

**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.



Approval(s): Hanson, Kurt concurs with this report. Author: Romero, Augusto

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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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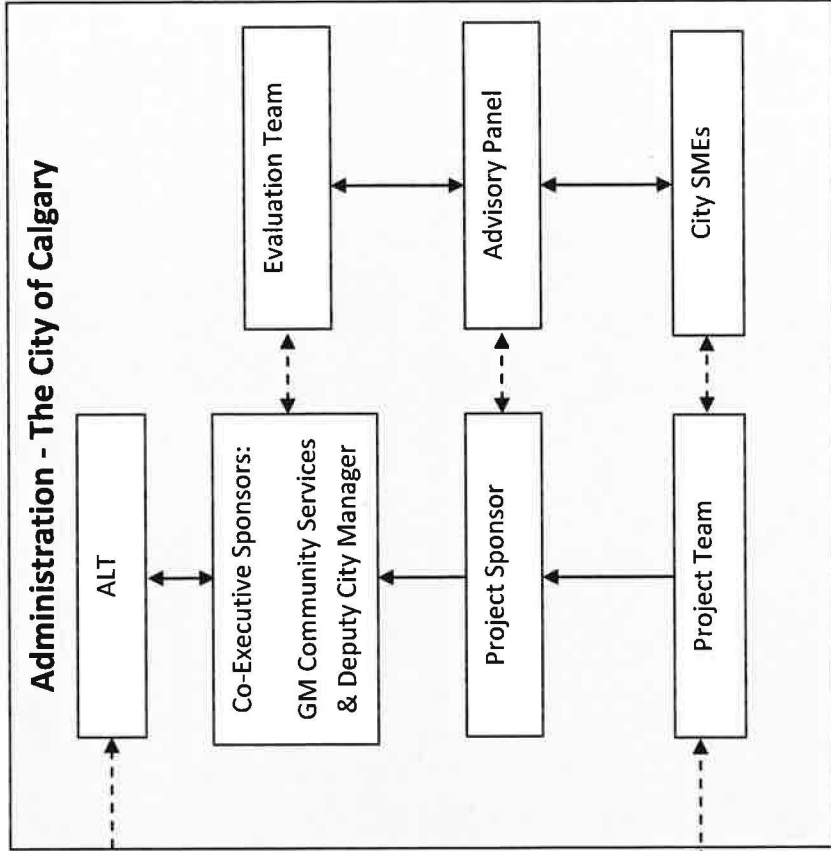
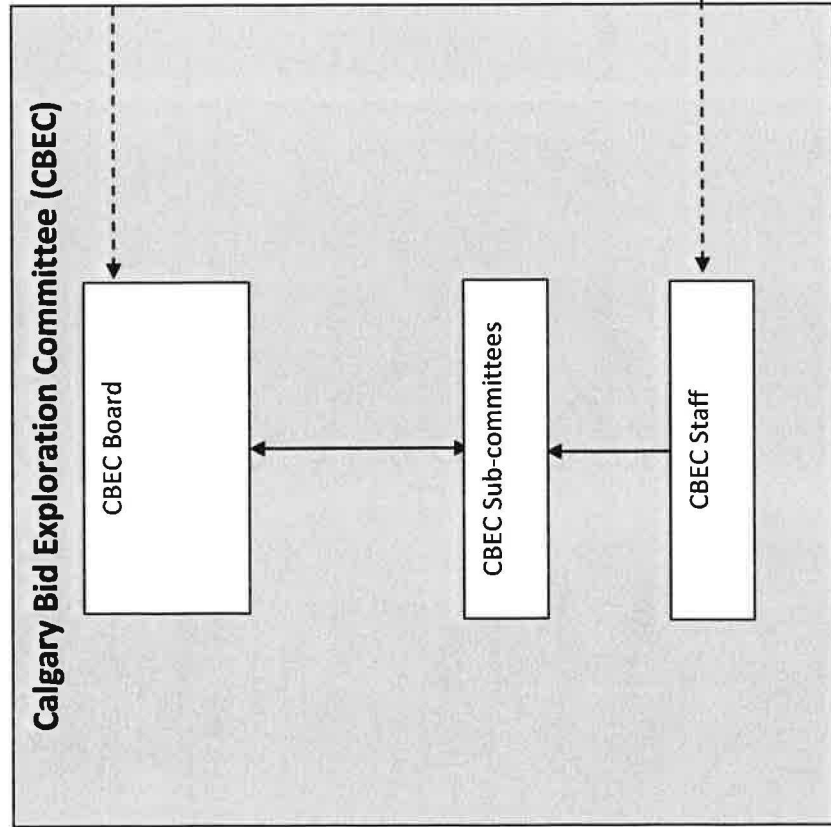
informed.

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

# Calgary Bid Exploration Committee and City of Calgary Governance





## CBEC Board Governance and Oversight

**MISSION:** To objectively recommend to City Council whether or not there is merit for Calgary to submit a bid to the COC/IOC to host the 2026 OPWG

### Vision – (to be developed through the work of the working groups) Why (Not) Bid?

Mandate (This sub-committee will do what?)	Venues (Master Venues/ Facilities Plan)	Security	Finance & Investment	Public Engagement and Com- munity Impact	Government & Stakeholder Relations
<b>Committee Members:</b>	<ul style="list-style-type: none"> <li>• Gene Edworthy (Chair)</li> <li>• Dale Henwood</li> <li>• Beckie Scott</li> <li>• Sheila McIntosh</li> </ul>	<ul style="list-style-type: none"> <li>• Rick Hanson (Chair)</li> <li>• Irfhan Rawji</li> <li>• Maureen Killoran</li> <li>• Allan Hargreaves</li> </ul>	<ul style="list-style-type: none"> <li>• Irfhan Rawji (Chair)</li> <li>• Chris Lee</li> <li>• Scott Thon</li> <li>• Rod McKay</li> </ul>	<ul style="list-style-type: none"> <li>• Karen Ball (Chair)</li> <li>• Patti Pon</li> <li>• Patrick Jarvis</li> <li>• Rod McKay</li> </ul>	<ul style="list-style-type: none"> <li>• Laurie Stretch (Chair)</li> <li>• Sue Riddell Rose</li> <li>• Wilton Littlechild</li> <li>• Scott Thon</li> <li>• Catriona Le May Doan</li> </ul>
	<p>Developed concept and feasibility plans for sports venues, villages, accommodations, media facilities, transportation, support and training facilities including cost evaluation and funding/financing options.</p>	<p>Examine/support the development of security requirements plans/logistics and for sports venues, villages, accommodations, media facilities, transportation, support and training facilities including cost evaluation and funding/financing options.</p>	<p>Examine the Business Case for hosting the 2026 OPWG and support the development of a prospective Business Plan focusing on the net economic impact, both short and long term, resulting from the construction, staging and operations associated with bidding and hosting the Games.</p>	<p>Examine the impact on communities through stakeholder and public engagement - locally, provincially and nationally of bidding and hosting the 2026 OPWG</p> <p>Review the short term and long term impacts and opportunities from social, environmental, cultural and economic perspective.</p>	<p>Identify all impacted groups (outside of governments), support engagement of those groups to determine issues and level of support for a bid, strategies to garner support.</p> <p>In collaboration with The City of Calgary (per the Funding Agreement) gauge the level of commitment of the Canadian Olympic Committee, the Government of Alberta and the Government of Canada to support a Calgary bid and any associated conditions.</p>

