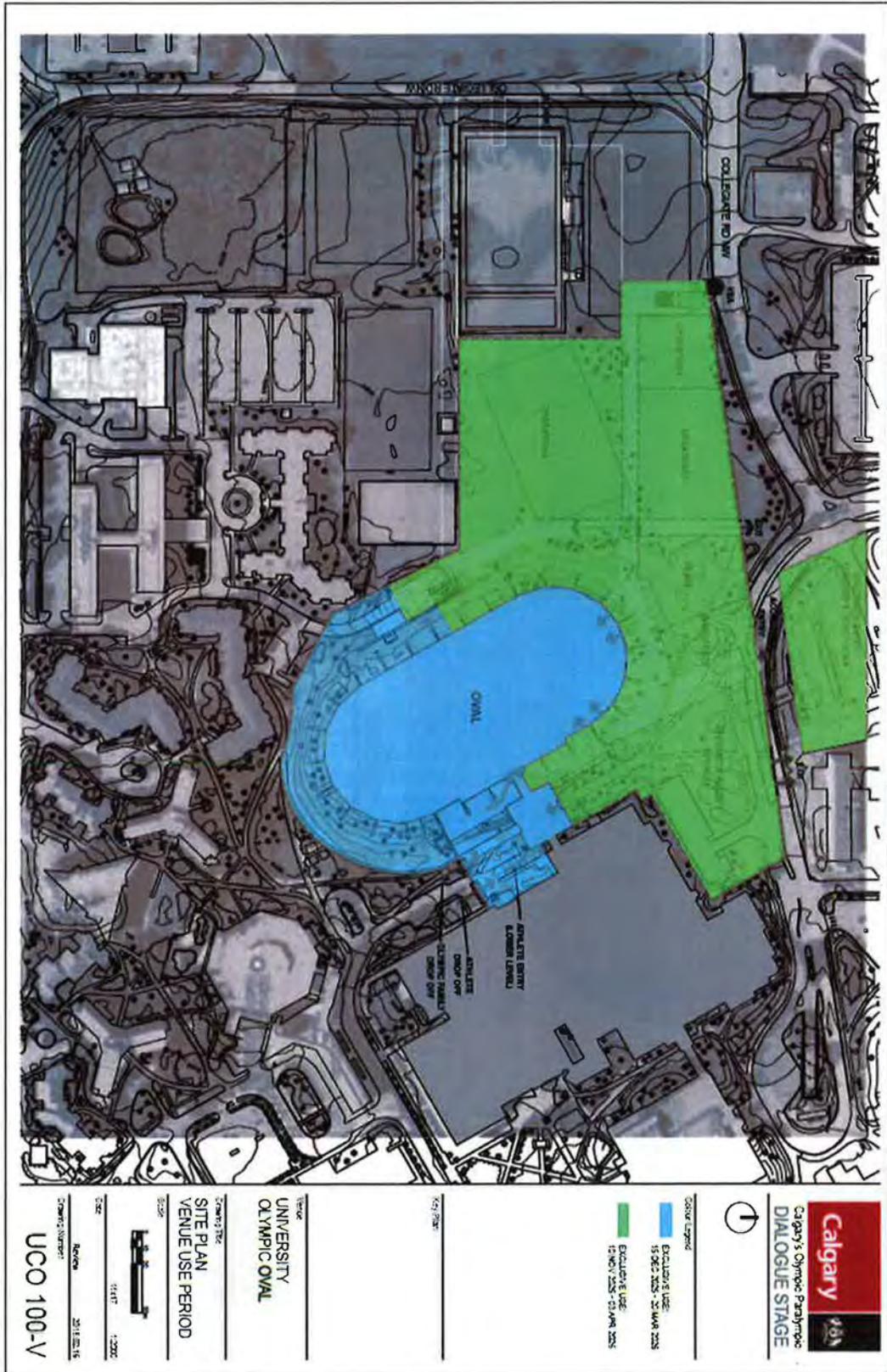


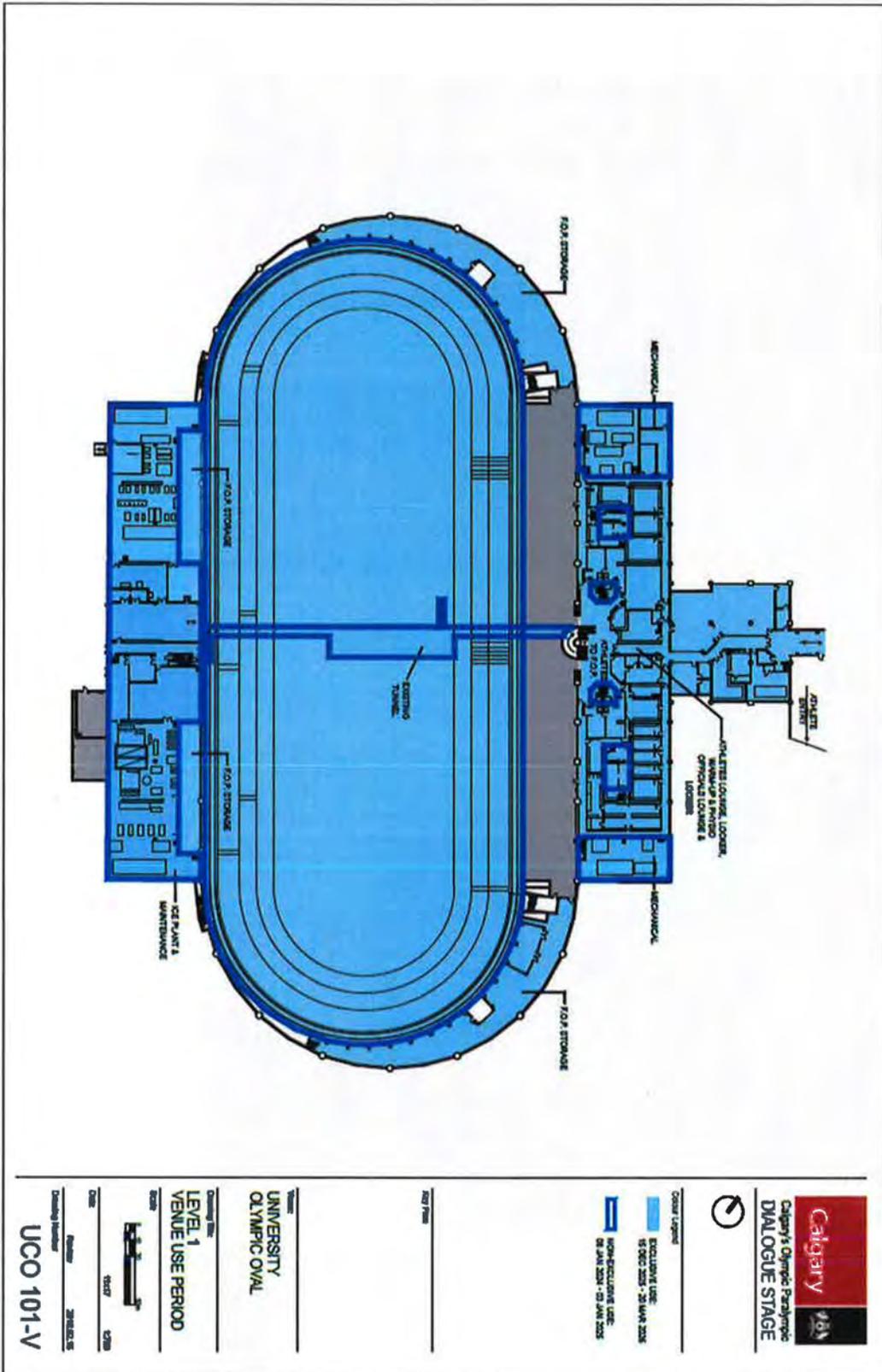
## APPENDIX B: VENUE SCHEDULE OF WORKS

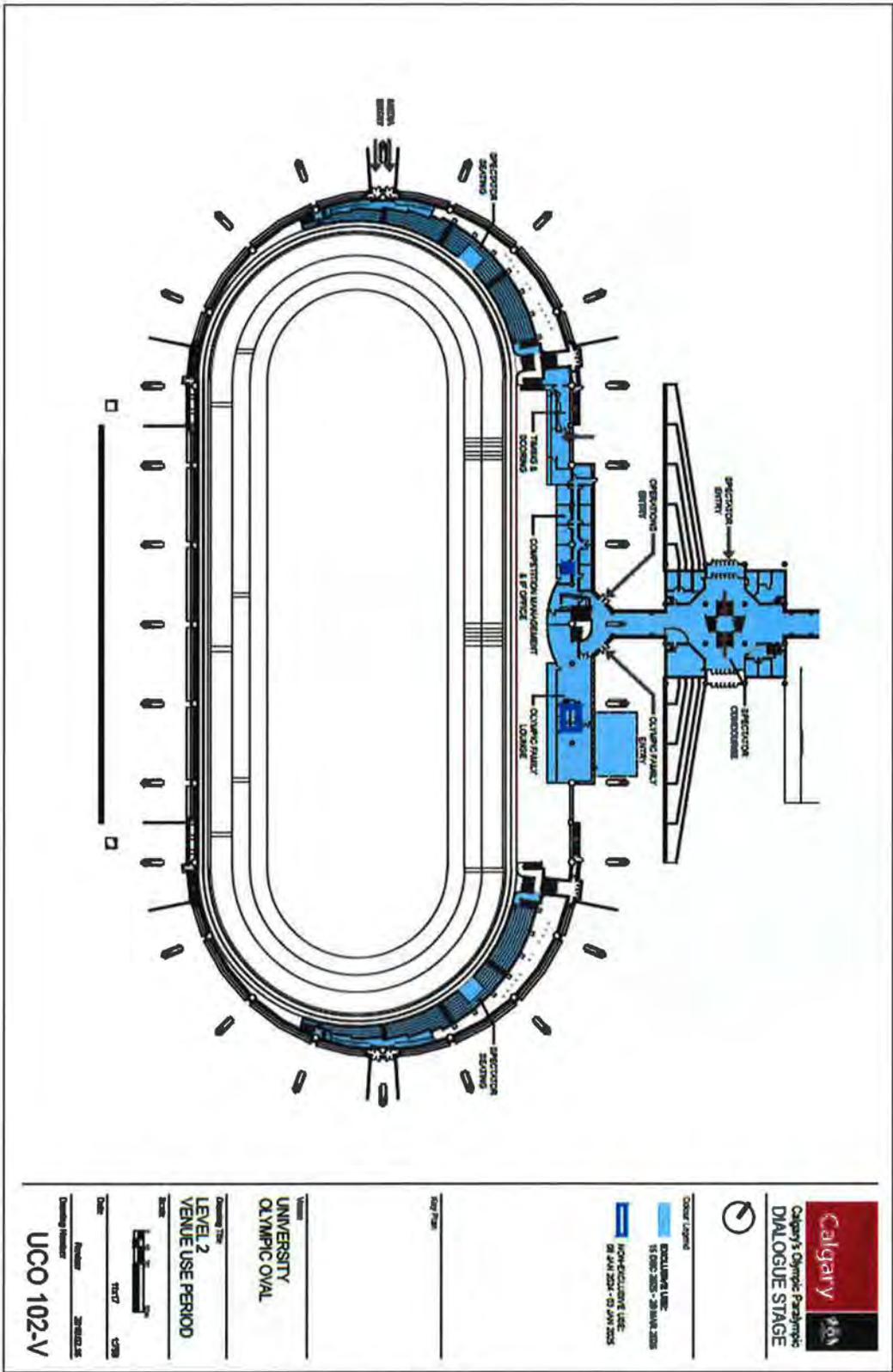
Calgary 2026 - Dialogue Phase, OVAL						
Venue Use Dates (Exclusive and Non-Exclusive)						
No.	Pre-Games Activities	Area	Duration of Phased Works	Use Type	Provisional Dates	Notes
<p><b>Preamble:</b> Use dates for the Oval focus on completing Capital Works prior to 2025, to ensure works are fully completed for an Olympic Test Event, Team Canada Training for the 2026 Olympics, and to confirm full commissioning of works is completed prior to the 2026 Winter Games and training season. The Capital works dates are indicative, once project planning has commenced, these dates will be confirmed and coordinated.</p>						
1	Capital Works – Building Refurbishments	Building (Phased Areas)	12 Months	Non-Exclusive	01 May 2019 – 31 October 2023	Estimated works include: Ice Plant, Refrigerated Slab, Plumbing, HVAC, Access Tunnel, Refurbish Main Entry, Enlarge Exits, Renovations – Washrooms, Locker Rooms, and Athlete Support Areas, along with Upgrades – Lighting, Electrical, and Acoustics.
2	Technology – Temporary Installation Works	Building (BOH Equipment Rooms)	3 Months	Non-Exclusive (Areas TBC)	04 August 2025 – 07 November 2025	TER, MER, CER Upgrades
3	Venue Handover – Exterior Compounds (Venue Owner to VEM to VNI)	Exterior Compounds	1 Day	Exclusive	10 November 2025	
4	VNI Temporary Infrastructure – Ground Works	Exterior Compounds	5 Weeks	Exclusive	10 November 2025 – 05 December 2025	Clearing, Ramps, Hard Surfacing, Lining, and Misc. Works
5	VNI Temporary Infrastructure – Compounds Build Out and Installation Works	Exterior Compounds	2 Weeks	Exclusive	08 December 2025 – 19 December 2025	Compounds, Security Fencing, Lighting, Water and Waste Systems, Containment, and Misc. Build Out
6	Venue Handover – Building (Venue Owner to VEM to VNI)	Building	1 Day	Exclusive	15 December 2025	
7	VNI Temporary Infrastructure – Interior Build Out and Installation Works	Building	6 Weeks	Exclusive	15 December 2025 – 23 January 2026	Tribunes, Platforms, Lighting, Video and Score Boards, Rigging, Containment, and Misc. Build Out
8	Energy – Temporary Build Out and Installation Works	Building and Exterior Compounds	6 Weeks	Exclusive	22 December 2025 – 30 January 2026	Generators and Cabling
9	Logistics – FF&E Installation Works	Building and Exterior Compounds	6 Weeks	Exclusive	22 December 2025 – 30 January 2026	FF&E Installation Works
10	Technology – Temporary Installation Works	Building and Exterior Compounds	5 Weeks	Exclusive	29 December 2025 – 30 January 2026	Cabling and Equipment Installation
11	OBS – Temporary Installation Works	Building and Exterior Compounds	4 Weeks	Exclusive	05 – 30 January 2026	Build Out, Cabling, and Equipment Installation
12	Secondary Fit Out Group A – Installation Works	Building and Exterior Compounds	3 Weeks	Exclusive	12 – 30 January 2026	Group A – Sport and FAB
13	Secondary Fit Out Group B – Installation Works	Building and Exterior Compounds	2 Weeks	Exclusive	19 – 30 January 2026	Group B – LIC, CNW, SPR, MED, LOK, SIG, SEC, DOP
14	Venue Clean	Building and Exterior Compounds	3 Days	Exclusive	24 – 26 January 2026	VNI, LOG, TEC, NRG, and Secondary Build Out Teams
15	Venue Handover (VNI to VEM)	Building and Exterior Compounds	1 Day	Exclusive	27 January 2026	
16	FA Move-In	Building and Exterior Compounds	3 Days	Exclusive	28 – 29 January 2026	
17	Security Sweep and Venue Lock Down	Building and Exterior Compounds	2 Days	Exclusive	31 January – 02 February 2026	
18	Athlete Training and Dress Rehearsals Begin	Building and Exterior Compounds	1 Week	Exclusive	02 – 06 February 2026	
19	Olympic Games	Building and Exterior Compounds	16 Days	Exclusive	07 – 22 February 2026	
20	Venue Lock-Down	Building and Exterior Compounds	2 Days	Exclusive	23-24 February 2026	Equipment Removal
21	FA Move-Out	Building and Exterior Compounds	3 Days	Exclusive	25 – 27 February 2026	
22	Venue Clean	Building and Exterior Compounds	2 Days	Exclusive	28 February – 01 March 2026	
23	Venue Handover (VEM to VNI)	Building and Exterior Compounds	1 Day	Exclusive	01 March 2026	

