

## **2026 Olympic and Paralympic Winter Games City Secretariat Update**

### **EXECUTIVE SUMMARY**

On 2018 May 22, Council gave three readings to Bylaw 28M2018, the 2026 Olympic and Paralympic Winter Games (OPWG) Assessment Committee Bylaw. The Committee's mandate is "on behalf of Calgary City Council, to provide oversight and guidance regarding The City's potential participation in, and hosting of, the 2026 OPWG."

The Bylaw specifies that the Committee is to receive regular updates from Administration on various matters. The primary role of the City Secretariat (the "Secretariat") is to review the business case to hold the 2026 Games in Calgary prepared by the Calgary 2026 Bid Corporation ("Calgary 2026") and provide advice to assist the Committee and Council in assessing opportunities, risks and issues associated with bidding for and potentially hosting the 2026 OPWG. This report provides an update on the due diligence that the Secretariat is currently undertaking and an overview of anticipated next steps.

#### **ADMINISTRATION RECOMMENDATION:**

The 2026 OPWG Assessment Committee recommends:

1. That Council approve the Secretariat budget included as Attachment 3 to be funded from anticipated 2018 Corporate Programs Savings; and
2. That the closed session discussions and presentations regarding OPC2018-0866 be kept confidential pursuant to Sections 24 and 27 of the *Freedom of Information and Protection of Privacy Act*.

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

Previous Council direction is outlined in Attachment 1.

### **BACKGROUND**

On 2018 June 12, the Secretariat brought forward its governance structure and draft budget for the Committee's consideration. Eight streams of work were contemplated:

- planning, reporting and risk management;
- programming;
- essential services;
- communications;
- legal services;
- finance;
- issue management; and
- research.

Work within each stream is underway.

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

The Secretariat team is continuing to conduct due diligence on behalf of The City, the 2026 OPWG Assessment Committee and Council.

## **2026 Olympic and Paralympic Winter Games City Secretariat Update**

### **Government Submission**

On 2018 June 29, the Secretariat, the Government of Alberta (GoA), the Government of Canada (GoC), the Town of Canmore, the Canadian Olympic Committee (COC), and the Canadian Paralympic Committee (CPC) received a confidential draft hosting plan for the 2026 OPWG (the "Government Submission") from Calgary 2026. This document is required by Sport Canada and intended to provide a complete picture of the proposed value proposition and associated investment that would be required to host the Games.

The document was submitted in draft for two reasons:

- Calgary 2026 was only incorporated on 2018 June 7 and is still in the process of filling positions on its Board of Directors. Therefore, the document remains subject to additional due diligence and review by Calgary 2026's Board; and
- the investments required to host the Games are still being reviewed and validated.

The draft document is confidential because it contains commercially sensitive information and because bidding for the Games is a competitive process. The success of The City's potential bid could be jeopardized if this draft document was made publicly available.

It is anticipated that the final version of the Government Submission will not be available until sometime during late August. However, receiving the draft was very helpful because it allowed Secretariat, GoA, GoC, Canmore, COC, and CPC representatives to meet on July 11 and 12 to discuss areas of mutual interest and opportunities, issues and risks noted to date. This enabled each party to advance its respective due diligence regarding the content of the Government Submission and allowed for discussions to begin around a potential cost sharing arrangement should a bid proceed.

The parties also discussed the framework of a Multi-Party Agreement ("MPA"), which would be an agreement outlining each party's rights, obligations and responsibilities should The City bid and be awarded the 2026 OPWG. The parties to the MPA are anticipated to be Calgary 2026, the GoC, the GoA, The City, the COC, the CPC, and the Town of Canmore.

Staff in the Treasury section of Finance are leading the evaluation of all financial aspects of the Government Submission. They are in the process of engaging an external consultant to assist with this review and will also be seeking the advice of the City Auditor in this regard.

City lawyers are drafting a framework for the MPA negotiations.

### **Host City Contract**

The Secretariat is also reviewing the Host City Contract Principles and Operational Requirements of the International Olympic Committee ("IOC"). These documents outline the main deliverables and planning, organizing, financing, and staging obligations that would be required to be delivered by The City, the COC and the Organizing Committee for the 2026 OPWG should Calgary bid and be awarded the Games. The Host City Contract Principles include confirmation that the IOC will contribute \$925 million US dollars toward the hosting of the Games.