Note: CBEC also has an ad hoc sub-committee of the Stakeholder committee called COC/IOC Relations, which has the following members: Patrick Jarvis (Chair), Beckie Scott, Gene Edworthy, Dale Henwood and Catriona Le May Doan.

### Overview of Administration's Feasibility Assessment

Suite of Events		Specifications & Metrics	For Calgary and Canmore / Bow Valley			
Facilities & Operations		Concept Plans & Functional Programs	Costs	Funding	Economic Value	Social Value
Sports Facilities & Venues		Existing, Upgrades & New				
Housing						
Broadcast/Media						
Transportation						
Games Operations						
Security Operations						
<b>4</b> Summary of Findings		Net worth to Calgary if Games were awarded.				
Recommendation		Economic + Social Value is $\geq$ City's Net Investment.				
<b>5</b> Making the Bid		The cost of bidding against the expected value of winning.				

**Administration's Feasibility Assessment  
For Calgary Bid Exploration's Work**

Section 1		Describe the Games & Vision for Hosting the Games
1.1	Project Scope	<p>Description of Games:</p> <ul style="list-style-type: none"> <li>• Suite of events contemplated meeting IOC &amp; IPC standards;</li> <li>• # of athletes, support staff, officials, sponsors and their needs;</li> <li>• outline of all venues required &amp; where;</li> <li>• attendance projections.</li> </ul>
1.2	Reason & Timing	<p>What is the central vision for the Games?</p> <ul style="list-style-type: none"> <li>• Outline the key areas that would affect Calgary, Alberta, and Canada</li> <li>• How will hosting the Games align with City objectives and plans, including its 'city-shaping' impact? (See 2.1)</li> <li>• Economic &amp; social impacts (leading to, during, and legacy); reputational and international profile; leveraging other investments.</li> </ul> <p>Why is it important for this bid to be contemplated now?</p> <ul style="list-style-type: none"> <li>• Opportunity/benefits &amp; timing</li> <li>• Re-state high-level schedule from now to hosting (Table or Diagram)</li> </ul>
Section 2		Public Engagement & Community Impact
2.1	Alignment with Council Priorities and with City of Calgary plans, strategies, and policies.	<p>Alignment with Council Priorities for 2015-2018 in the following ways:</p> <ul style="list-style-type: none"> <li>• P2 Advance purposeful economic diversification and growth.</li> <li>• P3 Support civic, business and community partners, business investment areas, to collaborate and attract local and global investment.</li> <li>• P5 Seek out partnerships with other governments and community partners to achieve community well-being.</li> <li>• W2 Be as efficient and effective as possible, reducing costs and focusing on value for money.</li> </ul> <p>Align to specific tactics in the Economic Strategy for Calgary's strategy one, <i>Tell Calgary's unique and compelling story with one voice</i> and strategy two, <i>Build and promote Calgary as a city to live a creative, active life</i>, as outlined below:</p> <ul style="list-style-type: none"> <li>• Support the investigation of convention space needs</li> <li>• Support sport and sport tourism development</li> <li>• Support efforts to increase hotel rooms in the Centre City</li> <li>• Promote Calgary as a destination for national and international sporting events</li> <li>• Attract and leverage world class events and festivals</li> <li>• Redefine western values to focus on Calgary's spirit of neighbours helping neighbours, welcoming newcomers and a 'can-do' attitude</li> </ul> <p>Alignment with the Civic Sport Policy; Festival and Events Policy, Calgary's Civic Arts Policy, Cultural Plan for Calgary, Poverty Reduction Strategy and Capital Plan objectives; Recreation Master Plan; Centre City Plan vision and principles; Sustainability Direction 2020 objective; Calgary Economic Development Strategy areas of focus; Municipal Development Plan objectives; imagineCalgary targets; and</p>

**Administration's Feasibility Assessment  
 For Calgary Bid Exploration's Work**

		the International Olympic Committee Agenda 2020 recommendations; and the Municipal Naming Rights Policy.
<b>2.2</b>	Public Perspective	<p>Engagement methods &amp; targets.          Public expectations re:</p> <ul style="list-style-type: none"> <li>• Acceptable cost</li> <li>• Economic impact &amp; how measured</li> <li>• Acceptable risk</li> <li>• Acceptable disruption to life as usual (including impacts to regular City services)</li> <li>• Legacy: City reputation/brand; public access; ongoing costs &amp; benefits</li> <li>• Environmental impacts</li> <li>• Cultural &amp; educational events &amp; benefits</li> </ul>
<b>2.3</b>	CBEC's Perspective & Assessment	<ul style="list-style-type: none"> <li>• How bidding &amp; hosting might build a desirable reputation for Calgary &amp; Region;</li> <li>• How would it position Calgary for future winter sport (local, regional, provincial, national, international);</li> <li>• How would it fit with high performance training;</li> <li>• How would it maintain, improve &amp; sustain existing facilities;</li> <li>• Identify associated cultural impacts.</li> </ul>