24	Secondary Fit Out Group B - Remediation and Re-Instatement	Building and Exterior Compounds	1 Week	Exclusive	25 February - 06 March 2026	Group B - LIC, CNW, SPR, MED, LOK, SIG, SEC, DOP
25	Secondary Fit Out Group A - Remediation and Re-Instatement	Building and Exterior Compounds	2 Weeks	Exclusive	25 February - 13 March 2026	Group A - Sport and FAB
26	OBS - Remediation and Re-Instatement	Building and Exterior Compounds	2 Weeks	Exclusive	23 February - 06 March 2026	
27	Technology - Remediation and Re-Instatement	Building and Exterior Compounds	2 Weeks	Exclusive	23 February - 06 March 2026	
28	Logistics - Remediation and Re-Instatement	Building and Exterior Compounds	2 Weeks	Exclusive	25 February - 06 March 2026	
29	Energy - Remediation and Re-Instatement	Building and Exterior Compounds	3 Weeks	Exclusive	25 February - 13 March 2026	
30	VNI - Building Interior Remediation and Re-Instatement	Building	4 Weeks	Exclusive	22 February - 20 March 2026	
31	Venue Handover (VNI to Venue Owner)	Building	1 Day	Exclusive	20 March 2026	
32	VNI - Exterior Compound Remediation and Re-Instatement	Exterior Compounds	6 Weeks	Exclusive	22 February - 03 April 2026	Temporary Infrastructure Removal and Ground Works Re-Instatement
33	Venue Handover (VNI to Venue Owner)	Exterior Compounds	1 Day	Exclusive	03 April 2026	
<b>Summary:</b> Building - Internal Use Period: 15 December 2025 - 20 March 2026 (14 Weeks) Exterior Compounds - External Use Period: 10 November 2025 - 03 April 2026 (25 Weeks)						

# APPENDIX C: VENUE PHASED USE DRAWINGS











**Calgary**

**2026 Olympic and Paralympic Winter Games  
Assessment Committee  
Draft Games Concept (Report OPC2018-0691) ISC: CONFIDENTIAL**

**2018 June 5**

2018 June 5

OPWG Assessment Committee - ISC: CONFIDENTIAL

1



## Topics to cover

1. Background on Concept
2. Refinement of Concept
3. Updated Games Concept
  - a) Venue use, locations
  - b) Athletes Villages
  - c) Risks
  - d) Next steps
4. Recommendations



## **Intended outcomes**

- Awareness of upcoming key dates
- City's participation in development of Games Concept
- Understanding of Games Concept

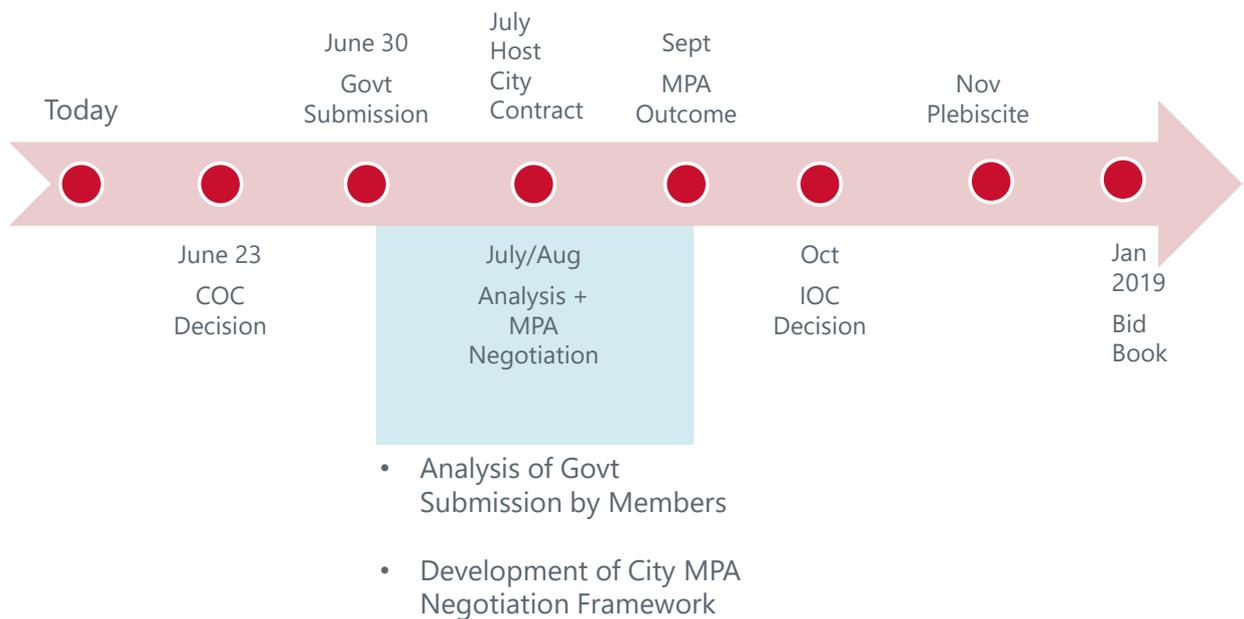


## **Sensitivity of information**

- Information on following slides represents draft Games Concept
- Negotiations are ongoing with venue owners and operators and therefore not final
- BidCo Board has not reviewed or approved the Concept
- This information is Confidential



## Timeline





# Background



## Legacy of 1988 Games

- Calgary, Bow Valley region have proven facilities like COP, Olympic Oval, Nakiska, Canmore Nordic Centre
- Venues continue to hold major international events like World Cups



## Background

- Calgary Bid Exploration Committee oversaw Exploration Stage from November 2016 through July 2017
- Section 4 of CBEC report includes Master Facilities Plan overview
- Administration presented an evaluation of CBEC's work (Feasibility Study and Conceptual Master Hosting Plan) to City Council on July 31 2017
- That report formed based of Games Concept



## Background

- CBEC developed Concept in accordance with seven guiding principles:
  1. Maximize the reuse of facilities
  2. Effectively leverage facilities
  3. Meet all technical specifications for hosting the OPWG
  4. Mitigate adverse impacts to residents and region's environment
  5. Cluster venues
  6. Balance between legacy and affordability
  7. Alignment with IOC Olympic Agenda 2020



## Background continued

- Administration and Bid Development team have continued to refine the Concept
- Stakeholders include all orders of government, consultants and subject matter experts, Town of Canmore, athletes, IOC, COC, CPC, sport federations, community leaders, venue owners



## Venue Use Guarantee Engagement Process





# Refinement of Concept



## Refinement of Concept

- City of Calgary has managed OPWG project during Dialogue Stage, since Fall 2017
- Work to date:
  - Refining all preliminary venue options
  - Updating venues based on established guiding principles and previous experience
  - Enlisting Games technical experts, architects, engineers
  - Enlisting quantity surveyors to determine capital costs for venues



## Refinement continued

- Venues identified for majority of Olympic and Paralympic sports
- Exception is Curling
- IOC visited Calgary in January 2018 for first Interactive Session
  - Games Concept was among agenda items discussed
- Administration has explored options but further research will be conducted by BidCo



# Draft Concept



# 50 Days

## of Celebration

**January 28, 2026 - March 18, 2026**

Two Games:  
Olympics & Paralympics



Olympic Villages Open (8 days prior):

**January 28, 2026**

**Olympic Games:**

**February 5-22, 2026**

Olympic Villages Close (3 days post):

**February 25, 2026**

Paralympic Villages Open (7 days prior):

**February 28, 2026**

**Paralympic Games:**

**March 6-15, 2026**

Paralympic Villages Close (3 days post):

**March 18, 2026**



## Games By the Numbers

	Olympics	Paralympics
Athletes	2,933	750 (400 wheelchair users)
Team Officials	2,883	900
Technical Officials	700	100
Number of Nations	91	49
Project Paid Staff	2,300	2,000
Contractors	10,000	10,000
Volunteers	18,000	6,500
Accreditations	95,000	45,000
Broadcasters (Olympic Broadcasting Services (OBS) & Rights Holders)	8,000	2,000
Press	2,800	550





## Summary of Concept

City Competitions hosted at 3 Major Clusters: Stampede, Foothills & Winsport, comprising 11 existing venues (7 competition, 2 training, 2 non-competition) and 2 new venues

Calgary OPWG Competition Events	Facility	Investment
Hockey 1	Saddledome	Upgrade
Hockey 2, Para Hockey	Mid-Size Arena	<b>New</b>
Figure Skating, Short Track	Foothills Fieldhouse	<b>New</b>
Speed Skating	Olympic Oval	Upgrade
Curling	<b>TBD</b>	As Is
Bobsleigh, Luge, Skeleton, Para Bobsleigh	WinSport Sliding Track	Upgrade
Aerials, Big Air, Halfpipe, Moguls, Slopestyle	WinSport Ski Hill	Upgrade
Wheelchair Curling	Winsport Markin MacPhail Centre	As Is



## Summary of Concept

Mountain sports will be hosted at 3 existing venues.

Mountain OPWG Competition Events	Facility	Investment
Olympic & Para Biathlon and Cross-Country	Canmore Nordic Centre	Upgrade
Parallel Giant Slalom, Ski Cross, Snowboard Cross, Slalom, Giant Slalom, Downhill, Super G, Combined, Para Snowboard, Para Alpine Skiing	Nakiska	Upgrade
Downhill, Super G, Combined	Lake Louise	Upgrade
Whistler OPWG Competition Events		
Ski Jumping, Nordic Combined	Whistler	Upgrade



## Summary of Concept

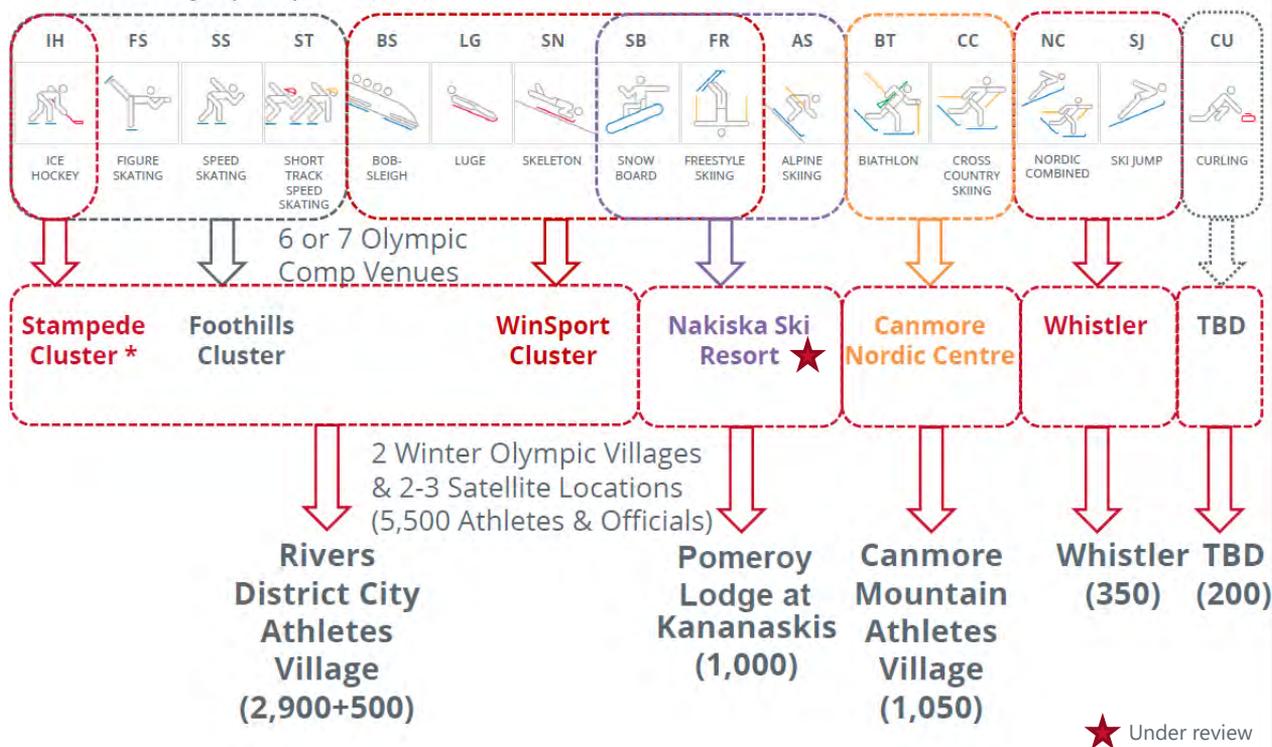
All main non-competition activities, including main broadcast facilities and training venues, could be hosted at existing venues.

Calgary OPWG Non-Competition Events	Facility	Investment
Figure Skating Training	Father David Bauer	As Is
Short Track Training	Markin MacPhail	As Is
Hockey Training	Max Bell Arena	As Is
Open & Closing Ceremonies	McMahon Stadium	Upgrade
Medals & Daily Live	Grandstand	As Is
International Broadcast Centre	BMO Centre & Agrium	Upgrade
Main Press Centre	Big Four Centre	Upgrade



## Summary of Concept Diagram (Olympics)

15 Official Olympic Sports (IOC)

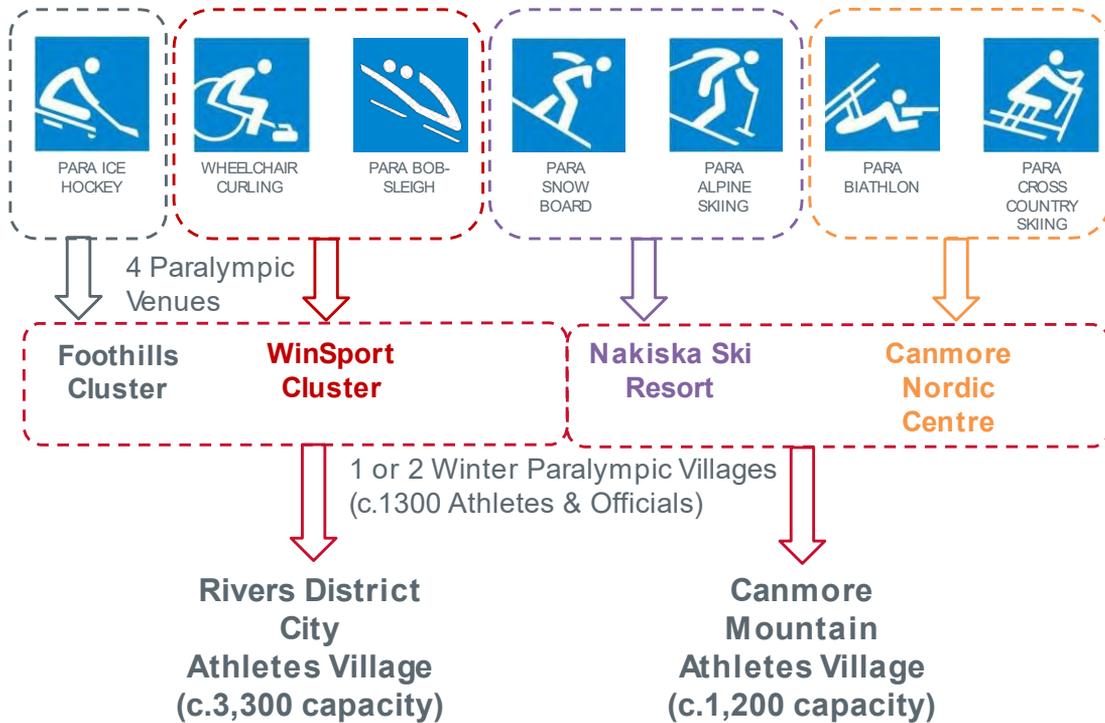


★ Under review



## Summary of Concept Diagram (Paralympics)

6 (maybe 7) Official Winter Paralympic Sports (IPC)





## Stampede Cluster





## Saddledome

Main venue for Olympic Ice Hockey (Hockey 1)

