

Calgary



2026 Olympic and Paralympic Winter Games Assessment Committee Verbal Report OPC2018-1309, City Secretariat Update 2018 November 6



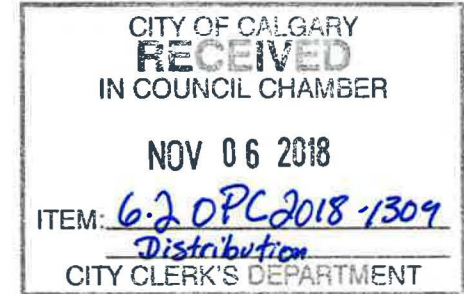
Intended Outcomes

Ensure that the 2026 OPWG Assessment Committee receives:

- further information about the proposed Cultural Olympiad
- further information about Calgary 2026's Draft Hosting Plan Concept
- the Engagement Advisory Sub-Committee's "What we Heard" Report
- Ernst and Young's Cost-Benefit Analysis; and
- an update from the City Secretariat



Introduction of Presenters



- Introductory Remarks: Glenda Cole
- Cultural Olympiad: Scott Hutcheson and Mary Conibear, Calgary 2026
- Calgary 2026's Draft Hosting Plan Concept: Scott Hutcheson, Mary Conibear, Drew Fitch, and Joe Restoule, Calgary 2026
- What We Heard Report: Dani DeBoice (Vice-Chair), Marichu Antonio and David White, Sub-Committee members, and Hilary Farson and Mariel Higuerey, Context Research Ltd.
- Cost Benefit Analysis: Kent Kaufield, Jillian Beaton and John Barrett, EY
- City Secretariat update: Glenda Cole

The image is a composite of two nighttime photographs of Calgary. The top photograph shows the illuminated clock tower of the Calgary City Hall against a dark sky, with a street lamp visible on the left. The bottom photograph shows a light rail train in motion, blurred to convey speed, on a wet street that reflects the city lights. A red banner is overlaid across the middle of the image, containing the title text.

Calgary 2026: Cultural Olympiad



Calgary 2026

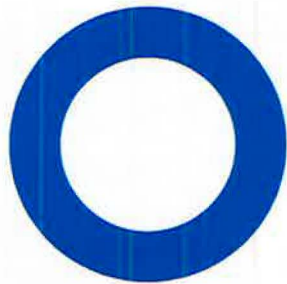
culture and education

calgary
2026

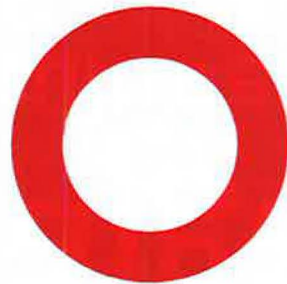


Pillars of the Olympic Movement

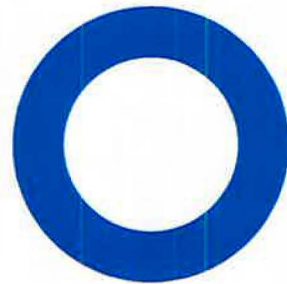
sport



culture



sustainability





Culture & education meetings

Secretariat And Cultural Leads of GoC – Sport Canada
and Canadian Heritage, City Of Calgary, Town Of
Canmore, Canadian Olympic Committee, Canadian
Paralympic Committee
GoA Arts Branch (Alberta Foundation For The Arts)
GoA Ministry Of Indigenous Relations
GoA Ministry Of Culture And Tourism
Calgary Arts Development Authority
Arts Commons
Calgary Economic Development (CED)
Calgary Heritage Authority
Tourism Calgary
Edmonton Arts Council
Banff Centre For The Arts
Calgary Technology Inc.
Calgary Municipal Land Corporation

Engagement & presentations

June 14: Members Briefing
June 26: Assessment Committee, with follow-up
report on '88 Cultural Legacy To E. Woolley
July 19th: Live Site Session (w/City, Town, GoA)
July 26: Live Site Working Session (w/City)
Aug 22: Public Discussion On Culture
Aug 28: Public Discussion On Culture
Aug 26: Cultural Cornerstone (host: CADA)
Aug 27: Cultural Attractions (host: Tourism Calgary)
Aug 29: Calgary Culture Plan Advisory Session
(host: City of Calgary Arts And Culture)
Oct 12: Diversity & Inclusion – Centre for Newcomers &
Calgary Arts Development Authority
Oct 15: Making Treaty 7 Cultural Society Event
Oct 16: Creative Calgary Board Meeting
Oct 18: Art & Culture Leaders (host: Arts Commons)