The Host City Contract is designed to ensure that all parties understand and agree to a very specific set of responsibilities intended to guarantee the success of the Games and create a beneficial legacy for the host city and the Olympic and Paralympic movements. Host City

**City Secretariat Report to  
the 2026 Olympic and Paralympic Winter Games Assessment  
Committee  
2018 July 17**

**ISC: UNRESTRICTED**

**OPC2018-0866  
Page 3 of 8**

## **2026 Olympic and Paralympic Winter Games City Secretariat Update**

Contracts are signed after the host city is chosen. While the IOC will not award the 2026 OPWG until sometime during 2019 September, it is essential to review the Host City Contract now to assess opportunities, risks and issues associated with bidding for and hosting the Games.

### **Programming**

On 2018 June 26, the Committee considered Report OPC2018-0783 titled “Working In Partnership to Advance A Cultural Plan” and received a presentation from Karen Ball and Burke Taylor outlining ideas around live sites and programs that could be held prior to and during the Games. These programs are intended to help ensure a meaningful and enjoyable experience for Calgarians and visitors regardless of whether they have tickets to sporting events and to advance the achievement of the objectives in The City’s Cultural Plan for Calgary. The Secretariat is considering additional programming opportunities such as:

- School programs, special events and activation of local neighbourhoods in collaboration with partners such as community and resident’s associations and Business Improvement Areas;
- City parks and recreation spaces, community programs and performances: some of these events will build on formal IOC Olympic programs designed to educate the public about the Olympic movement; and
- Programs in partnership with Tourism Calgary and Calgary Economic Development to leverage economic and tourism opportunities before, during and after the Games.

Costs associated with this programming intended to heighten Calgarians’ and visitors’ pre-Games, Games and post-Games experience would likely be the responsibility of The City, however, the Secretariat is exploring engaging with other orders of government and the private sector to secure ideas around and support for these activities.

### **Essential Services**

All orders of government would be responsible for delivering essential services to support hosting the Games. 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 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.

Calgary 2026 has begun meeting with representatives of the RCMP, Calgary Police Service, Corporate Security, and CEMA to discuss security requirements for and costs associated with hosting the Games.

The Secretariat will continue to work with Calgary 2026 and internal stakeholders on both programming and essential services to develop conceptual plans and determine the potential investment required. The result of this work will be brought forward for the Committee’s consideration this fall.

### **Government of Alberta Bid Funding**

On 2018 July 10, The City and the GoA signed a contract pursuant to which the GoA will provide The City with \$5 million of the \$10 million it has committed to support the bid for the

## **2026 Olympic and Paralympic Winter Games City Secretariat Update**

Games. The GoA will enter into a separate contract with Calgary 2026 to provide it with the balance of the GoA's funding.

### **Public Engagement Program – Engagement Advisory Committee**

On 2018 July 11, the City Manager, City Solicitor and General Counsel, Acting City Secretariat Managing Lead, and, staff from Customer Service and Communications met with some of the members of Council's Engagement Advisory Committee to discuss the Committee's development of an engagement program to meet the objectives Council outlined when adopting the "Public Engagement Approach Related to the Potential Bid for the 2026 OPWG" in Attachment 1 to Report PFC2018-0366 titled "Olympic Bid Proposed Public Engagement Approach". Council approved the following as the purpose of the engagement program:

- to inform and educate the public about the bid process;
- to seek public input into whether or not Calgary should submit a bid; and
- to identify issues, concerns and opportunities for stakeholders of a potential bid and respond to questions.