### Capital Improvement Plan and Legacy

General refurbishments and aesthetic upgrades

Accessibility upgrades for seating and washrooms

Recommission plant

Remove boards, expand ice

Upgrades to power and Field of Play lighting as required

Ice plant recommissioning



## BMO Centre & Big Four

BMO Centre will be the venue for the International Broadcast Centre (IBC) and Big Four will host the Main Press Centre (MPC)

### Capital Improvement Plan and Legacy

Technical modifications to BMO Centre halls

Site work for temporary structure

Post-Games reinstatement

Upgrades power capacity to 15MW and N+1 redundancy

Upgrades to acoustics and HVAC systems to meet OBS guidelines



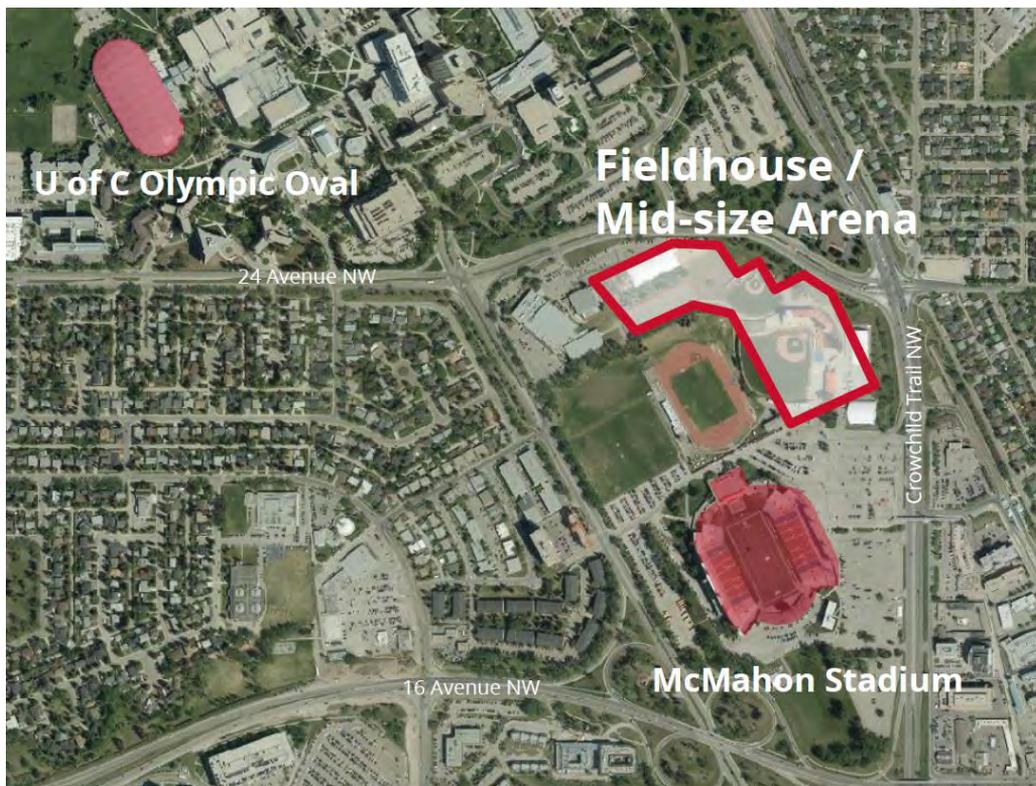
## Grandstand: Status & Issues

Grandstand would be used for medals presentation. Provides a ready-made venue for close to 17,000 spectators. Multiple lounges, dining, and seating options for hosting stakeholders.

Timing may affect Stampede's hosting abilities for some Third-party events, but positive collaboration in progress.



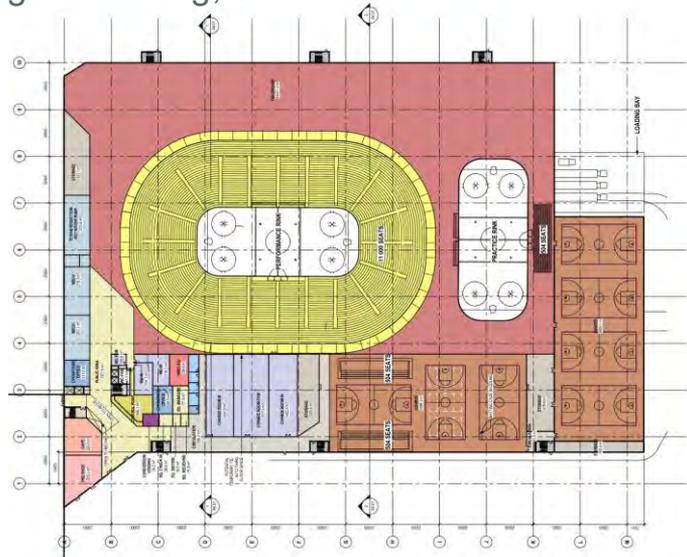
## Foothills Cluster





## Fieldhouse: Venue Overview

- Location: Foothills Athletic Park
- Owner: City of Calgary
- New Development: Part of City Long Term Facility Plan
- Proposed OPWG Use: Figure Skating, Short Track Speed Skating
- Capacity: 10,000 in Olympic Mode





## Fieldhouse: Legacy Use

- City of Calgary Recreation – Community Uses
  - Multi-sport fieldhouse including an indoor track
  - Multiple basketball, volleyball and tennis courts
- Developmental and High Performance – Summer Athletic Uses
  - University of Calgary training facility
- Event and Sport Hosting



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31

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## Mid-Size Arena: Venue Overview

- Location: Foothills Athletic Park
- Owner: City of Calgary
- New Venue: Replacement of older venues
- Proposed OPWG Use: Ice Hockey 2, Para Ice Hockey
- Capacity: 5,000





## Mid-Size Arena: Legacy Use

- City of Calgary Recreation
  - Replacement of Corral and other 1960s venues, Father David Bauer and Norma Bush Arenas (retained to 2026)
- Community Uses
  - hockey, ringette, lacrosse
  - recreational skating
- Event & Competition Sport Hosting – Winter Sport
  - Curling, hockey, short track figure skating





## McMahon Stadium: Status & Issues

McMahon Stadium will host the opening and closing ceremonies

Program, schedule and concept discussed in detail.  
Venue Use Agreements deal points still to be presented.

### Capital Improvement Plan

Upgrades to lighting and audio

Upgrades to power, containment, and general services

General refurbishments as required

Grading and Access enabling works

Upgrades to the lounges, boxes, and spectator amenities



## U of C Olympic Oval: Capital Improvements

The Oval will host Long Track Speed Skating

Scope, schedule and concept of ops discussed in detail.  
Venue Use Agreements deal points still to be presented.

### Capital Improvement Plan

Roof load upgrade
All slab replacements
Refurbish plumbing
Replace HVAC controls
Access tunnel expansion
Renovate change rooms and athlete support area etc.



# Winsport Cluster: Olympic Overlay





## WinSport: Status & Issues

Ongoing positive discussions with WinSport include some reallocation of preliminary investment plans to maximize community legacy. Capital costs are extensive and still under development, proportional to intensive use of site (8 Olympic & 2 Paralympic disciplines).

### Capital Improvement Plan

Base area development
Utilities
Facilities (Frank King Day Lodge)
Sport terrain grading
Slopestyle vertical drop
Infrastructure (lighting and communications)
Service road (top)
Park west access road (City project)



## Nakiska: Status & Issues

Have reviewed scope, schedule and Concept of Operations with Alberta Parks and Resorts of the Canadian Rockies (RCR). Awaiting business interruption impact information from RCR. Meeting with Provincial Secretariat to discuss legacy agenda, Indigenous consultation and environmental impacts.

### Capital Improvement Plan

Alpine Technical course road access

Alpine course(s) upgrades

Facilities upgrades

Utility upgrades

Base area improvements

Cross / PGS course development



## Canmore Nordic Centre: Status & Issues

Extensive meetings with Alberta Parks. Have refined the program and capital budget to increase legacy value for the venue. Have reviewed scope, schedule and Concept of Operations. Ready to proceed to Venue Use Agreements discussions. Plans are based on the premise the biathlon upgrades currently under design will go ahead prior to the Games. Facility is tight but workable from an Olympic perspective. No issue on Paralympic perspective. Main outstanding issue is spectator loading.

### Capital Improvement Plan

Base area development, utility upgrades and facilities relocation



## Whistler Olympic Park: Status and Issues

Extensive review of concept of operations with venue owner and proposed capital plan. Working through business impacts for both sport and accommodation venues. Will need to increase engagement with Whistler in near future. BidCo board will need to ratify decision to use Whistler, but it is strongly recommended by IOC.

### Capital Improvement Plan

Minor Ski jump facility upgrades

Cross country trails and ski jump stadium alignment

Equipment and lodge upgrades



# Villages



## Strategy

### Villages and Accommodation Development Strategy

- Alignment with community priorities (City and Mountains)
- Utilize strengths of public and private sectors
- Learn from experiences in other jurisdictions
- Create a sustainable, positive legacy



## Key Planning Assumptions

	Athletes	Team Officials	Total
City	1,720	1,154	2,874
Mountains	1,058	710	1,768
Whistler	155	104	259
<b>Total</b>	<b>2,933</b>	<b>1,967</b>	<b>4,900</b>

Total of 4,900 beds per Operational Requirements, based on PyeongChang. Including contingencies 5,500 assumed for village planning.

“City” include the Athletes’ Village in Calgary’s Rivers District and currently includes numbers for Curling, which could potentially be moved to an alternate location.

“Mountains” includes two Athletes’ Village – a legacy project in Canmore and a second village in an existing hotel in Nakiska and assumes use of Whistler Ski Jumps.



## Calgary Location: Rivers District

- Rivers District Master Plan
  - Identified as a Civic and Provincial priority in 2007, innovative tax and financial tools were established to encourage a buildout over a 25-30 year horizon
  - Imagined as a vibrant, high-density, mixed-use community that draws on the spirit of entertainment, as well as its natural surroundings
  - Developing an Athletes Village within the Rivers District aligns with the City's long term objective to continue the investment in revitalizing downtown's east end and is consistent with the current master plan, which identifies the specific site as a riverfront residential district
  - The inclusion of an Athletes Village, as a well-planned Olympic venue development in the Rivers District, reinforces the City's planned vision



## Affordable Housing

- Calgary's Affordable Housing Strategy
  - Single most pressing challenge facing Calgary's affordable housing sector is inadequate housing supply
  - Population forecasts suggest that up to 22,000 new, non-market units may be required in Calgary by 2025
  - Olympics represent a major opportunity to accelerate the construction of affordable housing
  - The proposed Athletes' Village concept includes 15% non-market housing, but majority of affordable legacy is in the accommodation solution discussed later in this presentation



## Athletes' Villages Strategy: City





## Athletes' Villages Strategy: City

- Rivers District Delivery
  - Land is owned by City and adjacent parcel under negotiation as part of Victoria Park Transit Center relocation
  - Use would be consistent with Rivers District Master Plan
  - Building Concept – concrete midrise on podium, similar to East Village typology
  - Delivery Responsibility – CMLC with sub-developer partners
  - Funding: Government investment part of overall Olympic Funding

Location	Status	Legacy	Capacity (Beds)	Distance from Venue
Rivers District	Planned development	Mix of market and affordable housing	3,100	16km max (30 min) to Winsport Cluster



## Athletes' Villages Strategy: City



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48



## Canmore Context

- Canmore Strategic Plan
  - Canmore's Number 1 strategic priority in its three-year plan is to increase affordable housing stock
- Comprehensive Housing Action Plan (CHAP) was established in 2008 focusing on development of
  - Perpetually Affordable Housing (PAH)
  - Employee Housing
- CHAP: Long-term target of 1,000 Affordable Units and 2,500 Employee Units – current inventory is less than 200 affordable ownership and rental units
- Concept for the Canmore Athletes Village would contribute up to 260 units, or roughly 25% of target, with 100% reserved for long-term athlete use



## Athletes' Villages Strategy: Mountains

Two Villages: Canmore and Kananaskis

- Distances from Canmore to Alpine Venues are significant
- Development Constraints in Canmore: wildlife corridors inside and outside Parks, topography, infrastructure
- Availability of fit-for-purpose hotel at Alpine Venue; Pomeroy Lodge at Kananaskis in Nakiska.
- Still satisfies community need for new build of Affordable Housing



## Athletes' Villages Strategy: Mountains

Location	Status	Legacy	Capacity (Beds)	Distance from Venue
Canmore	Planned Non-Market Housing Development	Affordable & Employee Housing	1,050	2 km
Pomeroy Lodge at Kananaskis	Existing hotel with supplemental temporary housing	No Change	1,000	0.5 km
<b>Total</b>			<b>2,050</b>	

A further 350 athletes and officials will be accommodated in the Whistler Village



## **Athletes' Villages Strategy: Canmore**

- Canmore Village Delivery
  - Alignment with Town's strategic plan: Mix of Affordable and Employee Housing
  - Available Land - majority of residential site owned by Town, privately held portion planned for redevelopment
  - Building Concept – Low-rise buildings consistent with context and local precedents
  - Delivery Responsibility – TBD, but likely Town of Canmore or subsidiary corporation
  - Funding – government investment part of overall Olympic Funding



## Non-market Housing

- Just in time delivery in 2025 of non-market housing solutions initially configured in hotel-style accommodation.
- Concept has evolved since CBEC to involve redevelopment of existing affordable housing sites which are reaching end of life.
- Working to finalize student residence and subsidized seniors living developments to make up the shortfall in hotel rooms.



## Risks

- Games Concept must meet technical specifications for hosting the OPWG as defined by international federations and the IOC
  - **Mitigation:** Games Concept created with input from many stakeholders
  - **Mitigation:** Games Concept based on CBEC's seven guiding principles
- Alignment with City of Calgary's business plan and budget, strategic plans, long-term capital plans, policies, Quality of Life results
  - **Mitigation:** City of Calgary documents have guided development of Games Concept and will continue to do so
- Games Concept may not meet Calgary's interests
  - **Mitigation:** Public Engagement program is being developed; Plebiscite being held in 2018 Q4
- Games Concept may not meet interests of all stakeholders
  - **Mitigation:** Process is fluid that involves exploration of all possible options
- Use of venues
  - **Mitigation:** Finalizing the venue use guarantee agreements



## Next steps

- BidCo members to receive submission in late June after review with BidCo Board
- Administration will review report and alignment with existing City policies, Council directives and priorities – analysis will be presented to Assessment Committee (Date TBD)



## Recommendations

That the 2026 OPWG Assessment Committee:

1. Receive Report OPC2018-0691 for information; and,
2. Keep Report OPC2018-0691, Attachment 1 (draft Games concept) and the closed session discussions confidential pursuant to Section 23, 24, and 25 of the Freedom of Information and Protection of Privacy Act.



**Questions?**

# Proposed Budget

That the 2026 OPWG Assessment Committee recommends that Council:

Authorize The Chief Financial Officer to allocate funds required for the City Secretariat charges from May 2018 to September 2019 from anticipated 2018 corporate year end savings.