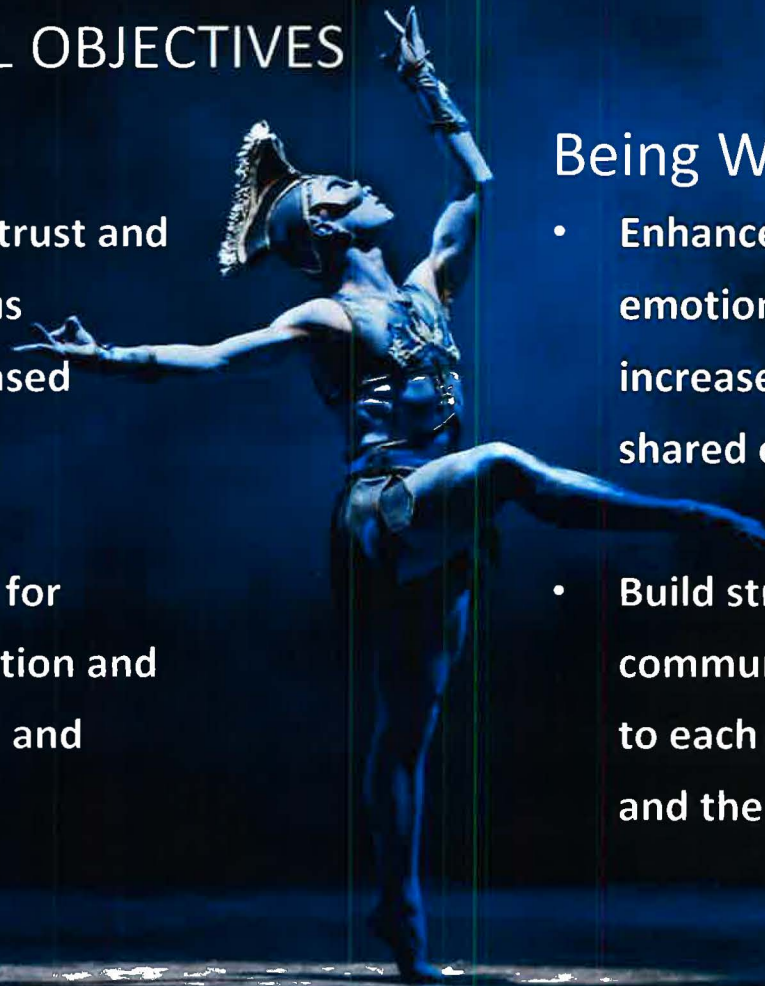
SHARED CULTURAL OBJECTIVES

Better Together:

- Build a relationship of trust and respect with Indigenous peoples through increased cultural understanding
- Increase opportunities for communication, education and learnings around Truth and Reconciliation

Being Well:

- Enhance the social and emotional well-being through increased cultural understanding and shared experiences
- Build stronger and healthier communities that are connected to each other through creativity and the exchange of culture




Dreaming Big:

- Attract and retain creative, innovative and skilled workforce
- Create meaningful partnerships that advance culture and education priorities and leverage benefit in the community, throughout the province and across the nation



*ARTIST RENDERING

An artist's rendering of the Calgary Olympic stadium at night. The stadium is illuminated with blue and white lights, featuring the Olympic rings and the word 'Calgary'. A large crowd is visible in the foreground, and several fireworks are exploding in the dark sky above the stadium. A large, glowing green and blue structure is visible in the background.

Programs run and budgeted by HostCo Culture & Education

- Flag Handover Ceremony
- Cultural Olympiad 2023 to 2026
- Education Programs
- Youth Programs



Culture & Education influences other HostCo run/budgeted programs:

- Torch Relays
- Live Sites
- Olympic and Paralympic Experience
- Welcome Ceremonies
- Opening and Closing Ceremonies
- Medal Awards Ceremonies and Celebrations



Partner & Sponsor Activation Opportunities:

- Online and Screen Based Programs
- Performances & Exhibitions & Publications
- Special Events
- School Programs
- Community Programs
- Tours
- Pop Up Events
- Commissions and Co-Production
- Etc.