Council directed that the engagement program must be designed to "reflect the diverse and varied interests of Calgarians and key stakeholders" and that the following principles were to be used to guide the development and execution of the program:

- **Accountable:** Upholding the commitments The City makes to its citizens and stakeholders by demonstrating that the results and outcomes of the engagement processes are consistent with the approved plans for engagement;
- **Citizen-centric:** Focus on hearing the needs and voices of both directly impacted and indirectly impacted citizens;
- **Diversity:** Focus on getting input from a wide range of Calgarians from different backgrounds and demographics: Seniors, youth, men, women, LGBTQS2, Indigenous, newcomers, etc.;
- **Inclusive and authentic:** Facilitate the involvement of all citizens; listen and gather input, and work collaboratively to address concerns. Be fair, open and unbiased, and be more than a checklist;
- **Neutrality:** Information shared with the public and stakeholders will be factual and neutral. The engagement program does not take one side over the other, will not be a "cheerleader" for the Olympics and will focus on providing all stakeholders with pertinent, factual, neutral information (both positive and negative) as it pertains to Calgary potentially hosting the Games;
- **Respect:** Respect individual values, recognize the legitimacy of concerns and value participant input. Where required, customize the engagement approach based on the participant group;

## **2026 Olympic and Paralympic Winter Games City Secretariat Update**

- Responsive and Committed: Use input and where feasible, provide timely feedback to stakeholders on how their input has affected plans and decisions;
- Timeliness: Initiate engagement and communications as early as possible to provide adequate time for citizens to assess information and provide input; and
- Transparent (open and honest): Commitments made to participants will be documented and carried out. When the Project is unable to act on input, an explanation will be provided. Be clear as to how we respond to and deal with issues – what we own vs. influence, what we need to be involved in, what others need to respond to, etc.

It was initially contemplated that the engagement program would run from 2018 April to September 1 and would be funded by Calgary 2026. However, since Calgary 2026 was not incorporated until 2018 June 7, there is a need to further discuss with the Engagement Advisory Committee the nature and extent of its engagement program relative to the program Calgary 2026 will be undertaking. The City Manager has asked the Engagement Advisory Committee to review the Public Engagement Approach that Council approved on 2018 April 23 and provide recommendations to the 2026 OPWG Assessment Committee for changes to the approach required to ensure that the Committee is able to fulfil its mandate using the guiding principles that Council adopted.

### **Additional Public Engagement Opportunities**

In June, the City Clerk solicited Committee members' views on methods to hear directly from the public about the potential Calgary bid. All members of the 2026 OPWG Committee agreed that any public engagement must be based on facts and that participants require access to information prior to discussions occurring. Some 2026 OPWG Assessment Committee members recommended that ward-based or community discussions be held. Other suggestions included:

- Participating in or observing structured conversations in wards to hear from citizens;
- Forums led by yes/no coalitions or topic specific discussions led by moderators or Councillors;
- Community leaders or Community Association Presidents may wish to be involved or organize events; and
- Ideally, forums should have a common look and feel, with common rules for participation.

The City Clerk was also directed to further canvass Committee members as to their views on the advisability of holding a non-statutory public hearing in regard to the potential bid. The City Clerk originally suggested a date during September 2018 to avoid confusion with advertising for the Vote of the Electors, however, that suggestion was contingent upon detailed information being available to the public prior to the non-statutory public hearing. Benefits of holding a non-statutory public hearing include:

- All Members of Council would be able to hear from all interested Calgarians who chose to attend the meeting; and

**City Secretariat Report to  
the 2026 Olympic and Paralympic Winter Games Assessment  
Committee  
2018 July 17**

**ISC: UNRESTRICTED**

**OPC2018-0866  
Page 6 of 8**

**2026 Olympic and Paralympic Winter Games City Secretariat Update**

- The question for the Vote of the Electors could be used as the topic of discussion to encourage dialogue.

A decision as to the date of any non-statutory public hearing should be based on the date fact-based information will be made available to the public.

**City Secretariat Resources and Budget**

The Secretariat continues to assess resources required to ensure it is positioned to provide the Committee and Council with the result of its due diligence exercise as early as possible. Since the Committee's June 12 consideration of the Secretariat structure included in Attachment 2, the Secretariat's understanding of its due diligence responsibilities has been enhanced given receipt of the draft Government Submission, meetings with the GoA, GoC, Canmore, the COC, and the CPC, further information received from Calgary 2026, and a discussion with the Committee's Engagement Advisory Committee. The Secretariat may need to continue to add required resources to its team as its analysis of the draft Government Submission continues and as it learns more about the recommendations of the Engagement Advisory Committee.