<b>Confidential - City Secretariat Proposed Budget (000's) June 2018 - September 2019</b>			
	<b>June 2018 - October 2018</b>	<b>Nov-18</b>	<b>December 2018 - September 2019</b>
	5 months	1 month	10 months
Consultants	312	50	158
City Staff	1,149	239	2,238
Review RFP	200		-
Other	184	34	286
Sub total	1,845	322	2,682
<b>Contingent Costs</b>			
Engagement	500	-	-
Plebiscite	978	-	-
Sub total	1,478	-	-
<b>Total</b>	<b>3,323</b>	<b>322</b>	<b>2,682</b>



**Calgary**



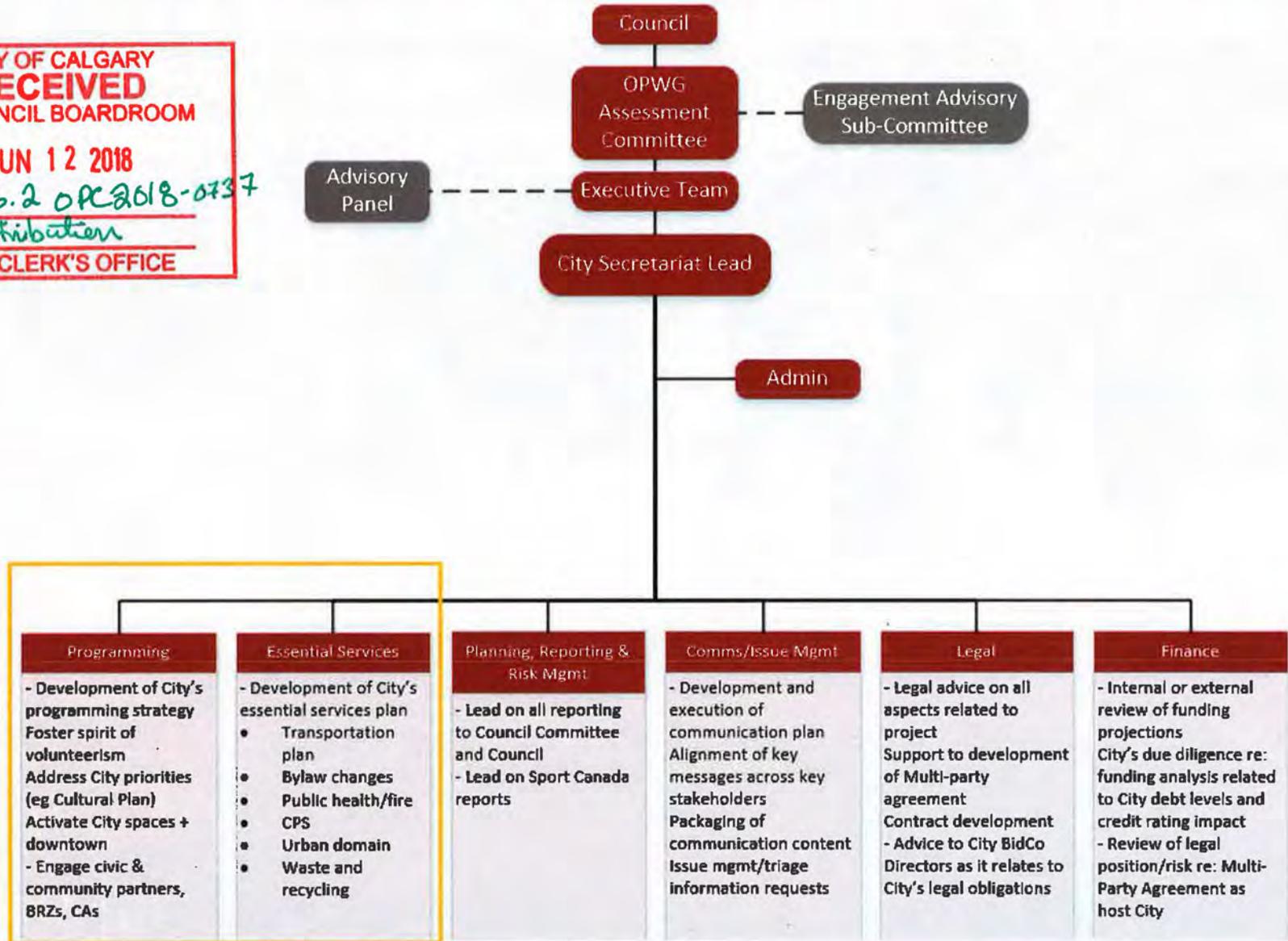
**2026 Olympic and Paralympic Winter Games  
Assessment Committee  
City Secretariat Update (Report OPC2018-0737) ISC: CONFIDENTIAL**

**2018 June 12**



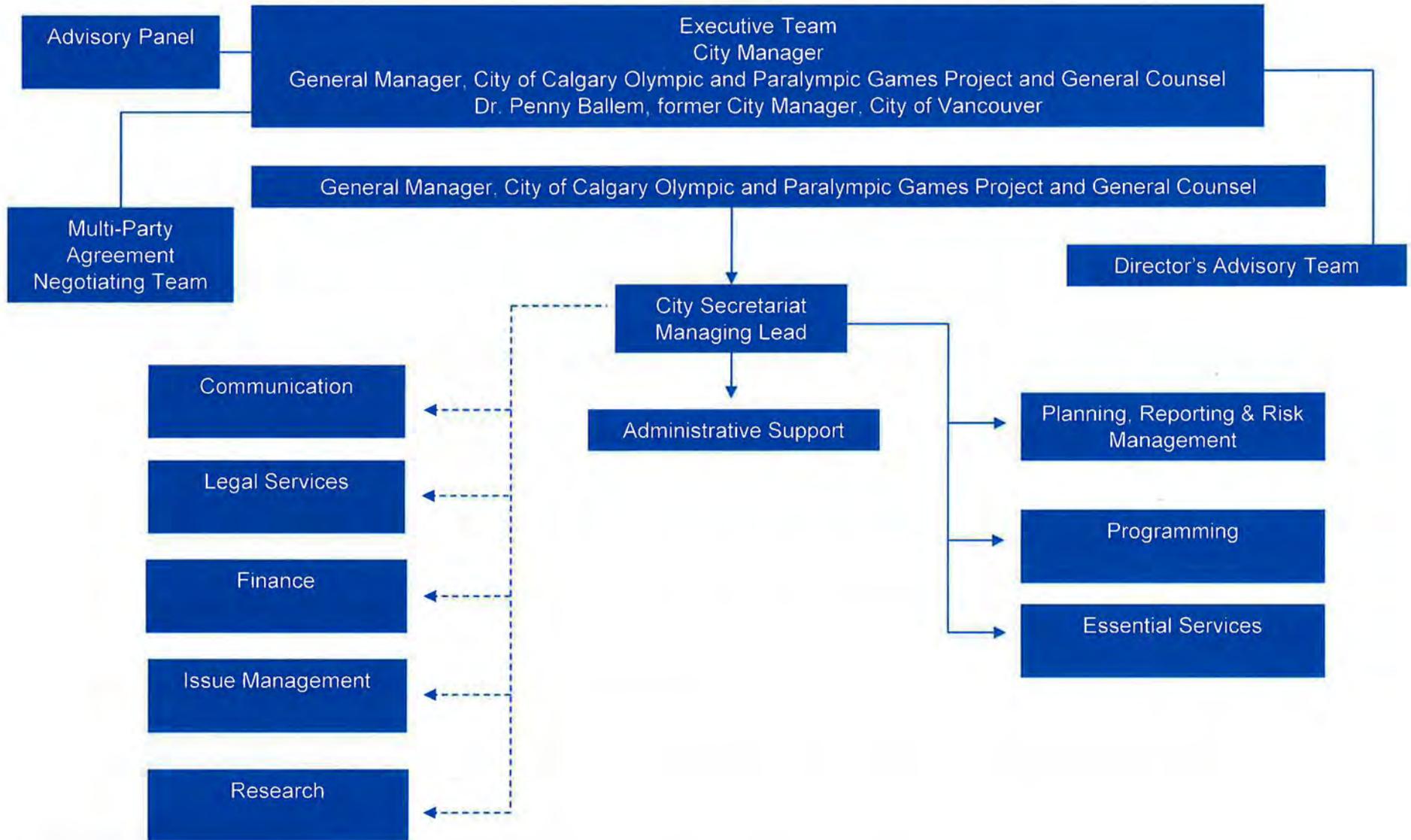
# Original Structure – May 15, 2018

**CITY OF CALGARY  
RECEIVED  
IN COUNCIL BOARDROOM**  
  
**JUN 12 2018**  
 ITEM: *6.2 OPC 2018-0737*  
*Distribution*  
**CITY CLERK'S OFFICE**





# Evolution of City Secretariat Structure – as of June 12, 2018





## Recommendation

That the 2026 OPWG Assessment Committee recommends that Council:

1. Receive this report for information;
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 *Freedom of Information and Protection of Privacy Act*

**Calgary**



# Questions?

Administration Recommendations (in camera verbal report).

That the 2026 Olympic and Paralympic Games Assessment Committee:

1. Recommend that the City Manager vote The City's membership interest in the Calgary 2026 Bid Corporation to elect the following proposed candidates for the at large Director positions as discussed at the closed meeting:
  - Jude Daniels
  - Hayley Wickenheiser
  
2. Keep the closed meeting discussions with respect to Verbal Report VR2018-0047 remain confidential pursuant to Section 17, 19, 23, and 24 of the *Freedom of Information and Protection of Privacy Act*



## CBEC 11 RECOMMENDATIONS

### **SUSTAINABILITY PROGRAM**

1. Strategy:

A strategy that provides sustainability objectives, strategies and outcomes related to the IOC's five focus areas as well as additional goals, objectives, and strategies for sustainability issues relevant to Calgary that should be integrated with the legacy plan for the Games.

2. Implementation plans:

Implementation plans for each priority topic in the sustainability strategy to translate the strategy into action. The implementation plans must be reviewed with the IOC before publication.

3. Management system:

A management system, linked to the corporate strategy, to define desired sustainability objectives, performance measures and responsibilities, and reporting practices. The management system must be certified under ISO 20121 – Event Sustainability Management System.

4. Governance:

A structure that ensures accountability for sustainability performance is clearly defined and progress is monitored at the governing board level. This reflects the significance and cross-organizational nature of anticipated sustainability commitments.

5. Sustainability reporting:

Prepare annual sustainability reports using recognized international reporting standards (Global Reporting Initiative or equivalent). The annual sustainability reports should begin a minimum of three years out from the Games and include a post-Games report issued within six months of the Games' conclusion.

6. Stakeholder and public engagement strategy:

Develop a stakeholder and public engagement strategy early in the Games organizing phase outlining engagement on the sustainability strategy with stakeholder groups and the public.

7. Bid phase sustainability and legacy advisory committee:

A sustainability and legacy advisory committee should be formed in the bid phase to provide expert input into the planning process.

8. Green building:

Commitment to pursue a minimum of LEED® Gold building rating for all new construction. This rating is already required for all new City of Calgary public buildings. In addition, CBEC envisions repurposing the existing bus barn location for an athletes' village, which would ultimately be a housing complex. This would include environmental reclamation of the brownfield site.

9. Ecosystem and habitat:

In environmentally and culturally protected areas, including the Canmore Nordic Centre as well as the Nakiska and Lake Louise ski resorts, the use of existing facilities supports events with minimal new environmental impacts. If Calgary and region were to pursue a bid, and if facilities in such protected areas are to be used, consultation with stakeholders and government would be required to develop venue plans that minimize potential new impacts.

10. Environmental impact assessments:

Environmental impact assessments should be undertaken for any new major venue to define potential impacts, identify avoidance and mitigation strategies and consider compensation efforts to lead to a net positive impact on the protected area. If Treaty 7 First Nations lands are to be used, environmental impact assessments must be conducted while engaging Indigenous Peoples early in the development process consultations.

11. Smart procurement:

Implementation of a smart procurement approach to help meet environmental sustainability objectives as well as potential social objectives. The smart procurement criteria should be defined and initiated early in the organizing phase to guide venue and construction decisions, functional planning and sponsor negotiations.

**Calgary**



# **Balancing the Legacy and the Costs – Critical Success Factors in Assessing Whether Calgary Should Bid on the 2026 OPWG**

**Building Trust and Confirming Mutual Interest**

**Glenda Cole, Q.C., General Manager, City of Calgary OPWG Project and General Counsel  
Scott Hutcheson, Chair, Calgary 2026 Bid Corporation  
Terry Wright, IPS Consulting**

**2018 June 25 Regular Meeting of Council – Closed Meeting Discussion**



## OBJECTIVE



Ensure Council continues to be fully informed on the status of The City's opportunity and risk assessment.



On 2018 April 16, after considering the recommendations in Report PFC2018-0366, Olympic Bid Proposed Engagement Approach, Council reaffirmed its support for the investigation of a bid for the 2026 Olympic and Paralympic Winter Games (OPWG).



## MAJOR ACCOMPLISHMENTS SINCE 2018 APRIL 16 COUNCIL DIRECTION

- Calgary 2026 Bid Corporation incorporated on June 7
- First Board meeting held on June 14
- Second Board meeting will be held tomorrow
- Director appointments continue



“Business moves at the speed of trust.”

Quoted by Scott Hutcheson  
Chair, Calgary 2026 Bid Corporation



# MEETING WITH INTERNATIONAL OLYMPIC COMMITTEE (IOC) STAFF AND CONSULTANTS ON 2018 JUNE 19

Scott Hutcheson, Chair, Calgary 2026 Bid Corporation

Terry Wright, IPS Consulting

Helen Upperton, 2010 Olympic Silver Medalist in Bobsleigh

Lizette Parsons Bell, Umbrella Strategies

Glenda Cole



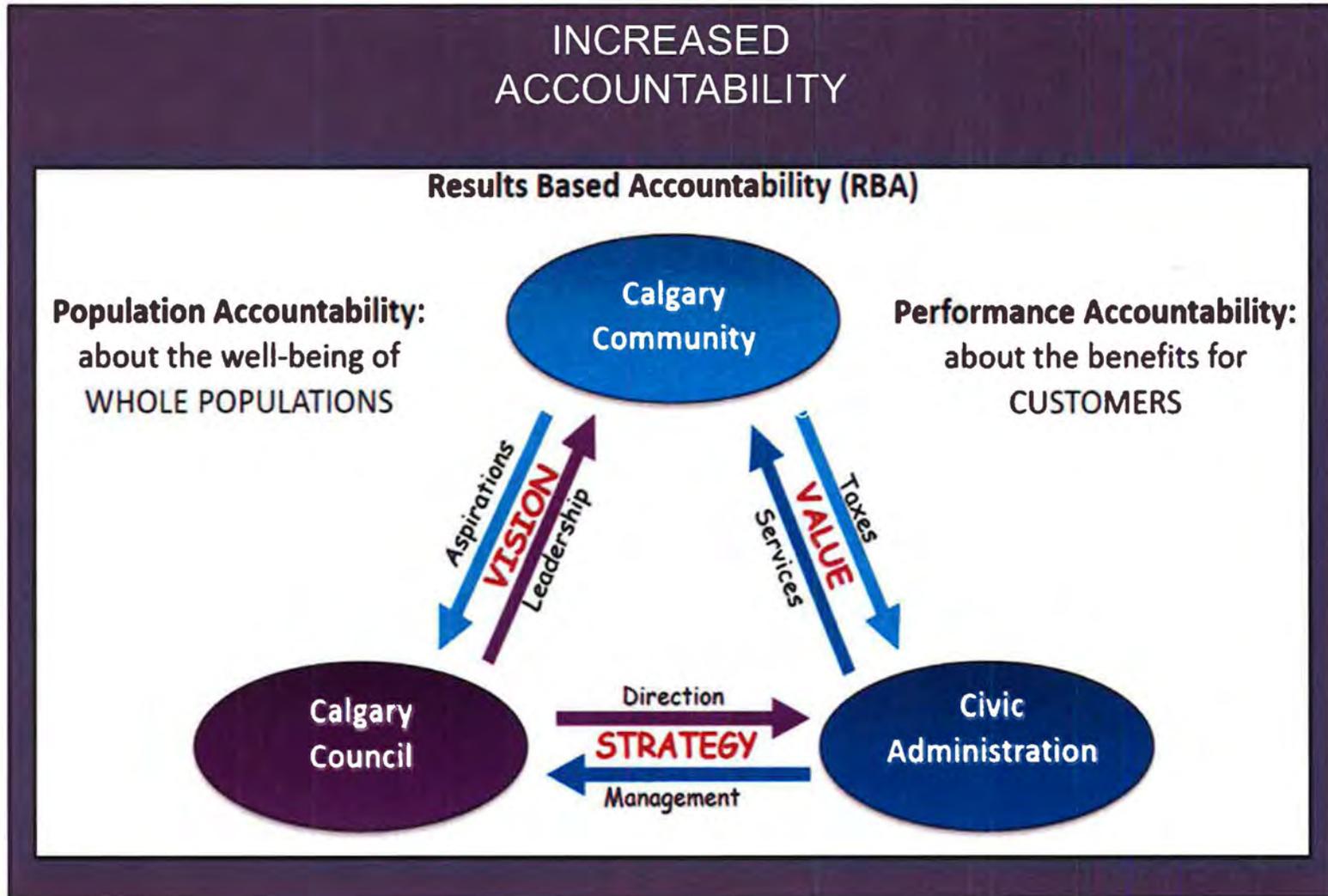
## CONFIRMING MUTUAL INTEREST

“The most important thing is that the Olympic Games must work for the city and region, not the other way around.”