Grass roots celebrations and participation

- Community-based and initiated celebrations at the neighbourhood level





VANCOUVER 2010 EXAMPLES:

4x investment = ~\$80M for culture

Games-time Arts and Culture Festival

- > 4,000 artists in 600 events over 60 days across 60 venues for > 2.2M people
- > 30 works of Indigenous art permanently installed at major sites in Vancouver

Other programs

- Innovations: 195 projs in 60 comms
- Catalyst: 220 projs in 49 comms (business focus)
- Explorations: 16,000 students from 130 comms to attend arts/sports camps
- Infusion: in-school prog that introduced 1,200 students to visual art, dance, drama, music and art technology
- Creative Communities funded 49 munis and others to incorporate cultural progs



VANCOUVER 2010 EXAMPLES:

LiveCity Vancouver

- CoV's \$5M leveraged \$10M from GoC + \$3M of sponsorship
- 615,000 attendance; 350+ artists on stage
- Street performers – 2 sites x 17 days

Arts Partners in Creative Development (APCD) committed \$6.5 million over three years:

- 2010 Legacies Now (\$1.5M)
- Canada Council for the Arts (\$1.5M)
- Province of British Columbia (\$1.5M)
- City of Vancouver (\$500K)
- Vancouver Foundation (\$1M)
- VANOC (\$500K)



calgary
2026

Questions?

The image is a composite of two nighttime photographs. The top photograph shows the Calgary Clock Tower, a historic building with two large clock faces, illuminated against a dark sky. A modern street light is visible on the left. The bottom photograph shows a light rail train in motion, blurred to convey speed, on a wet street that reflects the city lights. A few people are standing on the sidewalk to the left of the train.

Calgary 2026: Calgary 2026's Draft Hosting Plan Concept

Risk Management and Cost Overrun Insurance



**Canada's Games,
Calgary's Choice**

Calgary 2026 (BidCo) was asked to provide information and assurances to the City of Calgary regarding cost overrun insurance:

"to provide a report ... respecting: (i) the availability of an insurance policy to deal with cost escalation having a capacity of \$200 million that could be purchased by The City of Calgary; (ii) if such an insurance policy is available, what the expected exclusions are to be; and (iii) the expected premium and deductible."



**Canada's Games,
Calgary's Choice**

Risk Management

Insurance is only one tool to mitigate risk of cost overrun

Other mitigants to cost overrun risk include:

- Contract tendering – prequalified contractors
- Guaranteed fixed price contracts
- Contract/project management – contractors, subs, architects, engineers
- Risk allocation to contractors and subs
- Design changes or scope reductions
- Contracts well integrated with Venue Use and other agreements
- Technology – eg. building information models (BIM)



**Canada's Games,
Calgary's Choice**

Broker/Underwriter Engagement

AON – broker/advisor for Chicago, Boston, LA bids

- AON is the second largest global insurance broker and the City of Calgary's insurance broker
- Sought advice from senior executives who have decades of experience placing insurance

City of Calgary risk manager participated in the discussion



**Canada's Games,
Calgary's Choice**

What We Learned

AON's overall assessment of BidCo's insurable capital plans:

“pretty manageable footprint”

“everyone has been down this road in every North American bid”



**Canada's Games,
Calgary's Choice**

Construction Overrun – AON

“Covers costs in excess of (i) the guaranteed maximum price which the contractor has agreed in their construction contract and (ii) the deductible which has been added on top of the maximum guaranteed price.”

Each project individually insured – 11 renewed venues, 2 new venues, housing

Market Capacity – Up to USD 350 million

– On Calgary’s project scale of \$1.9 billion

“\$200m of coverage is not a capacity problem”



**Canada’s Games,
Calgary’s Choice**

Construction Overrun

CONT'D

Premiums – 10% (could be lower depending on each project's risk assessment)

Underwriters – Zurich, AIU, Swiss Re, Berkshire Hathaway, Munich Re

Exclusions – Change order related overruns (eg. scope change)

- Overruns caused by contractors (hence the need for
Guaranteed Maximum Price contract)

Deductibles – Client deductible of 10% with up to 20% of limit coverage



Canada's Games,
Calgary's Choice

Project Insurance Examples

1) Contractor guaranteed fixed price of \$50m but the actual cost is \$60m

– Contractor is still obligated for the \$10m overrun but of that \$10m, insurance would cover the second \$5m as a backstop.

