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RECOMMENDATIONS

The CBEC board consists of 17 volunteer Alberta citizens from varied backgrounds. We took our mandate of recommending whether Calgary should bid on the 2026 Olympic and Paralympic Winter Games very seriously. We created a rigorous, evidence-based process for pre-bid evaluation. With the help of staff and consultants, we have produced nearly 5,400 pages of detailed analysis and spent thousands of hours on the task.

We asked two separate but inter-related questions:

- 1) Is it feasible for Calgary to host the 2026 Games?
- 2) Is it prudent for Calgary to bid and seek to host the 2026 Games?

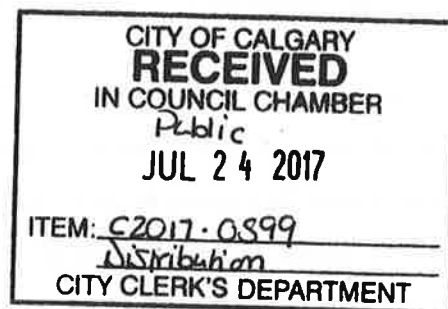
In other words, “can we do it” and “should we do it”?

Is a Calgary bid feasible?

On the question of feasibility, we arrived at an unconditional “yes.” Fourteen key quantitative and qualitative questions were used to objectively assess and define feasibility, and the answer to all those questions is “yes.” We have included the answers and detailed support to these questions in Section 1.0.1.

Is a Calgary bid prudent?

While we believe a Calgary 2026 Games bid is feasible, the question of prudence is quite different. To determine the prudence of a bid, we have operated on the principle that the Games must fit into the City’s and its citizens’ vision for the future. Reaching a decision on prudence is a holistic process, encompassing both an objective and subjective assessment.



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We submitted CBEC's full report on May 31, 2017. Since then, the IOC has publicly stated a commitment to assist Calgary in reducing its cost estimates to bid for, and if successful, host the Games. Additionally, important information regarding bidding considerations and timelines were announced by the IOC on July 11, 2017. This new information and the changes have impacted our ability to reasonably assess prudence and responsibly advise Council.

In order for Council to make a decision on whether to proceed, the detail of these changes and the impact of them on bidding and hosting the Games must be understood.

The IOC's commitment to this meaningful reform was reinforced by remarks of the President of the IOC, Thomas Bach on July 11, 2017:

"In a nutshell, the Candidature Process ... has become too expensive and too onerous for this new political reality."

"We have been asking too much, too soon of the cities."

On June 20, 2017, the IOC responded to our initial estimates with the following:

"We understand that Calgary's estimated budget has been modelled on the experience of Vancouver 2010, and did not benefit from the new approach of organizing the Games, which emphasizes efficiencies and sustainability in the context of a city's long-term planning as a part of the Olympic Agenda 2020 framework."

"While we have not seen the detail of Calgary's draft budget, we remain confident that by working together to refine operational planning, that opportunities exist for significant savings."

CBEC's Recommendations:

Further exploration is required

CBEC believes the potential economic and social benefits of hosting the Games are significant enough to warrant careful consideration of bidding (see Section 1.0.1). We have identified there is an existing coalition of support from the public, as well as from social, cultural and sport organizations. Hosting the Games would galvanize an existing spirit of volunteerism and provide opportunities for a new, more diverse generation of

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Calgarians to get involved. All of this aligns with a vision for a potential Games bid framed around the concept of community.

Given the potential benefits, **we recommend continuing to explore the potential of a bid for the 2026 OPWG.** We believe answering the following questions, in the context of the new information, will address whether or not it is prudent to bid for the Games:

1. **Do the IOC changes make a meaningful difference in CBEC's cost and revenue estimates?** *We need to clarify the IOC's recent comments regarding potential cost reductions and potential for increase in IOC financial support, which as a result may reduce the amount Canadian taxpayers would pay to the direct operating costs of hosting the Games.*
2. **Will governments support and fund the Games?** *In the context of IOC reforms, municipal, provincial and federal governments must agree to support and fund required costs for the Games. We understand the City has limited debt capacity and it would be challenging for the City to incur additional debt with respect to the Games, including the facilities already being contemplated by the City. There must be a financial structure that accommodates the cash flow and debt level constraints of the City. Senior levels of government must also agree to provide the guarantees required by the IOC.*
3. **Can the Games generate a positive return and provide meaningful value to Calgary, Alberta and Canada?** *In light of future discussions with the IOC and changes to the bidding and hosting processes, current financial models will have to be reviewed to ensure positive returns and meaningful value are generated, including legacy benefits, economic development and job-creation.*

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4. **Will there be a new event centre/arena and fieldhouse in Calgary so CBEC's Master Facilities Plan remains relevant?** *A new arena has been identified as a requirement to position Calgary well for a competitive Games bid. A decision over the next few months on both facilities will help focus the MFP for any potential bid.*
5. **Would the Games fit into the future vision for Calgary and region and is there a broad coalition of support for the Games?** *Early public support for bidding for the Games is evident, but needs to be re-evaluated after assessing the impact of the IOC changes. Ongoing transparency and public engagement with communities, including Treaty Seven First Nations, are required to ensure the Games fit into Calgary's vision for itself.*
6. **Is there a valid expectation a bid to host the Games would be successful?** *A comparative evaluation against remaining potential competitor bids should be conducted at the appropriate time. A full assessment of potential bid success, including the risks of bidding or not bidding, cannot be made until the previous five questions have been answered.*

In the event City Council decides to continue its exploration to host the Games, we recommend that City Council direct City Administration, in consultation with CBEC, to develop a plan on how to conduct the next phase of work to determine if the aforementioned conditions can be satisfied and report back to the September 11, 2017 meeting of Council.