

**City Manager's Office Report to
2026 Olympic and Paralympic Winter Games Assessment
Committee
2018 May 29**

**ISC: UNRESTRICTED
OPC2018-0683**

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2026 Olympic and Paralympic Winter Games Vision Update

EXECUTIVE SUMMARY

This report is an update on the vision work and process related to the Calgary 2026 Olympic and Paralympic Winter Games (OPWG) project. It includes thematic opportunities identified through Member Visioning sessions, an alignment of these themes against Council Directives, and an update on the timing of discussions related to proposed Bid Corporation (BidCo) Vision, Mission and Values. To date, the work has been led by Project Team members in lieu of a functioning BidCo organization to facilitate input from the six BidCo members to present to the Board (when established). The six BidCo members are The City of Calgary, Government of Canada, Government of Alberta, Town of Canmore, Canadian Olympic Committee and Canadian Paralympic Committee.

ADMINISTRATION RECOMMENDATION:

The 2026 Olympic and Paralympic Winter Games Assessment Committee recommends that Council:

1. Receive Report OPC2018-0683 for information; and,
2. Direct Administration to keep Attachment 3 and the In-Camera discussions confidential pursuant to Section 23, 24, and 25 of the *Freedom of Information and Protection of Privacy Act*.

RECOMMENDATION OF THE 2026 OLYMPIC AND PARALYMPIC WINTER GAMES ASSESSMENT COMMITTEE, DATED 2018 MAY 29:

That the Administration Recommendations contained in Report OPC2018-0683 be approved.

PREVIOUS OPWG ASSESSMENT COMMITTEE DIRECTION / POLICY

On 2018 May 1, the OPWG Assessment Committee held its inaugural meeting and elected a chair (Councillor Woolley) and vice-chair (Councillor Demong). Administration delivered verbal reports on the Council Committee Terms of Reference, project timeline, and workstream review.

On 2018 May 15, the OPWG Assessment Committee approved Administration's work plan update (OPC2018-0644) and recommended that Council receive the work plan for information. That report was forwarded to the 2018 May 16 Strategic Meeting of Council as an item of Urgent Business.

BACKGROUND

As part of the creation of the 2026 OPWG Bid Corporation, sessions to discuss Vision, Mission and Values for BidCo have been ongoing with nominated representatives from the BidCo Members. The goal is to allow for the creation of content including Vision, Mission and Values which would be reviewed, adjusted (as required) and approved by the Board of Directors once it has been established. Timelines between the upcoming formation of the BidCo Board of Directors and the late June Government submission date do not allow for appropriate time for this exercise to occur with the Board itself.

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To meet these tight submission deadlines, representatives from the BidCo Members were identified by their organization to provide content and direction on the creation of the proposed Vision, Mission and Values to ensure information would be ready for review upon the establishment of the BidCo Board of Directors. Themes (listed in the Investigation section of this report) were identified from the discussions and were the foundation for the creation of the Vision, Mission and Values which has been created for review by the BidCo Board when established.

Representatives provided direction and content to Vision, Mission and Values. The representatives from the following organizations were selected based on their knowledge and experience:

- Government of Canada;
- Government of Alberta;
- City of Calgary;
- Town of Canmore;
- Canadian Olympic Committee;
- Canadian Paralympic Committee; and,
- Indigenous, Youth, Business and Athlete representatives

Once feedback from the six BidCo partners on the Vision, Mission and Values has been gathered and presented to the BidCo Board for ratification it will be presented back to the Member Organizations through the Government Submission in late June.

INVESTIGATION: ALTERNATIVES AND ANALYSIS

Council and Calgarians have expressed their vision for Calgary through documents such as Imagine Calgary, Municipal Development Plan, various Council policies, public research undertaken by The City, and, more recently, Council Directives.

The OPWG Financial and Value Proposition Process Overview (OPC2018-0687) outlines the proposed process for determining the broader Value Proposition for The City of Calgary. Determining whether to submit a bid for the 2026 OPWG needs to consider a comprehensive value proposition that includes social and economic costs and benefits. To be balanced, it must also consider both tangible and intangible aspects, and be evaluated against existing City policies and priorities. In this way, the potential of hosting the 2026 OPWG needs to be assessed against whether it fits in Calgary's future plans and aspirations. This report looks at the alignment between City priorities and City policies and the thematic opportunities below.