Jacqueline Barrett, Associate Director,  
Olympic Games / Olympic Candidature



# ACCOUNTABILITY





## CONFIRMING MUTUAL INTEREST

- Built trust
- Secured information
- Confirmed mutual interest
- Discussed the importance of maximizing achievement of desired outcomes and legacies while minimizing cost and addressing risk
- IOC Committee to report their findings on status of candidature cities' preparation to the IOC in July



# CANADIAN OLYMPIC COMMITTEE (COC) SESSION MEETING ON 2018 JUNE 23

Mayor Nenshi

Scott Hutcheson

Helen Upperton

Terry Wright

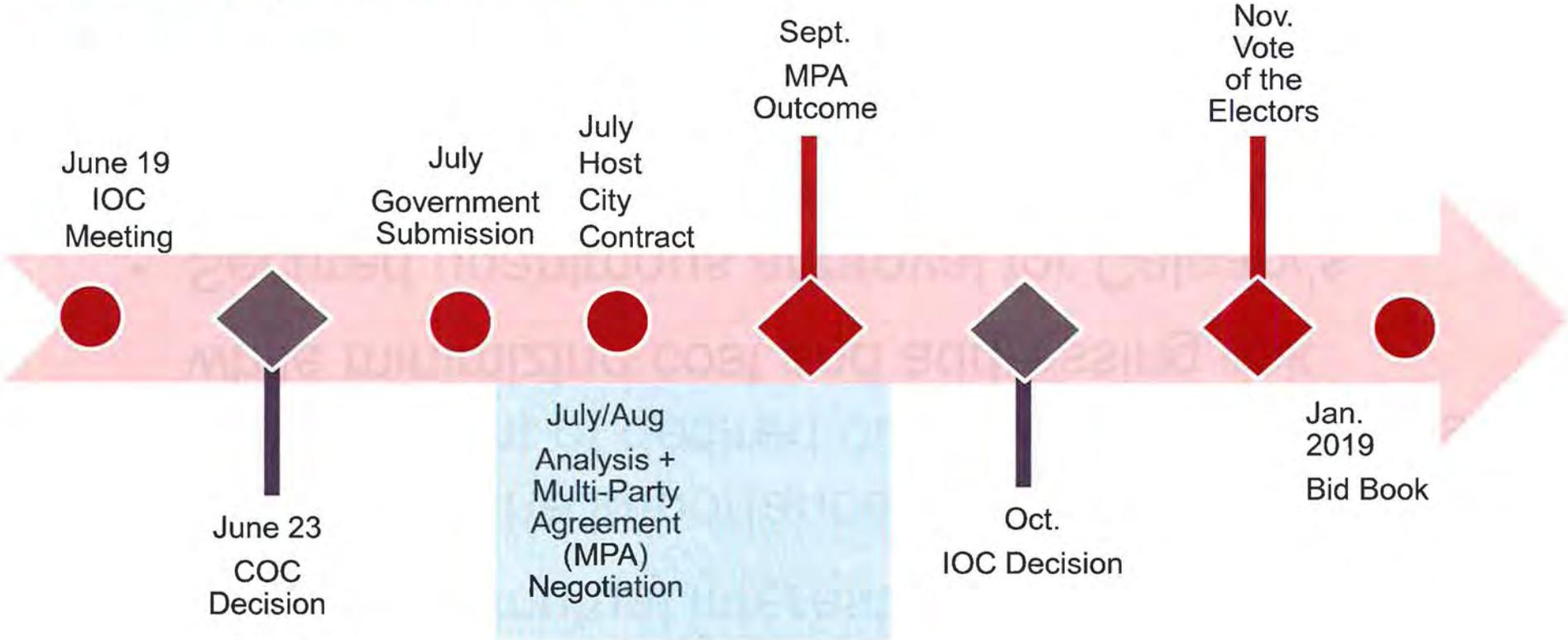
Jolan Storch, Bold Counsel



## CONFIRMING MUTUAL INTEREST

- Built trust
- Secured information
- Confirmed mutual interest
- Discussed the importance of maximizing achievement of desired outcomes and legacies while minimizing cost and addressing risk
- Secured unanimous approval for Calgary's candidature as a potential host of the 2026 OPWG

# TIMELINE



- Analysis of Government Submission by Members
- Development of City MPA Negotiation Framework





# KEY DATES

Event	Date
<p>OPWG Assessment Committee Meeting</p> <ul style="list-style-type: none"> <li>- Report on working in partnership to advance Calgary’s Cultural Plan – public session</li> <li>- Update on public engagement initiatives – public and closed session</li> <li>- Preliminary discussion: Investments associated with hosting the Games – closed session</li> </ul>	2018 June 26
IOC expert visit to Calgary – communications and legacy information	2018 June 26
Calgary 2026 Board Meeting	2018 June 26
Calgary 2026 accessibility workshop with City Advisory Committee on Accessibility	2018 June 27
Calgary 2026 presentation of first draft of Government Submission to The City, the Governments of Canada and Alberta, the Town of Canmore and the Canadian Olympic Committee	2018 June 29



# KEY DATES CONTINUED

Event	Date
Calgary 2026 Board and City Secretariat reviews and discussions with other orders of government and the COC	2018 July
Updated draft Government Submission	Last two weeks of July*
Receipt of IOC Host City Contract	2018 July 2
Recommendations for City negotiating framework for Multi-Party Agreement	2018 July 24 to OPWG Assessment Committee 2018 July 30 to Council
Draft content for bid book	2018 August 17
IOC expert visit to Calgary – Games Governance and Operations	2018 September 11 and 12
Final draft of bid book for Member review	October 5

\*Dependent on Government of Canada’s completion of essential services work



## KEY DATES CONTINUED

Event	Date
Sport Canada recommendation to Cabinet	2018 Fall (late September, early October)
Council approval of MPA	2018 September to October
IOC selection of candidate cities	2018 October 3 to 5
Vote of the electors	2018 November*
COC Session	2018 November 15 to 18
Bid book completion for 2019 January submission review	2018 December**
IOC Evaluation Commission visit to Calgary	2019 March
Calgary 2026 technical briefing to IOC Members	2019 July
Selection of 2026 host city	2019 September

\*Subject to MPA satisfactory to Council

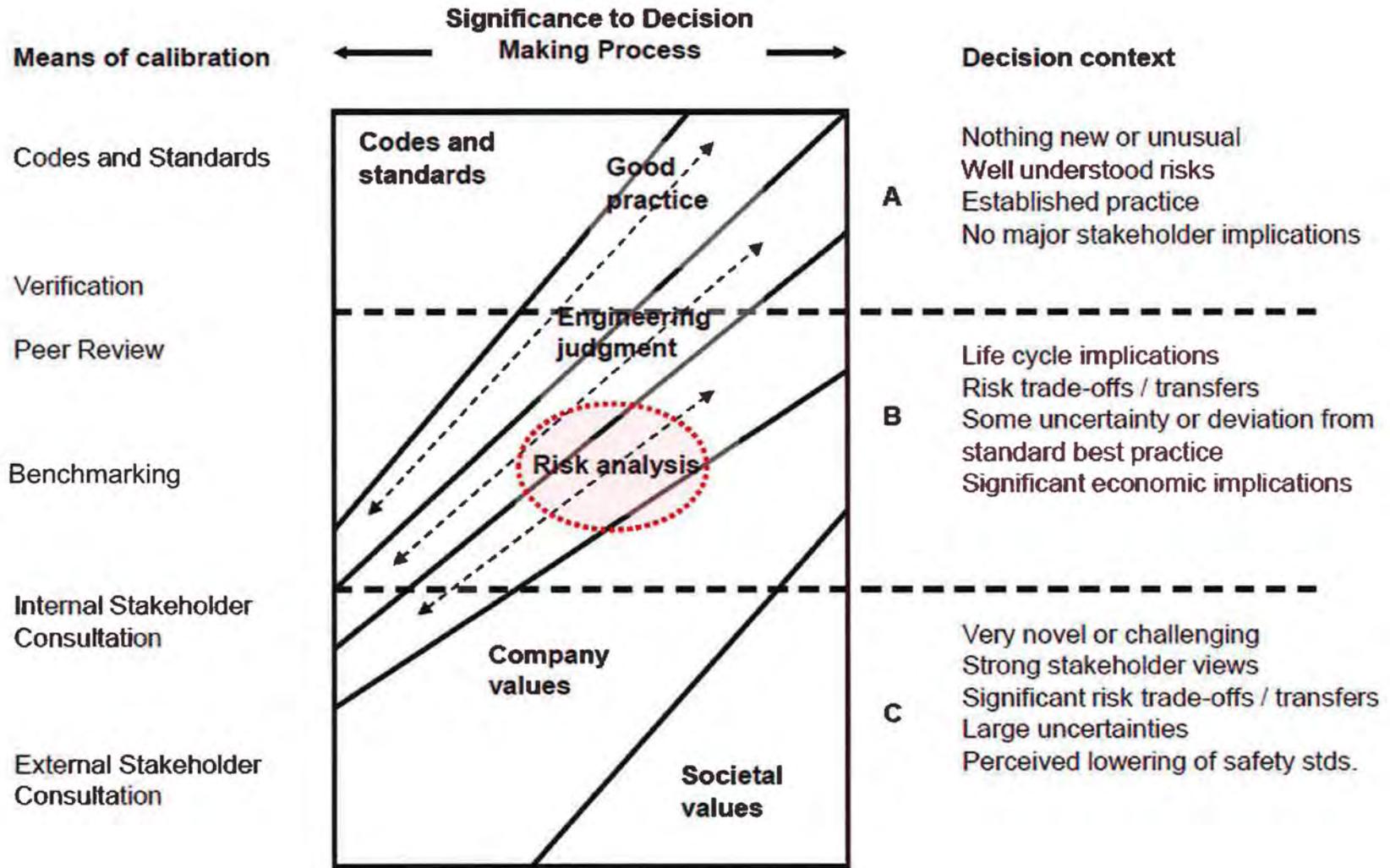
\*\*Subject to successful vote of the elector



# RISK BIASES

Biases Related to Perceiving and Judging Alternatives	Biases Related to the Framing of Alternatives	Action-Oriented and Stability Biases
<b>Confirmation bias</b>	<b>Loss aversion</b>	<b>Excessive optimism</b>
<b>Anchoring and insufficient adjustment</b>	<b>Sunk-cost fallacy</b>	<b>Overconfidence</b>
<b>Groupthink</b>	<b>Escalation of commitment</b>	<b>Status quo bias</b>
<b>Egocentrism</b>	<b>Controllability bias</b>	<b>Present bias</b>

# RISK





# IPSOS REPUTATIONAL RISK ADVICE

## Unlocking the Value of Reputation: The Definitive Link Between Corporate Reputation and Better Business Efficiency

How does reputation influence purchase decisions?

**The link between trust, reputation, and benefit of the doubt**

Benefit of the doubt by industry

Benefit of the doubt by region

The impact of regulation

**How reputation and trust affect marketing efficiency**

The impact of trust on belief in advertising

Ad believability and trust at the company level

The impact of trust of willingness to pay a premium

**Building digital advocacy**

Consumers are looking for you online

Consumer engagement by industry

The impact of trust on information seeking and sharing

What information sources are most credible?

Social vs. mainstream media use and credibility

**The bottom line**



## RECOMMENDATIONS

That Council:

1. Receive this verbal report for information; and
2. Direct that the closed session report, presentation and discussion remain confidential pursuant to Sections 24, 25 and 27 of the Freedom of Information and Protection of Privacy Act.

The 2026 Olympic and Paralympic Winter Games Assessment Committee recommends:

1. That on 2018 July 30, Council approve:
  - a) The following question:  
**“Are you for or are you against Calgary hosting the 2026 Olympic and Paralympic Winter Games?  
\_\_ I am for Calgary hosting  
\_\_ I am against Calgary hosting.”**; and
  - b) Approve the date for the Vote of the Electors to be Monday, 2018 December 3.
2. 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*.
3. That the OPWG Assessment Committee authorize the City Manager and the City Clerk to execute a Grant Funding Agreement with the Province of Alberta to secure funding for the vote of the electors, such Agreement to be in content and form satisfactory to the City Manager and City Solicitor and General Counsel respectively.



## Vote of the Electors (Plebiscite) Update

### EXECUTIVE SUMMARY

This report presents recommendations for a question and date for the Vote of the Electors in respect to the 2026 Olympic and Paralympic Winter Games (OPWG).

#### ADMINISTRATION RECOMMENDATIONS:

The 2026 Olympic and Paralympic Winter Games Assessment Committee recommends:

1. That on 2018 July 30 Council approve:
  - a) The following question:  
**“Are you for or are you against Calgary bidding for the 2026 Olympic and Paralympic Winter Games?”**  
  
 I am for Calgary bidding  
 I am against Calgary bidding.”; and
    - b) Approve the date for the Vote of the Electors to be **Monday, 2018 December 3.**
2. That report OPC2018-0795 be released to the public; and.
3. That the closed meeting discussions and presentation regarding OPC2018-0795 remain confidential pursuant to Sections 24 and 25 of the *Freedom of Information and Protection of Privacy Act*.

#### PREVIOUS COUNCIL DIRECTION / POLICY

At the 2018 May 29 Committee meeting the Returning Officer was asked to return to Committee with the following:

- 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.

#### BACKGROUND

The *Municipal Government Act* (MGA) provides that Council may submit a question to be voted on by electors (“Vote of the Electors”). The legislation specifically indicates that the result of the vote does not bind Council.

A Vote of the Electors is governed by the *Local Authorities Election Act* (LAEA). An “elector” is defined in the LAEA as an individual eligible to vote in an election. Specific rules regarding eligibility to vote are set out in Section 47 of the LAEA.

According to the LAEA, for a Vote of the Electors, Council must by resolution:

1. Determine the form of the wording to be used on the ballot (Section 44 (1) (a)); and
2. Fix the day of the vote on the question (Section 11 (1) (b)).

**18T Returning Officer's 18T Report to  
40T 2026 Olympic and Paralympic Winter Games Assessment  
Committee  
2018 July 17**

**ISC: UNRESTRICTED**

**OPC2018-0795  
Page 2 of 4**

## **Vote of the Electors (Plebiscite) Update**

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### **Vancouver's Question**

The question that was used in Vancouver's 2003 plebiscite was:

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

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

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

### **INVESTIGATION: ALTERNATIVES AND ANALYSIS**

#### **The Vote Question**

The question for the Vote of the Electors should be clear, direct and neutral. According to legislation, the question should be capable of being answered with a "for" or "against" or a "yes" or "no". Voters should be able to easily understand the question and response.

#### **Potential Wording of the Question**

Discussions with Committee members were based on the following proposed question:

"Do you support or do you oppose The City of Calgary's participation in hosting the 2026 Olympic and Paralympic Winter Games?"

\_ Yes, I support The City of Calgary's participation.

\_ No, I oppose The City of Calgary's participation."

Committee members' comments were clear that the question should be focused on bidding versus hosting and therefore, the question was modified to reflect this recommendation. A further comment, to add a preamble that includes the list of partners to the potential bid and budget amounts, was offered, however, the Returning Officer does not recommend adding this type of preamble as it potentially impacts the neutrality of the question. Therefore, no preamble was provided to the external consultant to review.

