

## 2026 WINTER OLYMPIC AND PARALYMPIC BID EXPLORATION UPDATE

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### EXECUTIVE SUMMARY

The purpose of this report is to update Council on Calgary Bid Exploration Committee's (CBEC) work to date and inform Council of how Administration has organized itself to support and respond to CBEC's work. Updated timelines are provided and it is recommended that Council endorse the content and application of Administration's Feasibility Assessment document (Attachment 4) that will guide Administration's review of CBEC's final report.

CBEC's Board has structured a set of subcommittees to assist with focusing their efforts on five critical aspects of the bid exploration, secured the appropriate physical and human resources, and is tracking well to the updated project timelines. CBEC plans to deliver their final report to Administration, allowing sufficient time for review, in advance of Administration's final report to Council by 2016 July. A detailed update of CBEC's progress is contained in Attachment 5.

It is critical that Administration's review and assessment of CBEC's work is objective, balanced and comprehensive with the goal of providing Council with sufficient and accurate information so Council can determine with confidence whether to pursue a bid or not. CBEC has been informed and is clear that their mandate requires a thorough and objective final report, as The City will be evaluating their work on this basis.

Administration's governance model (Attachment 1) is provided to Council for information, which clearly articulates Administration's dual role of providing information to CBEC through a Subject Matter Expert team, and objectively evaluating CBEC's work through a separate Evaluation Team.

Administration's Feasibility Assessment was developed to guide and assist with The City's objective evaluation of CBEC's work and final report prior to making a recommendation to Council. This assessment document provides multiple benefits for CBEC, Administration and Council. An overview of Administration's Feasibility Assessment is provided in Attachment 3 and the full Feasibility Assessment is outlined in Attachment 4.

Administration's Feasibility Assessment provides a comprehensive look at the factors and conditions necessary to inform and evaluate a prospective bid. Essentially, work will be done to obtain a level of understanding of the projected overall costs associated with hosting the Olympic and Paralympic Games (Olympic Games). These costs will then be reviewed against funding sources, and subsequently analyzed against potential benefits.

In preparation for the reports to Council and in leading up to the final report/ recommendation which will be provided no later than 2017 July (current target 2017 June), an updated timeline has been prepared. Preliminary timelines, previously received by Council, were based on the possibility that other Canadian cities expressed interest in a bid. As no other Canadian cities expressed interest, the timelines were amended to allow more time for exploration work to be completed. The updated timeline can be found in Attachment 8.

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**ADMINISTRATION RECOMMENDATION(S)**

That Council:

1. Endorse Administration's Feasibility Assessment (Attachment 4), and provide Administration's Co-Executive Sponsors, the General Manager of Community Services and the Deputy City Manager with the authority to make content changes, unless they are material in nature, in which case changes will be brought back to Council.
2. Receive for information Administration's project governance structure (Attachment 1) and Calgary Bid Exploration Committee's (CBEC) updates (Attachment 5).
3. (a) Direct that Attachment 4 remain confidential pursuant to Sections 23(1)(b), 24(1)(a), 24(1)(g), 25(1)(b) and 25 (1)(c) of the Freedom of Information and Protection of Privacy Act until such time as the International Olympic Committee (IOC) has awarded an Olympic and Paralympic Winter Games (OWPG) to Calgary or until such time as the attachment is no longer relevant to the City's interest in hosting an OWPG or similar event, whichever is later.  
  
(b) Direct that Attachment 7 to the report remain confidential pursuant to Sections 23(1)(b), 24(1)(a), 24(1)(g), 25(1)(b) and 25 (1)(c) of the Freedom of Information and Protection of Privacy Act until such time as the International Olympic Committee (IOC) has awarded the Olympic and Paralympic Winter Games (OWPG) for the year 2026 to a host city or until such time as Council makes a decision not to proceed with a bid for the 2026 OWPG, whichever is sooner.

**PREVIOUS COUNCIL DIRECTION / POLICY**

On 2016 June 20, Council approved the C2016-0537 "CSTA Update" which endorsed a Bid Exploration for the 2026 Olympic and Paralympic Winter Games (OPWG). Council approved the formation and funding for BIDEXCO (\$4.7 million for BIDEXCO work and \$0.3 million for Administration support), for the purpose of carrying out the bid exploration to determine a recommendation regarding the notice of intent to bid for the 2026 OPWG. Through C2016-0537, the General Manager of Community Services has the authority to negotiate and execute the Funding Agreement.

On 2016 September 26, Council adopted the amended deliverables, milestones and timelines outlined in the Attachment 1 of the C2016-0738 report and authorized the General Manager, Community Services to make such further amendments to the deliverables, milestones and timelines as he deems required once the same have been discussed with the Board of Directors for the Calgary Bid Exploration Committee.

On 2016 October 3 (C2016-0810), Council adopted Administration's recommendations: 1) that The City of Calgary assume a controlling interest in Calgary Bid Exploration Committee company; 2) Authorize the General Manager (GM), Community Services to exercise all the powers and voting rights of The City as a shareholder of Calgary Bid Exploration Committee when such action is required subject to the GM; and 3) Authorize the Mayor to execute on behalf of The City all company resolutions and related documents, including a unanimous

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members' agreement, required to establish the appropriate shareholder and governance structure of Calgary Bid Exploration Committee.