2) Contractor guaranteed fixed price of \$50m but the actual cost is \$54m

– Contractor is obligated for the \$4m overrun and insurance would not kick in.

Premium
\$500k
(10% of \$5M
Limit)

Risk
Sharing



Negotiated Reductions

The cost of Overrun Insurance can be further reduced by:

- Negotiated premiums and deductibles
- Negotiated policy terms
- Risk sharing with contractor, subs, architects, engineers
- Use of technology (eg. BIM)
- HostCo/partners' fully developed overall risk profile



**Canada's Games,
Calgary's Choice**

Summary

- Cost overrun insurance is not unique to Calgary's Bid
- Market capacity is available
- Advised by global broker
- Comfortable with costs and allocation approach
- HostCo will manage its enterprise risks

“everyone has been down this road in every North American bid”

– AON



**Canada's Games,
Calgary's Choice**

Q&A



**Canada's Games,
Calgary's Choice**

The background image is a nighttime cityscape. In the upper right, a clock tower with two visible clock faces is illuminated. A street lamp is visible on the left. The lower portion of the image shows a wet street with colorful light trails from moving vehicles, reflecting on the pavement. A few pedestrians are visible on the sidewalk.

Engagement Advisory Sub-Committee: What We Heard Report

Calgary



2026 Olympic and Paralympic Winter Games bid engagement program

What We Heard Report





Agenda

2 mins	Introduction
4 mins	What we did
9 mins	What we heard



Introduction



Terms of reference

Purpose

On behalf of City Council, the primary role of the Engagement Advisory Sub-Committee is to provide oversight, advice, assistance and guidance to The City's engagement program.





Terms of reference

Guiding Principles

- Accountable
- Citizen-centric
- Diversity
- Inclusive and authentic
- Neutrality
- Respect
- Responsive and Committed
- Timeliness
- Transparency (open and honest)



What we did



What we did

Phase 1: Analysis and engagement program design

Phase 2: Public awareness communications

Phase 3: Communications and engagement program





What we did

Phase 1: Analysis and engagement program design

To guide the engagement program, we created five topics of conversation to structure the information we shared and the questions we asked.



Community: The potential social and cultural impacts that hosting the Games could have on community and Calgarians' well-being. Aspects include affordability, accessibility, arts and culture, and volunteerism.



Venues and facilities: The proposed venues and facilities that would be upgraded or built to host the Games.



Environment: The potential impacts on Calgary's urban and natural environments and how these could be addressed.



Economy: A cost-benefit analysis of the draft hosting plan, which also includes tourism and the overall reputation of Calgary on the world stage.



Costs: The projected costs of the Games, potential funding sources and what they would cover.





What we did

Phase 2: Public awareness communications



Channels:

- The City of Calgary website
- Social media
- Press release





What we did

Phase 3: Communications and engagement program

Activities included:

- Online engagement platform
- Indigenous engagement meetings
- Public in-person events
- Engagement Toolkit





Engagement highlights

13

Pop-ups

5

Meetings with
interest groups

6

Open houses

1

Workshop with
sector and
organization
leaders

3

Meetings with Treaty
7 Nations and the
Métis Nation of
Alberta Region 3.

814

Toolkits
downloaded





Engagement highlights

Online Engagement:

27,454 visitors to the portal and more than 7,200 participants provided responses

In-person Engagement:

819 Calgarians came and completed 216 feedback forms over six public open houses

1,067 Calgarians came and completed 320 surveys over 13 pop-ups





Engagement highlights

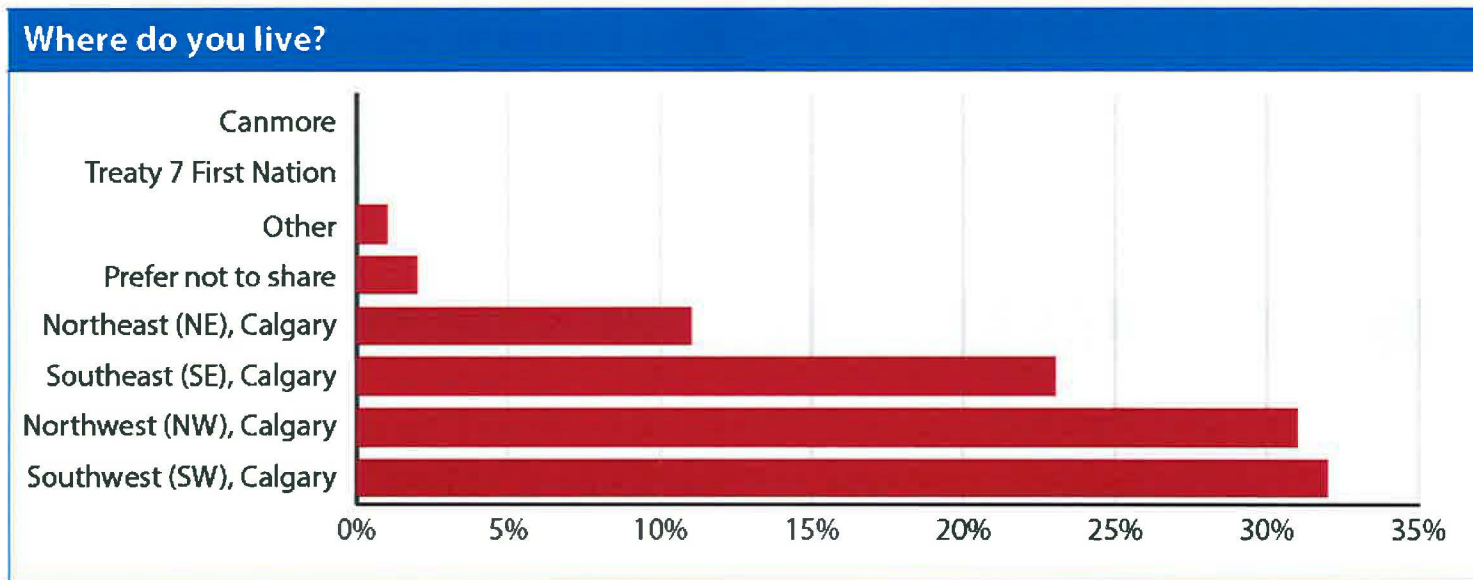
Targeted Outreach:

101 ethnocultural community members attended community conversations guided by the toolkit