**Administration's Feasibility Assessment  
For Calgary Bid Exploration's Work**

Section 3		Governments & Stakeholders
3.1	Scope of Analysis	Persons or groups specifically impacted by prospective hosting
3.2	Requirements & Process	Engagement approach & priority; determine level of interest; assess prospective impact; understand stakeholder position; map results to quantify level & nature of impact
3.3	Government Stakeholders	<ul style="list-style-type: none"> <li>• City of Calgary (Mayor &amp; Councillors; ALT)</li> <li>• Alberta (Applicable Ministries; other Calgary Ministers; Calgary Caucuses)</li> <li>• Canada (Applicable Ministries; other Calgary Ministers; Calgary Caucuses)</li> <li>• Town of Canmore</li> <li>• Town of Banff</li> <li>• Town of Lake Louise</li> <li>• Tsuu T'ina Nation</li> <li>• Treaty 7 Nations</li> <li>• Other Municipalities: Edmonton; Vancouver; Whistler</li> </ul>
3.4	Non-Government	<ul style="list-style-type: none"> <li>• COC-Exec; COC; IOC</li> <li>• Calgary Stampede &amp; Exhibition</li> <li>• University of Calgary</li> <li>• Southern Alberta Institute of Technology</li> <li>• Mount Royal University</li> <li>• Winsport</li> <li>• Calgary Sports &amp; Entertainment</li> <li>• Canmore Nordic Centre</li> <li>• Banff Centre</li> <li>• Nakiska Mountain Resort</li> <li>• Lake Louise Ski Resort (Resorts of the Canadian Rockies)</li> <li>• International Sports Federations</li> <li>• National Sports Organizations (Olympic Winter Sports)</li> <li>• Calgary Sports Tourism Authority; Tourism Calgary;</li> <li>• Sport Calgary; Calgary Amateur Sports Organizations</li> <li>• National Sports Organizations (Own the Podium)</li> <li>• National Hockey League</li> <li>• Aboriginal Sports Circle</li> <li>• Truth &amp; Reconciliation Commission</li> <li>• Calgary Economic Development</li> <li>• Calgary Chamber of Commerce</li> <li>• Business Investment Areas</li> <li>• Calgary Arts Development Authority</li> <li>• Calgary Board of Education;</li> <li>• Calgary Catholic School District</li> <li>• Other</li> </ul>

**Administration's Feasibility Assessment  
For Calgary Bid Exploration's Work**

Section 4		Describe the Facilities & Infrastructure needed to host the Games			
4.1	Sports Venues	<ul style="list-style-type: none"> <li>Inventory the sport, housing, media &amp; cultural requirements, activities &amp; events currently in OPWG &amp; foreseeable to 2026;</li> <li>Assess fit for purpose and conformance to requirements for all existing/available venues, and produce a gap analysis;</li> <li>Identify new facilities to close the gap.</li> </ul>			
	Facilities	Calgary	Canmore	Bow Valley	
	Existing				
	Upgrades				
	New				
4.2	Athletes' Villages	Athletes & support	Olympic officials	Media	Other
	Calgary				
	Canmore / Bow Valley				
4.3	Media Facilities & Broadcasting	Stand-alone media facilities that are not already included in the 4.1 Sports Venues, and 4.2 Athletes' Villages.			
4.4	Ancillary Facilities	Identify facilities not otherwise included in the 4.1 Sports Venues or 4.2 Athletes' Villages: medical services / health facilities; sports medicine; practice facilities; etc.			
4.5	Celebratory Venues	<ul style="list-style-type: none"> <li>In Calgary <ul style="list-style-type: none"> <li>Comment on use of Olympic Plaza &amp; its potential re-development</li> </ul> </li> <li>In Canmore / Bow Valley</li> </ul>			
4.6	Arts & Culture	Identify specific cultural activities and associated facilities. Identify potential arts & culture facilities throughout Calgary & the Bow Valley that could support hosting aspects of the Games, and show how they could be used.			
4.7	Land for any new site above	Site selection analysis, including land-use, anticipated development permit constraints, accessibility, adjacent uses, cost, etc.			
4.8	Hospitality	Hotel capacity against: tourism projections; plus Olympic needs not met in 4.2.			
4.9	Transportation	<ul style="list-style-type: none"> <li>Identify incremental transportation infrastructure requirements from staging the Games.<sup>1</sup> <ul style="list-style-type: none"> <li>E.g., 24<sup>th</sup> Ave &amp; Crowchild Trail</li> </ul> </li> <li>Green Line (impact of): <ul style="list-style-type: none"> <li>On attendance @ downtown events, the Oval, Max Bell, etc.</li> <li>Provincial funding allocation for Green Line may compete with OPWG</li> </ul> </li> </ul>			
4.10	Telecomm / Broadcasting	Identify incremental telecomm and server requirements associated with social media & broadcasting the Games.			
4.11	Construction Schedule	Feasibility: upgrade & construct new facilities in time for operations within the '2019-to-Feb 2026' window (7 years).			

<sup>1</sup> With input from The City's Transportation Infrastructure Planning team  
C2017 – 0097 Olympic Bid Exploration Update Attachment 4  
ISC: CONFIDENTIAL

Administration's Feasibility Assessment  
For Calgary Bid Exploration's Work

Section 5		Capital Costs Summary			
5.1	Sports Facilities	Calgary	Canmore	Bow Valley	Totals
	Existing <sup>2</sup>				
	Upgrades				
	New				
	Land				
	Temporary				
	<b>Sub-Total</b>				
5.2	Athletes' Villages				
5.3	Other Infrastructure				
	Media				
	Hospitality				
	<b>Sub-Total</b>				
5.3	<b>Total Capital Costs</b>				
5.4	Costing methodology	Costing assumptions including: +/-% variance; consulting, project management, & administrative costs; contingencies; etc.			
Section 6		Enduring Use & Operational Sustainability of Facilities After the Games			
6.1	Overall	Legacy usage of all sports, housing, and other facilities after the Games over a specified time horizon ('N' years).			
6.2	<b>New/upgraded facilities</b> <ul style="list-style-type: none"> <li>• Calgary</li> <li>• Canmore</li> <li>• Bow Valley</li> </ul>	<ul style="list-style-type: none"> <li>• Overview of the projected usage, and the operating costs &amp; revenues for the <b>new</b> Calgary facilities after the Games, over the next 'N' years.</li> <li>• Similar for <b>major upgrades</b></li> <li>• Does the incremental investment (new &amp; upgrades) provide sufficient long-term return?</li> <li>• If not projected to be fully sustainable, how much ongoing financial commitment by The City over 'N' future years?</li> </ul>			

<sup>2</sup> Incremental costs to 'spruce up' or 'fit out' existing facilities to 2016 IOC standards.  
C2017 – 0097 Olympic Bid Exploration Update Attachment 4  
ISC: CONFIDENTIAL