Based on the research done by the Returning Officer, four proposed questions were submitted to a neutral third party consultant and other advisors for input:

1. "Do you support or do you oppose The City of Calgary's participation in hosting the 2026 Olympic and Paralympic Winter Games?"

Yes, I support The City of Calgary's participation.

No, I oppose The City of Calgary's participation."

**Or**

2. "Do you support Calgary bidding for the 2026 Olympic and Paralympic Winter Games?"

Yes or I support Calgary bidding.

No or I do not support Calgary bidding."

**Or**

**18T Returning Officer's 18T Report to  
40T 2026 Olympic and Paralympic Winter Games Assessment  
Committee  
2018 July 17**

**ISC: UNRESTRICTED**

**OPC2018-0795  
Page 3 of 4**

### **Vote of the Electors (Plebiscite) Update**

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3. "Do you support Calgary bidding for the 2026 Olympic and Paralympic Winter Games?  
Yes, I support Calgary bidding."  
No, I do not support Calgary bidding."

**Or**

4. "Are you for or are you against Calgary bidding for the 2026 Olympic and Paralympic Winter Games?  
  
 I am for Calgary bidding  
 I am against Calgary bidding."

### **Returning Officer's Recommendation**

The consultant's and Law's recommendation is that question 4 meets the legislative requirements of being "for" or "against" and is the most straightforward question with the least potential for respondent confusion in regard to both the question and response set.

Therefore, the Returning Officer's recommended question and response set are:

**"Are you for or are you against Calgary bidding for the 2026 Olympic and Paralympic Winter Games?**

- I am for Calgary bidding  
 I am against Calgary bidding."

### **Timing of the Vote**

The recommended date for the Vote of the Electors is Monday, December 3, 2018.

The Returning Officer will provide information including the wording of the question and its response set, where to vote, who can vote, when to vote and what identification is required to vote.

### **Funding Source**

The external funding source for the Vote of the Electors is still under negotiation. It is anticipated that the source of funding will be confirmed by 2018 July 30.

### **Stakeholder Engagement, Research and Communication**

The Returning Officer consulted with Committee members and Administration on the development of the question. The Returning Officer retained the services of an external consultant from Edmonton to review the question to ensure it met the requirements of being clear, direct and neutral.

### **Strategic Alignment**

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

18TReturning Officer's 18T Report to  
40T2026 Olympic and Paralympic Winter Games Assessment  
Committee  
2018 July 17

ISC: UNRESTRICTED

OPC2018-0795  
Page 4 of 4

## **Vote of the Electors (Plebiscite) Update**

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### **Social, Environmental, Economic (External)**

None.

### **Financial Capacity**

The expected cost of the Vote of the Electors is \$2 million.

### **Risk Assessment**

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

The question will not be translated into other languages, however, election processes allow in person translation in voting stations. Instruction signs in other languages on how to cast a vote will be posted in voting stations.

The cost to run a Vote of the Electors is estimated to be \$2 million. Expending this amount may be viewed negatively by the public.

To avoid confusion on vote day, it is recommended that a "for" representative and an "against" representative register with the Returning Officer. The Returning Officer will share voting information and processes for the appointment of scrutineers for the vote with these representatives.

### **REASONS FOR RECOMMENDATIONS:**

In order to successfully deliver a Vote of the Electors, a question that is clear, direct and neutral must be approved by Council. As well, the date of the vote must be established by Council.

**Calgary**



**2026 Olympic and Paralympic Winter Games Assessment  
Committee  
Presentation on Report OPC2018-0866 Attachment 3,  
OPC2018-0795 Vote of Electors (Plebiscite), and Verbal Update  
OPC2018-0907 Calgary 2026 CEO Search  
2018 July 17**



# Introductions



OPC2018-0866: 2026 OPWG Secretariat Update:

- Jeff Fielding
- Glenda Cole

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

- Laura Kennedy

OPC2018-0907: Calgary 2026 CEO Search Verbal Update:

- Jeff Fielding



# City Secretariat Update (OPC2018-0866) Attachment 3

To be released publicly following Committee members' closed session discussion



# City Secretariat Proposed Budget

Proposed Budget (000's) June 2018 - September 2019	To date of City Council decision on Multi-Party Agreement	To Vote of Electors	To IOC Decision	TOTAL
	June 2018-October 2018	November 2018	December 2018-September 2019	
	5 months	1 month	10 months	16 months
Consulting Support	\$ 312	\$ 50	\$ 158	\$
City Staff due diligence	986	177	1,536	520
External Financial Analysis Support	200	-	-	
Miscellaneous Expenses	200	37	312	2,699
Sub total	\$ 1,699	\$ 263	\$ 2,006	200 548
				\$ 3,967
Engagement & Communications	670	-	-	\$ 670
Contingent Costs:				
Additional due diligence	500	-	-	\$
Vote of the Electors	978	-	-	500
Sub total	\$ 1,478	\$ -	\$ -	\$ 978
				\$ 1,478
<b>Total</b>	<b>\$ 3,847</b>	<b>\$ 263</b>	<b>\$ 2,006</b>	<b>\$ 6,115</b>

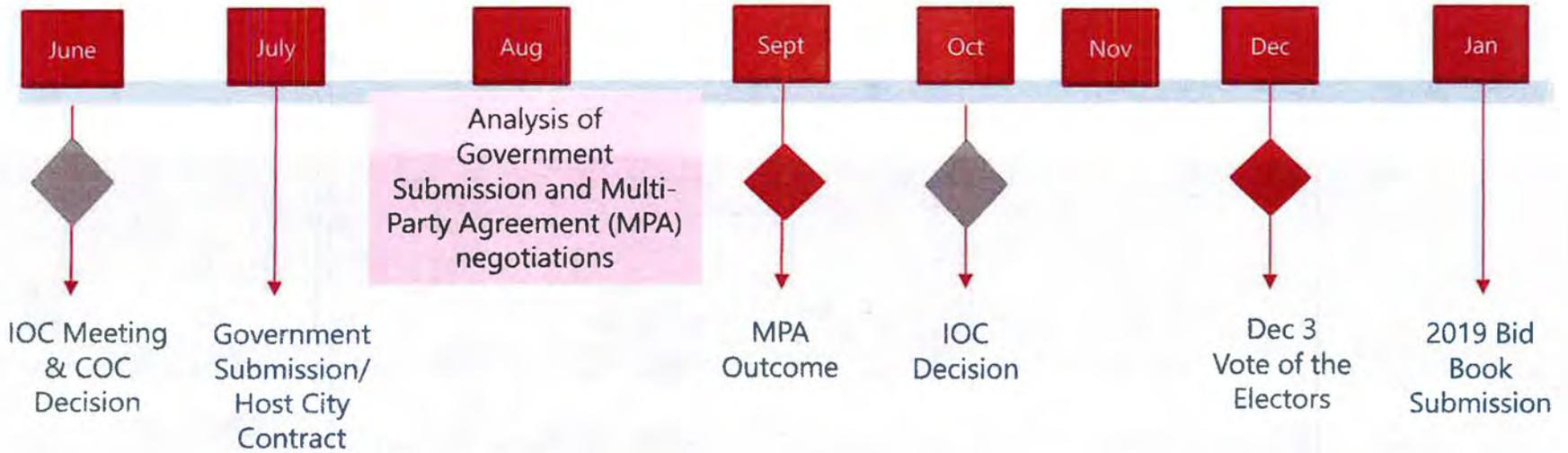


# **Vote of the Electors (Plebiscite) Update**

## **OPC2018-0795**



# Timeline



 Council decisions

 COC/IOC decisions



# Calgary 2026 CEO Search Verbal Update: OPC2018-0907

The table below provides a status update on the identified risks, ratings, and mitigations as of 2018 August 21.

#	Potential Risk Identified	Risk Rating	Mitigation	Risk Rating
		2018 July		2018 Aug 21
1	Conducting a thorough and comprehensive due diligence review within tight timeframes	High	<ul style="list-style-type: none"> <li>• City Secretariat continues to ensure that required internal and external financial, legal and other resources are available to complete the required due diligence within the compressed timeframe.</li> <li>• Greatly enhanced financial information has been received from Calgary 2026 and is being reviewed by City staff and external financial experts.</li> <li>• August 14 and 15 meetings between the City Secretariat and representatives of Calgary 2026 and Government of Canada (GoC), Government of Alberta (GoA) and Town of Canmore Secretariats were productive in terms of obtaining additional information about Calgary 2026's draft hosting plan, identifying opportunities, benefits, issues and risks associated with bidding for and hosting the 2026 OPWG and understanding the nature and extent of, and timing associated with, each order of government's approval deliberations and approval processes.</li> </ul>	Medium
2	Ensuring access to bid development team given transition of team lead to assist Calgary 2026 and its CEO rather than assisting the City Secretariat	High	<ul style="list-style-type: none"> <li>• Mary Conibear, who has supported the lead's work in developing the draft host plan, attended the August 14 and 15 meetings referred to above. She and her team continue to provide the City Secretariat with financial and other information requested by the City Secretariat to assist in its assessment of the draft hosting plan.</li> <li>• Dr. Penny Ballem, who served as Vancouver's City Manager at the time of the 2010 Olympic Winter Games, is serving as the City Secretariat's lead advisor and facilitated the August 14 and 15 meetings referred to above.</li> <li>• An advisory committee to The City's negotiating team has been established. The City Manager and City Solicitor and General Counsel are members of The City's negotiating team.</li> <li>• Given Council's approval of the Secretariat budget, The City has been able to engage additional external financial and legal advisors to assist in identifying opportunities, benefits, issues, risks, costs, and risk management and mitigation strategies associated with bidding for and hosting the 2026 OPWG.</li> </ul>	Medium

## CITY SECRETARIAT RISK REGISTER

## Risk Profile

3	November 13, 2018 has been established by Council as the date for the vote of the electors	High	<ul style="list-style-type: none"> <li>The GoA has provided The City with \$1 million of its \$2 million commitment to fund the vote. The balance of these funds will be provided to The City two weeks before the vote.</li> <li>The City Secretariat has committed resources and has developed a compressed timeline for deliverables. All orders of government are aware of the critical need to ensure that Calgarians receive neutral information from The City in sufficient time to allow them to make an informed decision when they cast their vote on November 13, 2018. It is a condition of the GoA's funding agreement that The City commence providing background information to Calgarians at least 30 days prior to the vote.</li> </ul>	Medium
4	Meeting the GoA's requirement to commence providing background information to Calgarians at least 30 days prior to the November 13, 2018 vote	High	<ul style="list-style-type: none"> <li>Council's Engagement Advisory Sub-Committee will be reviewing responses to an RFP for engagement services when the RFP closes on August 27 and advising Council as to an engagement plan.</li> <li>A revised timeline for communication and engagement has been developed to ensure the public begins to receive neutral information at least 30 days in advance of the vote of electors</li> </ul>	Medium
5	Clarifying timing of GoA's \$5 million contribution and GoC's \$10.5 million contribution to Calgary 2026	High	<ul style="list-style-type: none"> <li>Information has been requested from the GoA and GoC on the timing of their contributions to Calgary 2026 and their advice is expected shortly.</li> </ul>	Medium
6	Clarifying the timing of GoA and GoC approvals for cost sharing arrangements	High	<ul style="list-style-type: none"> <li>August 14 and 15 discussions with the GoA and GoC included sharing information about the feasibility of accelerating approval timelines.</li> </ul>	Medium
7	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	High	<ul style="list-style-type: none"> <li>City staff provided information and assistance in creating the earliest drafts of the hosting plan and therefore, there was awareness throughout the process of the importance of ensuring alignment with Council directives, plans, policies, and programs.</li> <li>The most recent draft of the hosting plan has been reviewed with a view to assessing alignment and confirmation has been received that it is well aligned with The City's vision, long-range plans, strategies, and policies. Detailed information about alignment will be shared with Council on September 10.</li> </ul>	Low

## CITY SECRETARIAT RISK REGISTER

## Risk Profile

	Risk Identified	Risk Rating	Mitigation	Risk Rating
		2018 July		2018 Aug 21
8	Ability of the City Secretariat to validate the accuracy of costs in the draft hosting plan	High	<ul style="list-style-type: none"> <li>Detailed information and back-up has now been received.</li> <li>City Secretariat and third party review and audit of capital and operating budgets and projected revenue included in the draft hosting plan is underway.</li> <li>A comparison of the financial information in the draft hosting plan with: (a) CBEC assumptions and the information that CBEC had and generated; and (b) information from the City of Vancouver; is being undertaken.</li> </ul>	Low
9	Impact of any potential City investment for the OPWG on The City's debt and debt capacity	High	<ul style="list-style-type: none"> <li>Analysis of debt impact is underway.</li> <li>Other orders of governments' contributions are under negotiation.</li> <li>Ultimately, the choice to invest rests with Council.</li> </ul>	Medium
10	Alignment of the hosting plan with The City's capital investments and operating budget priorities (One Calgary)	Medium	<ul style="list-style-type: none"> <li>Ensure alignment with The City's One Calgary (2019-2022) and Infrastructure Calgary Investment Plans.</li> </ul>	Medium
11	Alignment of hosting plan with sport, recreation and event hosting priorities of the City's Recreation Investment plan (e.g. field house and mid-size arena)	Medium	<ul style="list-style-type: none"> <li>Ensure Alignment with The City of Calgary's capital investment priorities.</li> </ul>	Low
12	Hosting plan is still being finalized	High	<ul style="list-style-type: none"> <li>Alternative venue and athlete village sites are being explored by the City Secretariat.</li> </ul>	Medium
13	Adequate return on investment (ROI) for Calgarians including economic, social and environmental return	High	<ul style="list-style-type: none"> <li>Internal and external resources are engaged in ROI analysis.</li> </ul>	Medium
14	Ability to reach final agreement on cost sharing between all parties within appropriate timelines	High	<ul style="list-style-type: none"> <li>Discussions are underway and GoC and GoA are considering the feasibility of accelerating their approval processes.</li> </ul>	Medium
15	Alignment of communications with other orders of government and in some cases Calgary 2026	High	<ul style="list-style-type: none"> <li>Communications working group has been established.</li> <li>Commitment to communications principles has been secured.</li> <li>Agreement around key messages and timing will be sought.</li> </ul>	Medium
16	Provision of comprehensive economic analysis of hosting plan	Medium	<ul style="list-style-type: none"> <li>Third party review underway that considers all economic analysis reports prepared to date.</li> </ul>	Green
	Willing to accept and monitor these risks since they have low likelihood of occurrence however with minor consequences.			
	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			
	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			

CITY SECRETARIAT RISK REGISTER  
**Risk Profile**

ISC: UNRESTRICTED  
ATTACHMENT 3  
OPC2018-0977  
Item # 6.2

**City of Calgary Finance - Financial Due Diligence  
Summary**

**NOTE:** The content of this Attachment will be summarized during the closed session portion of the Council meeting.

A great deal of financial information has been generated throughout the various stages of work completed to assess the feasibility and ultimately, the prudence to bid on the 2026 OPWG. The financial information can be grouped into two main categories: all costs associated with hosting the Games themselves as well as the numbers that relate to the cost of performing the work to evaluate and submit a bid to host the Games. A challenge to properly evaluating these numbers is that the assumptions behind them have shifted significantly over time.

**Calgary Bid Exploration Corporation (CBEC) Phase:**

The CBEC phase carried out the work associated with the exploration of whether hosting the Games would be feasible. CBEC was formed to carry out this work with a budget of \$5 million from the Fiscal Sustainability Reserve (approved by Council in 2016 June).

A total of \$3.3 million was spent by CBEC during the phase that spanned from 2016 June to 2017 July. A major output of the CBEC phase (in addition to identifying potential venues, associated costs and a conceptual operating budget for the Games) was the formulation of the Five Principles that were approved by Council on 2017 July 31. The principles below have guided The City of Calgary's due diligence analysis.

