

APPENDIX 2B

**STAKEHOLDER  
ENGAGEMENT  
DISCUSSION GUIDE**

## Calgary Bid Exploration Committee Stakeholder Engagement Discussion Guide

**One-on-one interviews will be scheduled at a convenient time and location (in person or over the phone) for the interviewee. Interviewer will provide some background and get the background and roles and responsibilities of the interviewee**

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Thank you for taking time to have this conversation with me. I will provide you some background, then I will get some background from you and then I'll ask you a few questions and have an interesting conversation around Calgary bidding or not bidding for the 2026 Olympic and Paralympic Winter Games.

As you likely know, Calgary City Council struck a committee to explore a potential bid. The bid committee is fact-finding and looking at venues, facilities, and understanding economic costs and impacts - all the hard numbers. They are also conducting public engagement process that our firm is helping them with to understand where the public and stakeholders sit on a potential bid. This interview is part of that process. You have been identified as someone representing an important stakeholder group and we are looking get your views and the perspective of your sector on this process.

Let's get started.....

### **Section I: Initial and Broad Perspectives**

- To begin, tell me a bit about you, your organization, its role in the community?
  
- What were your **initial** reactions when you **first** heard Calgary was considering a bid for the 2026 Winter Olympic and Paralympic Games? What about around your organization was there any chatter/ or discussion? What was that like?
  
- Generally speaking, does your organization or stakeholder community support or oppose Calgary bidding for the 2026 Olympic and Paralympic Winter Games? Why?
  
- What are your concerns when it comes to a potential bid?
  - What else, why is that?
  - What are the potential negative impacts on you or your organization / stakeholder group? of hosting the games?
  - Do you have any reputational issues with the IOC (International Olympic Committee)? What are those concerns and does it affect how you see a potential bid?
  
- What are the positive impacts for potentially hosting the games?
  
- When you think about a long-term vision for Calgary, and your organization's place in that, does an Olympic bid enhance or hinder that? Why?

- I want you to think in terms of economic, social, and environmental impacts both negative and positive. Beyond what you mentioned earlier....does anything jump to mind? (Probe for each economic, social, etc. – **only if relevant to organization's focus**)
- When talking about this potential bid, people tend to move from 'Potential' bid to 'Winning' bid. There are a few steps in there and the bid may not move forward. If it does, Calgary could lose.....Is it worth it?
  - What if it doesn't go ahead? Then how do you feel? Does anything change?
  - Are there benefits for Calgary in bidding and losing? What are those benefits?
- From your organization's perspective, what is your reaction to discussions about long-term, large scale endeavours versus addressing more pressing immediate needs Calgary may be facing?
  - Is this something Calgary should be bothering with or are there other priorities? What are those priorities?
- Is this different for your sector (non-profit/social agencies), what are some of the sectors pressing needs?

## **Section II: Organizational focus**

- Now I want to focus a little more on your organization - Does the potential of hosting the Olympics further your organization's vision /mission /mandate or does it impede your vision/mission/mandate? How? Would hosting the Olympics and Paralympics.....
  - advance your organization's long term plans and agenda?
  - affect your long-term budget? In what ways?
  - affect your capital plan? In what ways?
  - change your goals or mandates in any way?

## **Section II: Legacy**

I want to talk a little about Legacy now:

- Was your organization operational before or during the 1988 Winter Games?
  - Did the 1988 Olympic legacy have a positive, negative or neutral effect on your organization? And what about today does it have a positive, negative or neutral effect on your organization? Why do you say that?
- From your organization's perspective, what's the most important legacy from those games?
  - **What other legacies are you aware of?**
  - How important is it that legacy be maintained or grown?
  - **[if sports not mentioned]** One of the most frequently mentioned legacy elements from the previous games is that Calgary has become a centre for sports excellence – the facilities, programs, expertise all of which are helping create excellence. Is this important or relevant to you/your stakeholders?
  - What is your sense of the current state of the legacy infrastructure from 1988 (great shape, poor shape, maintained, requiring work, something else...?).
  - How important is it this legacy be maintained or grown – regardless if a bid proceeds?

- What could a new Olympic legacy look like? How do you envision a new Olympic Legacy and how would your organization benefit? We've heard "we need to redefine what Legacy means in Calgary" What does that mean to your organization or sector?
- How might Calgary look in 2027 and beyond after hosting the games? What is different, better, or worse?
- In 1988 there was no Paralympic games, how does the Paralympics affect legacy and where does your organization or sectors fit in?