**Administration's Feasibility Assessment  
For Calgary Bid Exploration's Work**

Section 7		Intersecting Stakeholders
Groups & organizations that would be impacted by or would have an impact on the Games, and associated programs & infrastructure.		
7.1	Tsuu T'ina Nation	<ul style="list-style-type: none"> <li>Investigate plans for a 5,000 seat arena (TBC)</li> </ul>
7.2	University of Calgary	<ul style="list-style-type: none"> <li>Olympic Oval</li> <li>Student housing</li> <li>Land adjacent to McMahon Stadium</li> </ul>
7.3	McMahon Stadium	<ul style="list-style-type: none"> <li>Opening &amp; Closing Ceremonies</li> <li>Refurbishment</li> <li>Adjacent land</li> </ul>
7.4	City of Calgary	<ul style="list-style-type: none"> <li>Field House near McMahon Stadium (TBC)</li> </ul>
7.5	Calgary Sports & Entertainment	New arena (TBC)
7.6	Stampede Park	<ul style="list-style-type: none"> <li>Calgary Stampede Master Plan               <ul style="list-style-type: none"> <li>Entertainment Zone</li> <li>Exhibition Zone (BMO expansion)</li> <li>Heritage Zone</li> <li>Transit Oriented Development</li> </ul> </li> </ul>
7.7	CMLC	Rivers District for Victoria & Stampede Park Master Development Plan(s), including associated Transit-oriented Development
7.8	Olympic Plaza / Cultural District	<ul style="list-style-type: none"> <li>Civic District Public Realm Strategy               <ul style="list-style-type: none"> <li>Redevelopment of Olympic Plaza</li> </ul> </li> </ul>
7.9	Arts Commons	<ul style="list-style-type: none"> <li>Arts Commons North (new theatre) &amp; Arts Commons South renovations               <ul style="list-style-type: none"> <li>Potential residential tower</li> </ul> </li> </ul>
7.10	Green Line	<ul style="list-style-type: none"> <li>Downtown &amp; Victoria Park / Stampede Park stations</li> <li>Connections to Olympic Oval, U of C, &amp; Max Bell</li> </ul>
7.11	Canmore	<ul style="list-style-type: none"> <li>Nordic Centre</li> <li>Athletes' Village / Housing</li> <li>Transit line to Calgary (see Banff media item)</li> </ul>
7.12	Banff	<ul style="list-style-type: none"> <li>Any Olympic-related amenities</li> <li>Transit from Calgary to Bow Valley using existing CPR line</li> </ul>
7.13	Lake Louise	<ul style="list-style-type: none"> <li>Any Olympic-related amenities</li> </ul>
7.14	Nakiska	<ul style="list-style-type: none"> <li>Any Olympic-related amenities</li> </ul>



**Administration's Feasibility Assessment  
For Calgary Bid Exploration's Work**

Section 8		Capital Funding (Jointly developed between CBEC & City)
8.1	City of Calgary	City's planned investments in affordable housing, specific sports facilities, Olympic Plaza re-development, arts & culture, transportation, etc.
		<b>City's net new investment required</b> , based on prospective investments from others.
8.2	Alberta	Overall share is preferred strategy; consider specific or targeted investments
8.3	Canada	Overall share is preferred strategy; consider specific or targeted investments
8.4	Calgary-based Investors	Other Calgary investors, e.g., Calgary Stampede, Calgary Sports & Entertainment, the Universities, etc.
8.5	Private Developers	'Games-related' housing or other facilities that could be sold off / rented in future? Modular housing?
	Summary	Summary table for this Section
Section 9		Games Operations: Costs & Funding
9.1	Overview	Overview of how Olympics 'operations' works: IOC, Sponsors, etc.
9.2	Operating Costs	Breakdown by cost category
9.3	Funding Sources	<ul style="list-style-type: none"> <li>Breakdown by funding source</li> <li>Markets for broadcasters</li> </ul>
9.4	Existing Capacity	Factor existing operational capacity & experience in Calgary, Canmore / Bow Valley, and associated 'cost avoidance' if any.
9.5	Volunteers	Identify extent to which volunteers could offset operating costs
9.6	Net City costs	<b>Net Games operating costs for City of Calgary</b> (excluding Security, & net of provincial / federal support)
9.7	Net Canmore / Bow Valley	Net Games operating costs for Canmore / Bow Valley (excluding Security, & net of provincial / federal support)
Section 10		Security: Costs & Funding
10.1	Requirements	Overview of security risks & mitigation measures; security management philosophy & framework.
10.2	Costs	Cost estimates by categories: Calgary (+/-% estimate range)
10.3	Enduring Benefits	Operational / learning benefit for security forces in Calgary & region after the games
		Re-state the aggregate capital costs for security infrastructure How much of this <b>infrastructure</b> has enduring benefit after the Games?
10.4	Canmore / Bow Valley	(Repeat for Canmore / Bow Valley) Overview of risks, mitigation measures & costs
Section 11		Incremental Operational Costs to The City for Hosting the Games (To be developed by The City)

**Administration's Feasibility Assessment  
For Calgary Bid Exploration's Work**

<b>11.1</b>	Olympics Secretariat	<ul style="list-style-type: none"> <li>• Planning &amp; coordinating Host-city obligations with the Calgary organizing committee for the Olympics</li> </ul>
<b>11.2</b>	Planning & related	<ul style="list-style-type: none"> <li>• Planning for transportation, emergency, and additional City services beyond what's provided for the games (e.g., sanitation; snow removal; etc.);</li> <li>• Phasing / re-scheduling land-use planning &amp; permitting of construction;</li> <li>• Permitting of temporary facilities;</li> <li>• Community inclusion planning;</li> <li>• Legislative changes (Calgary organizing committee for the Olympics Charter, and any Bylaw affected by the Olympics)</li> </ul>
<b>11.3</b>	Increments to normal services	<ul style="list-style-type: none"> <li>• Transportation impacts on citizens (Transportation Planning)</li> <li>• Snow removal &amp; any road closures / diversions (Roads)</li> <li>• EMS (in addition to what is contemplated under Olympics Operations – Section 9)</li> <li>• CoC Communications (in addition to 11.4)</li> <li>• Etc. <ul style="list-style-type: none"> <li>○ Estimate of staff &amp; other costs to deliver these services</li> </ul> </li> </ul>
<b>11.4</b>	Promotion & tourism	<ul style="list-style-type: none"> <li>• Direct City of Calgary investments in promoting The City and the Games (before &amp; during Olympics)</li> </ul>
<b>11.5</b>	Culture & Public Art	<ul style="list-style-type: none"> <li>• Cultural Olympiad or City-funded cultural events associated with the Olympics</li> </ul>
<b>11.6</b>	Travel & learning	<ul style="list-style-type: none"> <li>• Pre-games travel by City officials to other Games to observe and learn impacts to municipal services</li> </ul>
<b>11.7</b>	Records & IT	<ul style="list-style-type: none"> <li>• Costs to record and archive materials, photos, videos for City use</li> <li>• IT support for Section 11</li> </ul>
<b>11.8</b>	Contingency	<ul style="list-style-type: none"> <li>• Budget allocation to cover unforeseen City services</li> </ul>
<b>Section 12</b>		<b>Other Government Services &amp; Programs</b>
<b>12.1</b>	Alberta	Based on the Vancouver Games, neighbouring province(s) and the Canadian Government invested in tourism advertising linked to the Games. Provide applicable detail.
<b>12.2</b>	Canada	Same
<b>12.3</b>	Canmore / Bow Valley	Same
<b>12.4</b>	Other Canadian Provinces	Same