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

**Total Costs for The City associated with hosting the Games:**

Calgary 2026's Draft Hosting Plan Concept identifies certain capital, operating, security, and essential services costs that make up the total Draft Hosting Plan Budget. In addition to the costs included in the Draft Hosting Plan Concept, The City must also contemplate other additional costs in conjunction with those included in the Draft Hosting Plan Concept. These are costs that The City is compelled to spend as a result of agreeing to host the Games. A final category of costs are Discretionary Budgets, which are items that will arise in the years closer to the Games related to live sites, programming and other potential discretionary infrastructure investments that Council may determine are desirable to consider in light of hosting the Games.

**Calgary 2026 Draft Hosting Plan Concept – Capital and Operating Budgets:**

Calgary 2026's Draft Hosting Plan Concept includes a capital budget for all venues and accommodations and was prepared for each specific site. The total cost of venues (both new builds and upgrades of existing facilities) is \$1,582 million and includes contingencies at the facility level as well as a general capital program contingency of \$90 million. An allowance of \$4 million was also included for capital program management.

The operating budgets (both revenues and expenses) for the Games were also included in the Draft Hosting Plan Concept. The budgets were prepared in detail and included over 50 work

## **City of Calgary Finance - Financial Due Diligence Summary**

packages of budgetary line items. The budgets were prepared from the bottom up but were then also compared to both VANOC and CBEC to assess reasonableness and completeness.

While the budgets were being prepared, the IOC released the New Norms and Calgary 2026 included the implications of these new standards in their budget preparation and cost savings were noted in certain areas due to reduced requirements from the IOC.

### **Calgary 2026 Draft Hosting Plan Concept - Security Budgets:**

In the past, security budgets for Olympic and Paralympic Winter Games have been viewed as excessive and a barrier for any country to be able to host future Games. As a result of the IOC's New Norms and past experiences, a concerted effort to re-evaluate the approach to security for the Games was made by all Canadian policing agencies including but not limited to the RCMP (both federally and provincially), the Calgary Police Service and the Calgary Emergency Management Agency (CEMA). The final draft budget for security is currently resting with the federal RCMP and awaiting Cabinet approval and has not yet been shared with Calgary 2026 for inclusion in the Draft Hosting Plan Concept. As a result, in order to complete the Draft Hosting Plan Concept an estimate of \$610 million (2018 dollars) was included in the Games' operating budget (consistent with the estimate made by CBEC) as a placeholder.

### **Calgary 2026 Draft Hosting Plan Concept - Essential Services:**

All orders of government would be responsible for delivering essential services to support hosting the Games. These are costs that are directly attributable to the Games and are incremental to the business as usual services provided by The City – these costs would not be incurred if the Games were not being hosted. The investments required for, and costs associated with, the delivery of these services would likely be the responsibility of the order of government providing them. Examples of direct, incremental City essential services are those related to transportation, waste and recycling, policing, bylaw enforcement, permitting, and licensing. The delivery of these services will have to be adjusted to support a successful Games.

Draft essential services budgets have been developed by all three orders of government and these budgets have been evaluated with government partners and Calgary 2026 to ensure that these services and costs are truly essential and directly incremental to the Games and that no gaps or overlaps have occurred.

### **What is due diligence?**

As the Draft Hosting Plan Concept budgets were prepared by Calgary 2026, The City has undertaken a due diligence process to assess their work. In general, completing a due diligence analysis supports Council and the Administrative Leadership Team by enabling these key governance bodies to:

- make informed decisions;
- gain knowledge of the proposal;
- determine the value of the proposal to the organization, to Calgarians and to stakeholders;
- confirm or deny statements and other representations made in the proposal; and
- understand and evaluate benefits, opportunities, costs, and risks associated with the proposal.

## **City of Calgary Finance - Financial Due Diligence Summary**

Although a great deal of work is completed during a due diligence process, it must be remembered that “due diligence” is a process and not an outcome and therefore, due diligence is ongoing. As assumptions or key information changes, The City’s analysis will need to be reassessed and risk indicators updated where appropriate.

The financial due diligence analysis undertaken by The City comprised internal reviews by various impacted business units, senior members of the Treasury team and with consultants Ernst & Young (E&Y). A parallel due diligence process is also underway within the Government of Alberta and Government of Canada Secretariats.

The Draft Hosting Plan Concept operating and capital budgets were reviewed extensively by both internal and external financial experts and many dialogues were held with representatives from Calgary 2026 to better understand the rationale for certain budget items. Additionally, the questions and findings of each of the Secretariats were shared to ensure completeness of reviews within tight timelines. **The due diligence has indicated that while certain line items could be adjusted, the budget with current assumptions in its entirety is reasonable given that it is based upon a conceptual plan for an event more than seven years from now.**

In the event that a bid is submitted in 2019 January and in the event that Calgary is awarded the 2026 OPWG in 2019 September, Calgary 2026 as BidCo will transition to HostCo within a short time frame. All of the costs associated with the previously drafted budgets under BidCo will be validated and built out in further detail by HostCo within the first two years after the Games are awarded. Many assumptions were made to build the budget and these assumptions were discussed at length and appear to be reasonable given the current circumstances.

The results of the external review completed by E&Y will be shared during the closed session discussion with Council.

As a result of the due diligence process, the following items were highlighted by both the City Secretariat and E&Y as key risks that need to be monitored and mitigated:

### **(a) Revenue projections:**

Certain key revenue risks were identified that need to be closely monitored and potential mitigation strategies developed for. Key risks identified include the assumptions of:

- NHL hockey player participation in the 2026 Games;
- increased domestic sponsorship revenues will materialize due to new deals currently under negotiation with the IOC;
- mitigation of foreign exchange risk (IOC contributions are denominated in US\$);
- broadcast revenues materialize as planned; and
- ticket sales materializing as planned.

### **(b) Expense projections:**

Certain key expense risks were identified that need to be closely monitored and potential mitigation strategies developed for. Key risks identified include the assumptions of:

- the incorporation of the IOC New Norms will result in cost savings;

## **City of Calgary Finance - Financial Due Diligence Summary**

- learnings from the Vancouver Olympics can guide a more efficient and cost effective means to deal with Venue Management;
- technology needs being met within the budget envelope; and
- certain expense categories that are somewhat discretionary in nature (ceremonies and torch relay) and can delivered to a standard expected of an Olympic event while remaining within their budget envelope.

### **(c) Capital budget projections:**

Certain key capital risks were identified that need to be closely monitored and potential mitigation strategies developed for. Key risks identified include the assumptions of:

- venue finalization that may have an impact upon the total capital budget;
- the level of design work and cost estimates relied upon are reasonable and reflect appropriate level of contingencies;
- the athletes village delivery as the schedule and cost estimates may be impacted by complexities incurred while preparing the site for development;
- housing demand materializing as planned for market housing sites;
- inflation being realized at amounts higher than that included in the budgets; and
- overall project management and procurement being implemented very early in the process post a potential bid award to ensure a rigorous and disciplined execution.

### **(d) Guarantees:**

As part of the Host City Contract, The City is currently evaluating the financial impact of the required guarantees.

There are essentially four ways to mitigate the risk associated with the guarantees:

- negotiate the wording to make the guarantees acceptable in form and content to The City;
- obtain insurance to mitigate the potential financial risks;
- assign the risk associated to another party through negotiation; and
- utilize active management to contain the risks associated with cost overruns.

### **(e) Contingencies and inflation adjustments:**

Contingencies and inflation adjustments are a key component of all budgets as there is an eight year period between now and the hosting of the Games. In order to manage the use of these allowances, a strong capital program management process will need to commence once the Games are awarded. Additional insurance can also be explored to cover cost escalation or cost overruns resulting from extraordinary conditions.

## **Non-Hosting Plan Operating and Capital Budgets:**

These budgets relate to items that are not recorded within the budgets of the Draft Hosting Plan Concept. However, from The City's perspective, these are items that The City is compelled to do in order to facilitate the Games occurring. As examples – the complete costs associated with the moving of the bus barns (portion not included in the Draft Hosting Plan), site remediation and preparation costs also not included in the Draft Hosting Plan and financing costs associated with paying for the City share.

**City of Calgary Finance - Financial Due Diligence  
Summary**

**Non-Hosting Plan - Discretionary Budgets:**

A final category of costs are Discretionary budgets which are items that will arise in the years closer to the Games related to live sites, programming and other potential discretionary infrastructure investments that Council may determine are desirable to consider in light of hosting the Games.

CITY SECRETARIAT RISK REGISTER

Risk Profile

<b>Low</b>	Willing to accept and monitor these risks since they have low likelihood of occurrence however with minor consequences.
<b>Medium</b>	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.
<b>High</b>	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
			8/21/2018		9/10/2018
<b>Financial</b>	1	Ability of the City Secretariat to validate the accuracy of costs in the Draft Hosting Plan.	<b>Low</b>	<ul style="list-style-type: none"> <li>All costs in hosting plan have been reviewed and verified by City staff and external consultants for accuracy and completeness.</li> <li>City Secretariat and third-party review of capital and operating expenditures and projected revenue included in the draft hosting plan has been completed.</li> <li>Financial information has been compared with: (a) CBEC report (b) City of Vancouver, Vancouver 2010 reports, and (c) other Olympic host cities.</li> </ul>	<b>Low</b>
	2	Draft Hosting plan is still being finalized.	<b>Medium</b>	<ul style="list-style-type: none"> <li>The Draft Hosting Plan has been finalized except for one sport venue (e.g. curling) however costing for the curling venue has been included in the plan.</li> </ul>	<b>Low</b>
	3	Impact of any potential City investment for the OPWG on The City's debt and debt capacity.	<b>Medium</b>	<ul style="list-style-type: none"> <li>Analysis of debt impact is underway.</li> <li>Other orders of governments' contributions are under negotiation.</li> <li>Ultimately, the choice to invest rests with Council.</li> </ul>	<b>Medium</b>
	4	Alignment of the Draft Hosting Plan with The City's capital investments and operating budget priorities (One Calgary).	<b>Medium</b>	<ul style="list-style-type: none"> <li>City Secretariat is working to ensure alignment with The City's One Calgary (2019-2022) and Infrastructure Calgary Investment Plans.</li> <li>Includes sport infrastructure and affordable housing.</li> </ul>	<b>Low</b>
	5	Alignment of Draft Hosting Plan with sport, recreation and event hosting priorities of the City's Recreation Investment plan (e.g. field house and mid-size arena).	<b>Medium</b>	<ul style="list-style-type: none"> <li>Ensure Alignment with The City of Calgary's capital investment priorities.</li> </ul>	<b>Low</b>

CITY SECRETARIAT RISK REGISTER

Risk Profile

<b>Financial</b>	6	Clarifying timing of GoA's \$5 million contribution and GoC's \$10.5 million contribution to Calgary 2026.	<b>Medium</b>	<ul style="list-style-type: none"> <li>• Calgary 2026 is working with the GoA and GoC to establish cash flow requirements and timelines. The City is supporting these discussions, where appropriate.</li> </ul>	<b>Medium</b>
	7	Clarifying the timing of GoA and GoC approvals for cost sharing arrangements.	<b>Medium</b>	<ul style="list-style-type: none"> <li>• The GoA has committed to release information on the provincial cost share contribution a minimum of 30 days prior to the plebiscite.</li> <li>• The GoC is working internally to determine whether approval of the GoC cost share contribution can be secured a minimum of 30 days prior to the plebiscite.</li> </ul>	<b>Low</b>
	8	Provision of comprehensive economic analysis of Draft Hosting Plan.	<b>Low</b>	<ul style="list-style-type: none"> <li>• Third party review underway that considers all economic analysis reports prepared to date.</li> </ul>	<b>Low</b>
	9	Ability to reach final agreement on cost sharing between all parties within appropriate timelines.	<b>Medium</b>	<ul style="list-style-type: none"> <li>• Negotiations continue between the City, the GoA and the GoC. City Secretariat anticipates receiving cabinet decision for GoA early October. GoC cabinet approval process is still being determined.</li> <li>• GoC and GoA are considering the feasibility of accelerating their approval processes.</li> </ul>	<b>Medium</b>
	10	Ability to reach agreement with the Government of Alberta related to cost over-run guarantees and legacy funding.	<b>Medium</b>	<ul style="list-style-type: none"> <li>• Negotiations continue with the GoA with good progress being made to date. City Secretariat anticipates receiving cabinet decision for GoA early October.</li> <li>• Options to mitigate potential risk are being considered for feasibility.</li> </ul>	<b>Medium</b>
	11	Confidence that The City's essential services amounts are adequate.	<b>Medium</b>	<ul style="list-style-type: none"> <li>• Subject matter experts were engaged across the corporation to build their budgets.</li> <li>• Contingencies and escalation have been included in totals.</li> </ul>	<b>Low</b>
	12	Negotiations related to the sponsorship categories between IOC and BidCo/HostCo and COC.	<b>Medium</b>	<ul style="list-style-type: none"> <li>• Discussions are ongoing between Calgary 2026 and the IOC and COC regarding the sponsorship categories.</li> </ul>	<b>Medium</b>

CITY SECRETARIAT RISK REGISTER

Risk Profile

<b>Reputational</b>	13	Alignment of communications with other orders of government and Calgary 2026.	<b>Medium</b>	<ul style="list-style-type: none"> <li>• Overarching communication strategy has been developed for all partners.</li> <li>• Partner communication committee is working well together to align messaging and timing.</li> </ul>	<b>Low</b>
	14	November 13, 2018 has been established by Council as the date for the vote of the electors.	<b>Medium</b>	<ul style="list-style-type: none"> <li>• A Draft Hosting Plan has been received from Calgary 2026 which outlines relevant information related to the Games.</li> <li>• 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.</li> </ul>	<b>Low</b>
	15	Meeting the GoA's requirement to commence providing background information to Calgarians at least 30 days prior to the November 13, 2018 vote.	<b>Medium</b>	<ul style="list-style-type: none"> <li>• Council's Engagement Advisory Sub-Committee has selected a proponent for the public engagement program and they are ready to begin engagement following the September 10th Council meeting.</li> <li>• A collaborative communication strategy has been developed with all OPWG partners to align the timing and release of public content.</li> <li>• A communication approval approach and process has been reached with the GoA to ensure that accurate and neutral information can be provided to Calgarians in a timely manner.</li> </ul>	<b>Low</b>
	16	Adequate return on investment (ROI) for Calgarians including economic, social and environmental return.	<b>Medium</b>	<ul style="list-style-type: none"> <li>• Ernst &amp; Young (EY) have commenced an economic analysis of the Draft Hosting Plan.</li> </ul>	<b>Medium</b>
<b>Operational</b>	17	Conducting a thorough and comprehensive due diligence review of the Draft Hosting Plan within tight timeframes.	<b>Medium</b>	<ul style="list-style-type: none"> <li>• A thorough review and analysis was completed on all aspects of the Draft Hosting Plan.</li> <li>• Calgary 2026 incorporated feedback from all partners into a fourth draft of the Hosting Plan released on September 4, 2018.</li> </ul>	<b>Low</b>

Risk Profile

<b>Operational</b>	18	Ensuring access to bid development team given transition of team lead to assist Calgary 2026 and its CEO rather than assisting the City Secretariat.	<b>Medium</b>	<ul style="list-style-type: none"> <li>• City has been able to have ready access to Calgary 2026 staff and consultants, resulting in timely turn-around of comprehensive information.</li> <li>• Dr. Penny Ballem, who served as Vancouver’s City Manager at the time of the 2010 Olympic Winter Games continues to provide consultation support to the Secretariat.</li> <li>• An advisory committee to The City’s negotiating team has been established. The City Manager and City Solicitor and General Counsel are members of The City’s negotiating team.</li> <li>• Additional legal and financial external expertise has been secured to support due diligence analysis</li> </ul>	<b>Low</b>
	19	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.	<b>Low</b>	<ul style="list-style-type: none"> <li>• City staff provided information and assistance in creating the earliest drafts of the hosting plan and therefore, there was awareness throughout the process of the importance of ensuring alignment with Council directives, plans, policies, and programs.</li> <li>• The final draft of the Draft Hosting Plan has been reviewed with a view to assessing alignment and confirmation has been received that it is well aligned with The City’s vision, long-range plans, strategies, and policies.</li> </ul>	<b>Low</b>
	20	Final decision and plan related to the Athletes Village and relocation of the bus barns including source of funding to complete that work.	<b>Medium</b>	<ul style="list-style-type: none"> <li>• Discussions continue on the relocation of the bus barns along with the potential funding sources to cover costs not included in the Draft Hosting Plan.</li> </ul>	<b>Medium</b>