241 toolkits were distributed to ActionDignity members and stakeholders

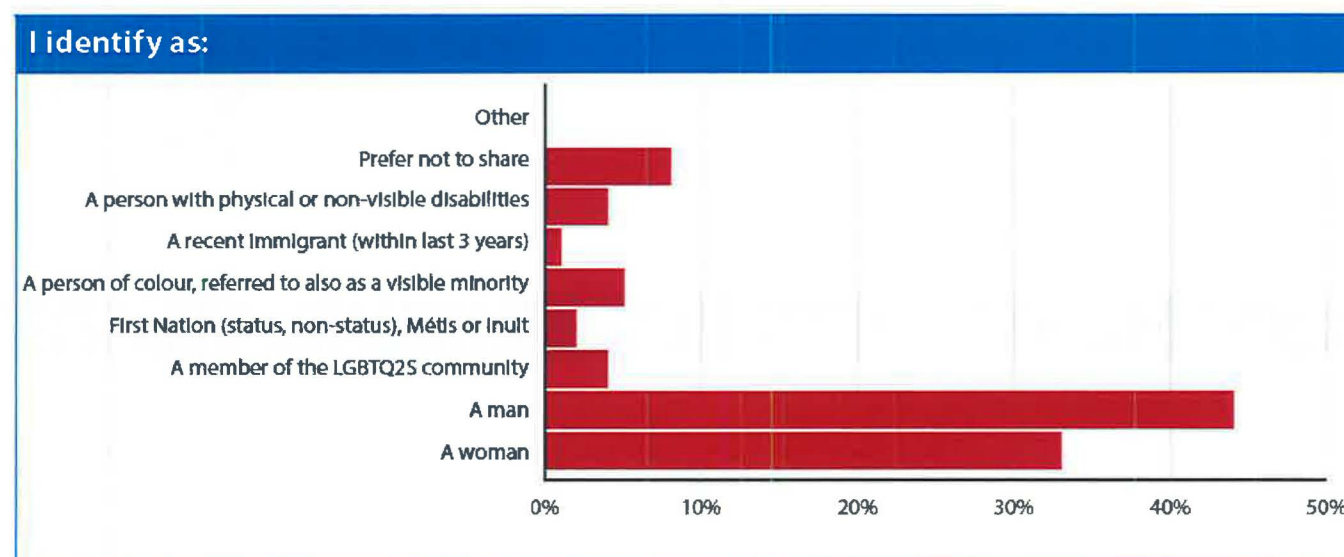


Who we heard from



Who we heard from

Identities



What we heard

Public

Calgary



What we heard

I want The City of Calgary to submit a bid to host the 2026 Olympic and Paralympic Winter Games.

21%

Strongly
agree

13%

Agree

1%

I don't have
an opinion

7%

Disagree

42%

Strongly
disagree

16%

Undecided





Top benefits

What do you see as the top benefit or risk from Calgary hosting the Games?

- Improving public spaces, infrastructure, venues and facilities (6.5%)
- Economic growth, diversification and job creation (5.1%)
- Community pride, spirit and culture (4.0%)





Top risks

What do you see as the top benefit or risk from Calgary hosting the Games?

- Costs are too high (20.8%)
- Cost projections are questionable (17.1%)
- Financial risks and consequences are too great (16.9%)





What we heard

When it comes to Calgary hosting the Games, what is important to you? Please rank.

- 1. Cost**
- 2. Economy**
- 3. Venues and Facilities**
- 4. Community**
- 5. Environment**





Community, social and cultural impacts

Do you think the potential social and cultural impacts of the Games would help or hinder Calgary's future? Why or why not?

Help

- Reputation and legacy (200)
- Community and culture building (191)
- Athlete and sport development (118)

Hinder

- Impacts on financial future (802)
- Funds could be used for other priorities (366)
- Detrimental effects on the community (179)





Proposed updated and new venues

Do you think the proposed upgraded and new venues and facilities from the Games would help or hinder Calgary's future? Why or why not?

Help

- New and upgraded venues and facilities are needed regardless (214)
- Benefits to sports community (144)
- Reputation and legacy (99)

Hinder

- Costs (556)
- Long-term financial impacts (408)
- Upgrades do not meet the city's needs (344)





Environmental impacts

Do you think the potential environmental impacts from the Games would help or hinder Calgary's future? Why or why not?

Help

- Calgary has the ability to mitigate negative impacts (194)
- Opportunity to demonstrate environmental leadership (121)
- Foster a positive environmental reputation (41)

Hinder

- Increase environmental footprint (287)
- Construction will impact environment (177)
- Costs and long-term financial impact (167)





Economy

*Do you think the potential economic impact of the Games would help or hinder Calgary's future?
Why or why not?*

Help

- Long-term economic gains (284)
- Boost to tourism (201)
- Job creation (107)

Hinder

- Long-term financial impact (995)
- Costs outweigh economic gains (721)
- Funds will be taken away from other priorities (324)





Cost

Do you view the long-term impacts of the Games as being worth the costs? Why or why not?

Worth the cost

- Will boost economy (140)
- Long-term benefits are possible but require strict financial management (128)
- Long-term prosperity (96)

Not worth the cost

- Will cost too much and leave a financial burden (1266)
- Costs outweigh benefits (583)
- Investing in other priorities will have a more beneficial impact (455)



What we heard *Stakeholders*

Stakeholder engagement: *Interest groups*

- Top risks and concerns
 - Missing information around costs and risks on communities
 - Assumptions and speculations made in draft hosting plan
 - Environmental impacts not fully considered
- Top benefits and opportunities
 - Calgary's reputation
 - Potential positive medium and long-term impacts





Stakeholder engagement: *Sector and organization leaders*

- Top issues
 - Not inclusive of Calgary's multicultural communities
 - Does not consider evolving nature of sports
 - Missing key infrastructure needed in the city
- Top opportunities
 - Showcase Calgary again and rebrand city and country
 - Continue Calgary's legacy as top Nordic sport site
 - Instill healthy and active living



What we heard

Indigenous Communities



Indigenous engagement

Narratives and themes:

- Calgary is important to Indigenous Communities
- Indigenous Communities support the Games
- Indigenous Communities value early and meaningful engagement
- Indigenous Communities seek a legacy for youth
- Indigenous Communities hope to bring people together
- Indigenous Communities look to be full partners



Next steps



What We Heard Report

- English version of report available online November 6
- Currently being translated into:
 - Traditional Chinese
 - Punjabi
 - Tagalog
 - French
- Will be available online November 8.





