

2026 Olympic and Paralympic Winter Games City Secretariat Update

EXECUTIVE SUMMARY

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

ADMINISTRATION RECOMMENDATION:

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

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

PREVIOUS 2026 OPWG ASSESSMENT COMMITTEE DIRECTION / POLICY

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

BACKGROUND

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

INVESTIGATION: ALTERNATIVES AND ANALYSIS

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

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

2026 Olympic and Paralympic Winter Games City Secretariat Update

2026 OPWG City Secretariat structure

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

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

City building/Programming

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

Essential Services

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

Planning, Reporting & Risk Management

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

Communications

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

Legal

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

Finance

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

2026 Olympic and Paralympic Winter Games City Secretariat Update

The two additional work streams are:

Issue Management

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

Research

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

Stakeholder Engagement, Research and Communication

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

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

Strategic Alignment

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

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

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

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

ISC: UNRESTRICTED
OPC2018-0737
Page 4 of 4

2026 Olympic and Paralympic Winter Games City Secretariat Update

Social, Environmental, Economic (External)

N/A

Financial Capacity

Current and Future Operating Budget:

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

Current and Future Capital Budget:

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

Risk Assessment

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

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

REASON(S) FOR RECOMMENDATION(S):

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

ATTACHMENT(S)

1. Confidential Attachment, to be provided at the meeting