Risk Profile

<b>Legal</b>	21	Some IOC required guarantees are over-arching and have very broad application.	<b>High</b>	<ul style="list-style-type: none"> <li>• Negotiate material amendments to the guarantees with the IOC.</li> <li>• Ensure that IOC required guarantees from other stakeholders are in fact submitted, and carefully consider the terms of those guarantees, including any amendments made to the commitments originally contemplated to ensure there are no gaps.</li> <li>• Consider mechanism to limit risk posed by broad guarantees (e.g. insurance)</li> <li>• Enter into a multi-party agreement and/or other agreement(s) with other stakeholders to: (i) commit third parties to certain actions; and/or (ii) limit third parties ability to take certain actions.</li> <li>• Put project management measures in place re: construction and capital projects.</li> </ul>	<b>High</b>
	22	The Host City Contract and some IOC required guarantees require The City to commit to (i) things not in their control or not part of or in alignment with its current practices or policies, or (ii) actions or end results at all cost.	<b>High</b>	<ul style="list-style-type: none"> <li>• Negotiate material amendments to the Host City Contract and Guarantees with the IOC.</li> <li>• Enter into a multi-party agreement and/or other agreement(s) with other stakeholders to: (i) commit third parties to certain actions; and/or (ii) limit third parties ability to take certain actions.</li> <li>• Ensure that IOC required guarantees from other stakeholders are in fact submitted, and carefully consider the terms of those guarantees, including any amendments made to the commitments originally contemplated.</li> <li>• Seek to establish or amend applicable legislation, policies, bylaws and protocols</li> <li>• Put project management measures in place re: construction and capital projects.</li> </ul>	<b>High</b>

CITY SECRETARIAT RISK REGISTER

Risk Profile

<b>Legal</b>	23	The City will not be able to technically comply with some IOC required guarantees as they are currently worded.	<b>Medium</b>	<ul style="list-style-type: none"> <li>• Negotiate material amendments to the Host City Contract and Guarantees with the IOC.</li> <li>• Seek to establish or amend applicable legislation, policies, bylaws and protocols.</li> </ul>	<b>Medium</b>
	24	Some IOC required guarantees require confirmation of inaccurate information.	<b>Medium</b>	<ul style="list-style-type: none"> <li>• Negotiate material amendments to the Host City Contract and Guarantees with the IOC.</li> </ul>	<b>Medium</b>
	25	Reference both in the Host City Contract and some of the IOC required guarantees of other, ancillary documents, some of which are not yet available and/or have not yet been reviewed.	<b>Medium</b>	<ul style="list-style-type: none"> <li>• Identify and review all referenced ancillary documents as part of the ongoing due diligence process and prior to submission of a bid.</li> <li>• Continue to carry out the due diligence exercise to identify, monitor and, to the extent possible, mitigate identified risks.</li> <li>• Engage Swiss counsel to provide advice and direction, as applicable.</li> <li>• Enter into a multi-party agreement and/or other agreement(s) with other stakeholders to ensure The City is appropriately informed of and engaged in ancillary agreements.</li> </ul>	<b>Medium</b>
	26	Commitment to guarantee Hostco's reimbursement obligation of certain broadcast related funds to the IOC.	<b>High</b>	<ul style="list-style-type: none"> <li>• Negotiate material amendments to the Host City Contract and Guarantees with the IOC.</li> <li>• Seek a guarantee/indemnity from the Government of Alberta.</li> <li>• Consider availability and practicality of any appropriate insurance.</li> </ul>	<b>High</b>
	27	Host City Contract and IOC required guarantees are to be governed by the laws of Switzerland and disputes are to be resolved in accordance with Swiss procedures in Switzerland.	<b>Medium</b>	<ul style="list-style-type: none"> <li>• Engage Swiss counsel to provide advice and direction.</li> <li>• Continue to carry out the due diligence exercise to identify, monitor and, to the extent possible, mitigate identified risks.</li> </ul>	<b>Medium</b>

Risk Profile

<b>Legal</b>	28	Unlimited exposure under Host City Contract. The City to have ultimate responsibility for all aspects of planning, financing and staging the 2026 OPWG, many elements of which are not within The City's sole control.	<b>High</b>	<ul style="list-style-type: none"> <li>• Negotiate material amendments to the Host City Contract and guarantees with the IOC.</li> <li>• Enter into a multi-party agreement and/or other agreement(s) with other stakeholders to: (i) commit third parties to certain actions; and/or (ii) limit third parties ability to take certain actions.</li> <li>• Seek a guarantee/indemnity from the Government of Alberta.</li> <li>• Ensure that IOC required guarantees from other stakeholders are in fact submitted, and carefully consider the terms of those guarantees, including any amendments made to the commitments originally contemplated.</li> <li>• Consider availability and practicality of any appropriate insurance.</li> <li>• Continue to carry out the due diligence exercise to identify, monitor and, to the extent possible, mitigate identified risks.</li> <li>• Build contingencies into budgets.</li> <li>• Negotiate for valuable influence and control by The City over the decisions and actions of Hostco.</li> <li>• Put project management measures in place re: construction and capital projects.</li> </ul>	<b>High</b>
	29	Possibility of the existence of statutory or regulatory limitations on The City entering into the Host City Contract or guarantees.	<b>High</b>	<ul style="list-style-type: none"> <li>• Continue to carry out the due diligence exercise to identify, monitor and, to the extent possible, mitigate identified risks.</li> <li>• Seek to establish or amend applicable legislation, policies, bylaws and protocols.</li> </ul>	<b>High</b>

Risk Profile

<b>Legal</b>	30	Under the Host City Contract, the liabilities of The City, the Canadian Olympic Committee and Hostco are joint and several.	<b>Medium</b>	<ul style="list-style-type: none"> <li>• Enter into a multi-party agreement and/or other agreement(s) with other stakeholders to: (i) commit third parties to certain actions; and/or (ii) limit third parties ability to take certain actions.</li> <li>• Seek a guarantee/indemnity from the Government of Alberta.</li> <li>• Ensure that IOC required guarantees from other stakeholders are in fact submitted, and carefully consider the terms of those guarantees, including any amendments made to the commitments originally contemplated.</li> <li>• Consider availability and practicality of any appropriate insurance.</li> <li>• Negotiate for valuable influence and control by The City over the decisions and actions of Hostco.</li> <li>• Put project management measures in place re: construction and capital projects.</li> </ul>	<b>Medium</b>
	31	Under the Host City Contract, The City is responsible for ensuring all third parties (i.e.. other orders of government, venue owners and hotel owners) honor their commitments.	<b>Medium</b>	<ul style="list-style-type: none"> <li>• Enter into a multi-party agreement and/or other agreement(s) with other stakeholders to: (i) commit third parties to certain actions; and/or (ii) limit third parties ability to take certain actions.</li> <li>• Seek a guarantee/indemnity from the Government of Alberta.</li> <li>• Consider availability and practicality of any appropriate insurance.</li> <li>• Continue to carry out the due diligence exercise to identify, monitor and, to the extent possible, mitigate identified risks.</li> <li>• Build contingencies into budgets.</li> <li>• Put project management measures in place re: construction and capital projects.</li> </ul>	<b>Medium</b>
	32	Terms of Host City Contract will override conflicting terms in any other document, unless IOC agrees otherwise in writing.	<b>Medium</b>	<ul style="list-style-type: none"> <li>• Continue to carry out the due diligence exercise to identify, monitor and, to the extent possible, mitigate identified risks.</li> </ul>	<b>Medium</b>

Risk Profile

<b>Legal</b>	33	The Host City Contract and the games, generally, will impose limitations on the activities and actions of The City.	Medium	<ul style="list-style-type: none"> <li>• Continue to carry out the due diligence exercise to identify, monitor and, to the extent possible, mitigate identified risks.</li> <li>• Seek to establish or amend applicable legislation, policies, bylaws and protocols.</li> <li>• Negotiate material amendments to the Host City Contract and Guarantees with the IOC.</li> </ul>	Medium
	34	The Host City Contract contemplates the IOC having some unilateral discretion to change the way the 2026 OPWG look and when and how they are carried out.	Medium	<ul style="list-style-type: none"> <li>• The Host City Contract provides that the City may challenge an IOC decision of this nature that has a material impact on The City.</li> <li>• Build contingencies into budgets.</li> <li>• Engage in material, regular and open communications with the IOC.</li> </ul>	Medium
	35	Under the Host City Contract, the IOC holds certain approval rights over third party arrangements/agreements.	Low	<ul style="list-style-type: none"> <li>• Engage in material, regular and open communications with the IOC.</li> </ul>	Low
	36	Under the Host City Contract, The City has broad indemnification obligations in favour of the IOC.	High	<ul style="list-style-type: none"> <li>• Negotiate material amendments to the Host City Contract and Guarantees with the IOC (one of which would be a financial cap on the indemnity).</li> <li>• Seek a guarantee/indemnity from the Government of Alberta.</li> <li>• Consider availability and practicality of any appropriate insurance.</li> </ul>	High
	37	Contributions of the IOC to the 2026 OPWG may change and are conditional.	Low	<ul style="list-style-type: none"> <li>• Engage in material, regular and open communications with the IOC.</li> </ul>	Low
	38	Under the Host City Contract, The City, generally waives claims against the IOC.	Medium	<ul style="list-style-type: none"> <li>• Consider availability and practicality of any appropriate insurance.</li> </ul>	Medium



**2026 Olympic and Paralympic Winter Games Assessment  
Committee - CLOSED SESSION PRESENTATION - OPC2018-1137  
2018 October 2  
Glenda Cole, Q.C., City Solicitor and General Counsel  
Sheryl McMullen, Finance Lead, City Secretariat**



# Negotiations on Cost-Sharing

- Update on negotiations with the Government of Canada
- Update on negotiations with the Government of Alberta
- Update on Host City Contract and IOC guarantees



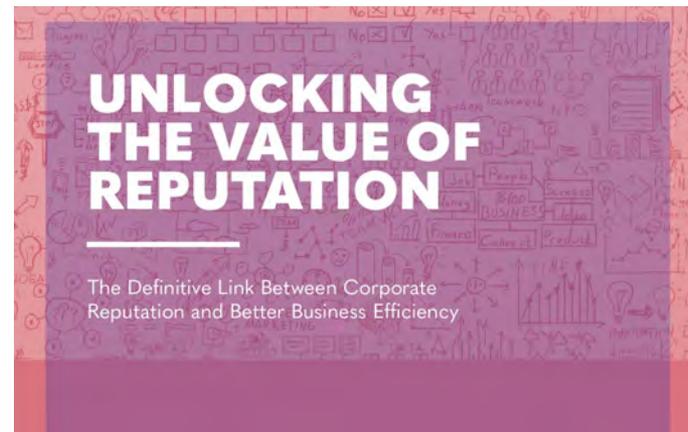
# OVERALL RISK ASSESSMENT

Low		Medium		High
Level 1 Averse	Level 2 Minimalist	Level 3 Cautious	Level 4 Open	Level 5 Motivated
The City is not willing to accept risk under any circumstances.	The City is not willing to accept risk in most circumstances.	The City is willing to accept risk in certain circumstances.	The City is willing to accept risks.	The City accepts opportunities that are inherently high risk.

- Hosting the 2026 OPWG is a complex and unique undertaking.
- Hosting the Games is inherently high risk.
- It will be essential for The City to identify and then accept some, and intentionally manage, mitigate, monitor, transfer and avoid other, risk associated with the Games.

**Council's rationale to proceed or not proceed must be thoughtful, transparent and measurable.**

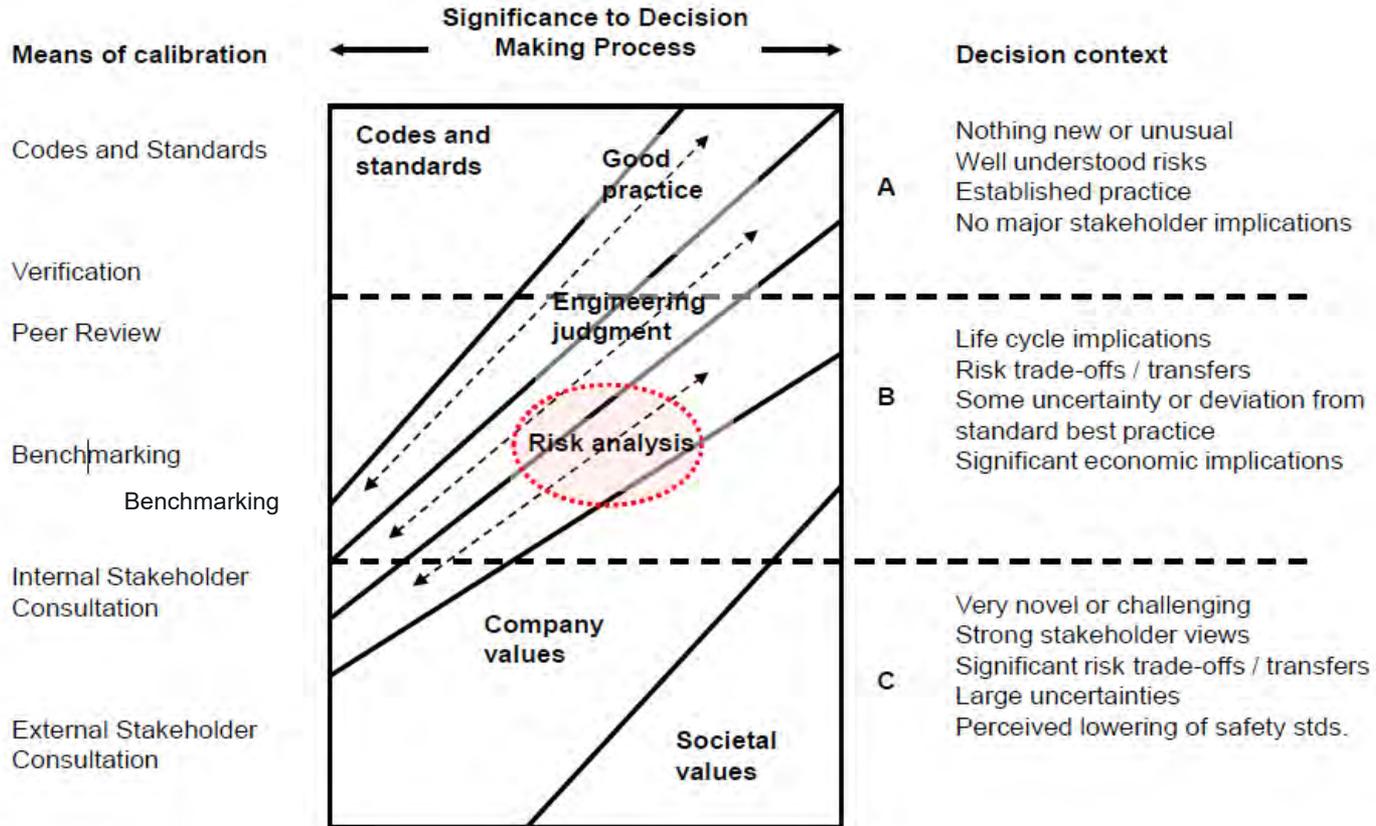
*“Building trust builds reputation”*



Ipsos – Global Reputation  
Centre, May 2018



# RISK



(after UKOOA, 1999)



# RISK BIASES

Biases Related to Perceiving and Judging Alternatives	Biases Related to the Framing of Alternatives	Action-Oriented and Stability Biases
Confirmation bias	Loss aversion	Excessive optimism
Anchoring and insufficient adjustment	Sunk-cost fallacy	Overconfidence
Groupthink	Escalation of commitment	Status quo bias
Egocentrism	Controllability bias	Present bias



Thank you.

Questions?