### BACKGROUND

Since the last Council update in 2016 October, the Bid Exploration project has successfully transitioned from a preliminary project in a forming and planning phase to a project implementation phase. In order for this transition to occur, CBEC required: staff, office space, office equipment and additional technical expertise. Concurrently, The City required that all corporate governing documents, including a signed funding agreement, be in place for CBEC to be mobilised.

#### *Calgary Bid Exploration Committee's (CBEC) Role and Governance*

CBEC's volunteer board has developed a governance structure which includes five subcommittees: Venues; Security; Finance & Investment; Public Engagement & Community Impact, and; Government & Stakeholder Relations. Each subcommittee has a clear purpose, dedicated board member(s) and assigned staff to deliver on project outcomes. Attachment 2 provides an outline of the subcommittees as described above. Status updates by subcommittee are also provided in Attachment 5.

#### *Project Timelines*

Preliminary project timelines (Reports C2016-0537 and C2016-0738), were based on the possibility that other Canadian cities might express interest in a bid. As no other Canadian cities expressed interest, the timelines were amended by the General Manager, Community Services to allow more time for the exploration work to be completed. Council authorized the General Manager, Community Services to make such amendments to the deliverables, milestones and timelines as he deems required, and as agreed to by CBEC's Board of Directors, at the 2016 meeting of Council (C2016-0738). An updated timeline can be found in Attachment 8.

Administration's reporting timelines for this project have also been provided to Council in previous reports, with Administration updates scheduled in 2017 January, April and by July. Coinciding with these Council reports, CBEC will provide updates to Administration to assist in the preparation of the formal updates to Council.

### INVESTIGATION: ALTERNATIVES AND ANALYSIS

#### *City's Administration Role and Governance*

With an objective assessment as a top priority, Administration undertook the development of a governance model that promotes City objectivity by clearly separating Administration's dual role of providing information to the Calgary Bid Exploration Committee (CBEC) and evaluating CBEC's work.

With this in mind, a "quality assurance" governance model has been established by Administration. The governance model accommodates for the tight timelines and project needs by involving Administration regularly to allow for a review along the way rather than only at the end. This structure also provides the opportunity to address key risks and challenges as they arise. This approach allows Administration to manage the delicate balance of necessary support to CBEC while maintaining an objective position to analyse CBEC's work.

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The quality assurance governance model also promotes transparency of decision-making to key stakeholders and confidence to Council that the bid exploration objectives have been met to Administration's satisfaction. This approach allows for Administration to interact with CBEC in a way that permits Administration's review of CBEC's deliverables during the project's implementation and a final assessment at the end. Administration's quality assurance governance model will constitute the following:

- Regular attention to core review activities including overall governance, risk and issues management, change management, and communications
- An assessment of the thoroughness and accuracy of the deliverables from CBEC during the project implementation, not only at the end.
- An experienced team that provides independent advice based on an impartial view, and not influenced by vendors or suppliers.
- The ability to mitigate risk proactively or address issues as they arise.

To convey the quality assurance governance model, Administration developed a governance structure as it relates to the CBEC (Attachment 1).

### *City Administration's Feasibility Assessment*

Administration will complete an independent analysis of CBEC's work and provide a recommendation to Council to obtain a decision as to whether The City should proceed with a bid or not. With this in mind, Administration's Bid Exploration Project Team has developed an Administration Feasibility Assessment document to guide and assist with the evaluation of CBEC's final report. Administration is seeking Council's approval of both the document and its application for this purpose. An overview of Administration's Feasibility Assessment is provided in Attachment 3 and Administration's complete Feasibility Assessment is outlined in Attachment 4. Administration's Feasibility Assessment provides multiple benefits for Council, Administration and CBEC.

The benefits of Administration's Feasibility Assessment include:

- An outline of the scope and associated deliverables for Calgary Bid Exploration Committee's Final Report;
- An analysis tool for those completing the assessment, i.e. Evaluation Team, Administrative Leadership Team and Council;
- Documentation of the necessary information to complete a comprehensive and balanced feasibility assessment for a recommendation to Council;
- Increased objectivity and transparency; and
- An opportunity to effectively communicate and manage expectations for CBEC, Administration and Council.

To realize the benefits, Administration's Feasibility Assessment has been developed to include the following five groupings which are detailed in Attachment 4:

- 1) Facilities & Infrastructure Studies and Operations & Security Studies;
- 2) Funding Sources;
- 3) Economic and Social Benefit;
- 4) Summary of Findings and Recommendation; and
- 5) Making the Bid Decision.

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Administration's Feasibility Assessment provides a comprehensive look at the factors and conditions necessary to inform a prospective bid. Essentially, work will be done to obtain a level of understanding of the overall costs associated with hosting the Olympic Games. These costs will then be reviewed against funding sources, and finally analyzed against potential benefits.