**Administration's Feasibility Assessment  
For Calgary Bid Exploration's Work**

Section 13		Economic Benefits
13.1	<b>Capital</b> (up to, during; & after the games)	<ul style="list-style-type: none"> <li>• Direct investments and income transfers to local, regional, national markets</li> <li>• Labor force impacts and how to meaningfully represent these figures.</li> <li>• Indirect economic impacts (multipliers) to local, regional &amp; national economies</li> <li>• Long-term utility of the facilities / housing units after the games</li> </ul>
13.2	<b>Operational</b> (spending during Games)	<ul style="list-style-type: none"> <li>• Operational spending; games attendance income; tourism income; etc. impacting local, regional &amp; national economies</li> <li>• Indirect economic impacts (multipliers) to local, regional &amp; national economies</li> <li>• Induced economic impacts (exposure &amp; potential for attracting future investment)</li> </ul>
13.3	Long-term investment attraction	<ul style="list-style-type: none"> <li>• Projections on attracting business &amp; development to Calgary, Canmore / Bow Valley, and Alberta, as a result of having hosted the Games (over 'N' years).</li> <li>• The value of 'optimism' as a lead-up to the Olympics.</li> </ul>
Section 14		Social Benefits
14.1	Olympic ideals	Olympic ideals; national/civic pride; inclusivity/mutual understanding ideals fostered through hosting Games; etc.
14.2	Sports development	Ongoing sports development, including population health benefits of active / sports participation and physical activity.
14.3	Culture	Cultural showcasing; Cultural Olympiads.
14.4	Reputational	What does hosting an Olympic Games do for the brand and reputation of a city?
14.5	Other	Additional aspects through stakeholder engagement
14.6	City aspirations	Overall alignment with Council Priorities & The City's various plans & directions
Section 15		Environmental Considerations & Benefits
15.1	Calgary	Environmental sustainability in infrastructure development (Sustainable Building Policy); legacy use; etc.
15.2	Canmore / Bow Valley	Environmental sustainability in infrastructure development; legacy use; etc.
15.3	Transportation	Clean transportation during Games
15.4	Other	
Section 16		Legal and Statutory Aspects to Hosting the Games
16.1	IOC	IOC requirements. What binds The City contractually, when, and in what amount? (Table of Stage-Gates)
16.2	Clean Games	Anti-doping measures / constraints / standards
16.3	Procurement	Procurement standards / plan
16.4	Risk	Risk analysis and mitigation plan

**Administration's Feasibility Assessment  
For Calgary Bid Exploration's Work**

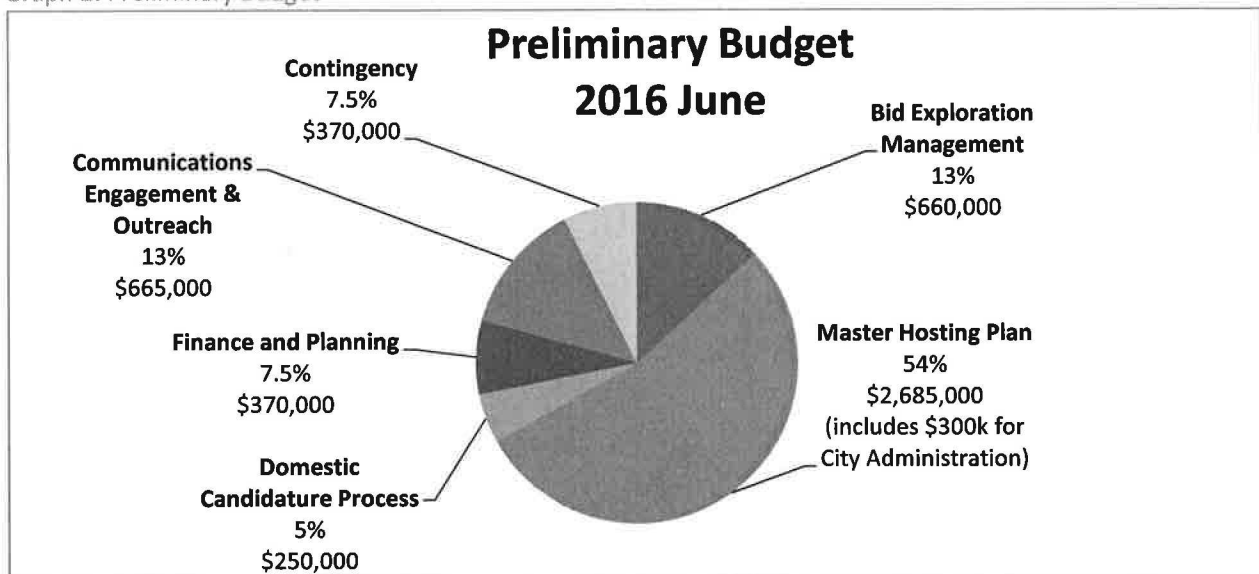
Section 17		Recommendation on whether to proceed with a bid or not
17.1	Re-cap net investments by The City & other investors	
17.2	Identify competing investment pressures among the 3 orders of government	
17.3	Net economic & social benefit to the city & region (including leveraged investments). In return for '\$X' City investment, there is 'Y' value (economic & social).	
17.4	Recommendation	CBEC's recommendation on whether to proceed with a bid or not: <b><i>The net value and affordability of hosting the Games, based on the assumption that a bid is successful.</i></b>
17.5	The benefits of this study should a bid not be pursued	
Section 18		The risk of making a bid
18.1	Cost	Cost breakdown for a bid submission
18.2	Funding	<ul style="list-style-type: none"> <li>• Sources of funding for a bid submission</li> <li>• The City's share</li> </ul>
18.3	Probability analysis	<ul style="list-style-type: none"> <li>• broadcast &amp; advertising markets;</li> <li>• historical tracking of awards;</li> <li>• expected / known competition for the 2016 Winter Games;</li> <li>• expert input</li> </ul>
18.4	Benefit even if unsuccessful	Summarize the benefits of a bid even if it fails Would the international exposure created by an Olympic Bid create enough positive exposure to justify a bid even if it didn't win?
18.5	Net Risk / Benefit Analysis	This component represents the <b>expected value</b> of bidding. The calculus is based on the <b>probability</b> of winning <b>times</b> the <b>net positive value</b> of hosting the Games, also factoring the opportunity cost of 'not bidding'.
18.6	Recommendation	CBEC's recommendation to actually make the bid or not make the bid. <b><i>Based on the probability that a bid could fail.</i></b> If the <b>expected value approaches the net value of hosting</b> , then recommend placing a bid.

