

**City Manager's Office Report to
Olympic and Paralympic Winter Games Council Committee
2018 May 15**

**ISC: UNRESTRICTED
OPC2018-0643
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2026 Olympic and Paralympic Winter Games Project Team Revised Governance

EXECUTIVE SUMMARY

This report is an update on the governance structure for the 2026 Olympic and Paralympic Winter Games (OPWG) Project Team and related work. It defines the roles and responsibilities of the committees and work streams associated with the 2026 OPWG Dialogue Stage.

ADMINISTRATION RECOMMENDATION:

That the 2026 Olympic and Paralympic Winter Games Council Committee:

1. Approve the 2026 Olympic and Paralympic Winter Games Project Team organizational structure;
2. Receive the 2026 OPWG Bid Corporation Members Committee for information;
3. Recommend that Council receive Report OPC2018-0643 for information; and,
4. Forward Report OPC2018-0643 to the 2018 May 16 Strategic Meeting of Council as Urgent Business

RECOMMENDATION OF THE 2026 OLYMPIC AND PARALYMPIC WINTER GAMES COUNCIL COMMITTEE, DATED 2018 MAY 15:

That Council:

1. Approve the 2026 Olympic and Paralympic Winter Games (OPWG) Project Team organizational structure; and
2. Receive the 2026 OPWG Bid Corporation Members Committee for information.

PREVIOUS COUNCIL DIRECTION / POLICY

At the 2018 May 1 OPWG Council Committee meeting, the committee requested that Administration return to the 2018 May 15 OPWG Council Committee meeting with updated organizational charts, along with descriptions of the roles and responsibilities of the various committees associated with the project.

BACKGROUND

Administration presented an organizational chart at the 2018 May 1 OPWG Council Committee meeting that included bid development and City of Calgary work streams. The 2026 OPWG Project Team organizational structure has since been updated and is attached to this report (Attachments 1-5). Administration has also included the 2026 OPWG Bid Corporation Members Committee (Attachment 6).

INVESTIGATION: ALTERNATIVES AND ANALYSIS

On 2018 March 19-20, City Council authorized Administration to become a member of, elect its directors, and incorporate a corporation to continue the exploration of a bid for the 2026 OPWG. That direction was contingent upon The City of Calgary receiving confirmation from the Government of Canada (GoC) and Government of Alberta (GoA) that they would help fund the BidCo.

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City Council was notified of the commitments made by the other orders of government to fund BidCo on 2018 March 29.

The BidCo is not yet incorporated or operational and Administration has continued to oversee several parallel streams of work. The updated organizational chart reflects the formation of the 2026 OPWG Council Committee and formation of the project Executive Team, made up of City of Calgary senior staff and consultants. The structure includes the Engagement Advisory Sub-Committee, which will report into the OPWG Council Committee on the Council-approved engagement program.

EXECUTIVE TEAM (Attachment 3)

The role of the executive is to oversee and manage all project activities associated with 2026 OPWG project team including activities associated with a potential bid and City-related activities.

ADVISORY PANEL (Attachment 3)

The Advisory Panel is made up of 16 members, some of who were part of the Calgary Bid Exploration Committee during the exploration stage (2016 November to 2017 July). The Advisory Panel provides input and expertise into areas of work including: Vision & Benefits; Sport Liaison; Community Engagement; Venue Agreements; Government/Stakeholder Relations; Indigenous Relations; and, Finance. The Advisory Panel also provides advice to the Executive Team.

ENGAGEMENT ADVISORY SUB-COMMITTEE

The mandate of the Engagement Advisory sub-committee is to guide and oversee the development and implementation of a robust engagement program, which meets the engagement and communications needs of a potential bid to host the 2026 OPWG, as outlined in the Council approved Engagement Advisory sub-committee Terms of Reference (C2018-0505). The Engagement Advisory subcommittee reports directly in the OPWG Council Committee.