## **Section IV: Costs & Funding**

- OK, I want to talk a little about money. Recent history from other cities that have submitted Olympic bids shows us the costs for a potential **bid** could be in excess of \$30 million. On the one hand, some organizations might feel that these monies are wasted if Calgary is not the successful bidder. Conversely, other organizations might feel the process of bidding would provide benefits such as idea generation and fast-tracking of large civic projects that would not otherwise be considered if they weren't evaluated during a bidding process.
  - *Please tell me a little bit about your own organization's thoughts on this.*

Okay, let's talk more specifically about the types of costs involved in actually hosting and running the games. There are two broad types of costs 1. **operating costs** and 2. **capital costs**.

- **Operating costs** are expenses to operate and administer the games and can be potentially recovered from ticket sales, etc. These are estimated to be between \$1.2 and \$1.4 billion and are not guaranteed to be fully recovered. **Capital costs**. These are costs to build infrastructure (facilities, housing, transportation, etc.). While we don't have exact dollar figures, for an event like the Olympic and Paralympic Games, these costs can be several billion dollars this translates into long-term assets that remain in the city.
  - Knowing this, does this impact how your organization would feel about Calgary hosting the games?
  - Do you see these kinds of costs as an investment in the community or the future? Why/Why not?
  - Do you have issues or concerns more around capital or operation costs? Why do you say that?
- There are likely to be **multiple sources of funding** for this kind of endeavor – does your support or concern about cost change knowing that costs of a potential Games will be shared among these multiple partners? (if needed, clarify partners as other levels of government, sponsors, IOC, etc.)
- Overall, there are a couple viewpoints organizations may have about the costs of hosting an Olympic and Paralympic games. Some organizations might be concerned about these monies not going towards other community programs and others might feel the long-term benefits of hosting the games are a worthwhile investment.
  - *Please tell me a little bit about your thoughts on this.*

## Closing and Final Thoughts

- So we've talked about a potential bid, the impact on your organization, legacy, economic, social, and environmental factors and dollars. Hopefully you've thought about this in new ways or learned new information. I want to come back to an earlier question I asked you... Generally speaking, do you support or oppose Calgary bidding for the 2026 Olympic and Paralympic Winter Games? Has anything changed?
- What causes your answer to change, if anything?
- What is the most important thing those considering a potential bid should know about how you feel about this?
  
- Thanks for your time today....Is there anything I didn't ask you that I should have asked you or that you wanted to bring up?
  
- What generally happens is you may think about this conversation and ruminate a bit on it and think "I wish I had said....." or "I forgot to say...." if that happens feel free to send me an e-mail or give me a call. We appreciate the follow-up and it ensure nothing is forgotten.

## Calgary Bid Exploration Committee Stakeholder Engagement Discussion Guide – First Nations

**One-on-one interviews will be scheduled at a convenient time and location (in person or over the phone) for the interviewee. Interviewer will provide some background and get the background and roles and responsibilities of the interviewee**

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Thank you for taking time to have this conversation with me. I will provide you some background, then I will get some background from you and then I'll ask you a few questions and have an interesting conversation around Calgary bidding or not bidding for the 2026 Olympic and Paralympic Winter Games.

As you likely know, Calgary City Council struck a committee to explore a potential bid. The bid committee is fact-finding and looking at venues, facilities, and understanding economic costs and impacts - all the hard numbers. They are also conducting public engagement process that our firm is helping them with to understand where the public, community leaders like yourself, and stakeholders sit on a potential bid. This interview is part of that process. You have been identified as someone representing an important community and we are looking get your views and the perspective of your sector on this process.

Let's get started.....

### **Section I: Initial and Broad Perspectives**

- To begin, tell me a bit about you, your portfolio on council (or role in the department, if a technician/director/manager), and a bit about your nation?
- What were your **initial** reactions when you **first** heard Calgary was considering a bid for the 2026 Winter Olympic and Paralympic Games? What about around your council or community, was there any chatter/ or discussion? What was that like?
- Generally speaking, does your council or community support or oppose Calgary bidding for the 2026 Olympic and Paralympic Winter Games? Why?
- What are your concerns when it comes to a potential bid?
  - What else, why is that?
  - What are the potential negative impacts on you or your council / community of hosting the games?
  - Do you have any reputational issues with the IOC (International Olympic Committee)? What are those concerns and does it affect how you see a potential bid?
- What are the positive impacts for potentially hosting the games?
- When you think about a long-term vision for Calgary, and your organization's place in the region, does an Olympic bid enhance or hinder that? Why?