The Secretariat budget has been refined based upon this enhanced understanding of the work required. While some savings have been identified, it is clear that contingency continues to be required to ensure due diligence is completed on time. A revised budget is included in confidential Attachment 3 for the Committee's consideration.

**Stakeholder Engagement, Research and Communication**

The Secretariat has met with representatives of Calgary 2026, the GoA, the GoC, the COC, the CPC, and Canmore to discuss the draft Government Submission and MPA. The Secretariat has also engaged with members of every Department at The City in undertaking due diligence to date. Additional internal stakeholders will be engaged in the coming months as the work of the Secretariat progresses. The Secretariat will also be utilizing the services of a third-party firm to complete its due diligence on financial components of the draft Government Submission.

**Strategic Alignment**

The due diligence work underway aligns with the Council Directive of a Well-Run City. Consideration of City policy documents has been key in the Secretariat's work to date. City 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;

**City Secretariat Report to  
the 2026 Olympic and Paralympic Winter Games Assessment  
Committee  
2018 July 17**

**ISC: UNRESTRICTED**

**OPC2018-0866  
Page 7 of 8**

**2026 Olympic and Paralympic Winter Games City Secretariat Update**

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- Welcoming Community Policy;
- Affordable Housing Strategy; and
- Indigenous Policy.

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

The Secretariat and its partners are taking a triple bottom line approach to exploring possible benefits for Calgarians in areas such as infrastructure, sport, recreation, culture, and community legacy that could be achieved if The City decides to bid for and host the 2026 OPWG.

**Financial Capacity**

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

The Secretariat's budget will be funded from anticipated 2018 Corporate Programs Savings. A number of savings have been identified since the draft budget was presented to the 2026 OPWG Assessment Committee.

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

There are no capital impacts as a result of this report.

**Risk Assessment**

The due diligence work must be completed within very tight timelines, many of which are not in The City's sole control. To help mitigate this risk, the Secretariat team has developed a comprehensive timeline of deliverables and important dates, as well as a critical path for project-related work streams. In addition, the Secretariat is engaging with a number of internal stakeholders and subject matter experts to assist with the review process and plan development.

The deliverables outlined in this report are complex, multi-faceted and unique to the 2026 OPWG. As such, the Secretariat is working closely with representatives from Calgary 2026, the GoA, the GoC, the COC, the CPC, and Canmore to gain a comprehensive understanding of the nature and extent of agreements, roles and responsibilities required for this project. Significant legal resources and staff with financial expertise have been devoted to this project to conclude the due diligence exercise and help identify, assess and mitigate risk associated with the potential bid.

Each order of government will be completing a due diligence review of the Government Submission based on its respective interests. This is a necessary process to ensure each order of government assesses whether it is in the collective interest to submit a bid to host the 2026 OPWG.

The Secretariat is committed to conducting its due diligence review with a view to the Ipsos article "Unlocking the Value of Reputation" and the risk framework previously shared with the 2026 OPWG Assessment Committee by the City Manager.

**City Secretariat Report to  
the 2026 Olympic and Paralympic Winter Games Assessment  
Committee  
2018 July 17**

**ISC: UNRESTRICTED**

**OPC2018-0866  
Page 8 of 8**

## **2026 Olympic and Paralympic Winter Games City Secretariat Update**

### **REASON FOR RECOMMENDATIONS:**

Bylaw 28M2018, the 2026 Olympic and Paralympic Winter Games (OPWG) Assessment Committee Bylaw, specifies that the 2026 OPWG Assessment Committee is to receive regular updates from Administration on various matters. The primary role of the City Secretariat responsible for providing these updates is to review the business case to hold the 2026 OPWG in Calgary prepared by Calgary 2026 and provide advice to assist the Committee and Council in assessing opportunities, risks and issues associated with bidding for the Games. This report provides an update on the due diligence that the Secretariat is currently undertaking and an overview of anticipated next steps. In addition, the Secretariat budget requires approval.

### **ATTACHMENT(S)**

1. Attachment 1 – Previous Council Direction
2. Attachment 2 – Evolution of City Secretariat Structure Approved on 2018 June 12
3. Attachment 3 – Revised City Secretariat Budget (Confidential)