Thank you

The engagement program facilitated a broader conversation about what Calgarians want from their city and what they want their city to be. Moving forward, this process will not only help City Council's decision regarding the Games, but could also help foster discussion and guide other Council-led initiatives based on what participating Calgarians said they wanted for Calgary's future.

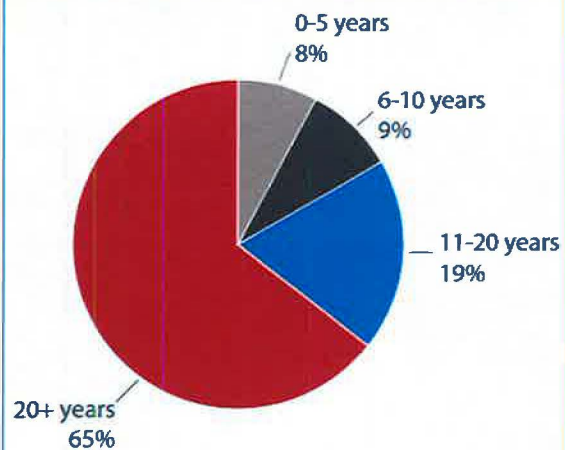


Supplemental information

Who we heard from

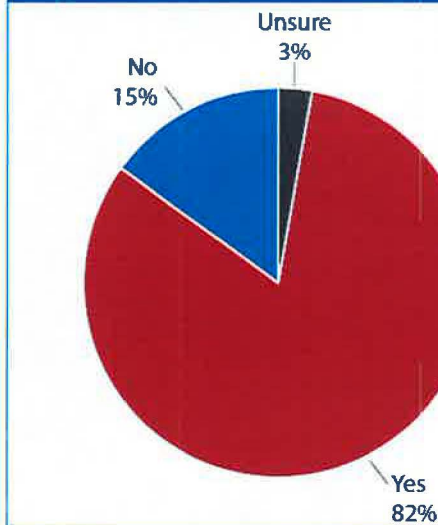
Length of residence

How long have you lived in Calgary or neighbouring areas?



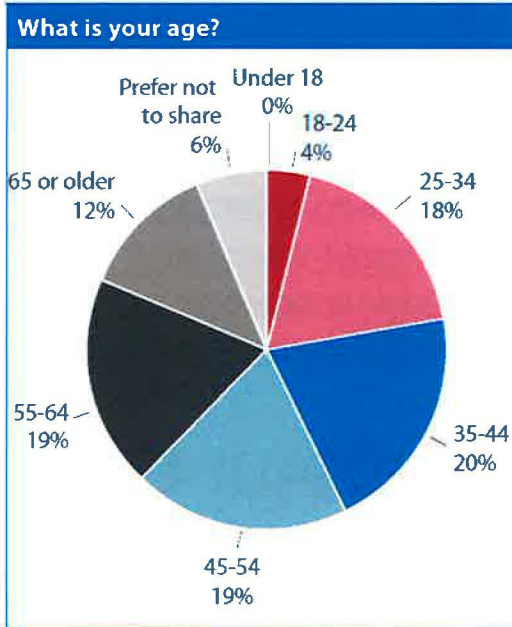
Future in Calgary

Do you want to call Calgary home for the next ten years?