- I want you to think in terms of economic, social, and environmental impacts both negative and positive. Beyond what you mentioned earlier....does anything jump to mind? (Probe for each economic, social, etc. – **only if relevant to organization’s focus**)
- When talking about this potential bid, people tend to move from ‘Potential’ bid to ‘Winning’ bid. There are a few steps in there and the bid may not move forward. If it does, Calgary could lose.....Is it worth it?
  - What if it doesn’t go ahead? Then how do you feel? Does anything change?
  - Are there benefits for Calgary in bidding and losing? What are those benefits?
- From your organization’s perspective, what is your reaction to discussions about long-term, large scale endeavours versus addressing more pressing immediate needs Calgary may be facing?
  - Is this something Calgary should be bothering with or are there other priorities? What are those priorities?
- Is this different for indigenous communities, what are two of the indigenous communities’ pressing needs?

## **Section II: Organizational focus**

- Now I want to focus a little more on your nation - Does the potential of hosting the Olympics further your nation’s vision and priorities or does it impede your vision and priorities? How? Would hosting the Olympics and Paralympics.....
  - advance your nation’s long term plans and agenda?
  - affect your long-term budget? In what ways?
  - affect your capital plan? In what ways?
  - change your goals or mandates in any way?

## **Section II: Legacy**

I want to talk a little about Legacy now:

- Think about your community at the time of the 1988 Winter Games?
  - Did the 1988 Olympic legacy have a positive, negative or neutral effect on your community? And what about today does it have a positive, negative or neutral effect on your community? Why do you say that?
- From your nation’s perspective, what’s the most important legacy from those games?
  - **What other legacies are you aware of?**
  - How important is it that legacy be maintained or grown?
  - **[if sports not mentioned]** One of the most frequently mentioned legacy elements from the previous games is that Calgary has become a centre for sports excellence – the facilities, programs, expertise all of which are helping create excellence. Is this important or relevant to you/your members?
  - What is your sense of the current state of the legacy infrastructure from 1988 (great shape, poor shape, maintained, requiring work, something else...?).
  - How important is it this legacy be maintained or grown – regardless if a bid proceeds?

- What could a new Olympic legacy look like? How do you envision a new Olympic Legacy and how would your community benefit? We've heard "we need to redefine what Legacy means in Calgary" What does that mean to your community?
- How might Calgary look in 2027 and beyond after hosting the games? What is different, better, or worse?
- In 1988 there was no Paralympic games, how does the Paralympics affect legacy and how would this fit with your community?

## Section IV: Costs & Funding

- OK, I want to talk a little about money. Recent history from other cities that have submitted Olympic bids shows us the costs for a potential **bid** could be in excess of \$30 million. On the one hand, some organizations might feel that these monies are wasted if Calgary is not the successful bidder. Conversely, other organizations might feel the process of bidding would provide benefits such as idea generation and fast-tracking of large civic projects that would not otherwise be considered if they weren't evaluated during a bidding process.
  - *Please tell me a little bit about your nation's thoughts on this.*

Okay, let's talk more specifically about the types of costs involved in actually hosting and running the games. There are two broad types of costs 1. **operating costs** and 2. **capital costs**.

- **Operating costs** are expenses to operate and administer the games and can be potentially recovered from ticket sales, etc. These are estimated to be between \$1.2 and \$1.4 billion and are not guaranteed to be fully recovered. **Capital costs**. These are costs to build infrastructure (facilities, housing, transportation, etc.). While we don't have exact dollar figures, for an event like the Olympic and Paralympic Games, these costs can be several billion dollars this translates into long-term assets that remain in the Calgary region.
  - Knowing this, does this impact how your nation would feel about Calgary hosting the games?
  - Do you see these kinds of costs as an investment in the community or the future? Why/Why not?
  - Do you have issues or concerns more around capital or operation costs? Why do you say that?
- There are likely to be **multiple sources of funding** for this kind of endeavor – does your support or concern about cost change knowing that costs of a potential Games will be shared among these multiple partners? (if needed, clarify partners as other levels of government, sponsors, IOC, etc.)
- Overall, there are a couple viewpoints organizations may have about the costs of hosting an Olympic and Paralympic games. Some communities, organizations and stakeholders might be concerned about these monies not going towards other community programs and others might feel the long-term benefits of hosting the games are a worthwhile investment.
  - *Please tell me a little bit about your thoughts on this.*

## Closing and Final Thoughts

- So we've talked about a potential bid, the impact on your community, legacy, economic, social, and environmental factors and dollars. Hopefully you've thought about this in new ways or learned new information. I want to come back to an earlier question I asked you... Generally speaking, do you support or oppose Calgary bidding for the 2026 Olympic and Paralympic Winter Games? Has anything changed?
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