### **Stakeholder Engagement, Research and Communication**

An Olympic bid may deliver on many of the desired outcomes outlined in The City's strategic plans and Council priorities (see Strategic Alignment section below). Considerable public engagement helped inform the design of these plans and priorities, and a potential Olympic bid will need to align with the outcomes Calgarians have envisioned for our city.

To solicit further input regarding a potential Olympic bid from residents in Calgary and the Bow River Corridor, as well as key stakeholders, Calgary Bid Exploration Committee is planning public and stakeholder engagement. Specific methods for obtaining public feedback are being finalized.

### **Strategic Alignment**

As previously mentioned in the 2016 October report (C2016-0810), there is great alignment between The City's projects, policies and long range planning documents; therefore, it is logical for The City to explore an Olympic bid as one potential strategy to shape the city Calgarians have envisioned.

Citizen input was a key component to our long range planning documents such as the Municipal Development Plan, imagineCALGARY, Sustainability Direction 2020, Route Ahead and the Recreation Master Plan to name a few. The likelihood that the development of a Winter Olympic and Paralympic Bid, or winning a Winter Olympic and Paralympic Bid will deliver on our long range goals for Calgary will be thoughtfully considered as a part of Administration's review and analysis of Calgary Bid Exploration Committee's (CBEC) work and is a component of Administration's Feasibility Assessment document.

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

Both the triple bottom line perspective and the potential of a long term legacy will be critical to determining the value of pursuing a bid or not, therefore, it is important for CBEC to consider the economic and social benefits and impacts prior to, during, and post 2026 Olympic and Paralympic Winter Games. As such, the social and economic benefit is an essential component of Administration's Feasibility Assessment document that will be used to assess CBEC's final report.

### **Financial Capacity**

#### **Current and Future Operating Budget**

Council approved an operating budget of up to \$5 million to explore a bid exploration for the 2026 Olympic and Paralympic Winter Games. Tourism Calgary / Calgary Sport Tourism Authority created a preliminary operating budget for the execution of the work required; the preliminary budget has recently been revised by CBEC now that project planning is complete. The high-level budget is outlined in Attachment 6. A detailed budget was also provided to Administration by CBEC (Attachment 7).

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CBEC has been successful in securing in-kind donations in the form of services, space and equipment. At this time no alternate funds have been raised. CBEC is diligently working to deliver the project on budget.

### Current and Future Capital Budget

There are no capital budget implications associated with this report.

### Risk Assessment

The development and subsequent implementation of Administration's Feasibility Assessment helps to mitigate the risk of differing expectations from various stakeholders. The Feasibility Assessment provides clear project parameters/ scope and outlines the information to be produced by CBEC. In addition, CBEC has been informed and is clear on their mandate to provide a thorough and objective final report to Administration.

Tight timelines continue to be one of the greatest challenges that will impact the scope of the work and level of detail of CBEC's bid exploration project. By providing CBEC the criteria that Administration will use to assess the Committee's work, CBEC will have an understanding of The City's expectations which will in turn, guide their work. The criteria outlined in Administration's Feasibility Assessment document will support CBEC by refining their project scope to better meet the project's objectives within tight timelines.

Additional risk includes the challenge to promote transparency of the project while maintaining Calgary's competitive advantage now and in the future. Based on this notion, it is not recommended that the identified report attachments be shared in their entirety with the public. Sharing this information could compromise Calgary's competitive advantage if it's concluded that Calgary will proceed to the bid process. To manage this risk, it is critical the project has a strong public communications plan outlining expectations, deliverables and clear messaging that, at this stage, the project is an exploration rather than a bid, while providing citizens with as much information as can be shared publicly.

### REASON FOR RECOMMENDATIONS:

Recommendations in this report help towards the overall goal of an objective, balanced and comprehensive recommendation from Administration to Council.

The Administration's Feasibility Assessment outlines the criteria that Administration's Evaluation Team and the Administrative Leadership Team will apply against CBEC's final report to inform their recommendation to Council. The assessment document also provides a tool for Council to inform their decision making process as to whether or not it is feasible to potentially host the 2026 Olympic and Paralympic Winter Games, and also if it would be prudent to bid for these games.

Recommendation 1 in this report renders Council's endorsement of Administration's Feasibility Assessment as the planning, guiding and assessment tool for CBEC's work.

In 2016 June, Council directed the GM of Community Services to update Council on the status of Calgary Bid Exploration Committee's work on a quarterly basis. These updates serve to keep Council engaged, provide the opportunity for project course corrections and help keep the public

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informed.

Council's direction to maintain confidentiality with the specified attachments enables the release of as much information to the public as possible, without compromising Calgary's competitive advantage in hosting large scale sporting events now and in the future.

**Attachments**

1. Calgary Bid Exploration Committee and City of Calgary Governance
2. Calgary Bid Exploration Governance and Oversight
3. Overview of Administration's Feasibility Assessment
4. Administration's Feasibility Assessment for Calgary Bid Exploration's Work
5. Calgary Bid Exploration Committee Updates by Subcommittee
6. Calgary Bid Exploration Committee Refined Budget
7. Calgary Bid Exploration Budget
8. Revised Timelines, Deliverables, Associated Off-Ramps and Release of Funds

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