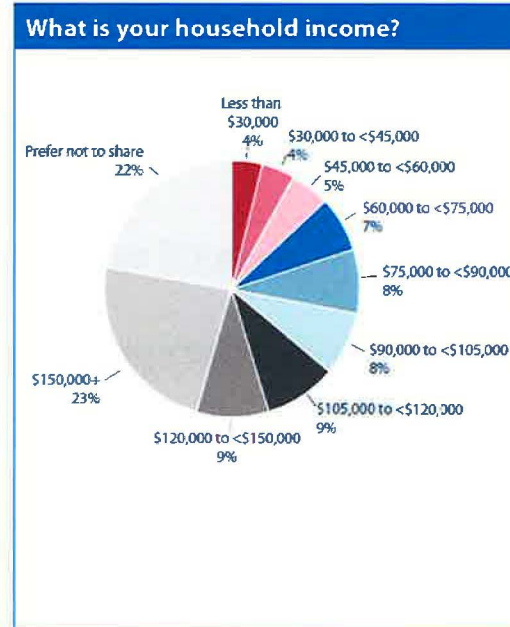


Who we heard from

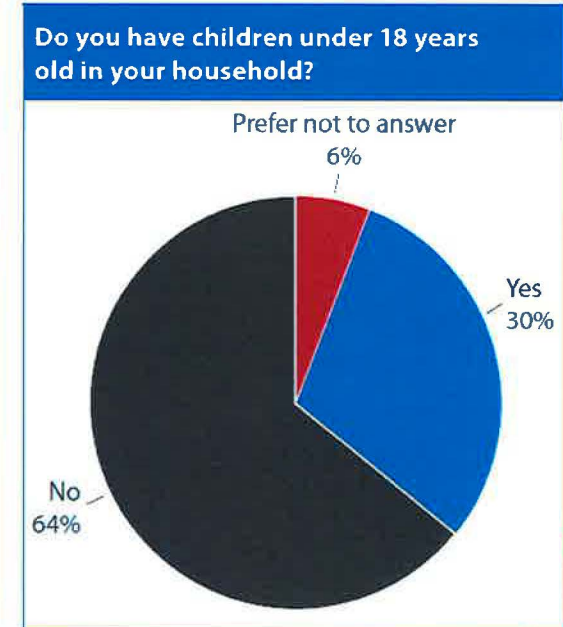
Age



Income



Children in household





Data integrity

Project team used a number of indicators to identify suspicious activity:

- IP address analysis
- The Hive's platform moderation panel
- Manual review for bot activity





Data integrity – *Actions taken*

- The Hive (the City's online platform vendor) edited or removed comments that violate their participation rules (including spamming of comments).
- Duplicate IP addresses: project team scrubbed (removing comments duplicate comments) and removed (eliminating and omitting comment from data set)
- Moderation panel – posts that violate The Hive's Participation Rules were edited or removed by The Hive, including spamming of comments. Context did secondary screening to reject or accept flagged comments
- Manuel review for bot activity by looking for repeating IP addresses, nonsensical or broken language, timestamps between midnight and 6AM, IP address location





Data integrity – *Outcomes*

- **Quick poll:** 46% of the total online responses removed from data
- **Benefits and risks question:** Approximately 5.7% of total comments removed from data



The image is a composite of two nighttime photographs. The top photograph shows a clock tower with two illuminated clock faces, set against a dark sky. A street lamp is visible on the left. The bottom photograph shows a blurred train moving across a wet, reflective street at night, with its lights creating long, colorful streaks. A few people are standing on the sidewalk to the left.

Ernst & Young: Cost-Benefit Analysis (separate powerpoint)

The image is a composite of two nighttime city scenes. The top half shows a dark sky with a bright street light on the left and a large, ornate clock tower on the right, illuminated from within. The bottom half shows a blurred tram moving across a wet, reflective street at night, with its lights creating streaks of color. A few people are visible on the sidewalk to the left of the tram.

City Secretariat: Update



Cost Sharing and Multi-Party Agreement Discussions

- Further cost sharing and multi-party agreement discussions with Calgary 2026, the Government of Canada, the Government of Alberta, and the Town of Canmore will occur on Thursday, November 8 and Friday, November 9
- The City Secretariat continues to be guided by the Council-endorsed CBEC principles and by the multi-party negotiating framework approved by Council on 2018 September 11

Recommendations

That the 2026 OPWG Assessment Committee receive for information:

1. Calgary 2026's Cultural Olympiad and Draft Hosting Plan Concept updates;
2. the Engagement Advisory Sub-Committee's "What we Heard report"
3. Ernst & Young's Cost-Benefit Analysis; and
4. the City Secretariat's update.



Thank you.

QUESTIONS?