<b>Calgary Bid Exploration Committee Updates by Subcommittee (2017 January)</b>	
<b>Master Facilities Plan</b>	<ul style="list-style-type: none"> <li>• Phase 1 (Pre-Planning) – COMPLETE:               <ul style="list-style-type: none"> <li>○ Initial Venue Meetings</li> <li>○ Initial Sport Meetings (including: Luge, Alpine, Free Style, Snowboard, Nordic and Ski Jumping)</li> <li>○ Development of venues studies project plan (including a venue by venue and/or cluster approach to completing Phase 2 - Initial Due Diligence)</li> <li>○ Resourcing of project team</li> </ul> </li> <li>• Phase 1 (open source research and analysis)—COMPLETE:               <ul style="list-style-type: none"> <li>○ Current state security assessments of key venues/facilities underway</li> <li>○ Secure source research well underway</li> <li>○ RCMP and CPS resources on board and active.</li> </ul> </li> </ul>
<b>Security Plan</b>	<ul style="list-style-type: none"> <li>• Completed benchmarking of past Olympic games costs for all phases with focus on Winter games</li> <li>• Developed initial hypothesis to guide financial evaluation work</li> <li>• Developed working version of financial model</li> <li>• Completed review of 1988 Olympic costs</li> </ul>
<b>Finance &amp; Investment Plan</b>	<ul style="list-style-type: none"> <li>• Developed base public engagement research plan:               <ul style="list-style-type: none"> <li>○ Random public survey (phone &amp; electronic)</li> <li>○ In-depth interview with community organizations</li> <li>○ Public guided feedback tool (fully open feedback mechanism through website)</li> </ul> </li> <li>• Completed RFP and procurement process for a research vendor (Vendor selection January 17, 2017)</li> <li>• Developed CBEC External Communications Plan:               <ul style="list-style-type: none"> <li>○ Distributed and signed off.</li> </ul> </li> </ul>
<b>Public Engagement &amp; Community Impact Plan</b>	<ul style="list-style-type: none"> <li>• Aligned stakeholder list to the City of Calgary Triple Bottom Line framework of Economic, Social/Cultural and Environmental plus fourth category of stakeholders entitled Sport.</li> <li>• Added specific needs to the RFP sent out by Public Engagement and Community Impact for the Research into public engagement and surveys.</li> <li>• Added content to CBEC's website which is being developed to capture stakeholder input.</li> <li>• Established CBEC IOC/COC subcommittee as point of contact for the respective Canadian sports organizations and gathering of required stakeholder impact information.</li> </ul>
<b>Stakeholder &amp; Government Relations Plan</b>	<ul style="list-style-type: none"> <li>• Aligned stakeholder list to the City of Calgary Triple Bottom Line framework of Economic, Social/Cultural and Environmental plus fourth category of stakeholders entitled Sport.</li> <li>• Added specific needs to the RFP sent out by Public Engagement and Community Impact for the Research into public engagement and surveys.</li> <li>• Added content to CBEC's website which is being developed to capture stakeholder input.</li> <li>• Established CBEC IOC/COC subcommittee as point of contact for the respective Canadian sports organizations and gathering of required stakeholder impact information.</li> </ul>

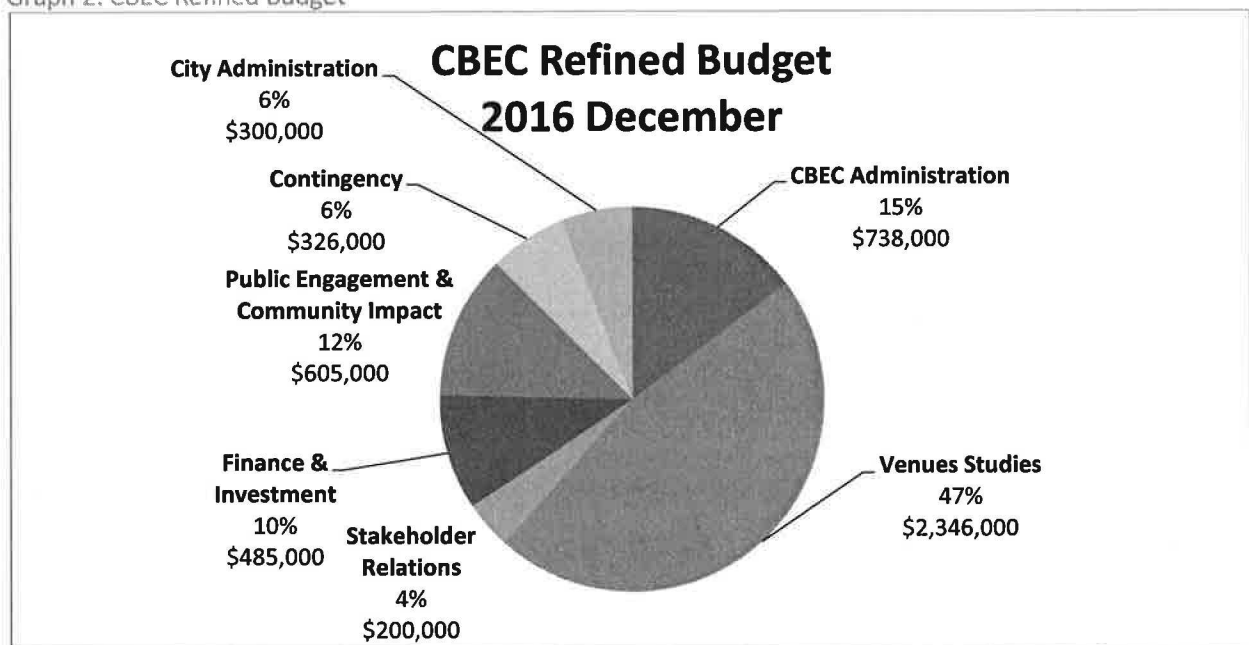
### Calgary Bid Exploration Committee Refined Budget

A preliminary budget for the Bid Exploration project was proposed by Calgary Sport Tourism Authority (CSTA) to Council back in 2016 June C2016-0537-Attachment 1. With the formation of the Calgary Bid Exploration Committee (CBEC) project planning activities, which includes validating the preliminary budget, were completed. The Preliminary Budget is outline in Graph 1 and the Refined Budget is outlined in Graph 2. A comparison of the budgets is provided in Table 1.