Two Visioning sessions were held with BidCo Member representatives along with Indigenous, youth, business and athlete representatives. Sessions were held on 2018 May 4 (26 representatives) and May 14 (38 representatives). Each organization had between 1-4 representatives per session at the meetings at the discretion of the organization and were generally comprised of 2-4 members on average. City of Calgary representatives included Councillor Evan Woolley, as Chair of the Committee, Chief of Staff to the Mayor Devery Corbin, Executive Assistant to the Mayor Franca Gualtieri, City Manager Jeff Fielding, Chief of Staff to the City Manager Heather Domzal, Program Lead Augusto Romero, and City Project Team Members Jamie Goth, Reno Davis-Yue and Jennifer Brown.

The following themes were identified:

- Opportunities for triple bottom line principles (e.g. Social, environmental, financial)

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- Opportunities to use the experience as a catalyst or amplifier for progress
- Opportunities for lasting benefits and legacies (Infrastructure, sustainability, transportation, program, financial)
- Cultural enrichment opportunities
- Opportunities to create a place for and be inclusive of everyone
- Healthy and active lifestyle opportunities
- Sustainability policies and implementation (e.g. diversion, water conservation, green transportation)
- Driving responsible hosting (e.g. community engagement, transparency, decision-making processes)
- Relationship building and collaboration opportunities

Attachment 1 proposes an alignment between the thematic opportunities identified through the Visioning sessions and existing City policies. The policies included are examples of policies that would align but the specific alignment would need to be determined once a BidCo releases the proposed Vision, Mission and Values and Legacy Initiatives. A more comprehensive review of all City policies will be undertaken at that time.

Attachment 2 proposes example areas of strategic discussion based on current Council Directives. As more information becomes available, alignment or misalignment with Council Directives will be further examined. Administration will explore questions such as the following:

- To what extent does the proposed Vision, Mission, Values framework align with existing City Policies and Council Directives?
- Is the City able to leverage the 2026 OPWG to deliver on priorities of Council and Calgarians or will the 2026 OPWG detract from other priorities of Council and Calgarians?
- What criteria and metrics will be used to determine benefit and risk?

Administration is recommending that analysis and discussions continue with the OPWG Assessment Committee and Council starting after late June once all the information has been received and the evaluation period is underway. The work which is currently outstanding includes an approved Vision, Mission and Values from the BidCo Board of Directors, and all relevant background information, which is expected in late June 2018 through the Government Submission.

Stakeholder Engagement, Research and Communication

Representatives from the BidCo Members were engaged in the creation of the themes, and will continue to work collaboratively to build out the Vision, Mission and Values under a BidCo Board of Directors. This includes representatives from the Government of Canada, Government of Alberta, City of Calgary, Town of Canmore, Canadian Olympic Committee, and the Canadian Paralympic Committee.

Strategic Alignment

The recommendations in this report align with the Council Priority of a Well-Run City. Initial review of the Vision, Mission and Values to date indicates alignment with the following policies once the Government Submission is made in late June:

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- 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;
- Partnership Policy;
- Triple Bottom Line Policy; and,
- Affordable Housing Strategy.

Social, Environmental, Economic (External)

As noted above, triple bottom line impacts to City Policies and Goals will be determined once BidCo releases the proposed Vision, Mission and Values in late June as part of the Government Submission.

Financial Capacity

Current and Future Operating Budget:

N/A

Current and Future Capital Budget:

N/A

Risk Assessment

Receiving timely guidance and direction from the OPWG Assessment Committee will support Administration in ensuring risk is mitigated in a timely and ongoing manner.

REASON FOR RECOMMENDATION(S):

Receiving timely guidance and direction from the OPWG Assessment Committee will support Administration in the execution of project activities and will ensure that appropriate Council direction informs the priorities and focus of the work.

ATTACHMENT(S)

1. City of Calgary Policy Alignment Visual
2. City of Calgary Directive Alignment
3. Draft Vision, Mission, and Values document (Confidential)