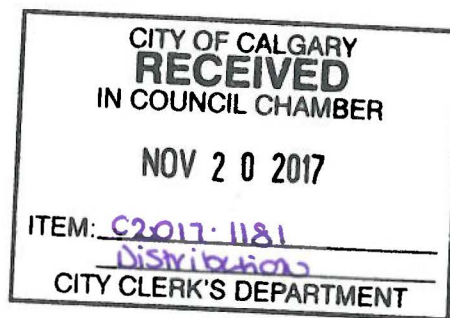


**Christopher R. Overholt**  
Chief Executive Officer and Secretary General  
Chef de la direction et secrétaire général



November 17, 2017

**To: City of Calgary Council Members**  
**Re: Pledge of Support from the Canadian Olympic Committee**

Dear Mayor and Council Members,

For the past 29 years Calgary has shown the world what the Winter Olympics should be, and is the genesis of a journey that changed the country and set a pathway for the Vancouver 2010 Games. Your legacy facilities have built a new generation of Olympic, Paralympic and World Champions that have come to Calgary from across the country to live and train, simply for an opportunity to represent Canada. 57% of the athletes that competed in the Vancouver Olympic Games trained or competed at legacy facilities in Calgary and the Bow Corridor. They over-represented in terms of winning medals for Canada – medals that have and will continue to inspire Canadians to reach their own aspirational goals and be the best they can be. Applauded internationally, your volunteer spirit is considered one of the most robust legacies of the 1988 Olympic Games and your volunteers continue to welcome the world, hosting eight to ten World Cup and World Championship events each winter season.

Most importantly, broad-based community access to your facilities provides grassroots participation opportunities for thousands of young kids that have developed their abilities, learned new sports and have been given every opportunity to excel. Personally, I believe this is the most admirable legacy of Calgary 1988 and serves as a worldwide example of how the benefits of hosting the Olympic Games, if properly planned and deployed, can continue in a meaningful sense long after the flame is extinguished.

I believe that the opportunity in front of you to bid for and win the 2026 Olympic Games is real. I live every day as a part of the International Olympic sport community and based on recent developments, I believe that the global competitive landscape is only evolving in Calgary's favour. Many would suggest that Vancouver had a profound effect on how Canadians see themselves – far beyond the field of play. In the 2010 Vancouver Games, Calgary got a glimpse of what could lie ahead for itself, for the Province and for our Country, should you choose to re-kindle the Olympic flame. The combination of the revisions as provided by Agenda 2020, recently affirmed in the letter from the International Olympic Committee, give us confidence that Calgary will face a cost-effective, fair and just process. The reformed Candidature Process will allow Calgary to develop a Games proposal that suits the City's development goals with less financial, operational and environmental impact.

Calgary is at an historical crossroads in respect to its pivotal role in winter sport within Canada and internationally. The vibrant facility legacy from 1988 will be in need of substantive rejuvenation over the coming years. Hosting the Olympic and Paralympic Winter Games would provide the catalyst and funding to rejuvenate and expand Calgary and the surrounding regions ability to development sport at the community and high-performance level and to expand its hosting capacity and tourism base. Other legacies such as expanded housing for those in need, extensive international promotion, city building and community participation, volunteerism, and reputation enhancement will flow from a well-conceived and delivered project.

Calgary's people have *earned* the well-deserved reputation as outstanding Olympic hosts and we confidently believe that a future Olympic and Paralympic Winter Games in Calgary 2026 would build on the legacy for volunteers, community participants and Canada's athletes that you began over three decades ago.

I humbly offer this letter to clearly outline the Canadian Olympic Committee's (COC) on-going support for the City of Calgary to further inform your decision.

#### **COC Support – Past, Present & Future**

The COC worked closely with the Calgary Bid Exploration Committee (CBEC) and continues to support the City of Calgary, including the following:

- We assembled a Games Task Force, led by Vancouver 2010 CEO John Furlong, and other well-respected and experienced Olympic and Paralympic leaders, to assist CBEC throughout its exploration and share our knowledge of best practices throughout the exploration and master planning process
- We assisted in preparing CBEC's financial estimates by providing in-depth archival files from the pre-bid phase from Vancouver 2010
- We welcomed representatives of CBEC and the City of Calgary into our Board and Session Meetings in 2017 to meet with and present to our membership
- We welcomed and co-ordinated attendance for two City of Calgary representatives to the IOC Session in Lima, Peru in September 2017 to familiarize Calgary with key IOC Members and staff

#### **COC Process to Formally Approve a Canadian City Bid**

Ultimately, the membership of the COC, we call our "Session Members", must vote to approve any Canadian City's bid for an Olympic Games. Accordingly, I am not authorized to provide you with the COC's support. When a straw poll was conducted of our membership in February 2017, 96% of our Session Members indicated they were supportive of a Calgary Bid. Calgary has not yet determined if it will go forward with a Bid, and accordingly the COC's membership has not yet been asked to formally vote on the project. Our understanding is that if you proceed with your Bid evaluation, you plan to ask the COC Session members for their support in April 2018 at our regularly scheduled meeting and we would welcome

that opportunity to more formally become engaged with you through direct participation in a Bid Committee.

**The COC Will Be Your Partner**

I understand that you have performed a comprehensive exploration process, deemed “best in class” by City of Vancouver General Manager, Penny Ballem. The answer to the question of Calgary’s capacity to host the Olympic and Paralympic Winter Games is unequivocally yes.

Should the City of Calgary choose to move forward with its bid for the Olympic and Paralympic Winter Games, and the COC’s Session Members provide their approval, the COC will be your collaborative, on-going and willing partner throughout the bid process with a shared vision of welcoming the world to Calgary 2026.

We are currently exploring best practices with other National Olympic Committees and successful candidate cities. We have planned a tentative visit with LA2028 before the end of this year to address some of the concerns raised by this Council; the COC is prepared to financially support this visit so that select members of the Calgary team can participate affordably and advance their research.

As CEO and Secretary General of the Canadian Olympic Committee, I am offering my continued commitment to remain fully engaged and involved in the process and offer my expertise and experience as you prepare your potential bid. I am also committing to make available our in-house experts and I am open to potential secondment of staff as required to work within the bid exploration after the Olympic Winter Games in February 2018.

I would welcome further discussion with you at any time and thank you again for your consideration.

Sincerely,

A handwritten signature in blue ink, appearing to read "Ch Overholt".

Christopher R. Overholt