Graph 1: Preliminary Budget



Graph 2: CBEC Refined Budget



For ease of comparison, the preliminary budget and the CBEC refined budget information has been distilled into Table 1. The table includes the rationale for the budget revision.

Table 1: Budget Comparison – Preliminary Budget to CBEC Refined Budget

Graph 1: Preliminary Budget 2016 June			Graph 2: CBEC Refined Budget 2016 December			Reasons for Change
Budget Category	%	\$	Budget Category	%	\$	
\$5 million	100%	\$5,000,000	\$4.7 million for CBEC and \$300k for Administration	100%	\$5,000,000	2016 June C2016-0537 Council directed \$5 million be allocated for a bid exploration. (\$4.7 million for CBEC and \$300k for Administration)
City Administration		Included in Master Hosting Plan Total	City Administration	6%	\$300,000	In the preliminary budget, the \$300K for City Administration was included as part of the \$2.6 million Master Hosting Plan budget line.
Bid Exploration Management	13%	\$660,000	CBEC Administration	15%	\$738,000	Includes resources necessary to coordinate the work with the volunteer board and expert consultants within the provided timeframe.
Master Hosting Plan	54%	\$2,685,000	Venues Studies	47%	\$2,346,000	Venues makes up the majority of the Master Facilities Plan. The variance in between preliminary budget and the refined budget is due to the preliminary budgeted amount of \$2.6 million, which included the \$300k for City Administration's support.
Finance and Planning	7.5%	\$370,000	Finance and Investment	10%	\$485,000	The name and budget allocation are modified to reflect the subcommittee work and associated budget.
Communications, Engagement and Outreach	13%	\$665,000	Public Engagement and Community Investment	12%	\$605,000	The name and budget allocation are modified to reflect the subcommittee work and associated budget.
Domestic Candidature Process	5%	\$250,000	Stakeholder Relations	4%	\$200,000	Funds were set aside for a Domestic Bid Competition. No other Canadian Cities declared interest; therefore there is no domestic competition. The money was re-allocated to a Stakeholder Relations subcommittee.
Contingency	7.5%	\$370,000	Contingency	6%	\$326,000	Budget allocation for contingency is slightly lower.

## CBEC Budget – submission from CBEC

January 10, 2017

Budget Item Number	Budget Item Description	Budget with Approved Funds Dec 2016	Budget with Approved Reallocation of Funds	Notes December 2016
1	ADMINISTRATION	738,000	738,000	
1.01	Administration	738,000	738,000	Original budget category naming Management, proposed category name change to Administration
2	VENUES	2,346,000	2,346,000	
2.01	Venues	2,346,000	2,346,000	Original budget category naming Master Plan Development, proposed category name change to Venues
3	STAKEHOLDER RELATIONS	200,000	200,000	
3.01	Stakeholder Relations	200,000	200,000	Original budget category naming Domestic Evaluation Process, proposed category name change to Stakeholder Relations
4	FINANCE & INVESTMENT	485,000	485,000	
4.01	Finance & Investment	485,000	485,000	Original budget category naming Finance & Administration, proposed category name change to Finance & Investment
5	PUBLIC ENGAGEMENT & COMMUNITY IMPACT	605,000	605,000	
5.01	Public Engagement & Community Impact	605,000	605,000	Original budget category naming Communications Engagement & Outreach, proposed category name change to Public Engagement & Community Impact
6	CONTINGENCY	326,000	326,000	
6.01	Contingency	326,000	326,000	No change
<b>Total Project Budget</b>		<b>4,700,000</b>	<b>4,700,000</b>	



# CBEC Budget – submission from CBEC

January 10, 2017

## Project Overview

	Description	Budget	Spend-to-date	Variance	Notes
1	ADMINISTRATION	\$738,000	\$59,900	\$678,100	
2	VENUES	\$2,346,000	\$56,855	\$2,289,145	
3	STAKEHOLDER RELATIONS	\$200,000	\$0	\$200,000	
4	FINANCE & INVESTMENT	\$485,000	\$0	\$485,000	
5	PUBLIC ENGAGEMENT & COMMUNITY IMPACT	\$605,000	\$0	\$605,000	
6	CONTINGENCY	\$326,000	\$0	\$326,000	
	<b>Total</b>	<b>4,700,000</b>	<b>116,755</b>	<b>4,583,245</b>	