The goal for the Engagement Advisory subcommittee is to provide Calgarians with balanced, neutral and fact-based information and engagement opportunities related to a potential bid for the 2026 OPWG.

CITY PROJECT TEAM (Attachment 4)

The updated organizational structure includes six streams of work under the City project team, staff by City of Calgary staff. Four of the streams (Planning & Reporting, Communications/Issue Management, Legal, and Finance) have been active streams of work, while the other two (Programming and Essential Services) are proposed streams of work.

Planning & Reporting

This work stream leads on all reporting to the 2026 Olympic and Paralympic Winter Games Council Committee, City Council and key stakeholders.

Communications/Issue Management

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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 will provide advice regarding the City's legal rights and obligations with respect to BidCo.

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 review all contracts specific to The City's interests related to City debt levels and credit rating impacts and financial risks relating to being host city in any multi-party contracts.

Programming

This proposed stream of work would include the development of The City's programming strategy in the leadup 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 includes services such as Transportation, Bylaw, Calgary Police Service, Waste and Recycling, etc. The Essential Services work stream would 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.

BID DEVELOPMENT TEAM (Attachment 5)

The organizational structure also includes five streams of work under Bid Development: Venue Use & Infrastructure; Operational Themes & Bid Book Development; Financing; Security; and, Vision, Legacy, Sustainability, Government Submissions & Guarantees. This work is currently resourced by City staff and consultants. The intent is for this work to transition to the BidCo once the BidCo is in operation.

Venue Use & Infrastructure

This stream manages the refinement of venue choice for all venues needed for the 2026 OPWG. Venue Use Agreements are needed for each venue that could be used for the Games.

Operational Themes & Bid Book Development

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Bid Book Development is the consolidation of work that could make up Calgary's bid book submission to the International Olympic Committee in 2019 January. The bid book includes categories such as venue plans, design concepts, athlete village, transportation plans and security plans. Calgary is one of seven cities taking part in the IOC's Dialogue Stage and it is important to note that the IOC will invite select cities to the Candidature Stage in 2018 October. The first Bid Book deadline is in 2019 January.

Financing

The financing work stream on the bid development side manages the development of capital and operating budgets including costs and revenues associated with a potential 2026 OPWG.

Security

This stream oversees the security requirements and necessary security funding for the 2026 OPWG.

Vision, Legacy, Sustainability, Government Submissions & Guarantees

This stream will identify and define vision, legacy and sustainability of the 2026 OPWG. It will also manage the completion of government submissions and agreements.

Risk analysis is included in each of the streams noted above.

MEMBERS COMMITTEE (Attachment 6)

The Members Committee comprises representatives from the City of Calgary, Government of Canada, Government of Alberta, Canadian Olympic Committee, Canadian Paralympic Committee and Town of Canmore and was created to discuss issues related to BidCo's incorporation and governance structure.

Stakeholder Engagement, Research and Communication

The development of the revised governance structure included feedback from the OPWG Council Committee, the Advisory Panel and senior members of administration.

Strategic Alignment

The recommendations in this report align with Council Priorities of a Well-Run City.

Social, Environmental, Economic (External)

N/A

Financial Capacity

Current and Future Operating Budget:

N/A

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Current and Future Capital Budget:

N/A

Risk Assessment

The City's Integrated Risk Management Framework will be important tool to utilize throughout the proposed bid development process. A robust risk assessment will be monitored and updated regularly.

REASON(S) FOR RECOMMENDATION(S):

The OPWG Council Committee requested an updated organizational structure and information on roles and responsibilities of the various committees and streams of work.

ATTACHMENT(S)

1. 2026 OPWG Organizational Structure
2. 2026 OPWG Council Committee
3. 2026 OPWG Executive Team and Advisory Panel
4. 2026 OPWG Project Team
5. 2026 OPWG Bid Development Team
6. 2026 OPWG Bid Corporation Members Committee