**Check Totals**

**Additional City of Calgary Resources**

**Total CBEC Budget**

**4,700,000**  
**300,000**  
**5,000,000**

**CBEC Budget – submission from CBE**

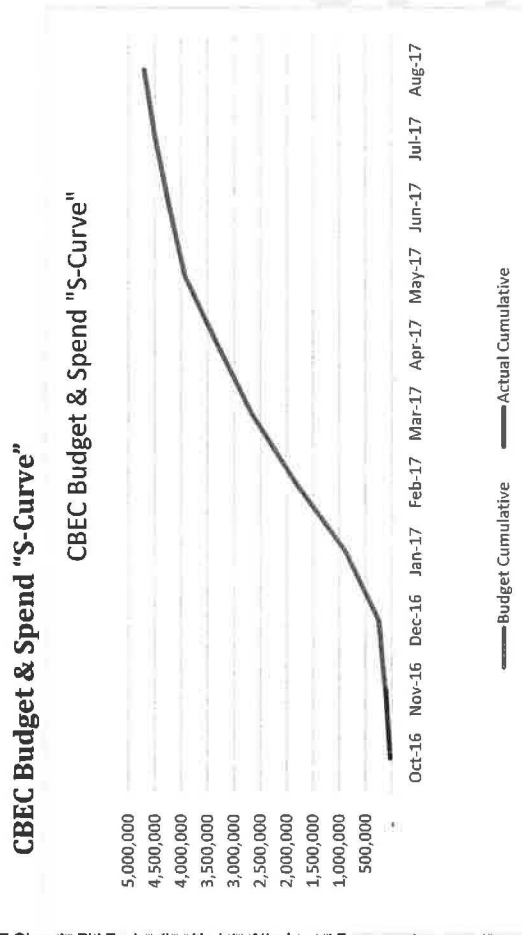
January 10, 2017

**Cash Flow**

Budget Item Number	Budget Item Description	Current Budget	Oct-16	Actua Oct 2016	Nov-16	Actua Nov 2016	Dec-16	Actua Dec 2016	Jan-17	Feb-17	Mar-17	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Check Subtotal	Spend to date	
1	ADMINISTRATI ON	738,000																	
1.0	Approved budget December 2016	738,000	14,500	15,900	60,970	44,000	63,970	83,508	76,008	73,508	73,008	73,008	72,758	73,258	73,258	73,254	0	59,900	
2	VENUES	2,346,000																	
2.0	Approved budget December 2016	2,346,000	22,667	15,730	30,667	41,125	51,667	363,667	520,667	464,667	398,714	354,714	354,714	77,714	59,714	1,142	0	56,855	
3	STAKEHOLDER RELATIONS	200,000																	
3.0	Approved budget December 2016	200,000	0	0	0	0	0	17,420	44,008	47,295	26,898	33,608	33,608	12,108	9,335	9,330	0	0	
4	FINANCE & INVESTMENT	485,000																	
4.0	Approved budget December 2016	485,000	0	0	0	0	0	60,625	60,625	60,625	60,625	60,625	60,625	60,625	60,625	60,625	0	0	
5	PUBLIC ENGAGEMENT & COMMUNITY IMPACT	605,000																	
5.0	Approved budget December 2016	605,000	0	0	0	0	6,668	59,050	214,450	140,700	49,700	49,700	57,700	32,600	21,800	22,332	0	0	
6	CONTINGENCY	326,000																	
6.0	Approved budget December 2016	326,000	0	0	0	0	0	40,750	40,750	40,750	40,750	40,750	40,750	40,750	40,750	40,750	0	0	
	<b>Total Project Budget</b>	<b>4,700,000</b>	<b>37,167</b>	<b>31,630</b>	<b>91,637</b>	<b>85,125</b>	<b>122,305</b>	<b>625,020</b>	<b>956,508</b>	<b>827,545</b>	<b>649,695</b>	<b>620,155</b>	<b>620,155</b>	<b>297,055</b>	<b>265,482</b>	<b>207,433</b>	<b>0</b>	<b>116,755</b>	

# CBEC Budget – submission from CBEC

January 10, 2017



### **Revised Timelines, Deliverables, Associated Off-Ramps and Release of Funds**

Tight timelines continue to be one of the greatest challenges facing the Calgary Bid Exploration Committee (CBEC). On 2016 September 26 (C2016-0738), Council adopted the amended deliverables, milestones and timelines outlined in C2016-0738 Attachment 1 and authorized the General Manager, Community Services to make further amendments to the deliverables, milestones and timelines as he deems required and as agreed to by the Board of Directors for CBEC.

Preliminary timelines were initially based on another Canadian city expressing interest in potentially bidding. As no other Canadian cities expressed interest, the timelines were amended to allow more time to complete the exploration work. Key updates to the deliverables and milestones include:

- rather than an interim report to Administration by 2016 December, CBEC provided a draft outline of the Master Facilities Plan, and
- rather than a final report and recommendation by 2017 May, CBEC will deliver an interim report by 2017 March and a final report and recommendation by 2017 May to Administration.

The final decision date to Council is unchanged; Administration will present a final recommendation to Council by 2017 July. Details are provided in Table 1 and 2.

Table 1: Preliminary Key Deliverables and Milestones for CBEC

<b>Milestone</b>	<b>Key Deliverables for CBEC</b>	<b>Timing</b>
1	Project Charter containing clearly defined Key Deliverables and Milestones for the Project, a fundraising and domestic bid competition update and the vision and legacy plan concept.	Oct. 14, 2016
2	Project Budget and Cash Flow Statement	Oct. 31, 2016
3	Initial Draft of Master Hosting Plan	Dec. 31, 2016
4	Interim Master Hosting Plan along with a draft recommendation to The City whether to submit a domestic bid to the COC for the 2026 OPWG	April 3, 2017
5	Final Master Hosting Plan and recommendation to The City whether to submit an international bid to the IOC for the 2026 OPWG	May 31, 2017

Table 2: Refined Key Deliverables and Milestones for CBEC

<b>Milestone</b>	<b>Key Deliverables for CBEC</b>	<b>Timing</b>
1	Project Charter containing clearly defined Key Deliverables and Milestones for the Project, and a fundraising and domestic bid competition update.	December 15, 2016
2	Project Budget and Cash Flow Statement	Dec. 31, 2016
3	Draft outline of the Master Facilities Plan	Dec. 31, 2016
4	Interim Master Facilities Plan	March 17, 2017
5	Final Master Facilities Plan and recommendation to The City whether to submit an international bid to the IOC for the 2026 OPWG	May 17, 2017

**Revised Timelines, Deliverables,  
Associated Off-Ramps and Release of Funds**

Overall Timeline

Table 3 demonstrates both the frequent updates provided by Calgary Bid Exploration Committee (CBEC), associated Administration reviews, Council updates and subsequent off-ramps. It is worth noting that release of funds are associated with CBEC's Deliverables and Milestones as well as update reports to Council, ultimately creating off-ramps (highlighted in yellow). The refined timelines are noted in Table 3 and marked with an asterisk. The 2017 July date for the final recommendation to Council is unchanged.

Table 3: Overall Timeline for CBEC/City

Deliverables and Actions	2016							2017								
	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP
CBEC updates to Administration					X	X	X	X	X	X	X	X	X	X	X	X
CBEC Key Deliverable & Milestones					X		X				X	X				
* Refined dates for CBEC Key Deliverables & Milestones					X		X			X		X				
Administration Progress Reports to Administration Leadership Team (ALT)				X			X				X		X			
Administration Update Reports to Council	X			X				X			X					
Release of Funds to CBEC*					X	X		X			X					
Administration's Report and Recommendation to Council Report by 2017 July														X		
The City Declaration to the International Olympic Committee to proceed or not																X

LEGEND:  
 Yellow represents possible off-ramps through the process.  
 Green represents release of funds to CBEC.  
 Blue represents CBEC reporting into The City with progress updates, deliverables and milestones.  
 Red represents completion dates.